P3O® Foundation Portfolio, Programme and Project Offices

Courseware - English

Henny Portman

P3O®
ACCREDITED TRAINING ORGANIZATION
PeopleCert ON BEHALF OF AXELOS

P3O® Foundation Portfolio, Programme and Project Offices Courseware – English

Colophon

Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

Other publications by Van Haren Publishing

Van Haren Publishing (VHP) specializes in titles on Best Practices, methods and standards within four domains:
- IT and IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

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Topics are (per domain):

IT and IT Management	Enterprise Architecture	Project Management
ABC of ICT	ArchiMate®	A4-Projectmanagement
ASL®	GEA®	DSDM/Atern
CATS CM®	Novius Architectuur	ICB / NCB
CMMI®	Methode	ISO 21500
COBIT®	TOGAF®	MINCE®
e-CF		M_o_R®
ISO/IEC 20000	**Business Management**	MSP®
ISO/IEC 27001/27002	*BABOK® Guide*	P3O®
ISPL	BiSL® and BiSL® Next	*PMBOK® Guide*
IT4IT®	BRMBOK™	Praxis®
IT-CMF™	BTF	PRINCE2®
IT Service CMM	EFQM	
ITIL®	eSCM	
MOF	IACCM	
MSF	ISA-95	
SABSA	ISO 9000/9001	
SAF	OPBOK	
SIAM™	SixSigma	
TRIM	SOX	
VeriSM™	SqEME®	

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Author about this Courseware

I designed the courseware to support the learning work of delegates. The slides offer brief summaries of the different parts of the Best Practice Guidance. The exercises offer the possibility to practice applying the theory to practice enabling a deeper understanding.

The sample exams then help to test your understanding and prepare for the real thing.

I hope the courseware assists in the learning process and helps delegates in bringing the theory to life and making it work.

Feedback on the material is appreciated. You can send it to henny.portman@planet.nl.

Henny Portman

Table of content

Self-Reflection of understanding Diagram

'What you do not measure, you cannot control.'' – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

Level of Understanding	*Before Training (Pre-knowledge)*	*Training Part 1 (1st Half)*	*Training Part 2 (2nd Half)*	*After studying / reading the book*	*After exercises and the Practice exam*
Level 4 *I can explain the content and apply it .*					
Level 3 *I get it!* *I am right where I am supposed to be.*					Ready for the exam!
Level 2 *I almost have it but could use more practice.*					
Level 1 *I am learning but don't quite get it yet.*					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas: *Topic:*

