



Project Angels Limited
Improving Performance

Portfolio, Programme and Project Offices (P3O[®])

PPSO SIG

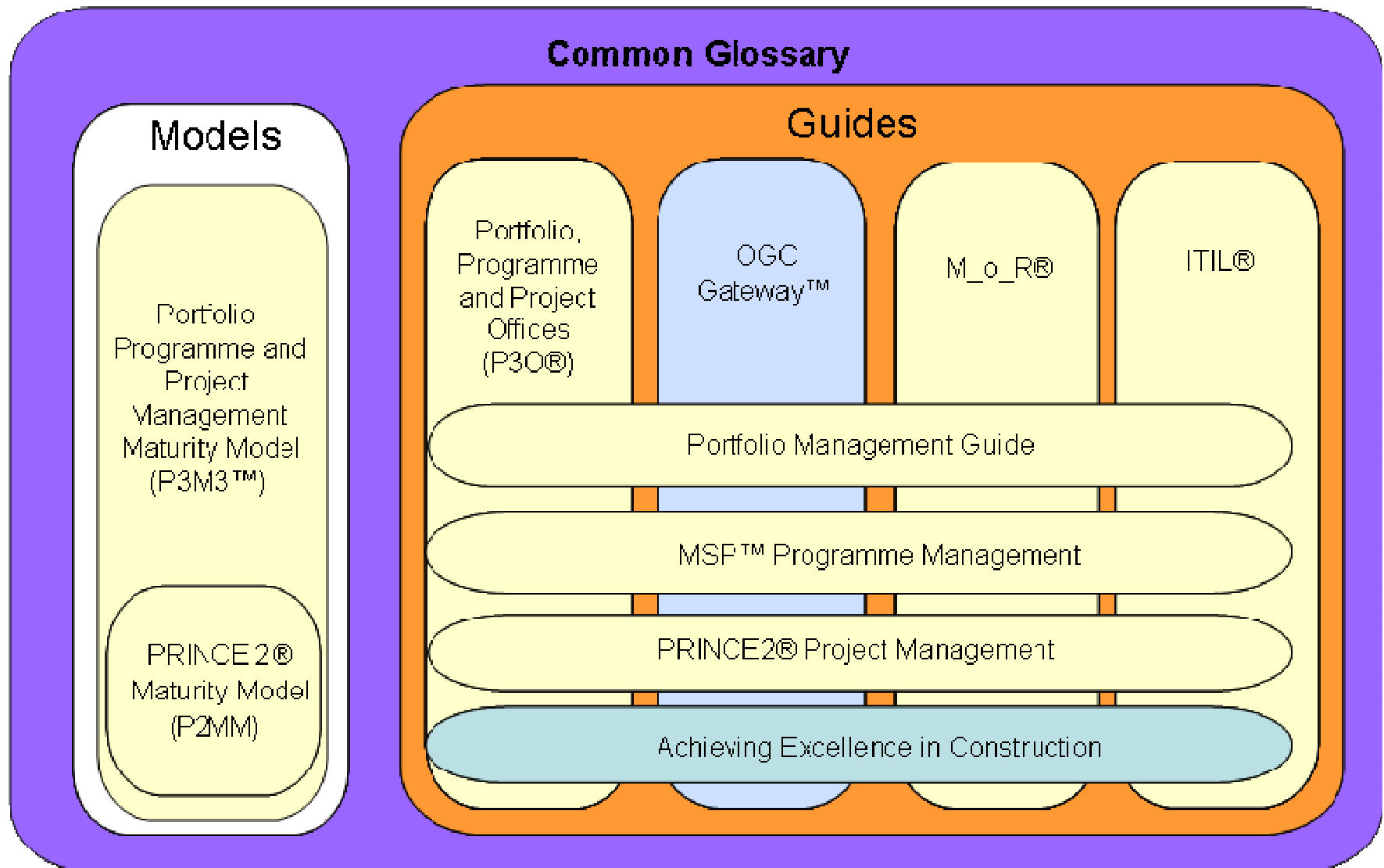
18th March 2009

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Director, Project Angels

OGC / TSO / APMG P3O®

- A single point of guidance or advice on setting up or running effective delivery “support / enabling” offices in alignment with OGC Best Practice
- P3O guidance
 - Enhances and pulls together in one publication existing OGC P3O® guidance (PRINCE2®, MSP™, M_O_R®, ITIL, Gateway, Portfolio Mgt and Centres of Excellence)
 - Provide the basis for training and qualifications at a number of levels
- Launched on 28th October 2008

OGC's P3RM Products



P3O Products



- ❑ Portfolio, Programme and Project Offices
 - ❑ Hard Copy
 - ❑ PDF Single User
 - ❑ Handheld eBook
 - ❑ Online
- ❑ Portfolio, Programme and Project Offices Pocketbook
- ❑ For Successful Portfolio, Programme and Project Offices: Think P3O
- ❑ Foundation exam – APM Group
- ❑ Practitioner / Advanced – under development

Examples of issues addressed...

