

# *Inrichting en tooling van een Project Support Office*

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Jan Bloem · 24 september 2008 · P2 User Group

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# Workshop over PSO's

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- PRINCE2 beschrijft verschillende varianten en taken en verantwoordelijkheden van Project Support Offices (PSO's)
- Maar hoe vertaal je dat naar de praktijk?
  - Wanneer zet je een PSO op en van welke omvang?
  - Welke randvoorwaarden gelden daarvoor?
  - Hoe bemens je een PSO?
  - Wat voor soorten PSO's zijn er eigenlijk?
  - Hoe kies je nu de juiste vorm?
  - En welke hulpmiddelen zijn er om het werk van een PSO te ondersteunen?

# Agenda PUG 24 september 2008

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- Welkom
- Verzamelen vragen
- Inleiding PSO & Tooling (Jan Bloem)
- Kopje koffie/thee
- Discussie
- Samenvatting
- Einde ca. 21.00 uur

# PSOpartners

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- Business Development and Strategy
- Organization Development
- Project Control and Portfolio Optimization
- Information Management & Software selection (PSO Infokit)
- Best Practices, Reference Visits
- Congresses (PPM) and Web-portals (Psolutions.nl)
- Networks of professionals

# Clients - with serious projects

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- Consultants, Engineers
- Architects, Artists
- Lawyers, Accountants
- IT-services organizations
- Project/interim-management
- Real estate development
- Governmental departments
- Governmental institutes
- Education/education services
- Media creation groups
- Finance/insurance companies
- Marketing/communication
- Research and development
- Corporate departments

# Taken projectbureau Prince 2

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- Centrale archieffunctie
- Contact onderhouden tussen verschillende projectleiders en teamleiders
- Expertisecentrum voor methoden en technieken
- Advisering rondom plannen, kosten/baten, e.d.
- Bijwerken van documenten aan de actualiteit
- Opstellen managementrapportages / multi-project rapportages
- Historie bijhouden
- Productiviteitsbewaking
- Coördinatie van gebruik standaarden
- Kwaliteitsbewakingsrol