Part 1

Part 2

You have gone

through the book

and studied.
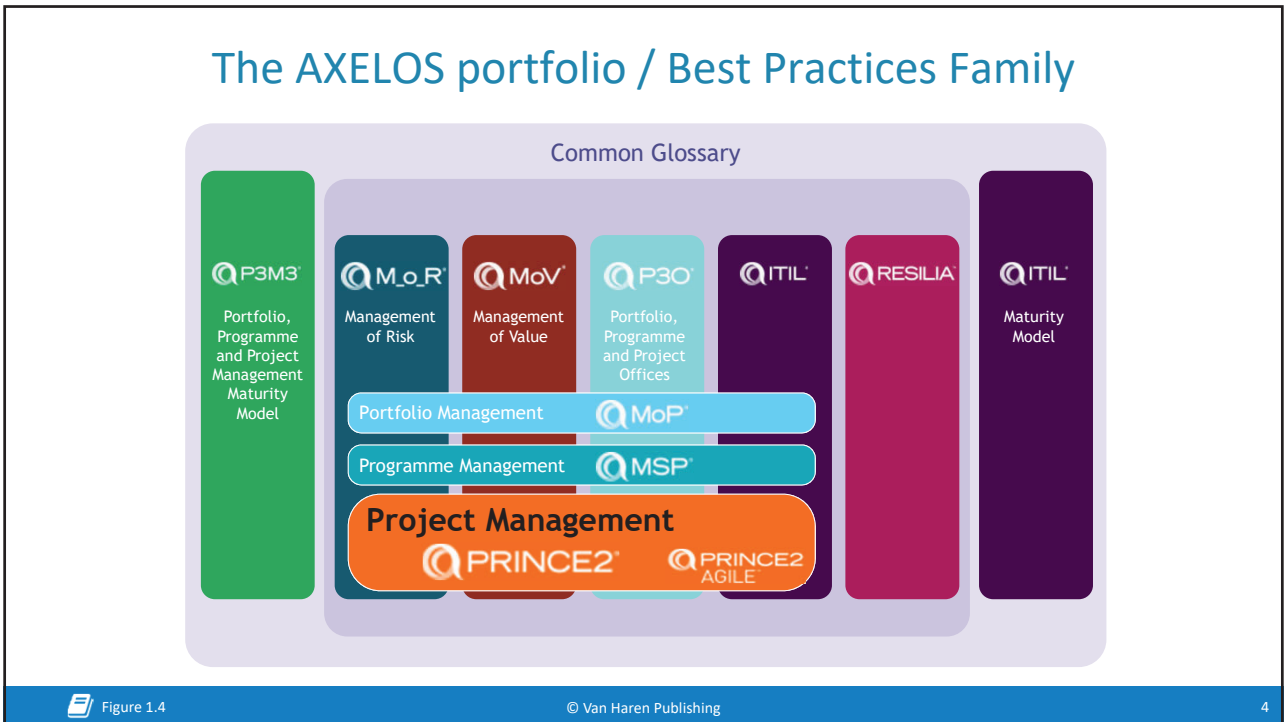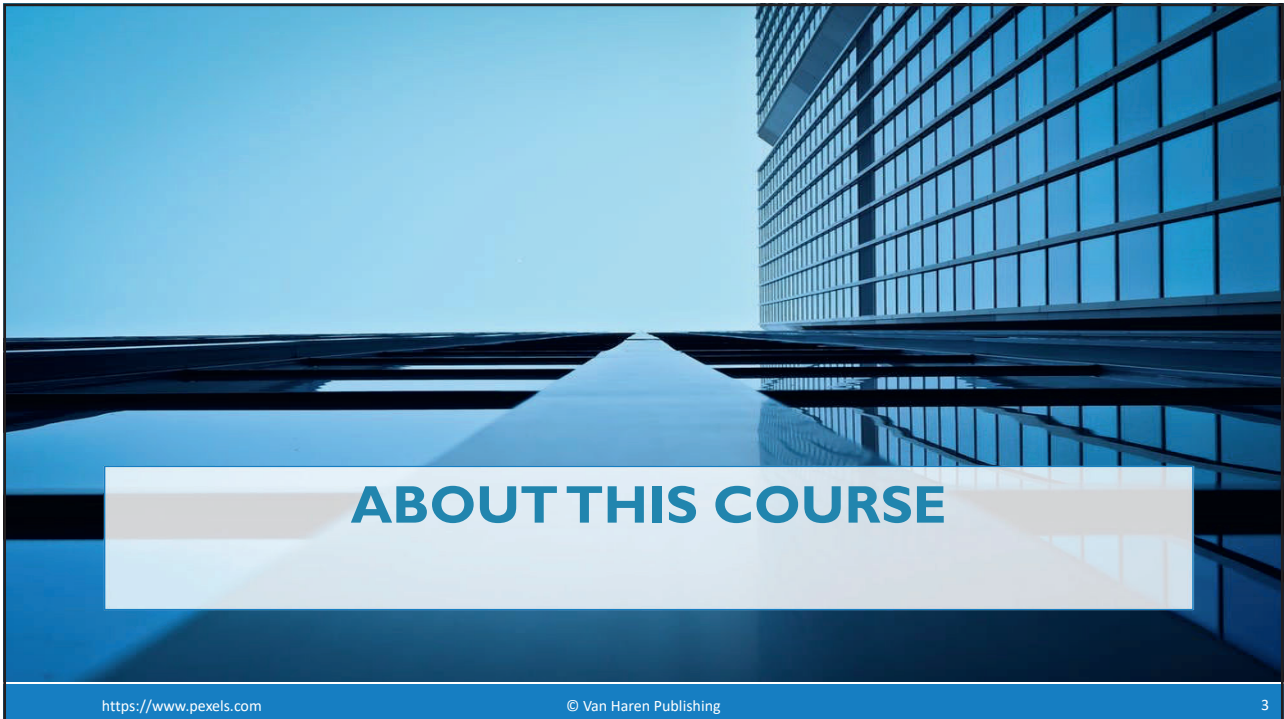

You have answered

the questions and

done the practice

exam.

Timetable

	Day 1
Part 1	Introduction
	Module 1: Introduction Portfolio, Programme and Project Office (P3O)
	Module 2: Why have a P3O
	Lunch
Part 2	Module 3: Designing a P3O
	Day 2
Part 1	Recap, questions and answers day 1
	Module 4: P3O roles and responsibilities
	Module 5: How to implement or re-energize a P3O
	Lunch
Part 2	Module 6: How to operate a P3O
	Sample exam + discussion
	Evaluation

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Introduction

- Let's meet & Goals
- Terms
- Program

ABOUT THIS COURSE

The AXELOS portfolio / Best Practices Family

Figure 1.4   © Van Haren Publishing   4
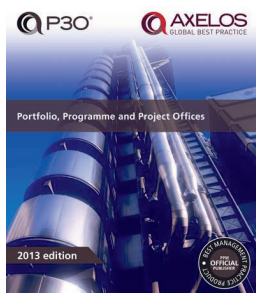
Program MoP Foundation

