Effective Project Management

**Wysocki – Management, PSO (Project Support Office)**

**Management**

\*Project Support Office (PSO) – Form, Function, Value, Management

\*Continuous Process Improvement Model (CPIM)–Process Improvement & Maturity Models

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|  |  | Project Support Office (PSO) | 🡺 | Project & Programs |  | 🡺 | Continuous Process Improvement Model (CPIM) |  |
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Wysocki, Chapters 15

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| **Project Support Office (PSO)** |
| **1. Definition – What is it?****2. Justification – Why do we need it?****3. Operation – How do we use it?** |

**Project Support Office (PSO): Definition – What is it?**

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| **Definition**: **A Project Support Office (PSO) is an organizational unit that provides services to support the project management of project portfolios.** |

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| ***“The PSO is a business unit.”*** |

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| **Organizational Unit** | **Portfolio of Services** | **Portfolio of Projects** |
| -Temporary (e.g., Program) -Permanent (e.g., Enterprise) | -Project Support.-Consulting and Mentoring. -Methods and Standards.-Software Tools.-Training.-Project Managers. | -Goals and Purposes-Organizational Unit-Budget |

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| **Characteristics:** | -Reactive & Proactive -Enterprise & Functional-Real & Virtual -Centralized & Decentralized-Enterprise & Functional -Temporary & Permanent |
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| **Objectives:** | >Standard methodology>Training and documentation>Formal review function to monitor compliance |
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| **Mission:** | \*Administrative support for non-value-added work\*Compliance to standards\*Comprehensive support availability upon request |
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| **Placement:** | 1. Enterprise Level (e.g., EPSO)2. Division Level (e.g., IT PSO. Discipline-specific)3. Program Level (e.g., Projects within Programs) |

**Project Support Office (PSO): Justification – Why do we need it?**

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| ***Causes of Project Failure*** |
| Lack of user inputIncomplete requirements and specificationChanging requirements and specificationLack of executive supportTechnology incompetenceLack of resourcesUnrealistic expectationsUnclear objectivesUnrealistic time framesNew technology |
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| ***Symptoms indicating a need for a PSO*** |
| Project failure rates are too highTraining is not producing resultsHR project staff planning isn’t effectiveBest practices are not leveragedThere is little or no control over the project portfolioNo consistency in project reportingThere are too many resource scheduling conflictsThere is a gap between process and practice |
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| ***Questions*** |
| What are the “positives” of having a PSO?What are the “negatives” of not having a PSO? |

**Project Support Office (PSO): Operation – How do we use it?**

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|  | Where are you? |  | Self-assessment |  |
|  |  |  |  |  |
|  | Where are you going? |  | Goals & Objectives |  |
|  |  |  |  |  |
|  | How will you get there? |  | Process & Practice |  |
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|  | How well did you do? |  | Measurement & Accountability |  |
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| ***Project Management Maturity Model (PMMM)*** |
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|  | ***PMMM Levels*** | ***PSO Assessment*** | ***PSO Advancement******[Processes|Support|Training]*** |  |
|  | 1. Initial | Some PM processesInformal supportNo PM training |  |  |
|  |  |  | Action Items |  |
|  | 2. Repeatable | Documented PM processPart-time supportLimited PM training |  |  |
|  |  |  | Action Items |  |
|  | 3. Defined | Fully supported PM processFull-time supportMore extensive PM training |  |  |
|  |  |  | Action Items |  |
|  | 4. Managed | PSO responsible for professional developmentComplete PM trainingProject portfolio managed as a business |  |  |
|  |  |  | Action Items |  |
|  | 5. Optimizing | Continuous improvement process in placeMeasured improvement in project success |  |  |
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**Hub-and-Spoke BP4SO**

**{Business Projects Programs Processes Portfolios Support Office}**

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| **Project Management (PM)** |
|  | **Business Analysis (BA)** |
|  |  | **Information Technology (IT)** |
|  |  |  | **Business Processes (BP)** |

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|  |  | **Division****BP4SO** |  |  |
|  |  |  | **Policy & Standards** |  |
|  |  | **Enterprise****BP4SO** |  |  |
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| **Division****BP4SO** |  |  |  | **Division****BP4SO** |
|  |  | **Community of Practice** |  |  |

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| **Portfolio Support** | **Assigning Project Managers** | **Professional Development** |