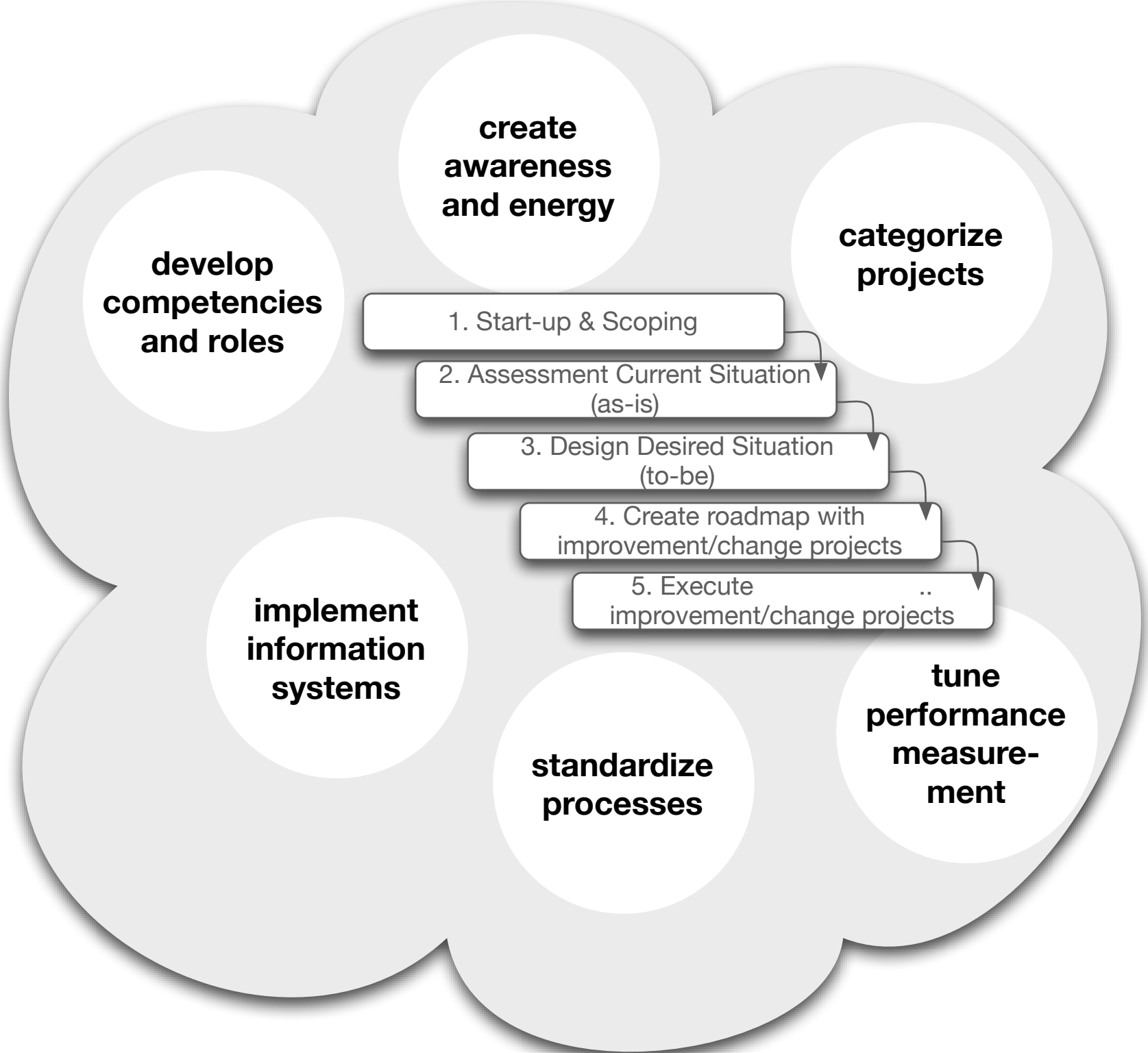
bron: Bob Hotho M&I Partners

# Taken projectbureau MSP

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- Staat ten dienste van de gehele programmaorganisatie bron: Bob Hotho M&I Partners
- Coördineert alle informatie, communicatie, monitoring en controleactiviteiten
- Adviseert programma en projectmanagement
- Vervult secretariaatsrol van voor bijeenkomsten en programmamanagement
- Zorgt voor het archivering, registratie, distributie e.d. van alle programma-items
- Maakt en bewaakt hulpmiddelen, procedures en standaarden (en wijzigingen daarop)
- Leidt projectmedewerkers op
- Ondersteunt het maken van plannen, planningen, vastlegging financiën, wijzigingsverzoeken etc.
- Administreert de programma activiteiten; planning, tracking, reporting, risk, issues, quality, standards

