



CHALLENGES FOR HUMAN CAPITAL IN CHANGE PROJECTS: AN AUSTRIAN CASE STUDY “PM GIVES WINGS TO FLY”

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Case Study: “PM gives wings to fly”

Vienna City Administration

- 70 departments
- 70.000 employees
- Vienna is ranked one worldwide in Quality of Living

Case Study: “PM gives wings to fly”

Department 42 (MA 42) duties:

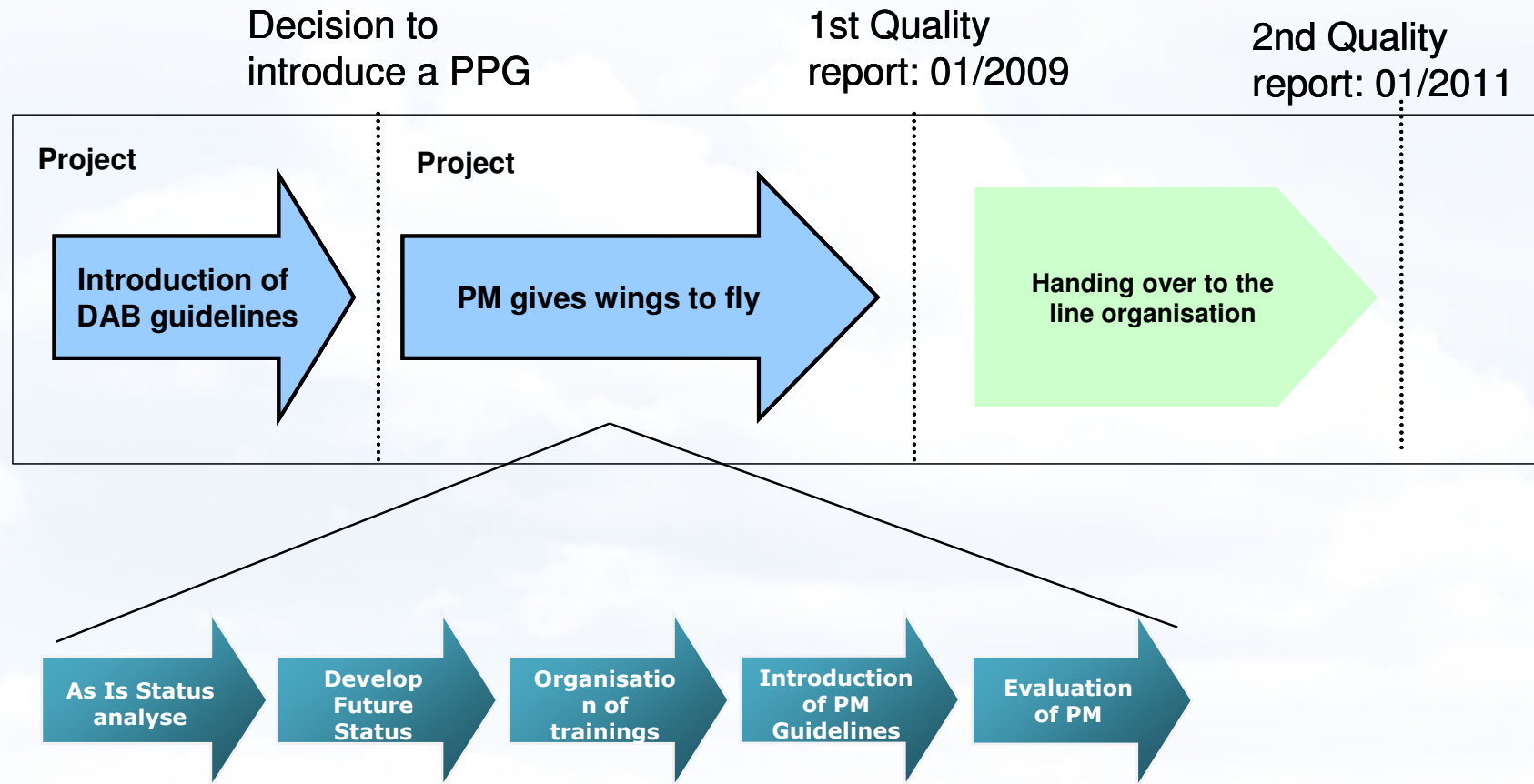
- Administration and maintenance of parks
- Maintenance of gardens, tree population
- Planning of new parks, ...