- “How do I get senior management to understand how a good P3O model would pay for itself?”
- “I know our P3O isn’t working, but what does “best in class” look like?”
- “I have to set up a programme office, how big should it be, what roles should I put in place and what should it focus on?”
- “Do you have a role description for.....?” or
- “Do you have a template / process for.....?”

Publication Content



- ❑ Introduction
 - Development path linked to maturity
- ❑ Why have a P3O?
 - Business Case
 - Funding – set up and ongoing
 - Performance Measures
- ❑ What is P3O?
 - Strategic Context – where does it / they report etc.
 - Models and sizing
 - Roles / responsibilities
 - High level functions and services
- ❑ How to set one up? - Lifecycle of P3O
 - Setting it (them) up
 - Re-energising an existing office
 - Sustainability / continuous improvement
 - Closing down
- ❑ How to operate one? - Techniques / Tools
- ❑ Practical Appendices



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P3O Base Concepts

Some Definitions:

- **A portfolio** is the totality of an organisation's investment (or segment thereof) in the changes required to achieve its strategic objectives
- **Portfolio management** is a coordinated collection of strategic processes and decisions that together enable the most effective balance of organisational change and business as usual /operations.
- A **programme** is defined as a **temporary**, flexible organisation created to co-ordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives.
- A **project** is also a **temporary** organisation, usually existing for a much shorter duration, which will deliver one or more outputs in accordance with a specific business case. A particular project may or may not be part of a programme.

What is P3O?

