



# Portfolio, Programme and Project Offices – P3O®

## Foundation Course

### Pre-Course Reading

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## How to use this pre-course guide

The purpose of this guide is to provide an overview of Portfolio, Programme and Project Offices (P3O®) guidance, to help anyone attending a P3O® course to have a basic understanding of key concepts and principles underpinning the guide.

P3O deals with organizations from the very top – Main Board, Chief Executive Officer – down to administration/shop-floor level (e.g. the accounts clerk or supermarket checkout operator). For many people when they first encounter P3O, parts of what it covers will be outside the realms of their own prior experience. For that reason, it can be quite difficult to grasp the overall shape of it – hence this guide.

The pre-course work should only take a couple of hours to read and understand. If you have access to a P3O manual (2013 edition) the references contained within the guide will help you understand the concepts further. Once you have completed the pre-reading, there are a few questions at the end of this guide which will confirm your understanding of the topics.

## Overview of the P3O Manual

The P3O manual is split into 5 chapters and has 6 appendices, plus a glossary.

**Chapter 1** guides you through some definitions and set the P3O in an organizational context.

**Chapter 2** discusses why you would want to have a P3O in an organization and covers how you can measure the value a P3O may bring to the organization. It guides you through the creation of a business case to justify the P3O. **Appendix B** has a worked example of a business case that can be modified and used by your organization to justify a P3O.

**Chapter 3** covers the different types of P3O models there are along with what they can do (functions and services) and who could staff them (roles and responsibilities). More detail is provided within **Appendix A** of the responsibilities for the different roles mentioned in Chapter 3. **Appendix F** goes down into a more detail about exactly what a P3O can do and the services it can offer.

**Chapter 4** guides you through how to implement a P3O, either a temporary one, just for one endeavour, or a permanent one, for all of the endeavours in an organization.

**Chapter 5** covers what happens when a P3O is up and running, and what tools and techniques a P3O might use. Some worked examples of these are provided in the online repository referenced from **Appendix D**.

**Appendix C** has 7 case studies of different P3O models and how they have helped their organizations.

**Appendix E** references an assessment that is used when determining how mature your organization is in delivering projects, programmes and portfolios.

## Chapter 1 – Introduction

Before we start it is important that we cover a few definitions, as these will crop up throughout the text.

<b>Project</b>	A project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case.
<b>Project Management</b>	Project management is the planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.
<b>Programme</b>	A temporary, flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization's strategic objectives.
<b>Programme Management</b>	Programme management is the coordinated organization, direction and implementation of a dossier of projects and transformation activities (i.e. the programme) to achieve outcomes and realize benefits of strategic importance
<b>Portfolio</b>	A portfolio is the totality of an organization's investment (or segment thereof) in the changes required to achieve its strategic objectives.
<b>Portfolio Management</b>	Portfolio management is a coordinated collection of strategic processes and decisions that together enable the most effective balance of organizational change and business as usual.
<b>Business as Usual (BAU)</b>	Business as usual (BAU) is defined as the way business normally achieves its objectives. In this context, BAU describes the things done to keep the business operating day to day. By understanding the demands on BAU, its lifecycles and key events, the delivery of change through programmes and projects can be timed and managed to ensure least disruption
<b>Portfolio, Programme and Project Offices (P3O)</b>	The decision-enabling and support business model for all business change within an organization. This will include single or multiple physical or virtual structures, i.e. offices (permanent and/or temporary), providing a mix of central and localized functions and services, integration with governance arrangements and the wider business such as other corporate support functions.

<b>Portfolio, Programme and Project Management (PPM)</b>	A collective term used for a series of guides aimed at improving the performance of those involved in portfolio, programme and project management. PPM is the accepted term in the industry and covers portfolio as well as programme and project management.
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Reference in the P3O® Guidance	
<p>P3Os sit within an organizational context or portfolios, programmes and projects. These definitions are listed on the previous page. However all change must be viewed with an eye on the impact on the business as usual. This is represented simply within the manual as 'run the business, change the business':</p>	1.3
 <p>The diagram shows a central box divided into two sections: 'Change the business' on the left and 'Run the business' on the right. Above the box, the text 'Strategic objectives' and 'Managed benefits' is centered. Below the box, the text 'Managed programmes and projects' is centered. Arrows indicate a flow from 'Strategic objectives' to both sections, and from both sections to 'Managed programmes and projects'. The 'Change the business' section is associated with 'Political management' at the bottom, and the 'Run the business' section is associated with 'Business as usual' at the bottom.</p> <p><i>Figure 1.1 Run the business, change the business</i></p> <p>Copyright © AXELOS Limited 2013. All rights reserved. Material is reproduced under licence from AXELOS</p> <p>Whilst change and BAU may be regarded as separate activities, they cannot survive without each other and the transition from one state to the other must be actively managed. Therefore, any decisions relating to either need to be made collaboratively by the appropriate people at the correct decision-making level of the organization.</p> <p>P3Os are entities that evolve over time, and need to be aligned to the aims and goals of the organization, the business needs, the PPM maturity of the organization, the capabilities and capacity of the resource pool, the numbers of programmes and projects being undertaken, the wider organizational, political and cultural environment, the business divisional/departmental structure and the geographical location of staff and the effectiveness of matrix management structures.</p>	1.4

