

# **Project Office Implementation Proposal**



**Prepared for**

**Integrated Engineering Services  
January 9, 2004**

**By**

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**Integrated Engineering Services**  
**Proposal for Implementing a Project Office**

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# **Integrated Engineering Services**

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### **INTRODUCTION**

The purpose of this paper is to highlight the objectives of implementing an Integrated Engineering Services Project Management support Office (PMSO) and also to propose an implementation plan. The goal of a PMSO as in most organizations (not FAA) will be to assist Integrated Engineering Services developing effective and efficient ways of implementing Project Management using the industry best practices. Implementing a project office may be accomplished using any one of several approaches or models depending on the organizational culture. The evolutionary model suggested in this case will be discussed in this paper.

Currently, Integrated Engineering Services Division provides services similar to the functions of a Project Support Office to its Branches and other WJHTC organizations on demand. The Division championed and provided project management training to Program Managers, Project Managers, Project Engineers and other support personnel at the Technical Center. The Division personnel manages the FAA Schedule Management Toolset (SMT) at the TC in liaison with ASD-600, maintains Primavera (P3/P3e), another project management software tool and provide technical and expert support to other organizations at the WJHTC. Project Management practitioners outside Integrated Engineering Services have access and use these tool.

The Branches in Integrated Engineering Services like most other organizations at the FAA with specific reference to ACT practice some form of project management. However, there is currently no dedicated functional unit to provide a coordinated expert guidance and support to the Division in order to take advantage of using the best project management methods. Consequently, organizations use different methods and processes with different reporting formats.

Therefore, in order for the Division to continue to provide similar support that will help to improve our project management practices through better planning and control, it will be necessary to establish a team of project management experts. The team should include project management professional(s) (certified PMP) that will be dedicated to performing the functions that will be described in this paper. The team should have authority to define and maintain project management standards and processes for the Division adopting internationally accepted standards. With a sustained improvement in managing projects, the team would provide further support to other WJHTC and HQ organizations on consulting basis.

Therefore, this proposal will describe the support functions and services to be provided by the proposed PO, suggest roles and responsibilities, and discuss the benefits or justification for the office.

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### **FUNCTIONS**

The proposed project office will have the capability to provide consulting services on project management practices, development and training of project managers and project team members, and defining organizational standards in project management. The PO will also provide administrative support as necessary to achieve the desired result in project management related interfaces and correspondence. The level of support will vary according to the nature of the office or the stage in the evolution process. In a Staff role, the support to project teams will be on as needed basis much like the current practice but with the PO recognized as a unit within the organizational structure. The next level is the PO (the Enterprise-Administrative role) with the purview broadened to provide organization-wide information management for better decision making. The ultimate PO (Line role) is one that has the characteristics of the first two as well as employing staff capable of and available to actually manage selected projects.

#### ***Types of Support to be Provided***

The project Office will define and maintain project management standards and methods for the Integrated Engineering Services. In order to ensure an institutionalized application of project management principles and techniques these methods and standards will be applied to all projects undertaken by Integrated Engineering Services. The office will coordinate with contractor project managers to reconcile the differences between standards if any to assure that the FAA achieves the best result. The application of these standards and processes will help project managers and team leads to improve their skills.

The office will provide direction, guidance, and assistance to project management practitioners on sources of best practices available in the form of WBS templates, dependencies, estimates, resource assignments, risk management and more. This will increase efficiency and the delivery of products and services on time and within budgets. The ultimate impact for the division will be manifested in better customer (IPTs) satisfaction.

The office will maintain databases of all current and past project CDRLs and documents on a central repository. The archived data will be available to project team members as lessons learned from past experience. Learning from past experience in similar projects will improve efficiency and effectiveness of delivery of products and services.

Mentoring and coaching of project managers during all stages of projects on the various aspects of project management knowledge areas is an important function that will be performed by the PO. The office will develop and maintain a structure for mentoring and coaching of emerging or developing project managers through the identification of mentors and by creating and maintaining effective communications. The office will assist project managers and leads that need relevant information that are available from external sources. It will also provide guidance for individuals pursuing the Project Management Professional (PMP) certification.

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The office will create, maintain, and publish a list of all current projects within Integrated Engineering Services to provide project managers and teams with information that could help in the sharing of valuable information. Sharing of information will minimize ambiguities and conflicts resulting in timely delivery of products and services.

The PO will work with the Division Manager, and the FAA Human resources, ACT-10 to identify training needs and training courses that will assist individuals in developing their project management skill. The office will customize courses to incorporate specific aspects of FAA processes to meet the identified training needs. In order to continuously improve on the planning of training formats and contents all training courses will be evaluated using some measurable criteria.

