

PMO SIG April 2013 Meeting Summary

Discussion Topic: Should PMO Outsource - Offshore or Near shore?

Geographics and Time Zones

- Offshore typically located in Asia – India, Philippines, China, etc. 9+ hour time difference.
- Near shore inside USA, usually in same time zone or within a few hours time difference.
- In-House is local – same geographic area (could be same site)

Cost Considerations

- Offshore cost is usually lower, by hour – appeals to upper management
- Cost of late delivery could be greater than savings of offshore labor
- Near shore usually located in lower cost region; savings on real estate, labor, taxes, etc.

Types of Work Typically Outsourced or Remote

- Data center Operations and Management
- System Administration, Project Administration
- Help Desk, Service Desk, Call center
- Backfilling or augmenting team to keep project schedule
 - Best to make this Outsourcers responsibility to add resources to keep schedule

Challenges with Offshore

- Meetings are virtual – Calls, Teleconferences, Internet collaboration tools
 - Bring some offshore resources onshore to work closely with business
- Flexing hours to align across time zones
 - Offshore teams work USA schedule
 - USA staff works off-hours to align with offshore time
- Personnel swapping, no control or contractual agreement on ‘who’ is assigned
 - Offshore teams working USA schedule can contribute to retention problems
- Cultural Communication Differences
 - Tendency to respond only, versus volunteer or contribute information
 - Deceivingly positive communication
 - i) “Yes” is always the response, but is often a positive acknowledgement (“I hear you”) versus confirmation of understanding, commitment
 - ii) Offshore teams often do not bring up issues or problems, unless directly asked or specifically discussed
 - Need to track work specifically and establish clear and foolproof communication

Cautions with Offshore

- Placing offshore labor into Organization Chart introduces HR concerns – treating non-employees same as employees
- Regulatory concerns, e.g. laws regulating information; applicability and enforcement of laws/regulations offshore, where liability lands
- Business funded by grants may have restrictions on use of offshore labor or services

Challenges with Near Shore

- Regional differences in culture and workforce
 - Workforce may not have the same intensity or urgency as local team
 - Lose some of the advantages of collocation – accessibility, influence, awareness
- Management perception and comfort regarding remote team or service

Bringing Offshore Closer to Business

- Bringing offshore workers onshore has higher cost in hourly rate and sponsorship
- Working in USA often appeals to offshore talent; can help retain strong team members/leaders
- Technical lead brought onshore often better than offshore
 - Working more closely with business, providing technical direction to offshore team
 - QA and sign-off on work done by offshore team
- Empowering a strong offshore leader/coordinator
 - Allow them to manage offshore team the way they know will work best, increasing productivity
 - Must be trustworthy
 - Need to support what they need to enable success

Next Meeting

Next meeting is in May. Topic: Vendor and Partner Management

PMO SIG Discussion Topics to Consider

1. PMO Practice
 - a. PMO Resources - Templates, Websites, etc.
 - √ b. PMO Best Practices to support learning and process improvement within project teams
 - √ c. Coordination to roll out Agile in your organization
 - d. PMO Governance and Portfolios
2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - b. PMO Promotion in the Academic World
 - c. Promoting the value of the PMO
 - d. Explaining the benefits of the PMO

3. Organizing and Starting the PMO
 - a. Defining the Role of the PMO
 - b. Supporting Organizational Decisions
 - c. The PMO and Cross Organizational Matrix Management
 - d. Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle
 - e. Where should the PMO be migrated into with a company that re-organizes, downsizes?
 - f. Criteria to establish a PMO in your organization - When does it NOT make sense to have a PMO?
 - √ g. Should the PMO be in-sourced or out-sourced? Why?

 4. Other
 - a. PMO Practices vs. Upper Management
 - b. Client Cultures
 - c. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - d. Keeping PMOs Active
 - e. PMO – Current and Future
 - √ f. Working with a Multi-generational Workforce
 - g. PMO Myths
- ★ In progress
√ Completed

Attending: Adella Rosenthal, Carl Gessman, David Morgen, David Rabinowitz, Dorothy Cunha, Jason Fox, Jeffrey Cohodas, Marlo Moss, Michael Delli Carpini, Tim Hopkins

April 9, 2013
8:15 – 9:15 PM

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