A P3O model comprises one or more of the following elements:

Table 1.2

Element	Definition
<b>Organization Portfolio Office</b>	A permanent office set up to support the definition and delivery of a portfolio of change across the entire organization or enterprise
<b>Hub portfolio office</b>	A permanent office set up to support the definition and delivery of a portfolio of programmes and projects within a department, division, geographical region or business unit
<b>Programme office</b>	A temporary office set up to support delivery of a specific change initiative being delivered as a programme
<b>Project office</b>	A temporary office set up to support delivery of a specific change initiative being delivered as a project
<b>Centre of excellence (COE)</b>	A portfolio, programme and project management standards office, which defines standards (processes, templates and tools), skills and training, manages knowledge and may provide independent assurance. The COE may be part of a portfolio office or exist as a separate independent office

Each of the elements within a P3O model is concerned with asking different questions. A portfolio office, either Organization or hub office advises on and enables decisions around defining and delivering the portfolio, asking questions such as: 'Are the right things being done?' and 'Are they achievable?' If not, 'What should be added, removed or changed?' 'Can the time-to-decision cycle be speeded up?' In some organizations the key question to ask may be 'How can we stop doing the wrong thing?' or 'How can we stop doing things in the wrong way?'.

1.5.1

The programme office provides scrutiny, challenge and support for the programme board. It should also be a valuable source of information in relation to the health of the constituent elements of the programme.

1.5.2

A project office provides similar services for the project board as the programme office does for the programme board but at a lower level.

1.5.3

The COE ensures consistency of delivery across the portfolio, programmes and projects. It provides standards, methods and processes, knowledge management, assurance and training across the full portfolio of change.

1.5.4

## Chapter 2 – Why have a P3O?

This chapter looks at the value of a P3O and seeks to answer the questions: 'How do I convince senior management of the value that a P3O can add to our organization?' and 'How do I start the process of change?'. When the manual talks about 'value' it can be useful to think how this will translate into benefits to be put into a business case. The main difference being that benefits will need to have a measure against them so you know whether they have been achieved.

Having a P3O in place provides operational efficiencies in the successful delivery of portfolios, programmes and projects. It can significantly increase an organization's chances of successfully delivering its strategy, maximising benefits and delivering programmes and projects more cost effectively.

2.1

However getting value out of a P3O will not happen overnight; it takes time, effort and investment from all stakeholders.

Any P3O model needs to answer the question 'What value will it add to the organization?'. One way to answer the question is by looking at the governance of programmes and projects across the portfolio. This is neatly summed up by the following phrases: 'doing the right programmes and projects' and 'doing programmes and projects right'. This is expanded in the P3O manual by the following diagram which explains how the different elements of the P3O model go to adding value for the organization.

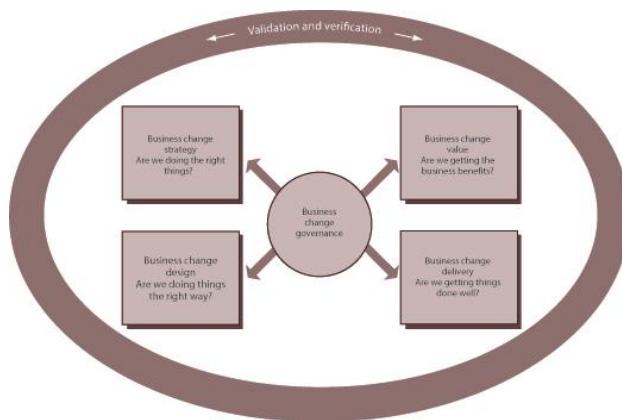


Figure 2.1 Business change governance support and enablement

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<b>Business change strategy</b> – are we doing the right things?	Is the business investing in those programmes and projects that give the greatest contribution to achieving corporate strategy? Are they correctly prioritized against each other and business as usual activities?
<b>Business change design</b> – are we doing things the right way?	Are best practice delivery methods and governance structures in place for programmes and projects? Are the programmes and projects (and their outcomes and deliverables) aligned with each other, to the organization governance, structure and the business as usual activities?
<b>Business change delivery</b> – are we getting things done consistently and well?	Are those who are involved in delivering programmes and projects doing so consistently and performing at the required level? Do they have the skills and capability to succeed? Are appropriate tools and techniques available?
<b>Business change value</b> – are we getting the business benefits?	Are the programmes and projects delivering the expected contribution to achieving corporate strategy? Is delivery of the strategy still on track?

