



PMO SIG December 2014 Meeting Summary

Member Discussion Topic: Project Conflicts and How PMs Respond

Integration project issues (Merger/Acquisition)

- Discovering bad data with migration, e.g. email accounts for former employees
 - PM needs to raise concern of migrating bad data, cleanup effort required
 - Management not expecting intensity of cleanup effort
- Project focus should be on the migration
 - Should not let data issues jeopardize schedule priorities
 - Weigh pros and cons of cleanup versus migration of data
- Data cleansing can be an opportunity
 - May be perceived as scope creep
- Present data issues as a risk
 - Include pros and cons, recommendations
 - Sponsor, steering committee, etc. can decide course of action

System conversion project issues

- Data migrated successfully, but presentation of data is now different
 - Impact to users was difficult, unexpected
- PM needs to communicate, communicate, communicate
 - Avoid surprises by communicating changes, nothing unexpected in delivery
 - Train as needed to accommodate changes

Problems become opportunities for other projects

- Problems foreseen (in scoping), e.g. migration of MS Access as part of MS Office migration
 - Documented as out of scope for Office migration
 - Separate project planned for MS Access
- Unforeseen problems, e.g. MS Access being used for non-standard business process
 - Document non-standard uses, do not include in migration
 - Project to standardize business process will deal with non-standard Access databases

Perception of failure or incident is stronger than reality

- One strong unhappy voice can overshadow overall success
- One thing gone wrong can take over perception

Change management aspects

- People inherently do not like change
 - Even if change is better, it is different from what was before
- Change implemented by 'someone else', others feel victim of change



Communication aspects

- Direct contact to sponsors, face to face or phone
 - Issues or risks communicated only via reports may be overlooked
 - Better to have discussion, sponsor may appreciate special attention to issue or risk
- Common terminology needed
 - e.g. Employee versus Contractor, or 'Associate' to include both
 - Need to avoid ambiguities or assumptions that could lead to issues or conflicts
- Right audience needed
 - Stakeholders impacted, Decision makers, Sponsors, etc.

Next Meeting

Next meeting is in January. Happy Holidays!

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**



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Attending: Carl Gessman, Charles J. Cante, Charles R. Cante, David DeLuca,
David Graffenius, Diane DiPaola, Howard Paul, Jason Fox, Ray Francis,
Richard Loeb, Smriti Sridhara, Wayne Miner, Wesley Harlow

December 9, 2014
8:15 – 9:15 PM

Chair: Richard Loeb, PMP
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Scribe: Jason Fox, PMP
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