Introduction
1 Introduction

1.1 PURPOSE OF THIS GUIDE

The purpose of the Portfolio, Programme and Project Offices (P3O) guidance is to provide universally applicable guidance, including principles, process and techniques, that will enable individuals and organizations to successfully establish, develop and maintain (or in some cases re-energize) appropriate support structures that will facilitate:

- Informing senior management’s decision-making on prioritization, risk management, and deployment of resources across the organization to successfully deliver their business objectives (portfolio management)
- Identification and realization of outcomes and benefits via programmes and projects
- Delivery of programmes and projects within time, cost, quality and other organizational constraints.

The P3O model will provide a focal point for defining a balanced portfolio of change and ensuring consistent delivery of programmes and projects across an organization or department. It could successfully take many forms, all of which are explored in this guidance – from a single all-encompassing physical office to a virtual office made up of a permanent Portfolio Office supported by permanent hubs or temporary Programme/Project Offices.

In summary, the guidance seeks to answer the questions:

- Why have any form of P3O?
- What is P3O?
- What services/functions should be offered?
- How to set up and operate a P3O model?

1.2 BEST-PRACTICE APPROACH

This guidance was developed using the principles of PRINCE2 through the establishment of a project governed by a Project Board. Following the Office of Government Commerce (OGC) principles of consultation and fitness for purpose, an international review group was established to provide advice on both scope and direction, and quality assurance.

The review group members were selected for their expertise in P3O across both public and private sectors in the UK and globally to ensure the guidance provides a balanced view and that the latest innovative approaches are captured and incorporated. The reviewers were also recruited from a mix of directors, managers and ‘doers’ to cover the full range of audiences for such a publication.

1.3 HOW TO USE THIS GUIDE

This guide has been written to answer the variety of questions often asked about P3Os. Different roles within an organization may have a different interest and perspective. The whole publication should be read to understand all these different perspectives; however, Table 1.1 may be used as a navigation aid to quickly locate the answers to specific questions the reader may have.
### Table 1.1 Publication navigation guide

<table>
<thead>
<tr>
<th>Audience/role</th>
<th>Questions asked</th>
<th>Where to look – chapters/appendices</th>
</tr>
</thead>
</table>
| Corporate/portfolio/senior management | ■ Why have any form of P3O?  
 ■ What value does it add to our bottom line or overall organizational performance?  
 ■ How will a P3O model enhance and improve the effectiveness of programme and project delivery?  
 ■ What is the best model for us?  
 ■ Where is the plan to create the right P3O model for our level of P3RM maturity? | ■ Chapter 2  
 ■ Chapter 3  
 ■ Appendix B  
 ■ Appendix E |
| SROs/programme directors/programme managers | ■ What P3O models exist?  
 ■ How can I use existing services within permanent P3O units to best advantage?  
 ■ Do I need to set up a temporary office to serve my programme/project? If so:  
   ● What should it look like?  
   ● How will it add value?  
   ● How do I set it up?  
   ● How big should it be?  
   ● What roles do I need? | ■ Chapter 3  
 ■ Chapter 4  
 ■ Appendix A  
 ■ Appendix C |
| Portfolio/Programme/Project Office manager | ■ What P3O model should we create?  
 ■ How will organizational maturity in P3RM influence our choices?  
 ■ What functions/services should we be offering?  
 ■ What roles should I have in my P3O unit and how big should it be?  
 ■ How do I set the office up?  
 ■ How do I improve the current P3O or add value? | ■ Chapter 2  
 ■ Chapter 3  
 ■ Chapter 4  
 ■ Chapter 5  
 ■ Appendix A  
 ■ Appendix B  
 ■ Appendix C  
 ■ Appendix E  
 ■ Appendix F |
| P3O staff/roles within P3O Programme and project managers | ■ What is my role profile?  
 ■ What do we offer as functions/services?  
 ■ Where do I go to learn more about the standards we use?  
 ■ What tools and techniques will help me do my job? | ■ Chapter 3  
 ■ Chapter 5  
 ■ Appendix A  
 ■ Appendix D  
 ■ Appendix F |
1.4 RECOMMENDED COMPETENCIES/KNOWLEDGE PREREQUISITES

It is recommended that readers of this guidance have a basic understanding of portfolio, programme and project management principles. The guidance doesn’t set out to replace existing guidance on portfolio, programme and project management; it has been developed to enhance and build on the challenge, enablement and support structures referred to in existing OGC guidance.

1.5 ORGANIZATIONAL CONTEXT OF PORTFOLIO, PROGRAMME AND PROJECT MANAGEMENT

Many organizations operate in a complex environment, with many programmes and projects being launched to deliver change at any one time. A portfolio can formally be defined as follows:

A portfolio is the totality of an organization’s investment (or segment thereof) in the changes required to achieve its strategic objectives.

