PORTFOLIO & PROGRAMME MANAGEMENT COURSE

Course breakdown:

Projects are not simply the bread and butter of an organisation. They need to form into programmes or portfolios and they should be prioritised and integrated to deliver change to your organisation in line with your strategic vision. Then you will be able to control costs and risks and bring together a complex series of themes effectively.

This course combines portfolio management as a parallel theme with programme management, and it is brought in line with the current thinking of the Association for Project Management and the Project Management Institute.

Questions and Statements:

- You're now responsible for a programme, or you've got a portfolio to manage? Where do you start? Right here!

Managing Multiple Projects Successfully:

- **Project Portfolio Management (PPM):**
  - o Is the centralised management of processes, methods, and technologies used by project managers and project management offices (PMO's) to analyse and collectively manage a group of current or proposed projects based on numerous key characteristics.
  - o The objectives of PPM (Project Portfolio Management) are to determine the optimal resource mix for delivery and to schedule activities to best achieve an organisation's operational and financial goals — while honoring constraints imposed by customers, strategic objectives, or external real-world factors.
- **Key Capabilities:** PPM (Project Portfolio Management) can provide Project Managers in large, project-driven organisations with the capabilities needed to manage the time, resources, skills, and budgets necessary to accomplish all interrelated tasks. It provides a framework for issue resolution and risk mitigation, as well as the centralised visibility to help planning and scheduling teams to identify the fastest, cheapest, or most suitable approach to deliver projects and programmes.
  - o **Pipeline Management:** The determination of whether (and how) a set of projects in the portfolio can be executed by a company with finite development resources in a specified time. Fundamental to pipeline management is the ability to align the decision-making process for estimating and selecting new capital investment projects with the strategic plan.
  - o **Resource Management:** The focus on efficient and effective deployment of an organisation's resources where and when they are needed. These can include financial resources, inventory, human resources, technical skills, production and design. In addition to project-level resource allocation, users can also model 'what-if' resource scenarios, and extend this view across the portfolio.
  - o **Change Control:** The capture and prioritisation of change requests that can include new requirements, features, functions, operational constraints, regulatory demands, and

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technical enhancements. PPM (Project Portfolio Management) provides a central repository for these change requests and the ability to match available resources to evolving demand within the financial and operational constraints of individual projects.

- o **Financial Management:** With PPM (Project Portfolio Management), the office of finance can improve their accuracy for estimating and managing the financial resources of a project or group of projects. In addition, the value of projects can be demonstrated in relation to the strategic objectives and priorities of the organisation through financial controls and to assess progress through earned value and other project financial techniques.
- o **Risk Management:** An analysis of the risk sensitivities residing within each project, as the basis for determining confidence levels across the portfolio. The integration of cost and schedule risk management with techniques for determining contingency and risk response plans, enable organisations to gain an objective view of project uncertainties and to develop a 'risk adjusted schedule'.

- **The PPM (Project Portfolio Management) Market:**
- o PPM (Project Portfolio Management) is relevant for organisations with multiple projects and resources that require a formalised framework for tracking, allocating, and managing them effectively. When deployed, these capabilities can be utilised to fit two distinct audience sub-segments:
    - ▪ **Execution-focused PPM (Project Portfolio Management) users:** manage the tactical details of project execution, with the reporting tools to communicate progress and expenditures back to business sponsors and executive management.
    - ▪ **Project portfolio-level PPM (Project Portfolio Management) users:** create project-related decision frameworks, selecting specific projects based on those frameworks, planning the delivery of those projects or investments, tracking those investments at a high level, and reporting on those activities.

- **Enterprise PPM (Project Portfolio Management):**
- o Enterprise Project Portfolio Management (EPPM) is the practice of taking a more integrated and top-down approach to managing all project-intensive work and resources across the enterprise. This contrasts with the traditional approach of combining manual processes, desktop project tools, and 'best-in-breed' PPM applications for each project portfolio environment.

- **Business Drivers for EPPM (Enterprise Project Portfolio Management):**
- o The PPM landscape is evolving rapidly as a result of the growing preference for managing multiple capital investment initiatives from a single, enterprise-wide system. This more centralised approach, and resulting 'single version of the truth' for project and project portfolio information, provides the essential transparency of performance needed by senior management to monitor progress versus the strategic plan.
- o The key aims of EPPM (Enterprise Project Portfolio Management) can be summarised as follows:
    - ▪ Prioritise the right projects and programs: EPPM (Enterprise Project Portfolio Management) can guide decision-makers to strategically prioritise, plan, and control enterprise portfolios. It also ensures the organisation continues to increase productivity and on-time delivery - adding value, strengthening performance, and ultimately improving bottom-line results.
    - ▪ Eliminate surprises: formal portfolio project oversight provides managers and executives with a process to identify potential problems earlier in the project lifecycle, and the visibility to take corrective action before they impact financial results.
    - ▪ Build contingencies into the overall portfolio: flexibility often exists within individual projects but, by integrating contingency planning across the entire portfolio of

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investments, organisations can have greater flexibility around how, where, and when they need to allocate resources, alongside the flexibility to adjust those resources in response to a crisis.