Project portfolio: 20 planned/running projects per year, **80% construction** and **20%** IT, organisational development and PR projects

Project Objectives

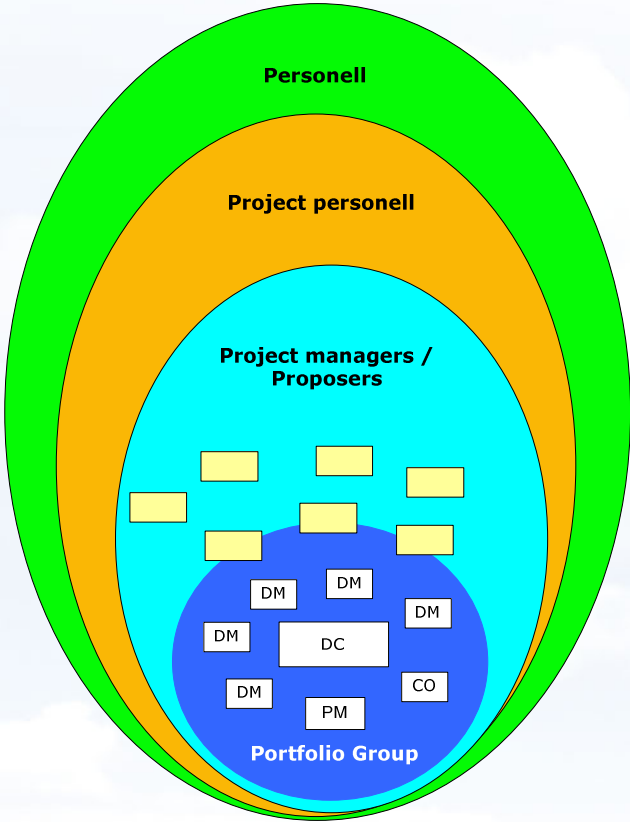
- Development of Project management Guidelines for MA 42
- Introduction of Guidelines and trainings
- Evaluation of application and modifications based on project management of two selected projects

Transforming to project-orientation

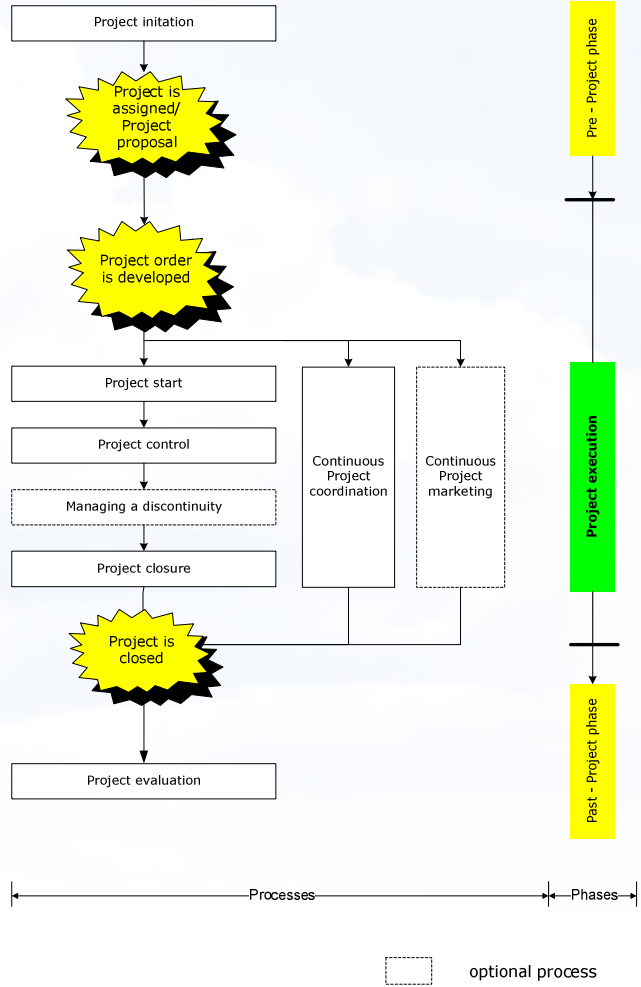


PPG ... Project Portfolio Group / DAB guidelines ... PM standards for construction projects

Organizational matters



- DC** Department chief
- DM** Division manager
- CO** Administrative department for finance, contracting und controlling
- PM** Administrative department for project management



Challenges of change process

- Lack of understanding:
Benefits of project
management methods
- Lack of marketing
- Unclear definitions of
line and project
organisation
- Misunderstandings in
coordination between
interfaces

Applied Solutions

- Marketing by project organization
- Standardized definitions of project objectives
- Application of standard project management methods (e.g. work-break down structures)
- Planning process within the project boundaries
- Establishing a project culture

Conclusions

- Use **chain of projects** to cover the change process
- **Whole change** process has to be identified as such and optimised over the whole duration of the process
- **Continuous communication** with the relevant environments and parties involved
- **Integration** of these parties in the process itself

Thank you!

Questions and Answers

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