A P3O model needs to maximise the value it can offer the organization, which it can do if it is adequately resourced and works with other parts of the organization to deliver its services.

2.3

When looking at what value a P3O can offer it can be useful to look at the Best Management Practice principles for extracting value from programme and project investment::

Table 2.1

- Govern effectively
- Hold people to account
- Prioritize investment, align and adjust to business strategy
- Safeguard value
- Invest in people and process
- Track progress through highlight and exception based reporting

The functions and services provided by a P3O can enable the organization to embed each of these principles.

Having worked out what value a P3O can bring to the organization, the focus should be on getting a business case together to ensure that the organization commits to the investment. This is done in a series of steps:

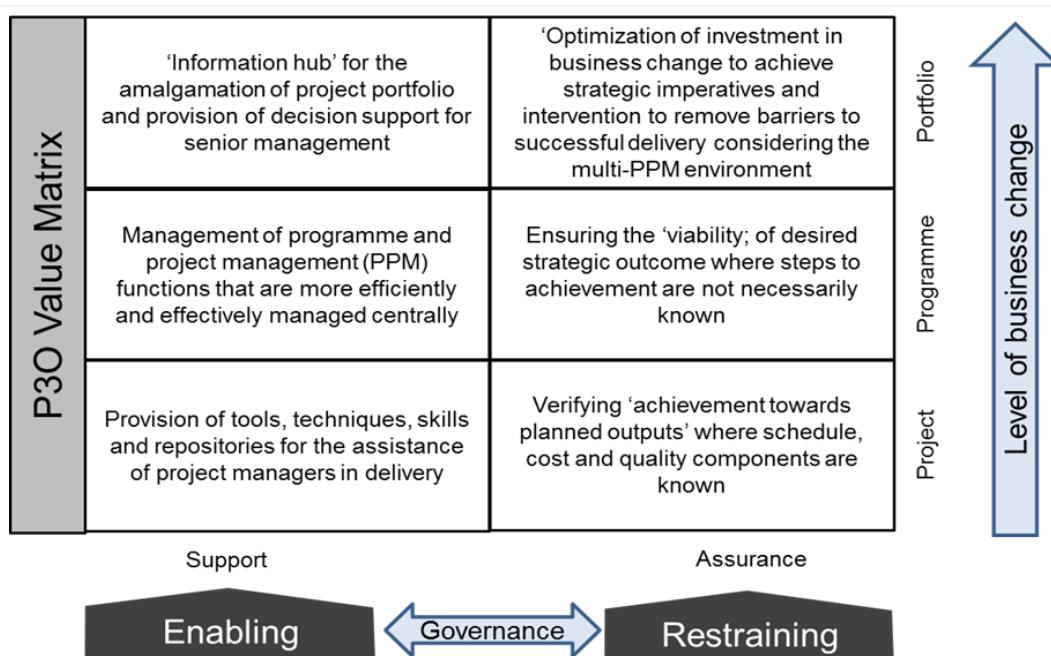
- Identifying the stakeholders
- Identifying the problem
- Agreeing the P3O vision
- Putting the business case together
- Agreeing the funding arrangements for the P3O model

2.4

For a permanent P3O there are a range of different stakeholders including:

2.4.2.2

- Programme and project managers and the PPM delivery teams
- Senior managers
- Other support business units
- The customer/user community
- Suppliers



All of these stakeholders will have different views on what they want their P3O to offer. One of the useful ways of providing some consistency to what they want is to use the P3O value matrix, to find out whether they want the P3O to be enabling (offer support) or be restraining (offer assurance).

Figure 2.12 P3O Value Matrix

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A further consideration is the maturity of the organization as the functions and services offered by the P3O need to match the maturity of the organizations. One way in which the maturity of the organization can be determined is by using the Portfolio, Programme, Project Management Maturity Model (P3M3®).