- Maintain response flexibility: with in-depth visibility into resource allocation, organisations can quickly respond to escalating emergencies by manoeuvring resources from other activities, while calculating the impact this will have on the wider business.
- Do more with less: For organisations to systematically review project management processes while cutting out inefficiencies and automating those workflows and to ensure a consistent approach to all projects, programs, and portfolios while reducing costs.
- Ensure informed decisions and governance: by bringing together all project collaborators, data points, and processes in a single, integrated solution, a unified view of project, program, and portfolio status can be achieved within a framework of rigorous control and governance to ensure all projects consistently adhere to business objectives.
- Extend best practice enterprise-wide: organisations can continuously vet project management processes and capture best practices, providing exponential degrees of efficiency as a result.
- Understand future resource needs: by aligning the right resources to the right projects at the right time, organisations can ensure individual resources are fully leveraged and requirements are clearly understood. EPPM (Enterprise Project Portfolio Management) software also allows an organisation to establish complete project capacity at any point in time.

- **Divergence from PPM (Project Portfolio Management):**
  o In the early 2000s, many PPM (Project Portfolio Management) vendors realised that project portfolio reporting services only addressed part of a wider need for PPM in the marketplace. Another more senior audience had emerged, sitting at management and executive levels above detailed work execution and schedule management, who required a greater focus on process improvement and ensuring the viability of the portfolio in line with overall strategic objectives. In addition, as the size, scope, complexity, and geographical spread of organisations' project portfolios continued to grow, greater visibility was needed of project work across the enterprise, allied to improved resource utilisation and capacity planning.

In this course you will learn:

- What is portfolio management?
- What is programme management?
- How to setup a portfolio or programme.
- How to run a successful portfolio or programme.
- How to optimise your portfolio or programme.
- How to deliver results and maximise business value.

Course Topics:

1. Corporate Budgeting and Strategy.
2. Corporate Process & Structuring.
3. Portfolio & Programme Management.
4. Business Case Management.

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5. Project Fundamentals and Administration.
    5.1. What is project management?
    5.2. How to get the best out of a project.
    5.3. How to get the best out of a project manager.
6. Change Control.
7. Financial Management/Cost Control.
8. Risk Management.
9. Delivery Focus.
10. Pipeline Management.
11. Resource Management.
12. Business drivers for portfolio and programme management.
13. What is: Portfolio Management, Programme Management and Project Management?
14. Programme Management.
15. Portfolio Management.
16. Distinguishing portfolios, programmes and projects.
17. Definitions.
18. Doing the right, portfolios, programmes and projects.
19. Doing portfolios and programmes and projects right.
20. What kind of organisation manages a portfolio of projects?
21. Multi-project organisations.
22. Managing multiple resources across multiple projects.
23. Portfolio, programme and project management tools.
24. Portfolio and programme risk management.
25. Governance.
26. Methodologies and methods.
27. PMO (Portfolio, Programme and Project Management Offices).
28. People/Management/Leadership.
29. Role of the portfolio and/or programme manager.
30. Portfolio/Programme Manager skills and competencies.
31. Portfolio/Programme Management performance and measurement.
32. Portfolio/Programme lifecycle phases.
33. Portfolio/Programme strategy alignment.
34. Portfolio/Programme benefits management and measurement.
35. Portfolio/Programme stakeholder engagement.
36. Portfolio/Programme supporting processes.
37. Portfolio/Programme communications management.
38. Portfolio/Programme financial management.
39. Portfolio/Programme integration management.
40. Portfolio/Programme procurement management.
41. Portfolio/Programme quality management.
42. Portfolio/Programme resource management.
43. Portfolio/Programme risk management.
44. Portfolio/Programme schedule management.
45. Portfolio/Programme scope management.
46. Portfolio/Programme executing and controlling processes.
47. Portfolio/Programme closing process.
48. Who are Portfolio/Programme Managers?
49. Hiring Portfolio/Programme Managers.
50. Benefit management and calculations.

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51. Portfolio & Programme reporting.
52. Portfolio & Programme best practices.

Summary of your trainer Sean Hay:

- Experience:
  o First networking project – 1995 Consol plastics Durban.
  o First large Corporate project – 1999 Toyota MES System and year 2000.
  o Anglo Vaal mining – Master systems planning – 2002.
  o Derivco/Microgaming – PMO implementation, project software implementation and various online gambling projects – 2004.
  o New production lines – 2007 VW and Toyota.
  o Liberty Properties – Soccer 2012.
  o Plus many other projects & customers.
- Qualifications:
  o Master's Degree Project Management.
  o PMP (Project Management Professional) Trainer (Cheetah Learning USA).
  o Project Management Professional.
  o Prince 2 Practitioner.
  o National Diploma Management.
  o Diploma Business Analysis.
  o MCSE+i.
  o 60+ other certificates.

Portfolio & Programme Management Course is intended for:

- Executives.
- Managers.
- Anyone involved in the budgeting, capex or tender process.
- PMO staff.
- Project Managers.
- Business Analysts.
- Project Staff.

Course Duration:

- 2 Days.

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