P3O aligns Portfolios, Programmes and Projects

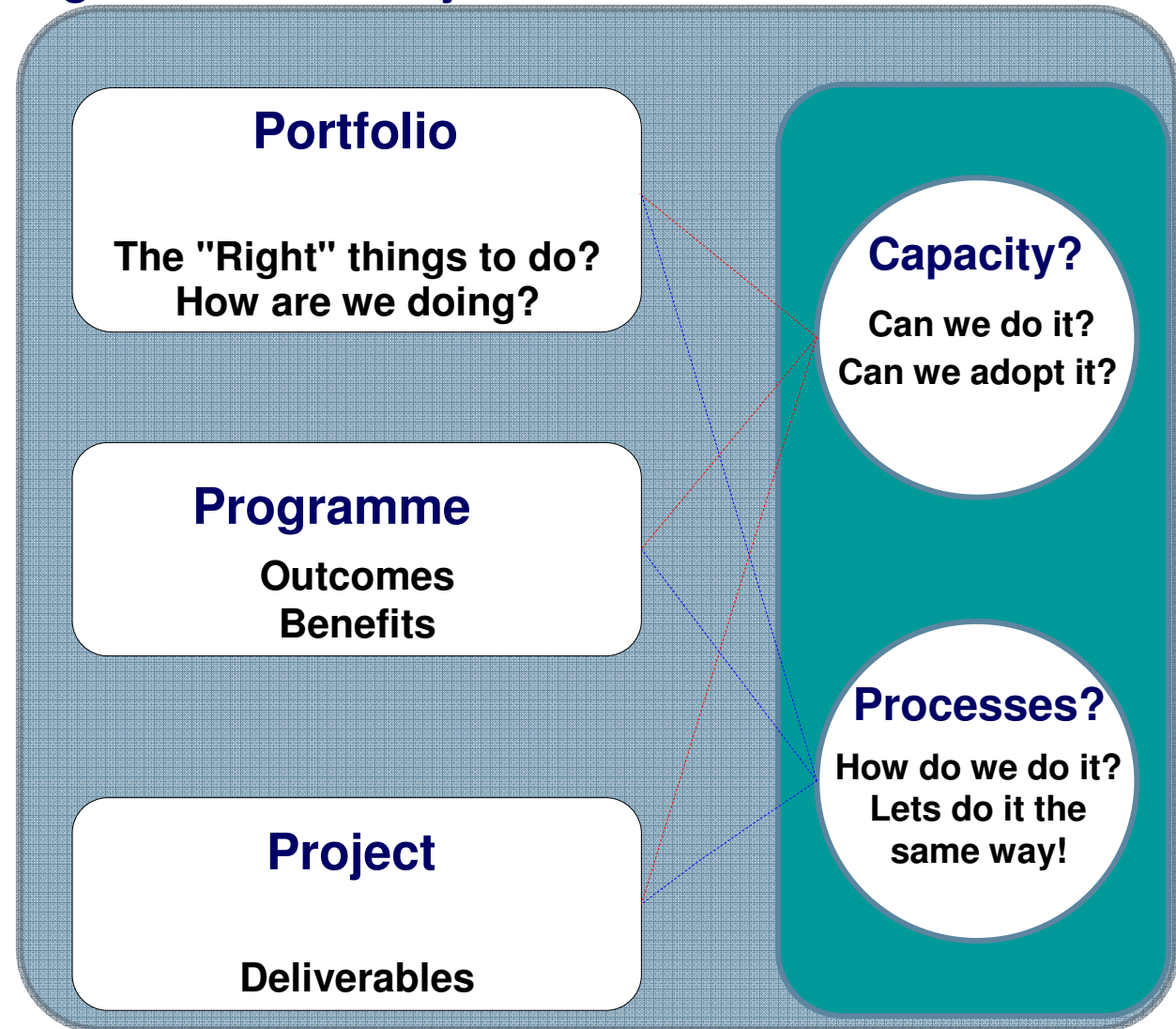
DOING the RIGHT THINGS

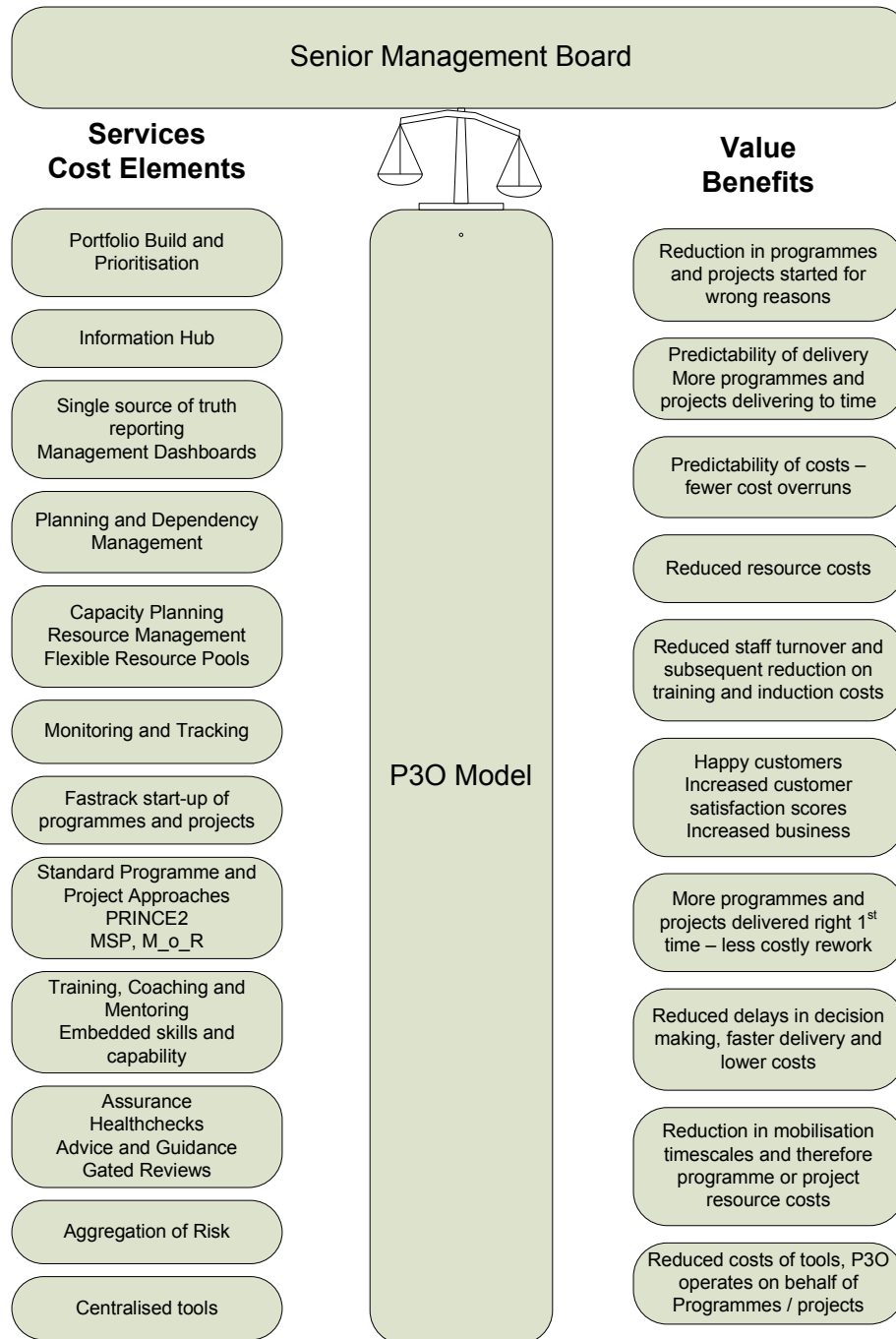
effectiveness



efficiency

