P3O®

All you need to know

P3O worldwide

P3O was launched in 2008 and is the latest guidance published about portfolio, programme and project management. It covers the set up and running of support offices for all levels of change within an organization.

It offers advice to organizations about current Best Practice thinking on what previously has been referred to as PSO (Programme or Project Support Office) or PMO (Programme or Project Management Office).

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P3O in your environment

In today's climate of cost cutting and efficiency targets, delivering the change portfolio more effectively is a key objective. This means delivering the right mix of programmes and projects, consistently and well, faster and at less cost.
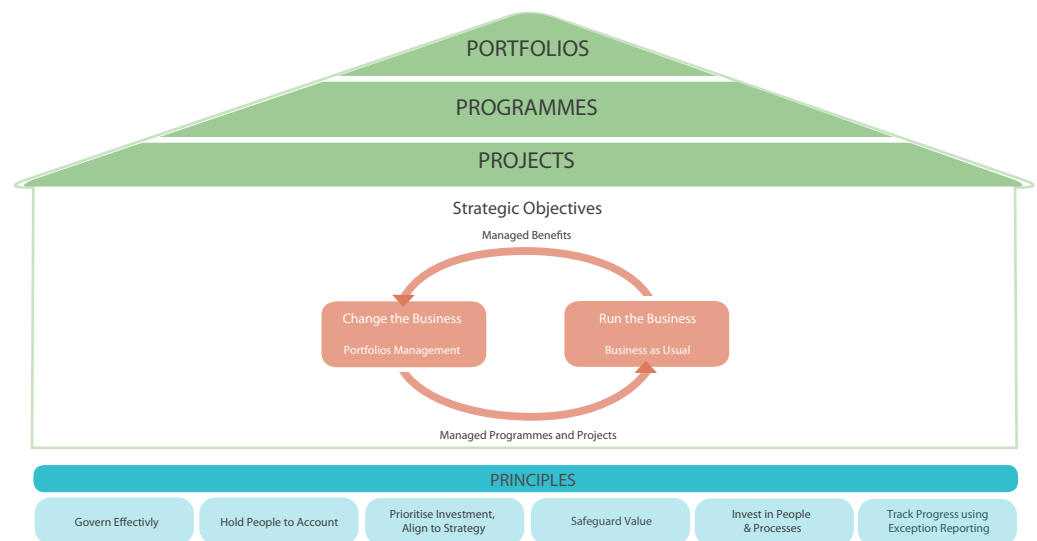
P3O is a flexible project support office guidance and can be easily tailored to all varieties of support office and organisations.

P3O is a public domain methodology which means organizations do not have to pay a license fee to use P3O.

P3O - Portfolio, Programme and Project Offices
Support Office Management Best Practice

P3O guidance provides a decision enabling/delivery support structure for all change within an organisation. This guidance - aligned to OGC's PRINCE2, MSP, and M_o_R - brings together in one place a set of principles, processes and techniques to facilitate effective portfolio, programme and project management through enablement, challenge and support structures.

A P3O model will equip an organization with the structures, tools and techniques it needs to ensure it has the right programmes and projects in place and ensures consistent delivery of programmes and projects across the organisation.

PORTFOLIOS

PROGRAMMES

PROJECTS

Strategic Objectives

Managed Benefits

Change the Business — Portfolios Management

Run the Business — Business as Usual

Managed Programmes and Projects

PRINCIPLES

| Govern Effectivly | Hold People to Account | Prioritise Investment, Align to Strategy | Safeguard Value | Invest in People & Processes | Track Progress using Exception Reporting |

How can P3O help your organization?

Are all your programmes and projects necessary ?

Which ones will help you to deliver your strategy? Whatbenefits will they give you?

If your budgets are reduced, which programmes or projects could you put on hold – what would be the impact onthe business?

Do you have the right people and skills? Are they availablewhen you need them? When is it more appropriate to hire incontract staff rather than do it yourselves

If you can answer these questions, then your organizationprobably already has a P3O model in place. If you can't answer them but would like to, then you should seriously consider implementing P3O.

P3O®

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Principles

P3O is founded on the same principles which support PRINCE2®, MSP® and MoP®. These are basic, shared principles for extracting more value from programme and project investments.

● **Govern effectively**

Ensure correct governance, e.g. ensure that each Project has a correctly functioning Project Board as its decision authority. Ensure that timely and accurate data is collected to support decision making.

● **Hold people to account**

Ensure clear accountability of Senior Managers e.g. ensure that for each Project, a senior manager is named as Project Executive with business accountability for the project.

● **Prioritize investment, align and adjust to business strategy**

Prioritise all business change and ensure a balanced portfolio which is aligned to strategy, but also supports mandatory changes (e.g. regulatory or "must do" maintenance projects).

● **Safeguard value**

Ensure all investments have a business case. Maintain a focus on benefits e.g. ensure that every Programme measures benefits using a robust and usable process.

● **Invest in people and process**

Use best practice approaches to P3, such as PRINCE2®, MSP® and MoP®. Develop training and coaching. Measure organisational P3 maturity.

