

PMO SIG May 2014 Meeting Summary

Discussion Topic: Research

David R. Shepler presented "Project Managing Researchers Building Smarter Energy Data Analytics" to the chapter at this meeting, which sparked a continued discussion of the topic in our PMO SIG.

Research Project Management

- Company culture may attribute to the speaker's experience on research projects
- The nature of research projects sets them apart from other projects (e.g. deliverables, risks), and the project management should account for this

Research Projects

- Deliverables of research projects are different
 - Outcomes of research
 - Next paths to take based on outcomes
- Measurements for research projects
 - Number of research cases completed
 - Demand for more research
 - Trial and error measures need to account 'failures' as eliminations of possibilities

Crisis of Integrity

- The main speaker added a topic about work integrity (missing/late meetings, late or unfulfilled commitments)
- Primary cause for this is overall 'do more with less', causing work overloads and missed commitments, lateness, etc.
- This behavior goes up to the executive level
- Possible solution to tie commitments/accountabilities to compensation
 - Identifies areas of high or low interest

Pushing back on over commitments

- Pushing back, negotiating priorities may help avoid over commitment and associated failure to meet commitments
- Expect executives to 'scream' about some priorities lowered
- If such screaming provides results, expect the screaming to pervade the culture
- Risk of pushing back
 - PM needs to accept constant risk of being pulled from project (or fired)
 - May need to consider another position if this can't be tolerated
- Push back has more potential for success based on prior reputation for delivery
- PMs expected to 'work miracles'

Sphere of Influence for R&D Project Manager

- Evaluate what approaches may meet needs, or will not meet needs
- Do not promise what cannot be delivered
- Need to frame project around what 'proof of concept' would do
- Very important to keep sponsors/stakeholders advised – No surprises

Next Meeting

Next meeting is in June. Topic TBD.

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



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Attending: David Morgen, David Rabinowitz, Dorothy Cunha, Howard Paul, Jason Fox,
Joe Palau, Marlo Moss, Mayra Rodriguez, Ray Francis, Sidney Szydlow

May 13, 2014
8:15 – 9:15 PM

Chair: David Morgen, PMP
dwmorgen@gmail.com

Scribe: Jason Fox, PMP
jpjfox@gmail.com