



Portfolio, Programme and Project Office Guidance (P30)

Sue Vowler

OGC / TSO / APMG P3O Initiative

- No single point of guidance or advice on setting up or running effective delivery “support / enabling” offices in alignment with OGC Best Practice
- Proposed P3O guidance
 - Enhance and pull together in one place existing published OGC 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
 - Produce a publication (or set) that aligns with PRINCE2, MSP, M_O_R, ITIL

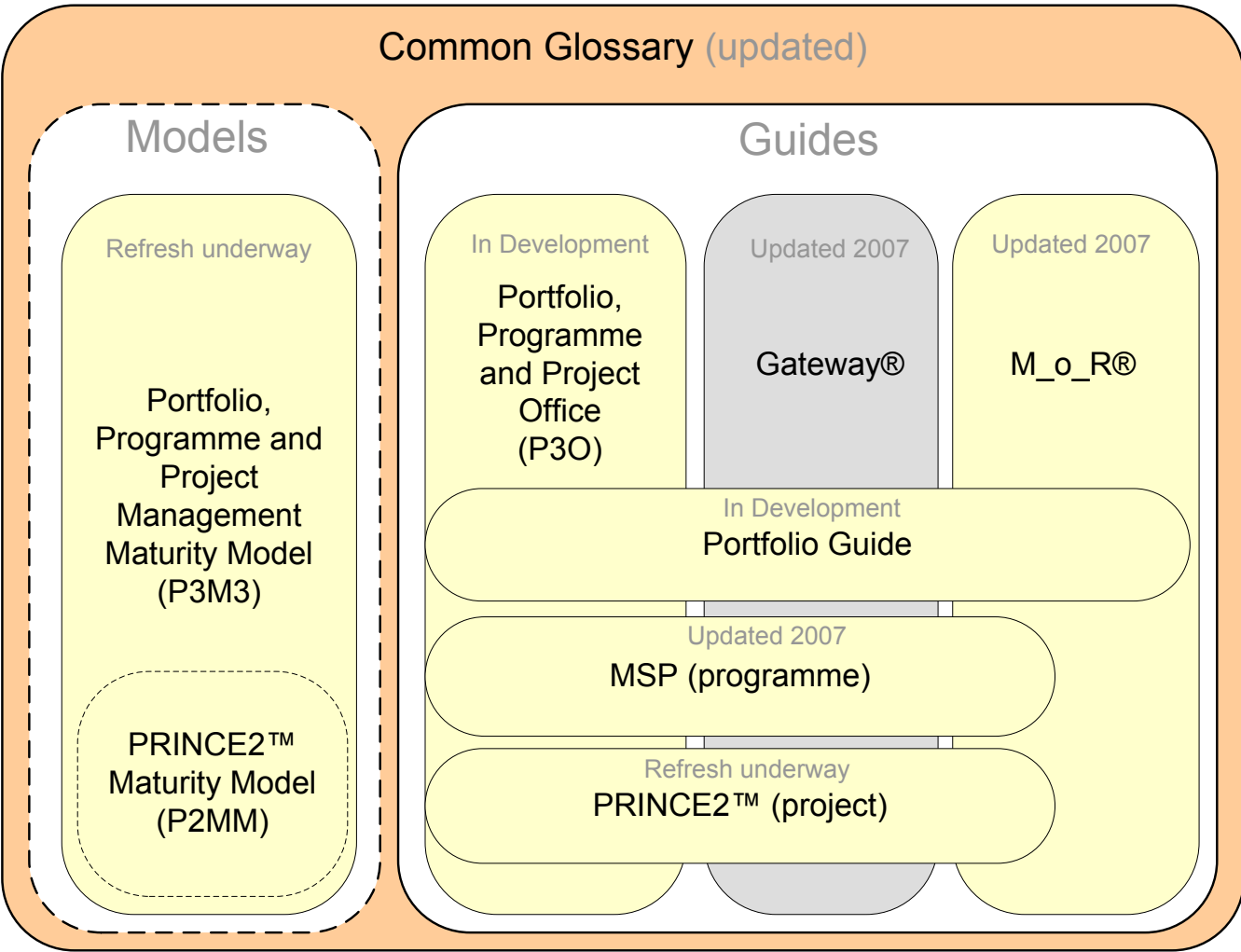
Proposed publications

- P30 manual
- P30 pocketbook
- Think P30

Time line – main guidance

- 12/10/2006 - agreed need / market for guidance
- June 2007 – Best Practice Showcase launch
- October 2007 – Review Group launch
- Authoring – November 2007 to Feb 2008
- Review – March – July 2008
- Publication – September 2008

OGC's PPRM Products



What is P3O?

DOING THE RIGHT THINGS

Portfolio
The "Right" things to do?
How are we doing?