2.4.2.3

Appendix E

In order to secure the investment from the organization you will need to demonstrate what value (benefits) the organization will be getting for its investment – the business case for the P3O. A typical business case has the following sections:

2.4.4

Appendix B

<b>Reasons</b>	What is the current problem being faced by the organization?
<b>Objectives</b>	What is the P3O going to do?
<b>Costs</b>	How much will it cost to implement and run the P3O?
<b>Benefits</b>	What measureable value will be gained once the P3O is operational?
<b>Investment appraisal</b>	A calculation of whether the benefits outweigh the costs
<b>Major risks</b>	What unknowns will have an impact on the delivery of the P3O? Note: a risk can be negative (a Threat) or positive (an Opportunity)

Setting up a P3O is not something that can be done overnight, in fact as Chapter 4 goes onto explain it should be done as a series of linked projects (i.e. a programme). It can take a couple of years to fully setup and establish a P3O. However, as this will be done as a programme, benefits can be gained along the way, so an organization will not have to wait until the end of the programme before it can see measurable improvements.

2.6

It is not uncommon to encounter a number of barriers when setting up a P3O. Examples of some of these barrier and how they might be addressed are include:

2.5

- Lack of focus on the full P3O model – hence why the P3O is setup as a programme
- Funding the P3O model – hence why a business case is raised to justify the costs
- Challenging current culture or approaches – hence why the stakeholder engagement is done right at the start
- P3O costs seen as unnecessary overhead – delivery as a programme will demonstrate early benefits, which should alleviate this concern

- Perceived bureaucracy of the P3O processes and standards – working with stakeholders when defining the processes will assist breaking down that perception.

## Chapter 3 – Designing a P3O Model

This chapter describes the different characteristics of P3Os and what functions and services are offered by those models. It looks at the staffing required and suggests a few tailoring options. Tailoring options are explored in more detail through case studies in Appendix C. The detail of the roles and their responsibilities are expanded in Appendix A.

Within a P3O, each office would typically provide services aligned to one of three functional areas::

3.1; 3.3

**Strategic planning or portfolio support** – These focus on alignment with strategy, prioritization, benefits management, reporting through management dashboards, support for escalated risks, issues, changes and information and the provision of oversight, scrutiny and challenge.

**Delivery support** – These focus on supporting the delivery of change.

**Centre of excellence (COE)** – These focus on the development of standard methods and processes, developing consistent working practices and ensuring they are deployed appropriately and well. They may include capability support through training and coaching, internal consultancy (the creation of standards and help, advice and guidance on their tailoring), knowledge management, tools support and independent assurance.

Each of these three functional areas require resourcing with different competences, skills and experience.

When designing the most appropriate model for your organization, there are a number of factors that come into consideration.

3.2

- **Who should the P3O model report into?** This question needs to be asked of the model itself and of the component offices within the model
- **Centralized versus decentralized?** A centralized model is more likely to perform all functions within the one office, whereas a decentralized model will focus more on local need, with the functions being split across different offices. When choosing a decentralized model it is important to consider how organization-wide standards can be developed and adhered to
- **Permanent versus temporary?** Although a P3O model can consist of both permanent and temporary offices, some organizations, typically with a low maturity level (1 or 2) can have just a temporary office. These temporary offices then have a varying degree of success dependant on the local business managers' competence. Where a P3O model has both permanent and temporary offices, the temporary office can be staff by individuals from the permanent office, and provided a boost by taking

<p>standards from the COE. Once the temporary office is closed down the learning will come back into the temporary office</p> <ul style="list-style-type: none"> <li>• Co-located versus distributed? Having teams co-located has an advantage in terms of team cohesion and consistency of approach. A distributed model will need to ensure it communicates well and often to ensure a consistent approach</li> </ul>					
<p>Some of the functions and services that are part of a P3O could be undertaken by other parts of the existing organization including: Finance, corporate risk management, Strategy development, business planning, quality, audit. Consideration should be given as to whether these resources may be embedded within the P3O or whether the P3O will just liaise with those departments as required.</p>	3.3.3				
<p>The design of the P3O must be aligned to the organization and will be impacted by factors such as:</p> <ul style="list-style-type: none"> <li>• The number and size of the programmes and projects to be serviced by the P3O</li> <li>• The number of services to be provided by the P3O</li> <li>• The size of the organization</li> <li>• The capability and competence of the individuals performing the roles within the P3O</li> </ul>	3.5 Appendix C				
<p>Four examples of P3O models are described below:</p> <table border="1" data-bbox="203 1109 1267 1635"> <tr> <td data-bbox="203 1109 466 1311"><b>P3O model with an Organization Portfolio Office</b></td><td data-bbox="466 1109 1267 1311">A single, permanent, Organization-level Portfolio Office, focused on strategic planning and portfolio support, delivery support and COE functions, with temporary programme and project offices set up to support new initiatives as they are launched. The exact services offered depend on the maturity of the organization.</td></tr> <tr> <td data-bbox="203 1311 466 1635"><b>P3O model with hub and spoke offices</b></td><td data-bbox="466 1311 1267 1635">A permanent central Organization Portfolio Office connected to a number of smaller permanent decentralized offices with a subset of the centralized office's business objectives, functions and services. These decentralized offices in their turn act as hub portfolio offices to the divisions/departments within the organization they service. All information and processes are arranged so that they move along spokes to the organization-level office at the centre.</td></tr> </table>	<b>P3O model with an Organization Portfolio Office</b>	A single, permanent, Organization-level Portfolio Office, focused on strategic planning and portfolio support, delivery support and COE functions, with temporary programme and project offices set up to support new initiatives as they are launched. The exact services offered depend on the maturity of the organization.	<b>P3O model with hub and spoke offices</b>	A permanent central Organization Portfolio Office connected to a number of smaller permanent decentralized offices with a subset of the centralized office's business objectives, functions and services. These decentralized offices in their turn act as hub portfolio offices to the divisions/departments within the organization they service. All information and processes are arranged so that they move along spokes to the organization-level office at the centre.	3.3
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<b>Virtual P3O model</b>	The ultimate decentralized model, where there is no permanent office. P3O functions and services are embedded in the organization's business delivery units with portfolio activities undertaken by a central strategy or business planning office or within the finance department. Temporary programme and project offices are established to support initiatives as they are launched and staffed and supported from within the business units themselves.
<b>Temporary office model</b>	No permanent office exists. As each new programme or project is launched, a temporary programme and project offices is set up to support it.

