




**MODULE 13** 


**INSTITUTIONAL & IMPLEMENTATION ISSUES**



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**Instructional Objectives**

- € Historical perspective
- € Understand institutional issues
- € Implementation guidelines

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**Historical Perspective**

- € PMS emerged in mid-1970's
- € Early emphasis on optimization of multi-year
- € "Black box"
- € 1980's - institutional issues become important

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**Institutional Issues & Barriers**

- € People
- € Organization
- € PMS design, development, and selection

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**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
- € Organizational level
- € Past management and decision-making practices
- € Stability

### Organizational Issues and Barriers

- € Planning horizons
- € Constraints on selection of projects
- € Fixed facilities and processes
- € Resources
- € One-person show
- € Competing fund needs

### PMS Design Development & Selection

- € Matched to agency needs
- € Complexity
- € “Black box”

### Implementation Concepts & Guidelines

- € Decide if PMS is needed
- € Obtain agency support
- € Select PMS
- € Implement PMS
- € Effective PMS operations

### Step 1- Decide if PMS is Needed

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

### Step 2- Obtain Agency Support

- € Persuade agency
- € Agency decides
- € Form a steering committee
- € Get funding commitment
- € Form implementation group
- € Select and test PMS

### Step 3- Organizational Analysis

- € Select and design PMS
- € Modify selected PMS process
- € Prepare implementation plan
- € Trial Implementation
- € Document results

#### Step 4- Select PMS

- € Review goals
- € Review implementation plan
- € Commit to implementation

#### Step 5- Implement PMS

- € Remainder of network
- € Complete all modifications
- € Collect Data
- € Train Staff

#### Step 6- Operate PMS Effectively

- € Institutionalize PM process
- € Match output to management styles & needs

#### Step 7- PMS in Organizational Structure

- € Designated personnel
- € Training
- € Adjust and improve

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- € Historical perspective
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