

Notes from Feb 25 PMO SIG meeting
Keeping the PMO Ticking

Please go to the AITP Windy City Chapter website for a PDF of today's presentation.
<http://www.aitpchicago.com/DesktopDefault.aspx?tabindex=1&tabid=38>

February Session discussion summary

Thanks to presenters: Alisa Speese and Gayle Brim of Integrated Systems Management. Following below is a highly summarized set of notes to accompany their presentation slides.

After discussing the definition of PMO, Alisa spoke about the **Charter of a PMO** which documents the business reasons for creation of a PMO. The speaker proposes that starting a PMO is like starting a project, beginning with a charter, identification of stakeholders, schedule and governance meetings etc, elaborated on during the rest of the presentation. After defining the charter, there are three typical PMO models defined by professional literature (Gartner Group):

- ⇒ Project Repository
- ⇒ Project Coach
- ⇒ Enterprise PMO
- ⇒

Early in the start-up, the PMO begins to **gather and set expectations**, which in turn drive the measurement of PMO success.

PMO Rhythm – A Day in the Life of a PMO:

Discussion centered on daily, weekly and monthly interaction with project teams and management stakeholders. Discussion covered action planning, course corrections and management reporting.

Governance:

Discussion centered on PMO methods, tools and communication.

Project Selection:

As PMO methods mature and the nature of projects in an organization evolve, the framework for selecting, managing and tracking the PMO's portfolio of projects matures and evolves as well. The group expressed interest in a future deep dive session on this topic.

Lessons Learned:

Discussion centered on the value of learning and incorporating *lessons* into ongoing practices of the PMO and project teams. Lessons learned can be harvested at various points such as life cycle *tollgates*, project end or during scheduled reporting intervals. Group interest suggested that a future session delve further into this topic.

Dependency Management:

Significant value is derived from teaching project teams how to discover and manage intra-project dependencies. The PMO is in a unique position to discover and manage inter-project dependencies. One way to manage cross team dependencies is to organize interdependent projects into overarching programs. Tools to help PMO include:

- ⇒ Awareness of critical path impact
- ⇒ Level and frequency of changes to scope and schedule.

This topic transitioned into a discussion of Risk Management.

Risk Management:

Discussion included risk identification, escalation, risk mitigation and opportunity management. It was agreed to devote an entire future session to Risk Management.

PMO Toolkit:

Discussion centered on project and portfolio management software and process integration.

Organizational Change Management:

Discussion began regarding stakeholder analysis for purposes of planning and managing communication. Interest centered on rumor control, developing job aids and training plans as tools of effective change integration. The group agreed to devote a session to this topic later during 2010.

Resource Management:

PMOs turn to understanding and managing resources devoted to project execution. Discussion of resource management tools and judgment frameworks ensued. Discussion included understanding and breaking cycles of *bad multi-tasking*, gaining organizational commitment to members assigned on a matrix basis to project teams and fast cycle time through resource focus. There was significant group interest and attendee discussion on this topic and later it was agreed that one of the 2010 *deep dive* sessions will be devoted to Resource Management.

Trends and Best Practices:

The group expressed interest in a show-and-tell session to present and discuss the emerging trends and SIG member best practices. Topics of interest included: reading warning signs of projects in trouble, stopping *run-away train* projects, redirecting resources, developing and measuring service level agreements.

2010 Agenda:

The group briefly recapped/agreed upon areas of interest for future 2010 SIG sessions. These included:

#	Place	Date	Topic
2	MicroTrain, Lombard	March 25	Project Portfolio Selection/Prioritization, Management and Tracking
3	Tbd	Tbd	PMO Chartering and measurement of PMO Business Value
4	Tbd	Tbd	Resource Management
5	Tbd	Tbd	Governance
6	Tbd	Tbd	Organizational Change Management & Gleaning Lessons Learned
7	Tbd	Tbd	Risk/Opportunity Management
8	Tbd	Tbd	Management Reporting
9	Tbd	Tbd	PMO in a system of Compliance/Governance
10	Tbd	Nov. 15	Project Management trends and Best Practices (Joint session with Governance SIG)
11	Tbd	Tbd	2010 recap and 2011 Planning

Topic Sequencing: will be determined by online member survey.

Meeting Schedule: Monthly meetings on the 4th Thursday of the month, unless that falls on a holiday or occurs in a month with Regional or National AITP meetings

Venue: the group expressed a preference for a classroom meeting set-up over a lecture/auditorium set-up.