## Roles within a P3O

A part of chapter 3, the manual describes the different P3O roles. These are split into 3 broad types:

**Management roles** – these are the roles which will lead or manage the P3O model or an element of the P3O model

**Generic roles** – these are the roles which will staff the P3O model. These are an amalgam of the functional roles

**Functional roles** – these describe the roles that may be delivered by someone from within a functional department being embedded as a part of a P3O, or will be combined together to form one person's role

The three management roles are:

<b>P3O sponsor</b>	A senior manager who directs and champions the establishment and evolving operation of the P3O
<b>Head of P3O</b>	Establishes and runs the permanent portfolio office(s)
<b>Head of programme or project office</b>	Establishes and runs the temporary office

Appendix A

3.4.2.1

Table 3.5

3.4.2.2

Table 3.6

The three generic roles are:

<b>Portfolio analyst</b>	Works within the Portfolio Office and facilitates the development and ongoing management of an optimized portfolio,
<b>Programme or project specialist</b>	Provides an internal consultancy services, working within a COE function
<b>Programme or project officer</b>	Implements guidelines, procedures and templates to collect and maintain this data and provide hands-on delivery support to a programme or project.

There are 15 functional roles:

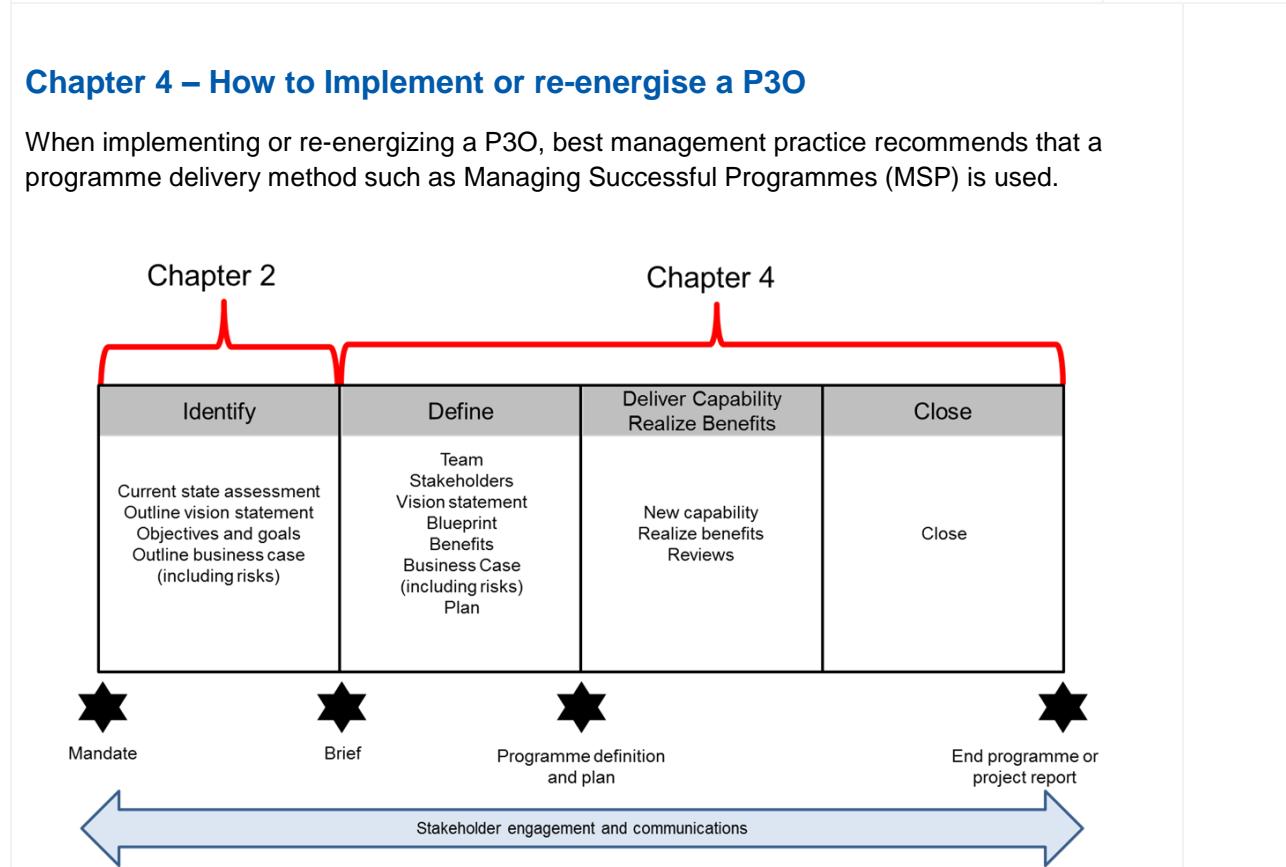
Benefits and value; Finance; Resource management; Commercial; Issue; Risk; Communications and stakeholder engagement; Change control; Reporting; Information management; Planning and estimating; Secretariat/administrator; Consultancy and performance management; Quality assurance; Tools expert