Programme

Outcomes
Benefits

DOING THINGS RIGHT

Project

Deliverables

Capacity?

Can we do it?
Can we adopt it?

Processes?

How do we do it?
Lets do it the same way!

Business Change
Strategy:
**Are we doing the right
things?**

Business Change Value:
**Are we getting the
business benefits?**



Business Change
Governance

Business Change
Design:
**Are we doing them the
right way?**

Business Change
Delivery:
**Are we getting them
done well?**



Support....or....Manage Enable...or....Challenge!



- What's in a name?
 - PO
 - PSO
 - PMO
 - PPSO
 - BPPSO
 - BCU
 - EPO
 - CPO
 - CoE
 - P30.....
- Models - do we have a single unit or multiple units?

The history bit.....

- **Project Office:**
 - Administration
 - Planning
 - Reporting
 - Risks and Issues
 - Changes
- **PRINCE2 effect – Project Office +:**
 - Standards / Methods
 - Assurance – fine line between “Police” function and support
 - Roll-up Reporting – programme and portfolio support
 - Project Co-ordinators
 - Project Specialists / internal consultants

Today.....

P3O Units:

- Centre of Excellence
- Portfolio Office
- Programme Office – multiple programmes / projects
- Project Office / project support officers / co-ordinators

Variations:

- Hub and Spoke / Central and Satellite
- Regional / Geographic focus
- Departmental or Strategic focus
- Virtual Offices

Some influences on P3O development?

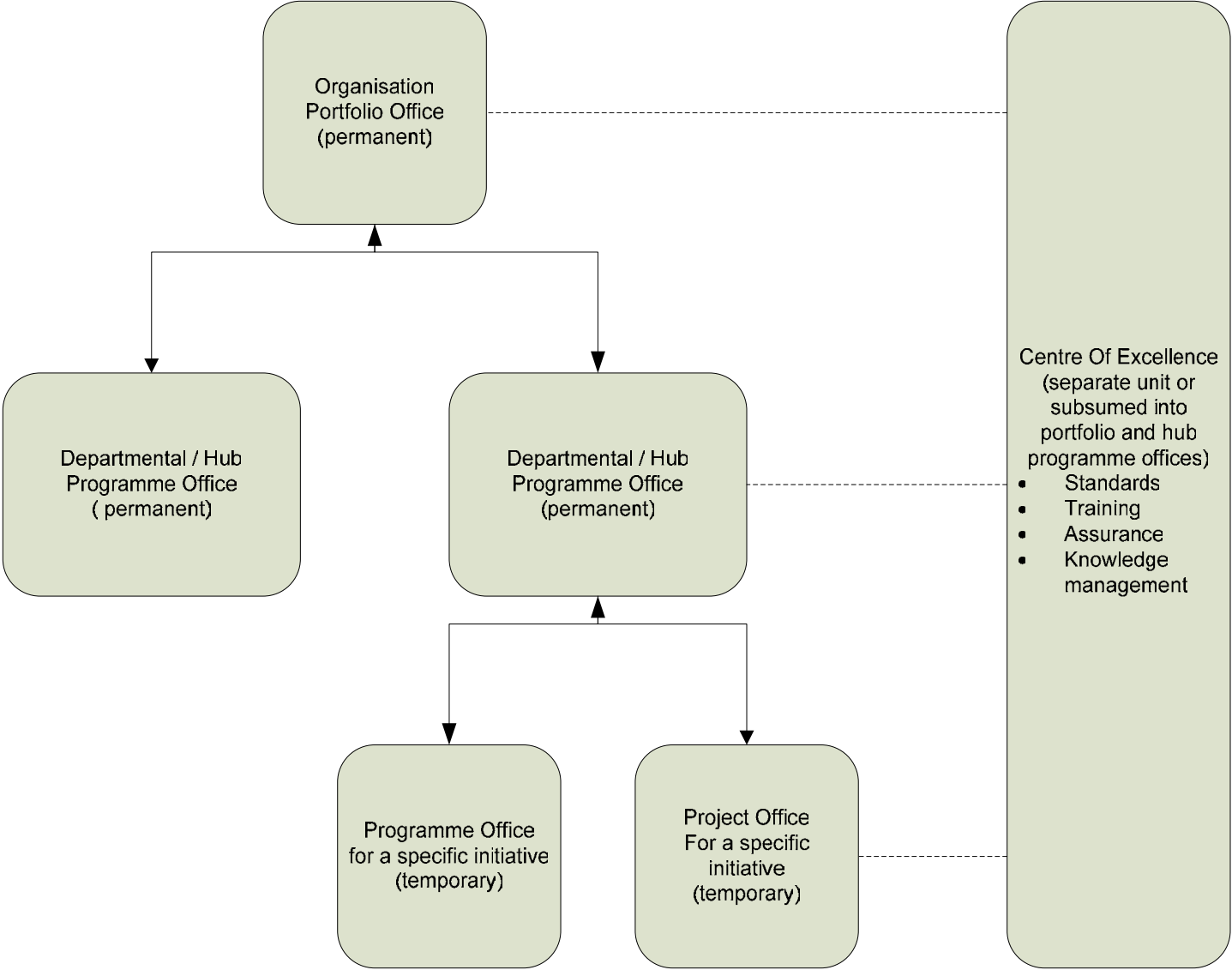
- PRINCE2 and MSP
- Centres of Excellence initiative in UK government (2003)
- KPMG surveys (2002 and 2005)
- PMI White Paper – The Multi-Project PMO (2007)
- P3M3 – maturity models