Day 1

|	
09:00 – 09:15	Intro
09:15 – 09:35	Module 1: Introduction Portfolio, Programme and Project Office (P3O)
10:35 – 10:00	Break
10:00 – 10:30	Module 2: Why have a P3O
12:00 – 13:00	Lunch
13:00 – 14:45	Module 3: Designing a P3O
14:45 – 15:00	Break
15:00 – 16:45	Module 3: Designing a P3O

Day 2

09:00 – 09:30	Recap, Q&A
09:30 – 10:30	Module 4: P3O roles and responsibilities
10:30 – 10:45	Break
10:45 – 12:00	Module 5: How to implement or re-energize a P3O
12:00 – 13:00	Lunch
13:00 – 14:45	Module 6: How to operate a P3O
14:45 – 15:00	Break
15.00 – 16:30	Sample exam + discussion
16.30 – 16.45	Evaluation

Literature

Foundation Study Guide
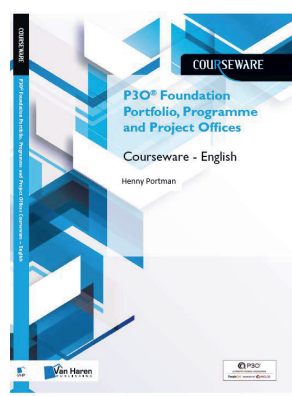
Courseware

Trainer slides
(Included in Courseware)

The figure numbers in the courseware correspond with the Body of knowledge:
'Portfolio, Programme and Project Offices'

Scope of the Course

This certification includes the following topics:

- Module 1: Introduction Portfolio, Programme and Project Office (P3O)

- Module 2: Why have a P3O

- Module 3: Designing a P3O

- Module 4: P3O roles and responsibilities

- Module 5: How to implement or re-energize a P3O

- Module 6: How to operate a P3O

Exam specifications

- P3O Foundation
- Examination type: Computer-based or paper-based multiple-choice questions
- Number of questions: 75 (incl. 5 test questions)
- Pass mark: 50% (35 out of 70)
- Open book/notes: No
- Electronic equipment/aides permitted: No
- Time allowed for examination: 60 minutes (+25% extra time if English is not candidate's native language

Module 1: Introduction Portfolio, Programme and Project Office (P3O)

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Introduction P3O

Topics:

- Project, programme, portfolio management

- Relation between BAU, change and PPM

- What are P3Os?

- Elements of a P3O model

- Alignment with portfolio, programme and project lifecycles

Characteristics project, programme, portfolio and multi project management

	Project	Programme	Portfolio
Responsibility	Delivery output	Realizing a specific strategic objective (outcomes and benefits)	Optimize projects and programmes to realize organization strategic objectives
Scope	Work packages	Projects and line activities	Projects, programmes and sub-portfolios
Lifecycle	Shorter time	Longer time	Permanent
Organization	Temporary organization	Temporary organization	Client oriented

Run the business, change the business

Figure 1.1
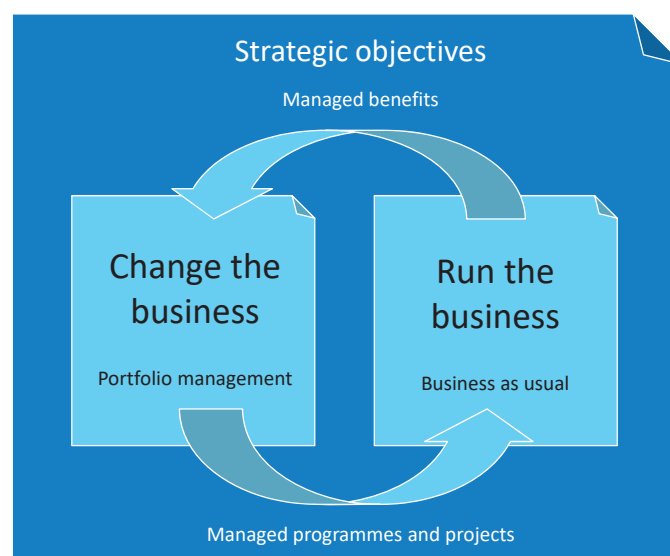
What are P3Os?