3.4.2.3

Table 3.7

## Chapter 4 – How to Implement or re-energise a P3O

When implementing or re-energizing a P3O, best management practice recommends that a programme delivery method such as Managing Successful Programmes (MSP) is used.



This diagram taken from Chapter 4 best explains the 4 stages that are required in order to successfully implement a P3O. The 'Identify phase' was covered in detail in Chapter 2, but the Define, Deliver and Close phases are covered in this Chapter.

4.2

Figure 4.1

*Figure 4.1 Implementation lifecycle for a permanent P3O model*

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The advantage in running this as a programme is that allows for early benefits to be delivered and it ensures that due focus is given on the significance level of business change involved (including the needed to change mind sets and behaviours) when implementing a P3O.

Within the Define step there are 7 activities:

4.2.2

1. **Team** – establish the implementation team
2. **Stakeholders** – identify and analyse stakeholders
3. **Vision statement** – refine the vision statement
4. **Blueprint** – develop the P3O blueprint
5. **Benefits** – develop, model and validate the benefits
6. **Business case (including risks)** – develop the business case, risk register and risk management strategy
7. **Plan** – identify stages/tranches of delivery

When establishing the team, careful consideration needs to be given to who the Head of P3O and P3O sponsor will be

4.2.2.1

In identifying the stakeholders, it is important that a communication plan be devised as any programme that does not communicate will be seen as a failure whether it is or not.

4.2.2.2

A stakeholder is someone who can affect, is affected by or perceive themselves to be affected by the initiative.

The vision statement which gets updated as part of the Define step is very useful in acting as a marketing tool to communicate the goals of the programme across the wider organization.

4.2.2.3

The blueprint describes the future state of the P3O i.e. what will be in place once all of the projects have been delivered. The blueprint is divided into 4 sections:

4.2.2.4

<b>Processes (including operational costs and performance levels)</b>	These are the functions and services to be performed by the P3O and cover Strategic Planning, Delivery Support and COE
<b>Organizational structure</b>	Which one of the 3 permanent models will be chosen and how will that be tailored for the organization

<b>Technology (including tools and techniques)</b>	What tools and techniques (as covered in Chapter 5) will be required to support the processes that the P3O will offer
<b>Information and data requirements</b>	What will be the flow of information between the levels within a P3O i.e. from project to programme to portfolio and then outside of the P3O to the corporate organization?

As part of work involved in developing the business case, the expected benefits are detailed in benefits profiles, which show when and how benefits will be delivered by the programme to implement the P3O.

4.2.2.5

As part of the Define phase, the business case is updated and an approach to dealing with risks on the programme is devised.

4.2.2.6

The final part of the Define phase is to plan how all of the projects will be delivered.

4.2.2.7

Delivering the P3O programme is about ensuring that the individual projects realize the benefits, and reviewing at the end of each tranche or stage.

