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Instructional Objectives

- Historical perspective
- $_{\rm e}$ Understand institutional issues
- Implementation guidelines

Historical Perspective

- € PMS emerged in mid-1970's
- $\ensuremath{\epsilon}$ $\ensuremath{\ }$ Early emphasis on optimization of multi
 - year "Black box"

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∈ 1980's - institutional issues become important

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Institutional Issues & Barriers

- e People
- $\ \ \, \mathbf{ \ \ \, organization}$
- $\varepsilon~$ PMS design, development, and selection

People Issues and Barriers • Turf protection • Fear of exposure • Place of development • Resistance to change

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Organizational Issues and Barriers

- € Size of organization
- Organizational structure
- $\ensuremath{\epsilon}$ Organizational level
- $\varepsilon~$ Past management and decision-making practices
- e Stability

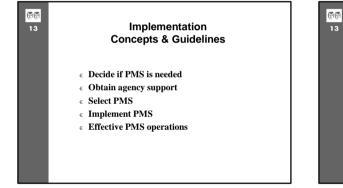
Organizational Issues and Barriers

- e Planning horizons
- € Constraints on selection of projects
- $\ensuremath{\epsilon}$ Fixed facilities and processes
- € **Resources**
- \in **One-person show**
- $\varepsilon~$ Competing fund needs

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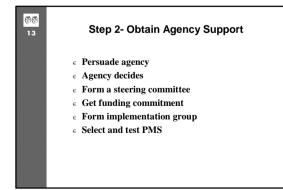
PMS Design Development & Selection

- Matched to agency needs
- € **Complexity**
- e "Black box"



Step 1- Decide if PMS is Needed

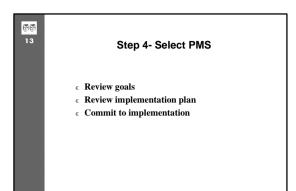
- e Recognize need
- € Obtaining PMS knowledge
- Decide to implement PMS
- ∈ Develop alliances
- e Getting PMS on the Agenda

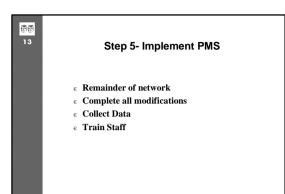


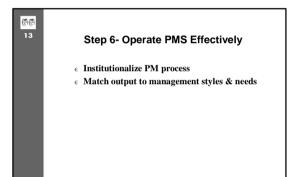
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Step 3- Organizational Analysis

- $\varepsilon~$ Select and design PMS
- $\varepsilon~$ Modify selected PMS process
- $\varepsilon~$ Prepare implementation plan
- e Trial Implementation
- € Document results







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Step 7- PMS in Organizational Structure

- e Designated personnel
- e Training
- $\ensuremath{\, \mathbf{\epsilon}}$ Adjust and improve