# Welcome in the World of Tools



# Maturity of the PSO

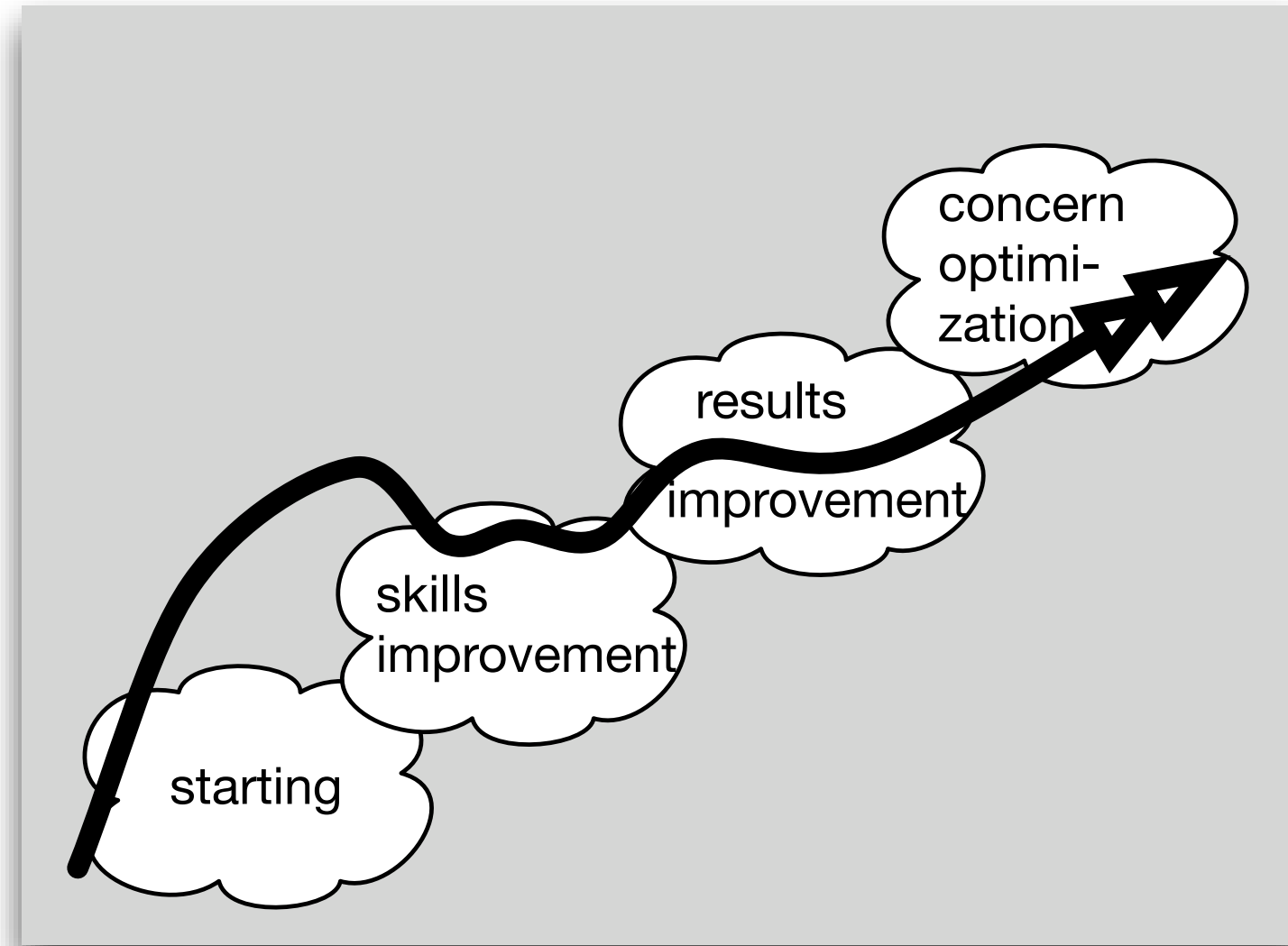
Company-wide group of PM professionals

PM as a profession within the line

Improve PM skills of employees

Activities starting on a project basis

delivery operation



raise benefits

for individuals and for own department

awareness of sponsors and clients

selecting projects for departments goals

business-strategy project portfolio decision board

**PSO**

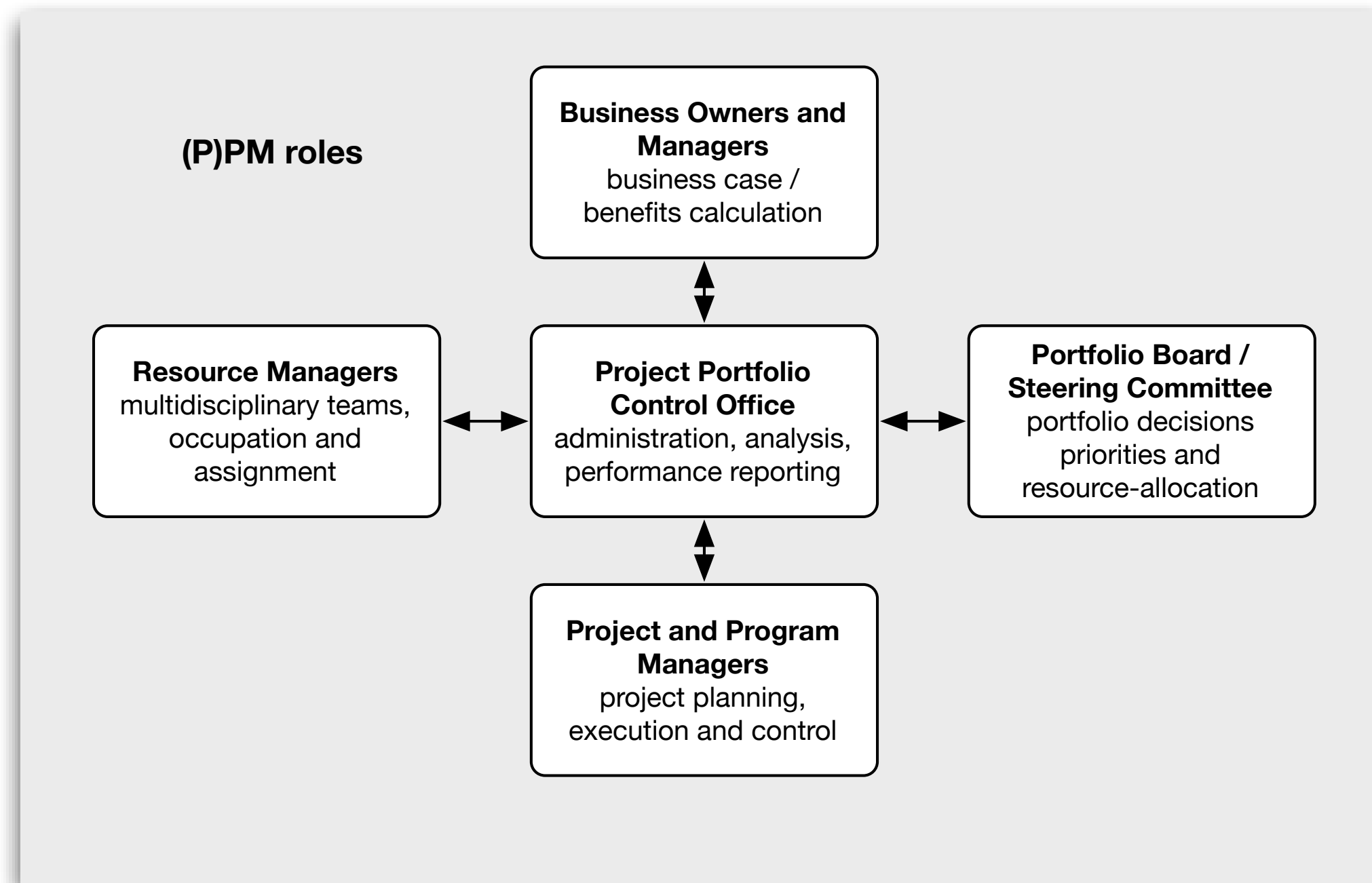
ppc office

