



## **PMO SIG September 2015 Meeting Summary**

### **Discussion Topic: PMO Charters**

#### **Charter template references from Internet web sites**

These web site references were provided in email sent prior to the September meeting.

- [https://www.usfca.edu/uploadedFiles/Destinations/Office\\_and\\_Services/ITS/downloads/USF\\_PMO\\_Charter.pdf](https://www.usfca.edu/uploadedFiles/Destinations/Office_and_Services/ITS/downloads/USF_PMO_Charter.pdf)
- [http://kigospace.com/public/wp-content/uploads/2013/01/pmo\\_charter\\_template.pdf](http://kigospace.com/public/wp-content/uploads/2013/01/pmo_charter_template.pdf)
- <http://www.slideshare.net/demandmetric/pmo-charter-template>
- [http://www.maine.edu/pdf/ITS\\_PMO\\_Charter.pdf](http://www.maine.edu/pdf/ITS_PMO_Charter.pdf)

#### **Types of PMO charters include**

- Charter for establishing PMO
  - ♦ May start with an initial charter for PMO launch
  - ♦ Charter is then updated as PMO progresses and matures
- Charter for PMO initiatives, e.g. Governance role, Portfolio management
- Charter templates for project proposals

#### **Elements of typical charters**

- Executive summary
- Mission
- Objectives
- Critical success factors
- Quality
- Challenges / Obstacles
- Organizational structure
- Staffing
- Budget

#### **Decision making**

- Charter should define decision process
- Identify decision maker
  - ♦ May be multiple levels/areas of decision makers
  - ♦ Should be an overall chief decision maker
- Should also define who is consulted, who is not
- Full RACI may be documented, but at a minimum a decision maker should be unambiguously defined
- Risks of poorly defined decision process
  - ♦ Conflict over decision making
  - ♦ Ambiguous decision making
  - ♦ Reluctance to make decisions



### **Example of project charter process**

- Approved by sponsor, e.g. Product Owner, Business Executive
- Charter approval authorizes initiation of project planning
  - ♦ Project planning cannot begin without charter authorization
    - Only very high level planning done before charter
  - ♦ Details of project plan come iteratively, approved in progression

### **Example of PMO charter**

- PMO charter outlines portfolio planned for the year
- Overall budget for PMO project portfolio
- Quarterly audits of project portfolio validate charter and budget

### **Interdependency among PMOs**

- Organizations may have multiple PMOs
  - ♦ Interdependencies may exist between PMOs
- Overarching PMO – may be regional, business segment
  - ♦ Individual PMOs may be subordinate to overarching PMO
- Global PMOs may exist to standardize internationally
- PMOs for governance, control, audit
  - ♦ Need to be separate, unbiased, to govern business/regional PMOs
- PMOs for special purposes
  - ♦ Merger and acquisition PMOs
    - Interdependency across both sides of M&A
- RACI is critical to help define interdependency
  - ♦ May not be clear at first
  - ♦ Eventually need RACI clarified

### **Independence of PMOs**

- Organization that sprouts multiple PMOs may be looking for independence
- One (or more) PMO needs to operate differently
  - ♦ Specific governance (such as FDA, SEC)
  - ♦ Business needs to manage differently (e.g. business startup, joint venture)
- Each PMO charter should define specific requirements and needs

### **Charter approval and distribution**

- Charter approval finalizes the charter
  - ♦ May be further revisions, similar approval process
- Charter needs to be kept
- Charter needs to be distributed and communicated
  - ♦ Typical charter audience includes
    - Sponsor
    - PMO
    - Project team
  - ♦ Project manager should ensure team understands project charter
  - ♦ Training/Development organization can be involved



### **Evolution of PMO charter**

- PMO charter should not be static, but should evolve
- Revisit charter down the road to determine
  - ◆ Is charter being fulfilled?
  - ◆ Has PMO accomplished goals?
  - ◆ Should PMO “raise the bar” to higher standard?
  - ◆ Is PMO job done? Discontinue PMO?
- Continuous improvement should be applied to charter revisions

### **PMO charter considerations**

- Where does the PMO add value?
  - ◆ How will this value be measured?
- Keys to prioritization
  - ◆ Define criteria
    - Avoid putting time/effort/money into unimportant things
    - Avoid “bullying” or “meddling” to influence priorities
  - ◆ PMO may have advisor/counselor role vs. deciding role
  - ◆ PMO may have responsibility to ensure decision making process is done right by the right people
- Portfolio management
  - ◆ Cross-departmental (cross-business, etc.) prioritization
    - Needs representative voice from each area
    - PMO needs to facilitate process, can be difficult, political
- PMO should help the portfolio management board through the process

### **Next Meeting**

Next meeting is in October.

### **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, Carl Gessman, David Morgen, Dimitar Dermendzhiev, Dorothy Cunha, Gabi Kladni, Gafar Fadairo, Howard Paul, Jaime Lieber, Jason Fox, Laurence Wright, Marlo Moss, Mayra Rodriguez, Scott Morrison

September 15, 2015  
8:15 – 9:15 PM

Chair: David Morgen, PMP  
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Scribe: Jason Fox, PMP  
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