The office will assist the FAA Contracts, ACT-50 in the training provider selection process to ensure that the desired training objectives are met. Such activities will include developing training request for proposals (RFP), technical screening of response to the RFP, the statement of work, and any other area of assistance needed to assure a successful training.

The Office will integrate and coordinate multi-projects within the Integrated Engineering Services division. It will track, generate earned value reports, and raise red flags to project managers about project deviations, and assure that project reviews are held and documented. It will also assure that post-project reviews are conducted and that lessons learned are documented

Project audits will be performed on request. The purpose will be to maintain open communications between the project teams and the clients. The PO personnel may not be directly involved in project activities. Therefore, project manager, team members, or the client may request a project audit by the office at any time. Since, the office will be an impartial participant in projects; all parties will be encouraged to engage in open communications. This activity will help to satisfactorily resolve project problems and increase the probability of project success.

### **SUCCESS CRITERIA AND MEASUREMENTS**

The PO will institute measurement criteria in order to determine whether it is meeting its own goals. Consequently, the office will conduct measurements on its performance using established criteria such as those listed in Table 1: PO Performance Measurements below:

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**Table 1: PO Performance Measurements**

Success Criteria Measurement	Measurement
Continuous improvement in the Division's ability to meet and exceed Program Office expectations.	Direct feedback in the form of IPTs' satisfaction surveys.
Continuous improvement in delivering of projects on time and within budget.	Systems delivery to field as scheduled without budget overruns on the part of Integrated Engineering Services <sup>1</sup> .
Continuous improvement in the skills of project managers and project team members.	Number of persons trained within a planned period and number of certified Project Management Professionals.
Advancement in project management maturity and excellence.	Self-evaluation of the Division's maturity level using the FAA iCMM and other published surveys.

### IMPLEMENTATION PLAN

Project Offices are structured to meet the needs of the organizations they serve and the structure depends on the model adopted. Most project offices evolve through stages while others get created outright. In the evolutionary model, the PO starts as a Staff role, and graduates to Enterprise-Administrative role, and finally to a Line role. Whatever model of implementation is adopted, the objectives, and the functions performed are similar but the responsibilities, accountability, level of authority, and the customer base differ. Therefore, considering the current level of effort in this direction, the Division could implement this proposal with minimum changes. The proposed staffing requirements will be discussed under the subheading, Roles and Responsibilities, assuming Integrated Engineering Services management decides to create a fully staffed Project Office.

#### *Roles and Responsibilities*

The roles and responsibilities discussed here are typical of most Project Office structures. As the project office evolves through stages, the roles and responsibilities increase as with the functions. Integrated Engineering Services management may combine roles, eliminate or change role names and/or functions to optimize resources. Therefore, this paper will make suggestions that will assist Integrated Engineering Services management in making an informed decision on this proposal. A suggested organizational chart is attached as annexure 1.

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<sup>1</sup> Overruns consequential of program office will not count against the Division for this purpose.

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### PO Manager

This will be the focal point for senior management communications and setting directions for the office. The responsibilities of this role include:

- Communicating the mission, vision, scope, and benefits of the Integrated Engineering Services PO;
- Interfacing with managers within and outside the Division to increase the level of awareness of the services provided by the office and the benefits of those services;
- Developing the skills of PO staff and project managers within the Division;
- Prioritizing the utilization of PO resources;
- Providing project oversight, checkpoints and control;
- Reviewing and analyzing the progress of projects; and
- Managing the PO budget.

### PM Standards Coordinator

This role is recognized as an expert in the subject of all aspects of project management. The primary role of this position will be to provide project management expertise and skills to all Integrated Engineering Services Organizations. The responsibilities of this role include:

- Authoring, maintaining and updating the project management procedure and processes;
- Evaluating and selecting project management tools;
- Contributing to the definition of training requirements on project management procedures and processes;
- Developing standards for archiving project documents;
- Developing tools for measuring the level of usage and the effectiveness of Integrated Engineering Services Project Management methods;
- Soliciting and incorporating feedback from project managers for the continuous improvement of the procedures and processes;
- Defining and conducting project audits as necessary.

### PM Development Coordinator

The duties of this role include:

- Identifying people acting as project managers and those interested in developing their skills in project management;
- Performing skill gap analysis for individuals and assisting in identifying opportunities for developing their skills and increasing their knowledge;
- Working with the training organization to identify project management training courses and developing training needs analysis;
- Assisting in the training provider selection by developing training proposals (RFP), performing technical screening of responses to the RFP and developing the statement of work;
- Working with Integrated Engineering Services management to identify the attendees for PM training courses;

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- Workings with Integrated Engineering Services management to provide training for individuals that are being prepared for assignments as project managers or leads;
- Assist in the definition of job description for the project management career path; and
- Assist in defining the criteria for interviewing, rating, and hiring for project management skills.

