

Portfolio, Programme and Project Office



The pace of business change continues to accelerate at an increasing rate. This results in enormous pressure on the organisation to continue delivering business value in line with business expectations. Companies must maintain the ability to provide solutions to clients effectively, not only to grow its business, but to survive. There is a real business risk should projects fail, this could result in:

- Litigation
- Loss of planned and future revenue
- Reputational and credibility risks

Our research on project failure in the South African and international environment concluded that more than:

- 50% of projects fail
- 10% of projects are terminated
- 40% of projects are implemented, although some do not fully realise the benefits



Our PPP Office as defined below can be summarised as:

- **Portfolio Office:** Ensuring strategic alignment of the portfolio of programmes and projects. A Portfolio office advocates the concept of “Managing organisations by Project and Programme”.
- **Programme Office:** Provides governance to the projects within the programme and focuses on continuous programme integration and benefits realisation
- **Project Office:** Establishing governance for individual projects and supports the Project Manager with the successful delivery of project output.



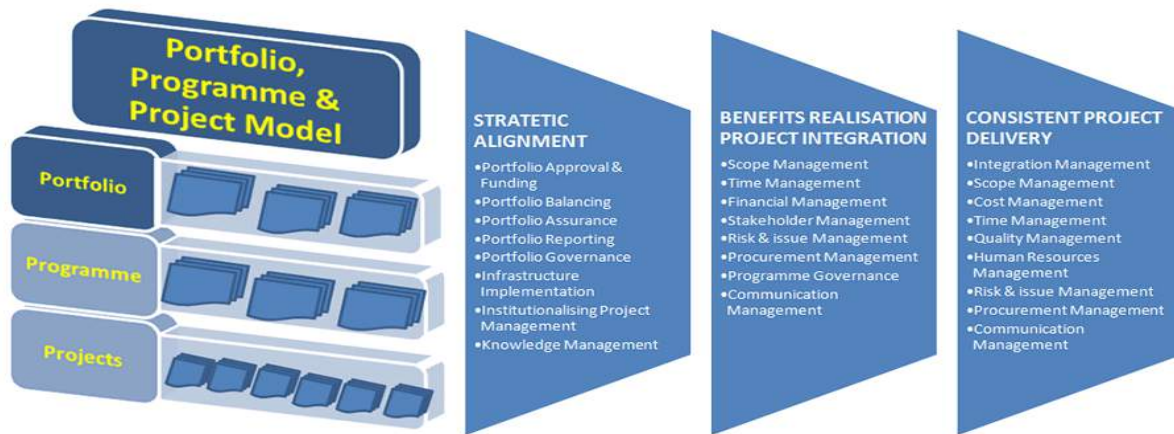
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Portfolio, Programme and Project Office



PM Academy has extensive experience in developing & implementing Project Offices that meet & exceed the needs of the organisation & the specific project. Our Portfolio, Programme & Project Governance is based on International best practice as defined by Project Management Body of Knowledge (PMBOK®), PRINCE2® , Managing Successful Programmes (MSP®), or Agile®. Our PPPOffice is tailored to the client requirements & we provide two models:

- Implement: We assist the client with the implementation of the Portfolio, Programme or Project Office. Once implemented the client operates the Portfolio, Programme or Project Office
- Implement and Operate: We assist the client with the implementation of the Portfolio, Programme or Project Office. Once implemented the PM Academy operates the Portfolio, Programme or Project Office on behalf of the client

Organisations are recognising the need to create Portfolio Offices, Programme Offices & Project Management Offices that drive the alignment of initiatives with business strategy & successful delivery of the portfolio of Programmes & Projects.

In our experience we have found that the Portfolio, Programme & Project Office becomes the 'hub' of the Project acting as a repository for Project Standards, Policies, Processes & relevant Methodologies that improve the performance of the Project. This ensures that the organisation is able to manage their full portfolio of Projects & becomes a single point of contact for all information related to Project activity across the entire organisation. In conclusion, the main Portfolio Office, Programme Office & Project Office Functions are:

PROJECT OFFICE	PROGRAMME OFFICE	PORTFOLIO OFFICE
Time Management	Time Management	Strategic Alignment
Integration Management	Integration Management	Portfolio Approval & Funding
Scope Management	Scope Management	Portfolio Balancing
Cost Management	Financial Management	Portfolio Assurance
Human Resources Management	Stakeholder Management	Portfolio Reporting
Communication Management	Communication Management	Knowledge Management
Risk & Issue Management	Risk & Issue Management	Portfolio Governance
Procurement Management	Procurement Management	Infrastructure Implementation
Quality Management	Benefits Management	Institutionalising Project Management

Portfolio, Programme and Project Office

We follow our 5 STEP PPPOFFICE METHODOLOGY below when implementing a Portfolio, Programme & Project Office:-



- **Confirm Scope & Sign Contract:** We confirm & finalise the Portfolio, Programme & Project Office Scope, as well as the:-
 - Execution Approach
 - Project Structure
 - Reporting Requirements
 - Timelines for Implementation

Implementation Delivery contracts are prepared & signed by both parties

- **Maturity Assessment:** We advocate conducting a Maturity Assessment prior to the implementation of a Portfolio, Programme or Project Office using our PPINSIGHT Methodology.
 - This approach provides us with a baseline of current Project Management best practices in use & the desired state of Project Management institutionalization.
 - Assessment can either be based on the Project Management Body of Knowledge (PMBOK®) or PRINCE2®. An Assessment Plan is articulated & all documentation is signed-off by the client & PM Academy.
 - The Maturity Assessment may be used as a snapshot or as a comprehensive maturity assessment.
 - A Project Charter / Project Initiation Document is produced detailing the scope of the contract.

- **Develop & Agree Roadmap:** We compile a DRAFT Portfolio, Programme & Project Management Report & Recommendations. The report is discussed with the client to confirm relevance, accuracy & agreement on the road forward. The draft report includes an implementation plan & a prioritised list of actions to ensure a quick start to implementation.

- **Implement Roadmap:** The agreed recommendations & actions are implemented. Regular reporting on the implementation is reported to management. This stage is concluded once the agreed implementation deliverables are achieved.

- **Final Closure or Operate:** The established Portfolio, Programme or Project Office & Governance is formally handed over to the client Portfolio, Programme or Project Management Staff. The assignment is formally closed.

Alternatively, PM Academy operates the Portfolio, Programme or Project Office on behalf of the client.

About PM Academy

PM Academy South Africa was established in 2005 and expanded their service offerings to Botswana by establishing a Botswana company in 2016. The strategic vision is to provide world class professional project management training, consulting and recruitment to the local and international markets.

PM Academy has a wealth of experience and we have successfully completed projects, training and recruitment throughout Africa.

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