● **Track progress through highlight and exception-based reporting**

Ensure management time is used appropriately, by using management by exception. Focus on key risks and issues by using management dashboards and highlight reports.

Support for Governance

A permanent P3O model supports the governance of projects and programmes. It can validate and verify as follows:

● **Validate the change strategy**

This asks the question "Are we doing the things right?" i.e. the right programmes and projects to deliver the company strategy.

● **Validate the change value**

This asks the question "Are we getting the business benefits from the projects and programmes that we are running?"

● **Verify the change design**

This asks the question "Are we doing things well?" to check that the projects and programmes are using best practice processes, methods and tools.

● **Verify the change delivery**

This asks the question "Are we getting things done well?" to check that projects and programmes are delivering changes efficiently (time, cost, quality) and managing their impact on business operations.

Setting up a P3O model

The P3O guidance recommends how to implement or re-energize a permanent P3O model. This work can be run either as a project or as a programme. P3O recommends the following programme lifecycle.

● **Identify the P3O**

This process assesses the current state of P3O provision and identifies the key stakeholders. It creates outline documentation for the P3O model, and finally a summary document, called a Brief, which should be validated by management.

● **Define the P3O**

This process establishes the team, refines the Vision Statement and the Blueprint. It works on Stakeholder engagement, and delivers an implementation plan. This is all summarised in a Programme Definition Document, which should be validated by management.

● **Deliver the P3O**

The P3O guidance strongly recommends an incremental approach to implementation (in tranches), with a focus on the realisation of benefits in each increment.

● **Closure**

Formal closure, with evaluation and review of lessons learned

P3 offices

P3O means "Offices" for P3. The Centre of Excellence is a special type of office.

● **Portfolio Office**

A permanent structure to support the management of an organisation's projects and programmes. Includes the investment process, strategic alignment, prioritisation, progress tracking and the monitoring of benefit realisation.

● **Programme Office**

The function providing the information hub and standards custodian for a programme and its delivery objectives. Normally temporary. Can exist as a permanent office to provide support for more than one programme.

● **Project Office**

A temporary office set up to support the delivery of a specific change initiative being delivered as a project. If used, the project office undertakes the PRINCE2® role of Project Support.

● **Centre of Excellence**

Provides standards, consistency of methods and processes, knowledge management and training. Its scope depends on the P3O model, and will cover all or some of P3 (portfolios, programmes and/or projects).

P3 components

P3 stands for Portfolios, Programmes and Projects.

● **Portfolio**

All the programmes and stand-alone projects being undertaken by an organisation, a group of organisations or an organisational unit. A portfolio is normally permanent.

● **Programme**

A temporary flexible organisation 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 an organisation's strategic objectives. A programme is likely to have a life that spans several years, and can be driven by a vision (rather than by a specification of deliverables).

● **Project**

A temporary organisation that is created for the purpose of delivering one or more business outputs according to a specified business case. A project is generally short (for example, less than a year) with defined deliverables.

Why use P3O?

P3O helps you get a big-picture view of how to improve your change initiatives and how to get better value for money for your corporate investment in change. It bridges the gap between the "thinkers" and the "doers" – the strategy/policy makers and the delivery arm of the organisation.
P3O is aligned to three leading international standards on Project, Programme and Portfolio management, namely PRINCE2®, MSP® and MoP®. If you have started to use one or more of these standards, P3O is a perfect next step towards big-picture improvements .

Benefits of P3O

Better decision making
A decision-enabling structure to ensure that the right programmes and projects are launched to support the corporate strategy. Accurate and timely flows of information to support decision-making.

Improved support for delivery
A delivery support structure, working with the delivery teams (project and programme teams), to ensure efficient delivery of change.

A path to long term improvement
A long term solution, implemented in increments, which delivers measurable corporate benefits in each increment.

Organisation-wide approach
An architected solution that delivers a right-sized solution to meet current needs but is flexible and scalable.

Get management support for improvement
A easy-to-justify solution supported by top management because it delivers measurable and visible added value to the enterprise.

Helps implement best practice such as PRINCE2
P3O provides structures and approaches which support long term improvements, for example the roll out of PRINCE2® for an entire team of Project Managers.

P3O Certification

P3O QUALIFICATION SCHEME

If you want to become a Registered Practitioner, you MUST sit the Foundation Examination and then the Practitioner Examination, in that order.

You can sit both exams in the same week or even day, or you can split them and sit them months (or even years!) apart.

Foundation

Practitioner

P3O Foundation

The P3O Foundation Course covers the whole of the syllabus of the P3O Foundation Level and prepares participants for the P3O Foundation examination.

The Foundation is the first of the two P3O Examinations you are required to pass to become a P3O Practitioner. This level is aiming to measure whether a candidate would be able to act as an informed member of a P3O

P3O Practitioner

The P3O Practitioner Course provides an opportunity to apply the concepts of the P3O guidance to a scenario and prepares participants for the P3O Practitioner Examination.

The Practitioner level is aiming to measure whether a candidate could manage or work in a component of a P3O and has a full understanding of how to justify, build and manage a P3O.