bu project office

dept. secretary

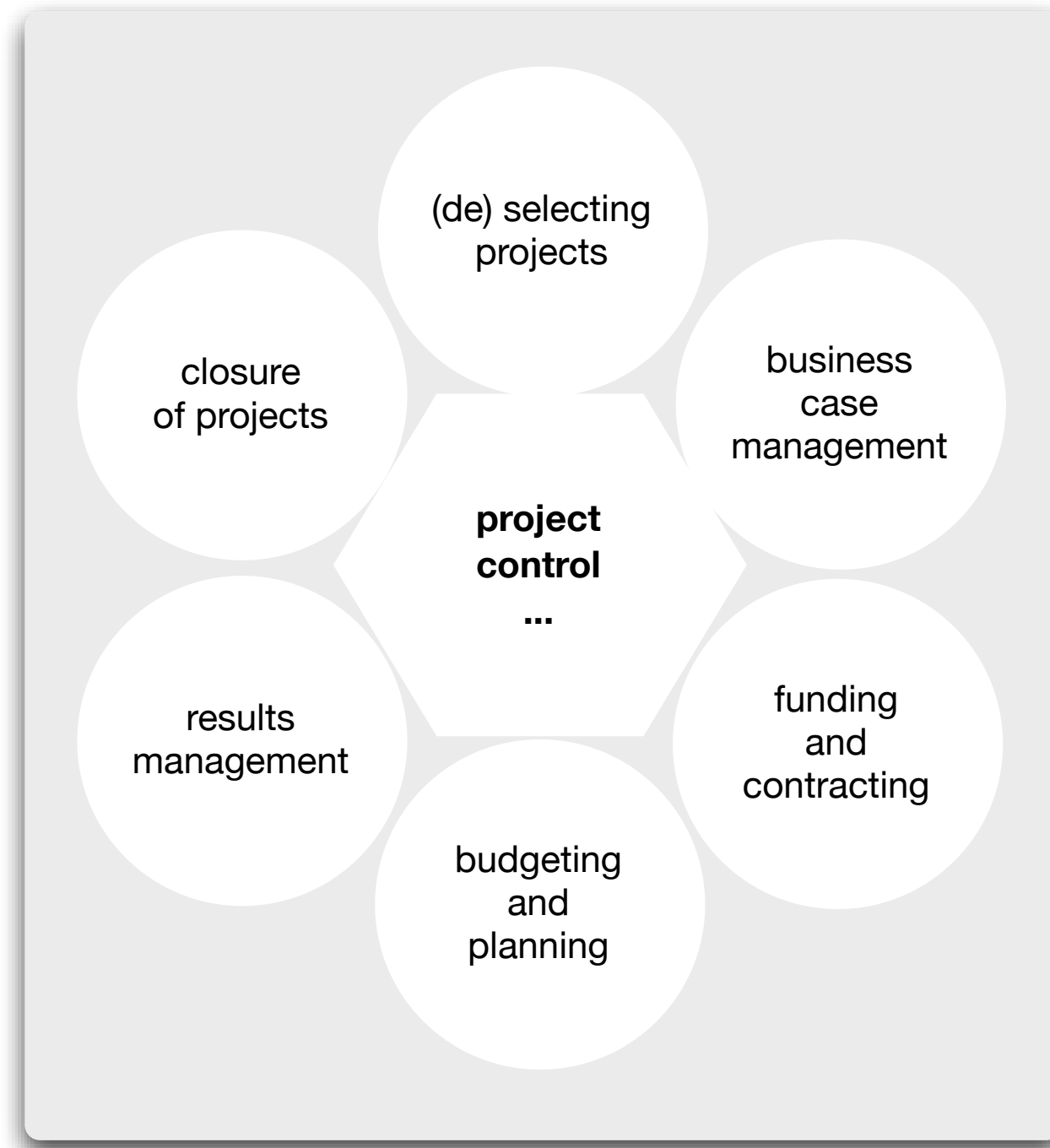
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# Roles?



# Processes: Profit(s) from Projects

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# Categorizing projects?

project control processes	small projects	medium projects	large projects
(de) selecting projects	departmental decision level	business unit decision level	b.u. or enterprise decision level
business case management	no	basic: initial and final	complete, inclusive per stage
funding and contracting	departmental, simple 'go'	within bu or department	multiple partners, re-contracting per stage
planning and budgeting	standard budgets for group of projects	global project budget, re-calculation per CBS	Earned Value Mgt, per stage CBS in detail
results management	at project finish	change management, PoC-value	per stage, EVM re-baselining
project closing	total cost of the group of projects	re-calculation cost and benefits per project	re-calculation per stage