### **Project Leaders**

This role is rotational which means that it is not an additional resource. The primary role of this position will be to provide project management expertise and skills to all Integrated Engineering Services Organizations. The duties will include:

- Providing coaching and mentoring to project management practitioners;
- Assisting Integrated Engineering Services Branches<sup>2</sup> in developing project schedules and integrating the schedules into a coordinated program for the Division (a.k.a. WBS);
- Assisting with project audits;
- Collating data, analyzing feedback and making recommendations for the project management methods and processes;
- Updating the project management methods and processes under the direction of the PM Standards Coordinator; and
- Developing scenarios and case studies for use in project PM training curriculum.

### **Communications Coordinator**

This role will facilitate the collection and delivery of project information within the Division. The specific duties include:

- Maintaining Integrated Engineering Services project list;
- Overseeing or creating and maintaining the project management web site;
- Ensuring timely delivery of the monthly status report for the Integrated Engineering Services integrated projects to the Division Manager;
- Ensuring timely delivery of monthly status report of the PO activities to the Division Manager;
- Developing surveys with the PM Standards Coordinator to determine the effectiveness of project management within the Division;
- Conducting, compiling and reporting on the result of the surveys;
- Performing statistical analysis of data and compiling result of the analysis on request.

## **BENEFITS**

It is tempting to discuss the justification of a PO in terms of the return on investment (ROI). However, calculating return on investment requires the estimation of “soft” dollars. According to studies, this approach is grossly inaccurate. Therefore, the alternative and preferable approach is to address the benefits of creating a PO and the risks of not creating the office. Therefore, this paper will discuss additional benefits to those discussed in the

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<sup>2</sup> Branches will continue to maintain their respective schedules using their own personnel unless otherwise directed by the Division Manager.

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section on Types of Support to be Provided by the proposed Integrated Engineering Services project office.

Until recently, organizations have practiced project management without implementing a project office. However, recent studies have shown that those that implemented a project office had better chances of reaping the benefits of applying project management principles to their projects. The PO will assure a coordinated and consistent application of PM tools and techniques to all projects. This consistency will help everyone within the Division in understanding, setting, meeting and exceeding customers' (IPTs) expectations. Coordinated effort will reduce duplication of efforts and optimize the use of resources<sup>3</sup>. The consolidation of projects and the use of a common reporting method will enable the Division to more accurately measure the performance or cost of undertaking a project. The development and communication of consistent project plans will assist all stakeholders of Integrated Engineering Services projects to understand requirements for meeting project objectives. This will optimize the use of resources. Using consistent or repeatable processes will help project teams to perform with greater confidence and predictability. The application of effective project management principles will lead to a more efficient management of projects and better customer satisfaction.

To practice project management without implementing a project office will be at the risks failing to meet our customers' expectations. With the dwindling resources allocated to programs, customers (mostly IPTs) will expect project managers help them optimize the use of resources and deliver quality systems to the field on time and within budget. The risk of duplicating projects and the use of inconsistent methods and techniques with their attendant consequences will linger on. Inconsistencies will prevent the Division from achieving its maximum potential in successfully managing projects. Individuals will continue to succeed but the Division may not be able to leverage that success so that other managers will be able to consistently perform at the same level.

### **CONCLUSION**

The advantages of a Project support Office has been revealed in several studies, some of which have been highlighted in this paper. The proposed project office will provide PM expertise, advice, and guidance to project managers and project teams through the Organization. Implementing a PO of any size or model will be of immense advantage to Integrated Engineering Services management and staff, and of benefits to the clients. Therefore, it is crucial to recognize project management services as a unit and incorporate it into the Division's organizational structure with specific roles and responsibilities as discussed above. Process improvement and re-engineering both involve change but the magnitude of change depends on how far the organization was from the most efficient and

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<sup>3</sup> Lessons learned from PM courses showed that projects were duplicated because of lack of communications between project teams.

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effective process or structure. Therefore, this paper does not anticipate any drastic change in structure or processes as a result of implementing an Integrated Engineering Services Project Office.

Considering the leadership role Integrated Engineering Services has played in this field, implementing a PO will further demonstrate the Division's determination to improve its processes and maintain a leadership position in the practice of project management.



## Proposed Org Chart for Integrated Engineering Services Project Office

### References

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# Attachment 1: Proposed Org Chart Integrated Engineering Services Project Office

Proposed Org Chart for ACB Project Office