- Future - OGC P3O initiative (2007)

Future trends

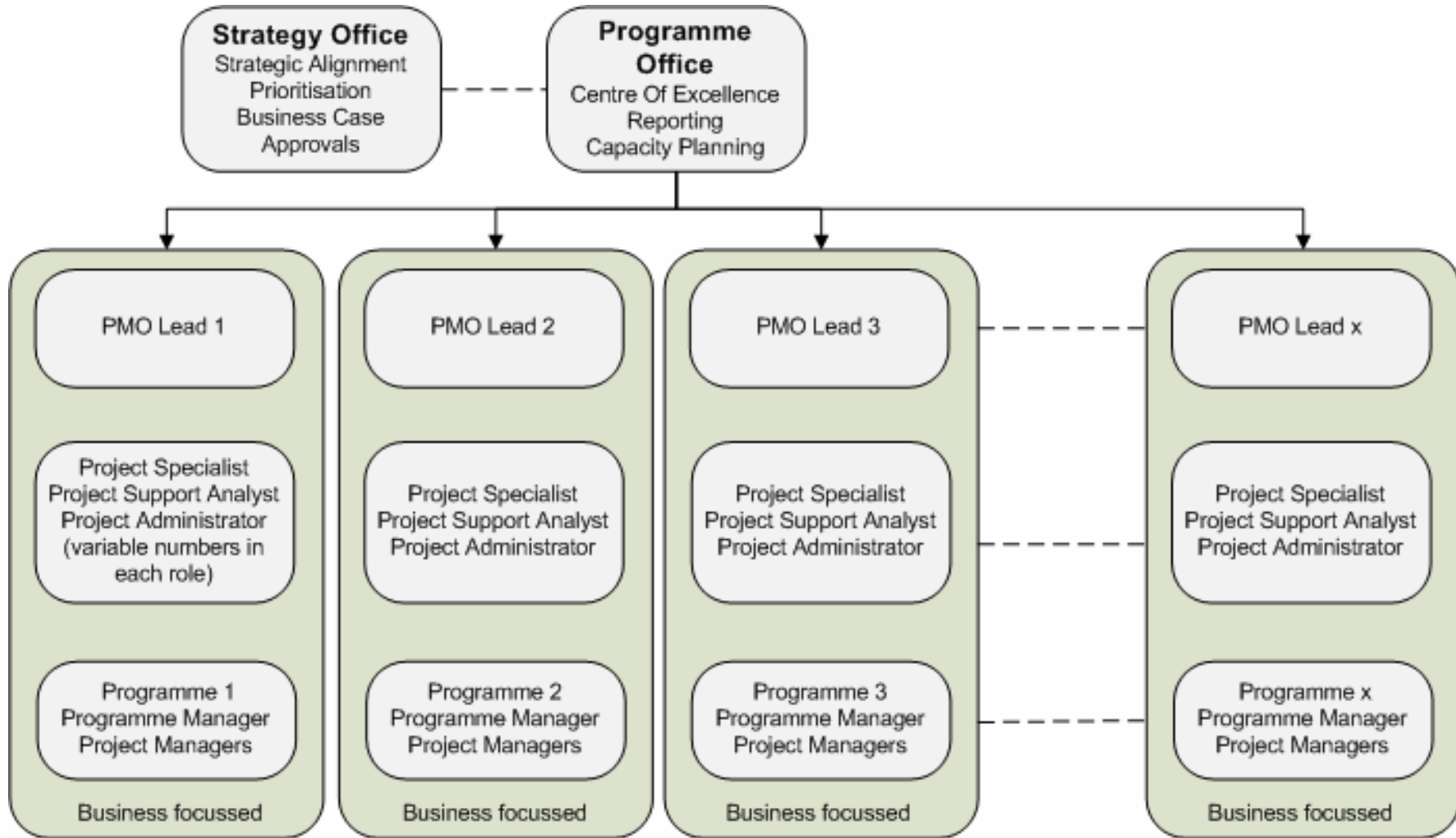
- Standard models – hub and spoke
 - Centralisation of services to leverage more output and support alignment across initiatives - Flexible resource models
 - P3O model provides backbone for integrated governance and escalation
 - Virtual offices (embedded staff) – working to consistent standards
- Experienced trained (senior) staff with credibility
 - P3O seen as career path not a stepping stone
 - Strategic and Sponsor support functions
- “Value add” to Senior Management
 - Performance Management aligned to portfolio / programme / projects success
 - No longer a target for cost cutting

