PMO SIG October 2015 Meeting Summary

Discussion Topic: Program Management vs. Project Management

Charter considerations for programs and projects
- Single charter for entire program
  - All projects within program follow same charter
- Separate charter for each project
  - Elements of each charter may have something in common, e.g. same stakeholders
  - Project charters within a program usually have some common theme

Scope of program
- Enterprise wide program
  - All projects managed together, under same program
- Breakdown by business unit
  - Each business unit has a portfolio of projects
  - Charter for each business unit's program, based on portfolio
- Grouped by budget, cost center
  - Resource needs and budgets developed for each project
  - All project resources/budgets rolled up within program
  - Program manager decides what fits into overall budget

Separation of programs
- Separate programs of projects by methodology
  - Agile program vs. Waterfall program
- Separate programs by area
  - IT – Application development vs. Infrastructure migration
- Unique programs
  - R&D programs managed very differently from business operations

Common elements across projects
- Requirements planning
- Interdependencies
  - May exist between projects under separate programs
- Risks

Exceptions among projects
- Often a project requests an exception or wavier of standards
  - Not all pegs are square and fit square holes
  - Legitimate needs to vary methodology, process, etc.
- Approval needed to manage exceptional project differently

Managing interdependencies between projects
- All PMs need to communicate to Program Manager (or PMO)
  - ◆ Highlight of any variances
    - ▪ Schedule
    - ▪ Budget
    - ▪ Deliverables
  - ◆ Risks that have become real
    - ▪ Action plan
    - ▪ Potential outcomes
- Program manager (or PMO) should communicate to PMs
  - ◆ Reporting requirements
  - ◆ Summary status of all projects within program
  - ◆ Highlight of any variances across projects

Competition among projects
- One project may encounter an unforeseen expense or resource need
  - ◆ Impact may extend to other projects
- Program manager would decide how to address need
  - ◆ Program may have a reserve fund
  - ◆ May need to 'rob' funds or resources from another project(s)

Next Meeting

Next meeting is in November.

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, Jason Fox, John Grazier, Marlo Moss, Richard Loeb

We were a small group tonight, as some members sat in a concurrent discussion of the PMIW Job Club.

October 13, 2015   Chair: Richard Loeb, PMP
8:15 – 9:15 PM   *Richard.Loeb@verizon.net*
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                   jpjfox@gmail.com