



Federal Aviation  
Administration

# Establishing a Project Office: Using an Evolutionary Approach

Presented to: Managers, Integrated Engineering Services

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# What is a Project Office?

**A Project Office is a resource center (also called center of excellence) dedicated to the advancement of disciplined Project Management practices. Most organizations establish Project Offices using an evolutionary approach that develop along a continuum.**



# Three Types of Project Offices

- **Staff Role**
- **Enterprise-Administrative Role**
- **Line/Functional Role**



# Establishing a Project Office

- **Depends on organizational Culture**
- **Usually an Evolutionary Approach**
- **May Stop Anywhere on Continuum**



# Project Office in a Staff Role

- **An Internal Consultant on as needed basis**
- **Provides Expertise, Advice, & Guidance to Project Managers and Project Teams**
- **Reside within a business unit - Business Office**
- **Request for support by any project personnel**
- **Permanent or Rotational Staffing (Collateral Duties)**
- **Comfort-Level & Credibility are Crucial**

# Project Office in a Staff Role Cont.

- **Keeper of Methodology**
- **PO Personnel Mentor (vs. Manage)**
  - Use of automated or unautomated tools
  - Assures compliance with standard processes
- **Librarian - Archives project documentation, maintains project notebook**
- **Source of History - Best practices and lessons learned**
- **Prescreening of Project Review Reports**

# Project Office in an Admin. Role

- **Supports Enterprise Program Management**
- **Gathers and Shares Multi-Project Data**
- **Provides Consolidated Mgmt Reports**
- **Flags troubles and makes recommendations**
- **Supports the Establishment of New Projects**
- **Standardized Enterprise Data Elements**
- **Tracks Resources**

# Project Office in an Admin. Role

Cont.

- **Supports Project Managers in Monitoring Project Status**
- **Provides Projects Admin. Support**
  - (classifies approved projects, opens & closes projects) - Not Clerical
- **Manages the Change Control Process**
- **Project Mgmt. Expertise & Analytical Skills are Key**
- **Top Management Support Crucial**



# Project Office in a Line Role

- **Includes the Services of Staff Role and Admin. Role**
- **Project Managers ‘Reside’ in Project Office**
- **Project Manager is an Actual Position in the Organization**
  - No longer spare time role or Just a Role
  - Has job description, performance appraisal review, & development plans

# Project Office in a Line Role cont.

- **Project Mgmt. is Core Competency for Organization**
- **Manager of Projects (at client's request) with Full Accountability**
- **Leadership - Models Best Practices Relative to Adhering to Process & Discipline**
- **Top-Notch PM Personnel is Critical**



# Project Office Maturity Model

- **Defined - Defines Process & Recommends Standard Tools**
- **Implemented - Implements Process & Tools Through Training and Communications**
- **Managed - Manages an Ongoing Activity**
- **Optimized - Directs Continuous Improvement**





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