DOING the THINGS RIGHT





Why have a P3O?



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What is P3O?

Key Considerations?

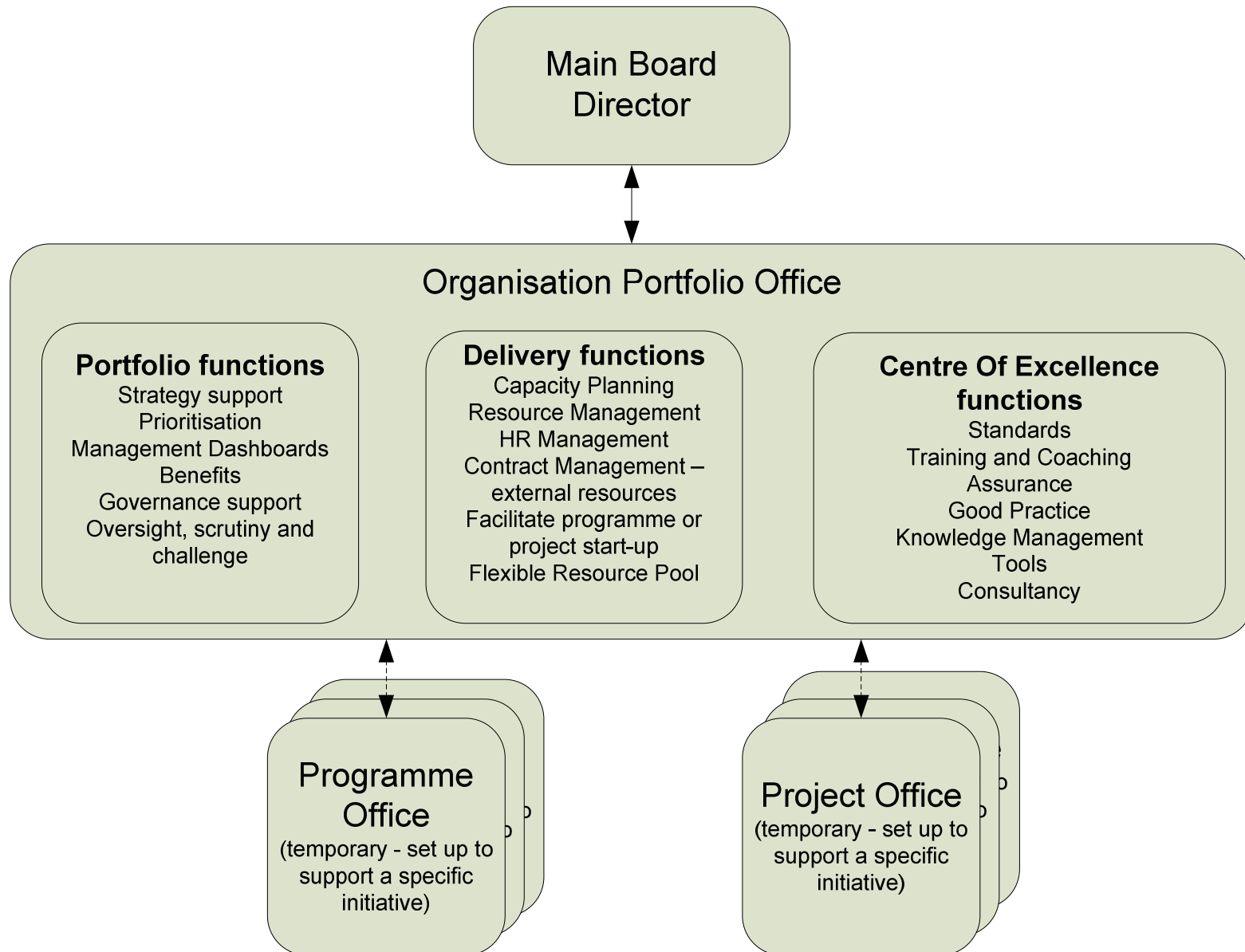
Models?