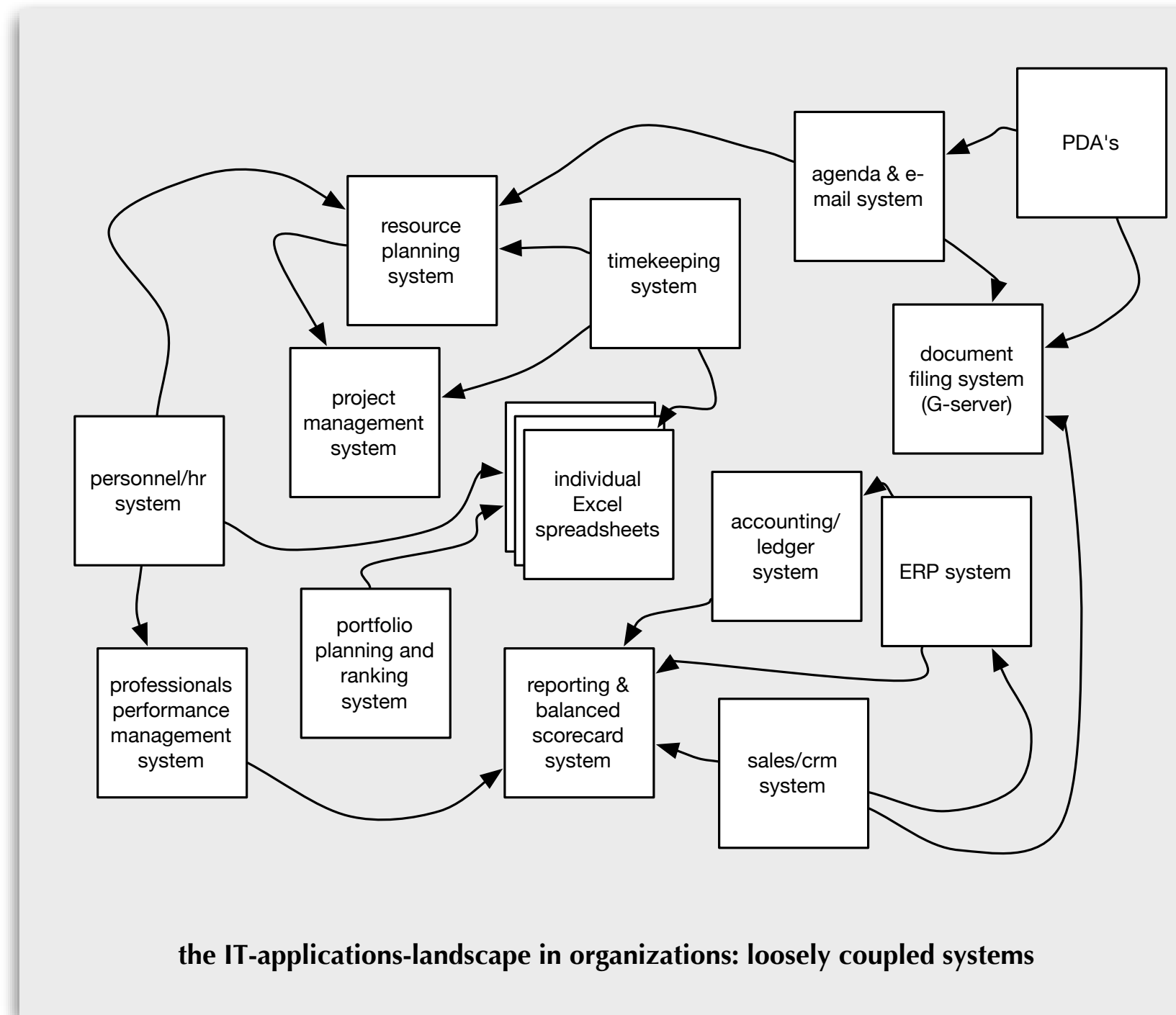
first step to standardizing processes for project types (example)

