



**Breakfast Roundtable South  
Minutes from Meeting of  
May 6, 2005**

**Topics chosen:**

- PMO for PMs in Multiple Organizations (IT, R&D, Product Development, Finance)
- Manage Expectations related to Fixed Price project and Sponsorship

**DISCUSSION:**

- **PMO for PMs in Multiple Organizations (IT, R&D, Product Development, Finance)**
  - Defined as those factors that may make a project unsuccessful.
  - When is a project unsuccessful?
  - How to set priorities.
  - Balance local area needs.
  - Loss of control (local area).
  - Standardize process.
  - Conflicting management objectives.
  - Manage resources.
  - Value of PM recognized.
  - PMO objectives:
    - Set standards vs. direct people
    - Manage projects centrally
    - Enforce best practice
  - PMO needs executive sponsorship
  - Success will create demand for PMO, PM
  - Where should PMO report to?
  - Need line managers to support PMO.
  - PMO PM roles need to be well defined.
  - PMO oversees:
    - R&D projects
    - Functional projects
  - Difficult to address diverse needs for large, global, small. local projects
  - Audit group should be separate
  - PMO must gain endorsement/approval from management.
  - Must train project staff on PMO processes “How to be a team Member”
- **Fixed Price Projects**
  - PM not involved in sale proposal
  - Clearly define completion criteria
  - Consider earned value
  - Change control for:
    - Customer scope change
    - Proposal errors – change control to internal sales/management
  - Bid on a phase basis



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- Definition – maybe time & material
- Build – fixed proposal
- Watch out for warranty work.
  - May want to cap \$
  - Customer manages
- Know company “fixed” price strategy and know customer style
- Be careful using “part time” people on fixed price:
  - Risk of availability
  - Risk of releasing staff