



PMO SIG June 2015 Meeting Summary

Discussion Topic: Acquiring and Keeping Resources

Challenges and strategies for getting resources

- How to add PMs to organization
 - ♦ Difficult to get management approval to add PMs in PMO
 - Bureaucracy and cost control challenges
 - ♦ PMs can be placed in business unit organization
 - Executives in business units may have better leverage to add resources
 - Direct value to business justifies resources
- Justifying need for additional resources
 - ♦ Projected workload exceeds capacity
 - ♦ Teams are overworked
 - ♦ Schedules are in jeopardy
 - ♦ Increasing risk to projects
 - ♦ Quality may suffer

Projects crossing organizations or teams

- Multiple teams supporting IT infrastructure
 - ♦ Server, network, workstation teams, etc.
 - Each may have its own team lead and subproject
 - Each team focused on their specific tasks and deliverables
 - ♦ Coordination across teams critical for projects spanning infrastructure
 - Success of critical business objective depends on all subprojects and teams
- Technical teams often led by senior member
 - ♦ Not always best choice for managing a project
- Strong case for PM needed to coordinate across areas on infrastructure
 - ♦ Provide project management expertise not present in technical teams
 - ♦ Ensure success of overall project

Providing PM Opportunities and Mentoring

- Assign some (sub)project management activities to team resources
- Mentor team members on project management
- Provide growth opportunity for team member(s)
 - ♦ Helps with retaining resources
 - ♦ Develops team members to take on new and bigger challenges
- Some project management offloaded from PM to team
 - ♦ Frees up some bandwidth for PM
- Increases pool of PM talent within organization



Resource contention within teams

- Matrix organizations
 - ♦ Resources typically assigned to multiple projects
 - ♦ Multiple PMs competing for resource time and attention
- Project portfolio management
 - ♦ Too many active projects in portfolio creates competition for resources
 - ♦ Priorities of projects need to be managed
 - Which projects have priority for resources
- Managing resources meeting commitments, deliverables
 - ♦ Best to put tasks, deliverables, dates in writing; agreed with resource
 - ♦ Part of performance review includes evaluation of performance on projects

Workload capacity and velocity

- Good to project the velocity of a team (especially with heavy workload)
 - ♦ e.g. How many test cases per day can be completed?
- Velocity projection can help define schedule or identify risks to schedule
- Velocity can be used to leverage need for more resources

Challenge with Legacy systems

- Knowledge of Legacy systems may be lost
 - ♦ Experts have moved on or left the organization entirely
- Discovery of “Orphaned” legacy systems
 - ♦ System still in use, but has no owner, support, expert, etc.
- Need to augment staff to fill gap
 - ♦ External resource with needed expertise
 - ♦ Training of internal resource to develop skills needed

Economy impact on resources

- Economic hardship often leads to budget cuts and downsizing
 - ♦ Reduction of resources
 - ♦ Not necessarily a reduction in workload
- Tendency to divide all work among remaining resources
 - ♦ “Do more with less”

Constraints with resource limitations

- Scope of work
 - ♦ Without additional resources, scope may need to be reduced
 - Reduce scope of individual deliverables or projects
 - Reduce number of active projects in portfolio
- Schedule of work
 - ♦ Without additional resources, schedules may need adjustment
 - Extend schedules, deliver later
 - Postpone some projects
- Quality of work
 - ♦ Without additional resources, quality may suffer
 - Rushed work, skipped steps

Next Meeting

Next meeting is in September. Have a good summer!



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: Carl Gessman, Charles J. Cante, Charles R. Cante, David Morgen, Diane DiPaola, Dorothy Cunha, Howard Paul, Jared Coffin, Jason Fox, Richard Loeb, Victoria Kolonikina

June 9, 2015
8:15 – 9:15 PM

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