# Project Delivery Structures

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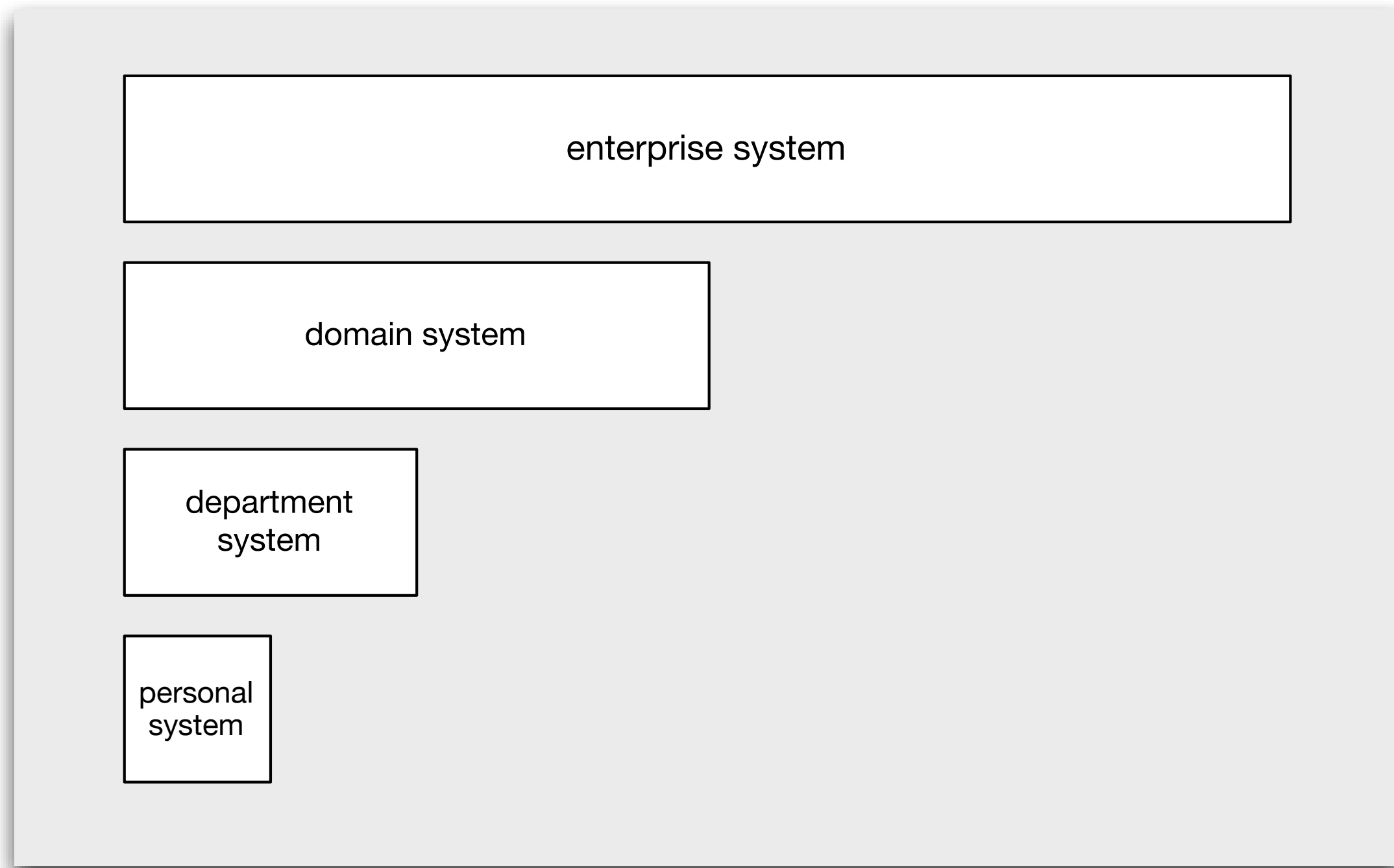
- Result directed - projects
- Time-directed - dossiers
- Milestone directed - events
- Client-object directed - knowledge
- Resource directed - secondment
- Product directed - trade