Basic Model



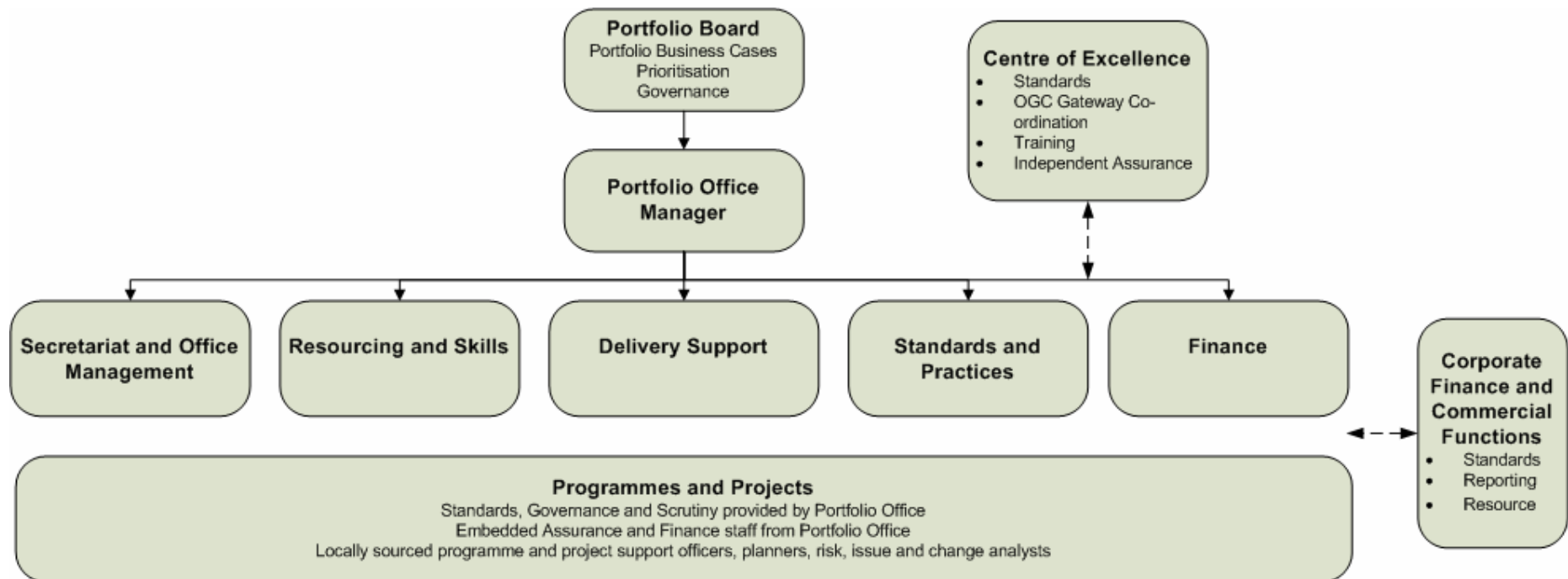
Case Study

Business delivery / role focus



Case Study

Function based model



P30 Guidance - Audiences

- Why?
 - Corporate
 - Senior Management
 - Departmental Heads
- What?
 - SROs
 - Programme Directors
 - Programme Manager
 - Portfolio or Programme Office Manager
- How?
 - Staff within a P30

Publication Content

- Introduction and Background
 - Development path linked to maturity
- Value Proposition
 - Business Case
 - Funding – set up and ongoing
 - Performance Measures
- What is P30
 - Strategic Context – where does it / they report etc.
 - Models and sizing
 - Organisation structure + roles / responsibilities
 - Links to other functions
- Lifecycle of P30
 - Setting it (them) up
 - Sustainability / Continuous improvement
 - Closing down
- Functions / Services
- Techniques / Tools

Appendices

- Roles / Responsibilities
- Programme Brief / Business Case
- Sizing Model
- Case Studies
- Checklists
- Good Practice examples

What next?

- APM Group – Qualifications development
- You can contribute and help us:
 - Good examples – sizing models, reporting formats, prioritisation models etc.
 - Case Studies
- Send to: sue@project-angels.co.uk

Any Questions?



**Best Management
PracticeTM**

For Project, Programme,
Risk and Service Management

www.best-management-practice.com