

PMO SIG September 13, 2011 Meeting Summary

Planning Topic: PMO SIG Running a PMI Westchester Chapter Meeting

PMO SIG has been asked to run a chapter meeting. June 2012 meeting was selected.

SIG members brainstormed possible meeting formats, topics, etc.

- Chapter discussion forum; pose questions for table discussions and report conclusions
- Presentation on “What makes PMOs successful and what makes PMOs fail?”
- Bring in an outside speaker, e.g. someone who has run a long enduring PMO
- Recruiter presentation on “What do recruiters look for in PMO candidates?”, “What is the market for PMO positions?”
- Panel discussion on PMOs:
 - Multi-industry representation, e.g. Financial, IT, Healthcare
 - Multi-discipline representation, e.g. Academic, Recruiter, Business (CIO)
(Sylvia Russakoff @ Pace University)

PMO SIG members should think more on ideas, and prepare to discuss and decide a Chapter Meeting format at our October SIG meeting.

Main Topic: What do PMOs do to/for Project Managers?

Providing Guidance (For PMs)

- Compliance, Standards, Change Control Process
- Program Board presentation format, Dashboards
 - Often takes a while to develop a good Dashboard that works across projects

Providing Templates (For & To PMs)

- Varies from Project Reporting templates to meeting minutes
- Often includes Project Charter, Risk Log, Project Sign-offs
- PMO enforcing use of all templates in every project is often not appreciated. Better to have PM choice in choosing appropriate templates from PMO recommendations.

PMO Size and Scope (For & To PMs)

- Larger PMOs need an enterprise-wide planning too (e.g. Clarity vs. MS Project)
- Larger PMOs risk organizational changes disrupting the enterprise-wide management
- Smaller PMOs are generally more supportive and focused on a specific area
- Smaller PMOs can multiply, resulting in many PMOs within the same enterprise, not necessarily alike and often very inconsistent
- “Center of Excellence” that is organizationally apart from Project Teams is not very effective, unappreciated



Political PMOs (To PMs) versus Supportive PMOs (For PMs)

- PMOs focused on enforcement and auditing can be viewed as threatening, unhelpful, political
- PMOs focused on supportive and suggestive methods are viewed as helpful, non-threatening
 - Can provide support to projects, e.g. adding expertise missing from project team
 - Leave the audits to the audit department

PMO Transitions (To PMs → For PMs)

- As PMO standards become the norm, PMOs are viewed as less inflexible, better understood and appreciated – transforming from “doing to” PMs to “doing for” PMs.
- Metrics provided by PMOs often help elevate the standards and effectiveness of an organization

External (contractor) PMs and PMO Standards

- External PMs will often find out early if there are PMO standards in place, and how they are enforced. If not, ask.
- External PMs can add value by providing advice and expertise regarding project standards and practices, particularly if the organization has no PMO/standards, but also can influence existing PMO/standards.

Future Topics to Consider

1. PMO Best Practices to support learning and process improvement within project teams
2. Coordination to roll out Agile in your organization
3. Defining the Role of the PMO
4. Looking at the PMO from the Outside
5. Supporting Organizational Decisions
6. PMO Governance and Portfolios
7. PMO Resources - Templates, Websites, etc.
8. Client Cultures
9. The PMO and Cross Organizational Matrix Management
10. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
11. Keeping PMOs Active *ref: June 2011 PMO SIG minutes*
12. PMO – Current and Future *ref: June 2011 PMO SIG minutes*
13. PMO Practices vs. Upper Management *ref: June 2011 PMO SIG minutes*
14. PMO Promotion in the Academic World *ref: June 2011 PMO SIG minutes*
15. Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle

Attending: Carol Gingold, Daniel Walsh, David Morgen, David Rabinowitz, Jason Fox,
Kelly Beck, Marlo Moss, Mayra Rodriguez, Paul O'Connor

September 13, 2011
7:45 – 8:45 PM

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