



PMO SIG November 2014 Meeting Summary

Member Discussion Topic: Projects in Failure Mode

Project Recovery

- Follow-up discussion from chapter meeting main topic “Project Recovery” presented by Stacey Berlow.
- PMO SIG members discuss what PMOs can do for failing projects

Applicable PMO processes & tools

- Standard project reporting tools
 - Should show some warning signs of project failure
 - i) Schedule not being met
 - ii) Budget/Hours exceeded
- Risk management processes
 - Should have risks identified and routinely monitored
 - Should have risk mitigation plans (at least preliminary)
 - As risks become reality, mitigation actions should be taken

PMO as source of information

- PMO should have historical information on the project
 - Analyze sources of failure
- History of other projects may also be applicable

PMO taking initiative on project in failure mode

- PMO needs to socialize the points of failure (potential or real)
- Facilitate discussion on project failure and recovery
- Step back, analyze how you got to where you are
 - Root causes
 - Key problems to solve
- Assess what is needed to achieve success
 - Try thinking in terms of no constraints
 - Brainstorm and assess opportunities to provide what is needed to drive success

Lingering projects in failure mode

- Projects in failure mode tend to linger, sometimes ‘forever’
- Tendency to keep working and extending, to complete the project
- Resistance to cancel a failing project
 - May be a regulatory requirement that mandates the project
 - May be a strong sponsor who keeps project going
- Project schedule keeps getting extended
 - Baseline for project may even be adjusted

Ending projects in failure mode

- Salvage what is not failing
 - Deliver what you can from the project
- Declare some (partial) success
- Some saving of face
 - May be important to stakeholders
 - Sunk cost is not totally lost
- Create new project scope, reduced from original plan to what can be achieved

Discussion Topic: Thanksgiving Project Management

Discussion points for Thanksgiving project Management

- Planning, Execution & Delivery
 - How much time and effort is needed for each phase?
- Lessons learned from Thanksgiving events
- How much does Agile apply to Thanksgiving?

Discussion Deferred to December

- PMO SIG members chose to discuss project failure in November
 - Relevant to current issues among SIG participant(s)
 - Follow up from chapter meeting presentation
- PMO SIG will discuss Thanksgiving Project Management in December
 - Sig members should think about discussion points during Thanksgiving
 - Bring any relevant Thanksgiving experiences to discussion

Next Meeting

Next meeting is in December. Topic will be Thanksgiving Project Management.

PMO SIG Discussion Topics to Consider

Proposed Topics (items in bold are recent suggestions)

1. PMO Practice
 - a. **Types of Charters**
 - b. **Using BAs in PMO Models**
 - c. PMO Resources - Templates, Websites, etc.
 - d. PMO Governance and Portfolios
2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - 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

- 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. **Sphere of control vs outside your control - knowing the difference**
 - b. **Internal Audit Projects**
 - c. **Enforcing Results Offshore**
 - d. Thanksgiving Project Management (Nov 2014 meeting)
 - e. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - f. **Several 15-minute talks on PMO topics of interest**

Attending: Adella Rosenthal, Alicia Guerra, Charles J. Cante, Charles R. Cante, David Morgen, Dorothy Cunha, Elaine Cacoma, Ira Seiken, Jason Fox, Louis Kural, Mayra Rodriguez, Ray Francis, Wayne Winders

November 11, 2014
8:15 – 9:15 PM

Chair: David Morgen, PMP
dwmorgen@gmail.com

Scribe: Jason Fox, PMP
jpjfox@gmail.com