Services / Functions?

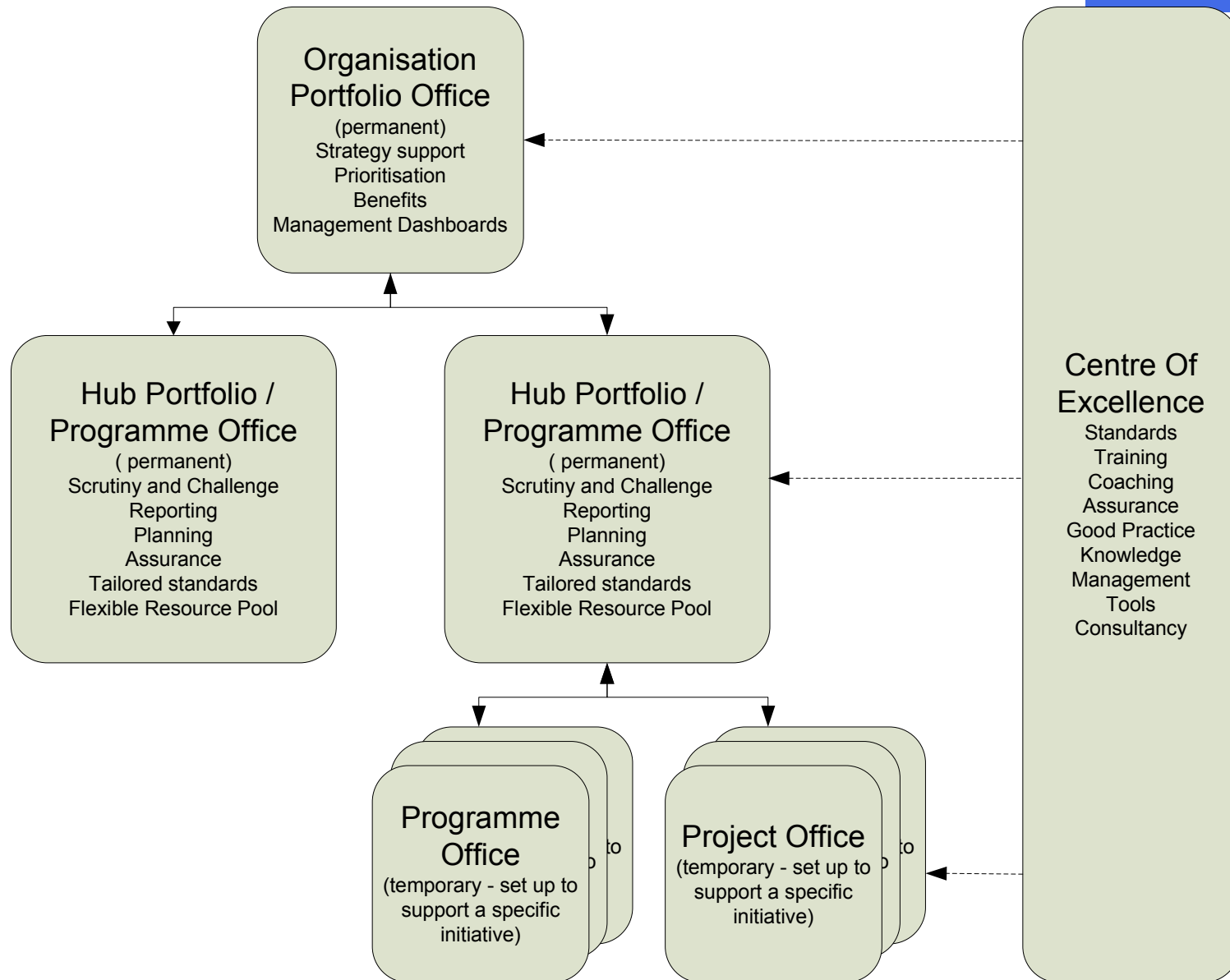
Key considerations in P3O

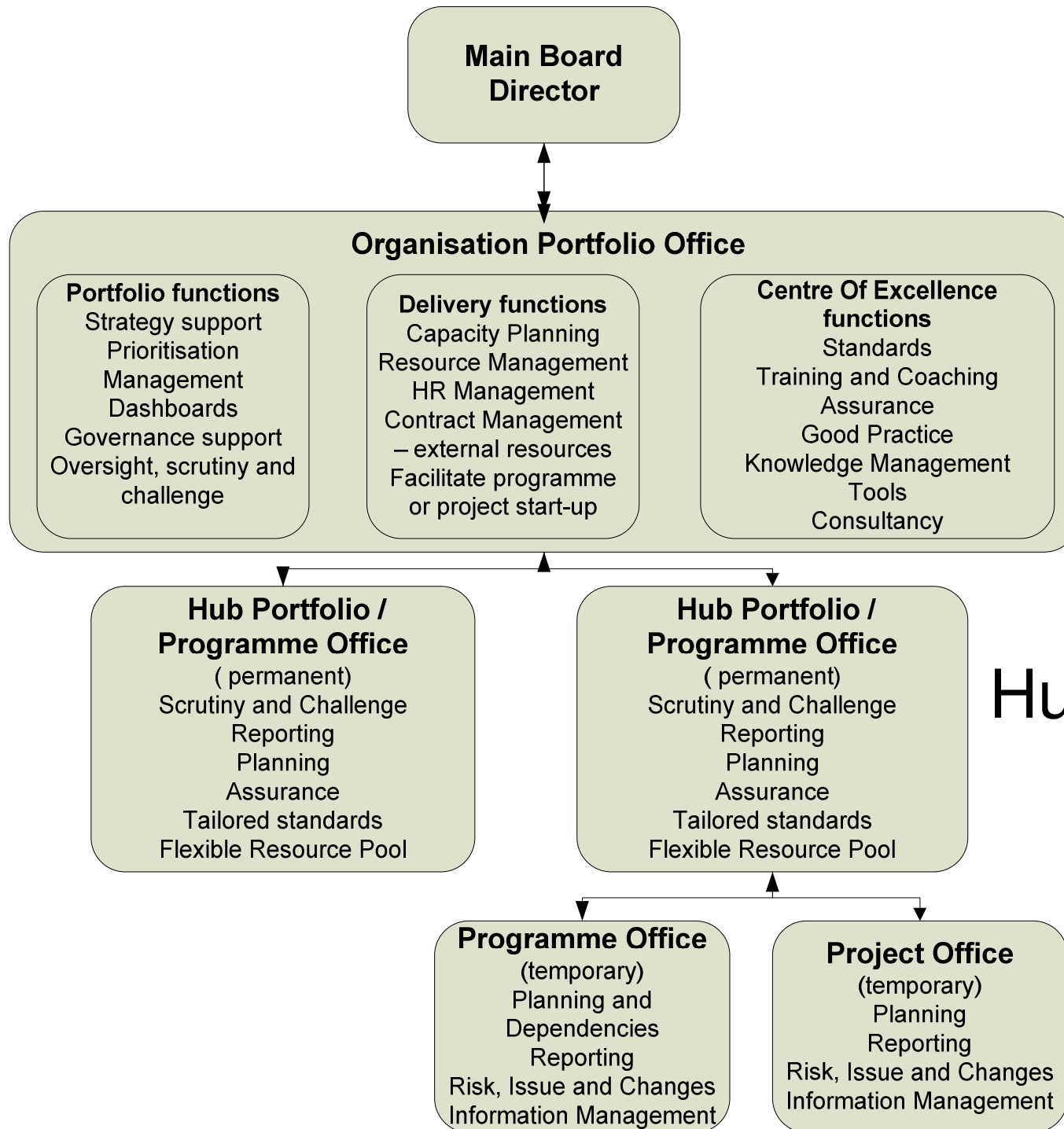
- Functional Areas
 - Strategic Planning or Portfolio Support
 - Delivery Support
 - Centre of Excellence
- Features
 - Centralised versus Local Delivery and Support
 - Permanent versus Temporary Offices and Staff
 - Physical versus Virtual Offices
- Maturity Level
 - Organisational / Department / Programme / Project
 - People / Processes / Culture
- Where does the P3O and its component offices report?
 - Accountability
 - Level in organisation