4.2.3

Closing the P3O programme is about transferring the P3O model into BAU, releasing any external consultants who were brought in to fast-track the improvement programme and allowing time for reflection and review – asking the question, 'Was it worth it?'

4.2.4

When implementing a temporary programme or project office, rather than use the full programme lifecycle, it is usually more appropriate to use a project lifecycle, reflecting that typically only 10% of total programme or project time will be required to establish a temporary office.

4.3; 4.3.2

Table 4.2

As temporary programme or project office is designed specifically for a finite lifecycle it has a more focused set of stakeholders which are:

4.3

<ul style="list-style-type: none"> <li>• Upward – programme or project boards</li> <li>• Inward – programme or project team members</li> <li>• Outward – suppliers, permanent portfolio office or COE, corporate support functions, etc.</li> </ul>	
Depending on the needs of the programme or project, the functions and services of the temporary office will vary. They may also change during the life of the temporary office, with different functions being required at programme start-up, delivery and closure.	4.3.3 Appendix F
Once the programme or project that the temporary office has been created to support closes, then the temporary office will also be required to close. If there is a COE in existence, lessons and reusable elements (e.g. processes, templates and tools) should be handed over from the temporary office to the COE for subsequent re-use.	4.3.5; 4.3.6
<b>Chapter 5 – How to Operate a P3O</b>	
This chapter looks at the operation of P3Os following implementation or re-energization. It looks at the key activities of maintaining a successful permanent P3O and the range of tools and techniques that can be used to support consistent delivery of functions and services across the organization.	
As a P3O matures it can take on more functions and services, going from administrative support to developing standards, methods and through a tracking and assurance role to an oversight, scrutiny and challenge role.	5.1
As a P3O goes through that maturity journey they will need to develop and introduce some standard tools and techniques	
A <b>tool</b> is a data manipulation system that is used to present information to inform and improve decision-making. Tools can be as simple as a spreadsheet, a system that has been developed in house or a proprietary product.	5.2
A <b>technique</b> is a procedure to accomplish a specific activity or task. Techniques will often use tools to collect, manipulate and present the inputs and outputs of the technique.	
When selecting which tools and techniques to use within the P3O, it is important to match the PPM maturity of the tool to that of the organization.	
There are 3 types of tool:	
<ul style="list-style-type: none"> <li>• <b>Individual</b> - Where only one person (generally the project manager) uses the tool e.g. word document or spreadsheet. There may be multiple installations or instances of the tool across the organization but the relationship is generally one business change initiative to one user.</li> </ul>	

- **Collaborative** - Where multiple people access a single set of information through a tool e.g. web-based portals. There may be multiple installations or instances of the tool across the organization; however, the relationship is one business change initiative to multiple users.
- **Integrated** - Where multiple people access multiple sets of information that is integrated in some manner through a tool e.g. Enterprise PPM software, which is distributed across an entire organization. There will generally be a single installation or instance of the tool across the organization, with partitions for business change initiatives and the ability to link information in a hierarchical manner. The relationship is multiple business change initiatives to multiple users.

As the organization increases in maturity level, the move is generally towards the use of integrated tools.

The techniques discussed in the P3O® guidance are:

5.6

Technique	Objective
<b>Portfolio prioritization and optimization</b>	Categorize or force rank programmes and projects
<b>Complexity modelling</b>	Determine the appropriate lifecycle and governance
<b>Management dashboards</b>	Provide key decision support information across a portfolio
<b>Knowledge management</b>	Creating an environment to support the creation/sharing of knowledge
<b>P3O information portal</b>	Ease of access to portfolio, programme or project delivery framework
<b>Facilitation – workshop techniques</b>	Successful, programmes and projects with effective decision making
<b>Skills development and maintenance</b>	Ensures that the appropriate competencies are available to deliver PPM requirements
<b>Business process swim lanes</b>	Documents standard and repeatable business processes
<b>Capacity planning for resource management</b>	To match resource capacity and competency supply and demand levels
<b>Assurance, gated reviews and health checks</b>	Provides an independent assessment of the performance of the portfolio programme or project