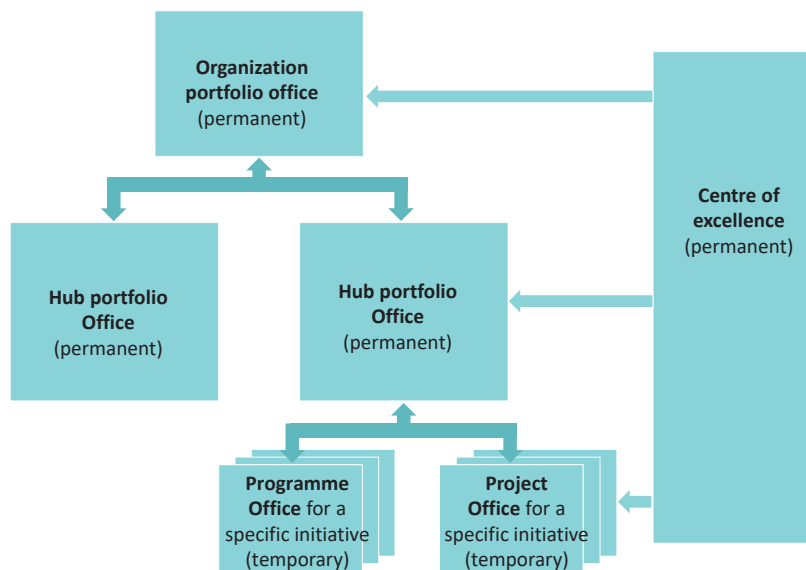**Portfolio, Programme and Project Office (P3O)**

P3O-method
- A method to design, implement and operate a P3O

P3O-model
- A support structure for implementing change in an organization.

Example of a P3O model

Figure 1.2

Figure 1.2　　　　　　　　　© Van Haren Publishing　　　　　　　　　14

P3O model elements alligned with lifecycles

Module 2: Why have a P3O

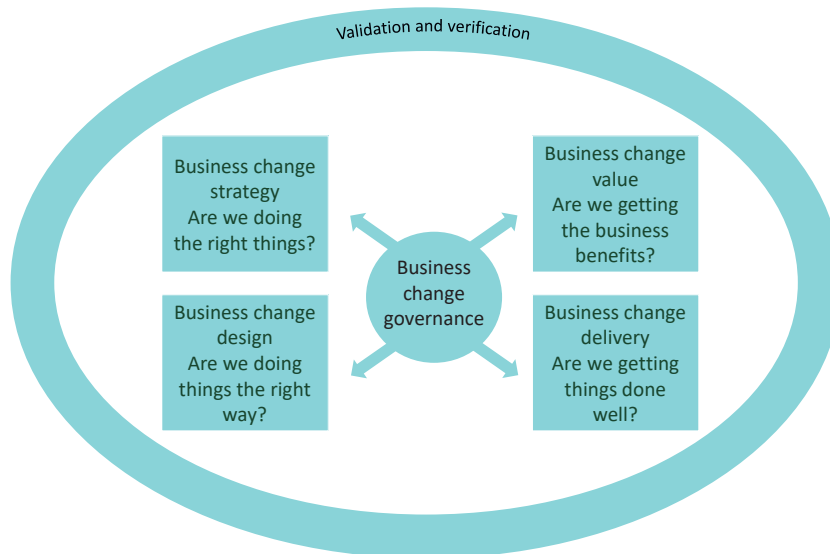COURSEWARE

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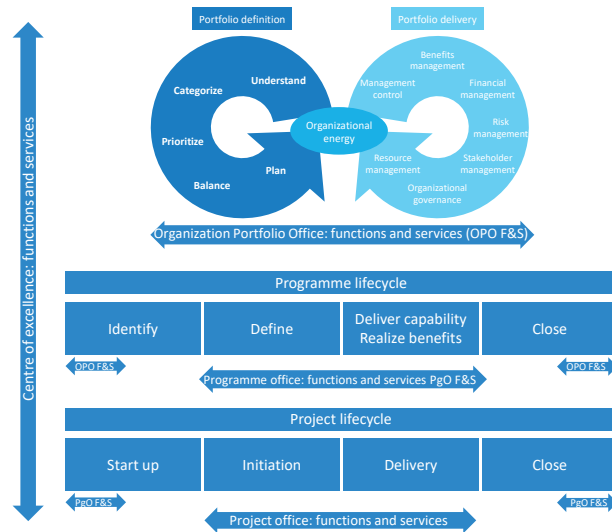
Why have a P3O?

Topics:

- How do P3Os add value

- Maximizing the value

- Getting investment for the P3O

- Overcoming barriers

- Timescales

Business change governance support and enablement

Figure 2.1

Maximizing the value

- Govern effectivity
- 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

Getting investment for the P3O

- Identifying the stakeholders
- Identifying the problem
- Agreeing the P3O vision
- Demonstrating the value
- Agreeing an appropriate cost model