Organisation Portfolio Office Model



Hub and Spoke Model - 1





Hub and Spoke Model - 2

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Planning (Portfolio)

Portfolio Build, Prioritisation, Analysis and Reporting
Programme and Project Set up and Closure
Stakeholder Engagement and Communications
Planning and Estimating
Capacity Planning and Resource Management
Benefits Management
Performance Monitoring

Delivery (Programme and Project)

Monitor, Review and Reporting
Risk, Issue and Change Management
Finance
Commercial (including Supplier Management)
Assurance and Quality
Information Management (including Configuration and Asset Management)
Transition Management
Secretariat

COE

Standards and Methods (Processes and Tools)
Internal Consultancy
Organisational Learning and Knowledge Management
People and Skills (PPPRM competencies)



Functions and Services - Focus

- Portfolio Offices
 - Strategic focus - “What to do?”
 - Planning and Review – are we getting there?
 - Helicopter vision
- Centre of Excellence
 - Consistency and Capability focus – “How to?”
 - Standards, Processes and Templates
 - Training, Mentoring and Coaching
 - Assurance
- Programme and Project Offices
 - Tactical and delivery focus
 - Practical application and support

Roles – Management and Generic



- P3O Sponsor
- Head of P3O (Permanent Office) – Head of Portfolio Office
- Head of Programme or Project Office
- Portfolio Analyst
- Programme or Project Specialist (internal consultant)
- Programme or Project Officer (Co-ordinator or administrator)

P3O Staff - Functional based roles



- Benefits
- Commercial
- Stakeholder and Communications
- Information Management
- Consultancy and Performance Management
- Finance
- Issue
- Change Control
- Planning
- Quality Assurance
- Resource Management
- Risk
- Reporting
- Secretariat / Administrator
- Tools Expert

The Virtual P3O – “Dial a Friend”

There are many people within the Council who can help (or hinder!) your project. Speaking to them at the right time is crucial to keeping your project on track.

The Virtual P3O identifies the key teams within the organisation that, depending on the size and type of project, you will need to engage with and why they need to be involved



Key Benefits



- Focussed, balanced portfolio aligned to strategy
- Visibility of progress (and issues / problems and failure
- Predictability of delivery in terms of time and cost
- Reduced start-up / mobilisation timescales
- Consistency of approach and delivery
- Clarity of decision making, escalation rules and routes (for risks, issues and changes)
- Helicopter view or big picture

Overcoming Barriers to Success

- Continued senior management commitment
 - Solve their problems first
- Resistance to change
 - Retain what works well already
 - Stakeholder engagement – “walk the talk”
 - Workshops and working parties (including partners)
 - Project Forum
 - Make the time to support individuals
- Overly focussing on process and templates
 - Simple approach linked to maturity level
- Initial lack of quality portfolio information
 - Go with what you’ve got and refine over time
 - “Hand hold” individuals and challenge reports
- Lack of trained staff
 - Look for internal talent and use internal / external mentor or buddies

Key messages to take away



- Understand the problems you are trying to solve
 - Build a Business Case and Blueprint
- Understand your organisation's maturity level
 - P3O model + P3M3 maturity = success
- There is no “one size fits all” solution
 - Flexibility / tailoring to suit the organisation
 - Evolve services and grow capability over time
- Develop Professional P3O staff with a career path
 - Identify talent and develop internal capability
 - Recognise the need to employ senior staff who have the ability to provide oversight, scrutiny and challenge
- Engage in a Common language
 - Portfolio Office; Programme Office; Project Office



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Something to consider.....

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For further information contact :
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Audio Briefings with Craig Kilford and Sue Vowler
discussing Portfolio Management and P3O
are available to down load at :

www.craigandsue.co.uk

A collaborative project between
Sue Vowler (Project Angels Ltd) and Craig Kilford
(Cansoti.com) : Sponsored by



**Best Management
Practice**

For Portfolio, Programme, Project,
Risk and Service Management