## Quiz

1. What is the purpose of a Business Case?
  - a. To give the Portfolio Analyst guidance on process redesign
  - b. To allow senior managers to make decisions
  - c. To ensure staff use the correct tools and techniques
  - d. It makes sure Project Managers follow a set process.
2. What does the acronym COE represent?
  - a. Centralized, Organizations, External
  - b. Creative, Objective, Explicit
  - c. Centres, Of, Economics
  - d. Centres, Of, Excellence
3. A P3O will have 3 types of functions and services, which of the following correctly categorises these.
  - a. Planning, Delivery, COE
  - b. Planning, Discovery, Consultancy
  - c. Prioritisation, Delivery, Standards
  - d. Management, Commercial, COE
4. Which of the following statements are true?
  - i. A P3O should be a permanent organization
  - ii. Organizations should employ consultants to maintain their P3O
  - iii. P3O's should match an organizations maturity
  - a. All are true
  - b. Only the first is true
  - c. The 1<sup>st</sup> and 3<sup>rd</sup> statements are true
  - d. None are true
5. What describes a P3O model?
  - a) Permanent office supporting delivery of a portfolio within a geographical region
  - b) Office supporting delivery of a specific change initiative
  - c) Total structure delivering functions and services across an organization
  - d) Unit defining P3M standards across an organization

6. How is Business as Usual defined?
  - a) Those representing corporate or senior management
  - b) Things done to keep the business operating day to day
  - c) Totality of an organization's investment in the changes required
  - d) Organization created to coordinate and oversee a set of related projects
7. Which describes the use of a collaborative tool?
  - a) Multiple business change initiatives to one user
  - b) Multiple business change initiatives to multiple users
  - c) One business change initiative to multiple users
  - d) One business change initiative to one user
8. What technique is used to determine where investment should be directed?
  - a) Capacity planning for resource management
  - b) Project Complexity Modelling
  - c) Management Dashboards
  - d) Portfolio Prioritization and Optimization
9. What is the purpose of the Head of P3O?
  - a) Establish and run the permanent office
  - b) Facilitate the development and ongoing management of an optimized portfolio
  - c) Play a proactive role in the promotion of programme and project management methods
  - d) Provide a consultancy service to programme management
10. Which statement describes P3O model with hub and spoke offices?
  - a) Permanent, organization-level Portfolio Office linked to smaller permanent offices in different locations
  - b) A portfolio, programme and project management standards unit, which defines standards, skills and training
  - c) A single, permanent, organization-level portfolio office with temporary programme and project offices
  - d) No physical, central office; P3O functions are carried out by business or functional units across the organization

## Your Organisation

Try to identify how strategy is determined within your organization. It may be:

- A single director or leader defining the vision
- Senior managers or directors agreeing a way forward collectively
- Planned by a specialist group

What P3O elements exist in your organisation? What functions and services do they provide? What is the reporting line of each of the elements?

Who are the key stakeholders of your P3O?

## Your Objectives

What are your objectives for attending the course? How will your learnings be applied in the work environment?

## The Examinations

The syllabus for the P3O® examinations can be found here: <http://www.p3o-officialsite.com/Qualifications/QualificationScheme.aspx>. There are two examinations.

### The Foundation Exam

The purpose of the foundation qualification is to confirm that a candidate has sufficient knowledge and understanding of the P3O guidance to interact effectively with, or act as an informed member of, an office within a P3O model. The foundation qualification is a pre-requisites for the practitioner qualification.

For candidates to be successful at the foundation exam should understand the key principles and terminology within the P3O guidance. Specifically candidates should understand the:

- High-level P3O model and its component offices
- Differences between Portfolio, Programme and Project Management
- Key functions and services of a P3O
- Reasons for establishing a P3O model
- Differences between types of P3O model and the factors that influence selection of the most appropriate model
- Processes to implement or re-energize a P3O
- Tools and techniques used by a P3O
- Purpose and major responsibilities of the defined roles

The examination is a 1 hour, closed book, multiple choice with 75 questions (5 of which are trial questions and do not contribute to the final results). The pass mark is 50% – delegates must get 35 questions correct out of the 70 live questions to be successful.

### The Practitioner Exam

The purpose of the practitioner qualification is to confirm whether the candidate has achieved sufficient knowledge and understanding of the P3O guidance to design, implement, manage or work within any component office of a P3O model. A successful candidate will have an overall understanding of the elements, roles, functions and tools and techniques deployed in a generalised P3O model. Additional training may be required if the candidate is to take up one of the specialist roles in the P3O organization.

For candidates to be successful at the practitioner qualification, they need to exhibit the competences required for the foundation qualification and to show they could apply P3O guidance to the design, implementation and management of a P3O model. Specifically they need to demonstrate their ability to:

- Develop the business case required to obtain senior management approval for the P3O
- Identify and build the most appropriate P3O model, which will adapt to the organization's needs, taking account of the organization's size and portfolio, programme and project management maturity
- Identify the most appropriate roles required to populate a specified P3O structure
- Plan the implementation of a P3O
- Choose and use appropriate tools and techniques while running the P3O and advising those who shape the portfolio of programmes and projects

The examination is a 2 ½ hour, open book, objective test with 4 questions of 20 marks each – 80 marks in total. The pass mark is 50% – delegates must get 40 marks to be successful.