# Systems: Information Technology

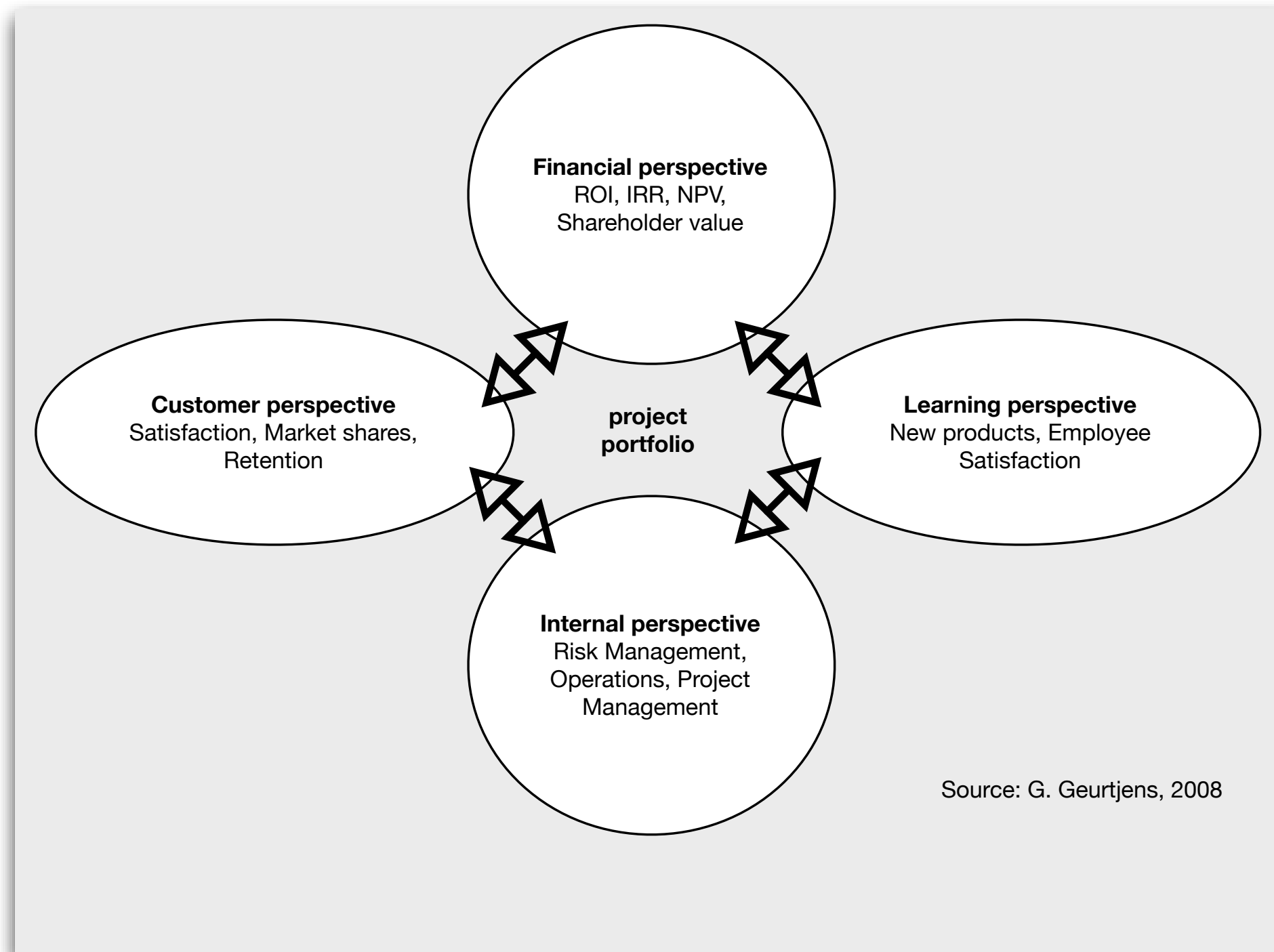


# Different levels of integration

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# Reporting & Personal Dashboards?



# Systems: Features

- **PSO**: ERP for service organizations
- **PPM**: Portfolio- and project control
- **PSA**: Clients, time & billing

SEGMENT
BIG COMPANIES (>250)
MEDIUM SIZED COMPANIES (25-250)
SMALL COMPANIES (<25)
total number of reference organisations

Architecture	NERVE CENTRE
client/server	• rolls
terminal server	• workflow
web-enabled (partial by browser)	• document management
webbased (fully browser)	• knowledge
	• quality
	• communication
	• personal dashboard

PSO
NERVE CENTRE
SALES (crm)
EMPLOYEES (hrm)
ASSETS & IT
CORPORATE FINANCE
PURCHASING & MATERIALS
CORPORATE STRATEGY
PROJECT PORTFOLIO MANAGEMENT
SERVICES DELIVERY
PROJECT PLANNING
PROJECT FINANCE
RESULTS MANAGEMENT

PPM
NERVE CENTRE
DEMAND MANAGEMENT
PROGRAM MANAGEMENT
PROJECT PLANNING
RESOURCING
PROJECT FINANCE
EARNED VALUE ANALYSIS
PROJECT-RISK MONITORING
RESULTS MANAGEMENT
CLASSIFICATION OF PROJECTS
SELECTION OF PROJECTS
SCENARIO PLANNING
RANKING PROJECTS
PPM Personal dashboard

PSA
SALES • customer relations
SALES • quotations
SALES • contracts
SALES • invoicing
EMPLOYEES time keeping
DELIVERY • project driven
DELIVERY • dossier oriented
DELIVERY • person oriented
DOCUMENT MANAGEMENT

ASSESSMENT: PSOLUTIONS.NL

# What else is on your mind?

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- ...