1.5.1 What is Portfolio management?

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.

Portfolio management achieves this by ensuring that:

- Changes to Business as Usual are agreed at the appropriate management level and contribute to at least one strategic objective
- Strategic decisions are made based on a clear understanding of cost, risk, impact on Business as Usual and the strategic benefits to be realized
- Resources and changes are prioritized in line with the current environment, existing changes, resource capacity and capability
- All changes are reviewed frequently in terms of progress, cost, risk, priority, benefits and strategic alignment.

Portfolio management involves the collection in one place of relevant information about the organization’s investment initiatives, including programmes and projects, and aligning their delivery with strategic objectives, business requirements and the organization’s capability, capacity (to deliver change and adopt change) and maturity.

Portfolio management should not just consider those programme and project commitments comprising the organization’s change agenda, in terms of resources (i.e. money, people, infrastructure and other facilities), but should also consider the wider business picture taking account of Business as Usual). Only by understanding and appreciating the organization’s full suite of commitments, i.e. corporate, programme, project and operational (Business as Usual), can a fully balanced business portfolio be achieved.

In this context Business as Usual is defined as the things done to keep the business operating day to day. By understanding the demands on Business as Usual, its lifecycles and key events, the delivery of change through programmes and projects can be timed and managed to ensure least disruption.

The process of developing a portfolio to deliver an organization’s or department’s strategy will need to take into account operational priorities as well as strategic priorities. In defining the portfolio, existing operational programmes or projects that are not aligned to the strategy may have to be realigned or terminated. Operational programmes or projects may also be put on hold while higher-priority projects supporting the strategy are delivered. There will only be a finite amount of resource available to deliver both strategic and operational change so there will need to be a balance to ensure scarce resources are deployed to best effect.

In practice portfolio management is carried out at many different levels in an organization, at the corporate level, at directorate or divisional level and within business units.

1.5.2 What is programme management?

OGC’s related guidance, Managing Successful Programmes (MSP) defines programme management as the action of carrying out the coordinated organization, direction and implementation of a dossier of projects and transformation activities (i.e. the programme) to achieve outcomes and realize benefits that are of strategic importance to the business.

A programme is defined as a temporary, flexible organization 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.

MSP should be referred to for detailed guidance on the management of programmes.
1.5.3 What is project management?

A project is also a temporary organization, usually existing for a much shorter duration, which will deliver one or more outputs in accordance with a specific Business Case.

A particular project may or may not be part of a programme. OGC’s related guidance, PRINCE2, should be referred to for the management of projects.

1.5.4 Relationship between Business as Usual, change and P3RM

The relationship between Portfolio, Programme, Project and Risk Management (P3RM) and Business as Usual is represented in a simple concept – ‘Run the Business, Change the Business’. Figure 1.1 describes the model highlighting how P3RM and Business as Usual are integrated and collaboratively realize strategic objectives.

![Figure 1.1 ‘Run the Business, Change the Business’](image)

Portfolios, programmes and projects are undertaken to deliver change into an organization’s business operations/delivery environment and the correct level of engagement with the wider business (i.e. corporate and operational levels) is vital for success. The engagement may be through ensuring the change delivers what business operations needs and wants (strategy, business planning and scoping) and at a pace and to a timescale (planning) that ensures least disruption to Business as Usual. Any function such as P3O that provides support to change portfolios, programmes and projects must therefore engage with business operations as effectively as it engages with the P3RM community. Two key stakeholder groups are senior managers within an organization and the operational delivery teams who will run the changed organization during the change, through transition and after transition. The latter group includes Service Management teams, who are often forgotten in many change initiatives until the latter stages of delivery; these may include IT, HR or Finance.

If a proposed change does not directly contribute to, or underpin, the delivery of any of the organization’s strategic objectives, or enable another change to benefit such, it should not be started or allowed to continue. Equally, if any existing change does not align to the strategic objectives, it should be stopped. The exceptions to this rule are ‘must do’ changes, such as regulatory and statutory changes, or programmes and projects that are necessary to ensure that Business as Usual can continue to operate – i.e. the replacement of obsolete IT or other business systems or infrastructure. In these cases the objectives may need to be changed and priorities reviewed.

Whilst change and Business as Usual may be regarded as separate activities, they cannot survive without each other; also, 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.

One of the key benefits of using a P3O model is that it provides the mechanism to ensure decisions are made at the correct level in the context of Business as Usual and that the right mix of portfolio(s), programmes and projects are delivered.

1.6 WHAT IS P3O?

P3O provides a decision-enabling/delivery-support model for all business change within an organization. This may be provided through a single permanent office, which may exist under several different names, e.g. Portfolio Office (strategy/organization or business unit focused), Strategy or Business Planning Unit, Centre of Excellence, Enterprise or Corporate Programme Office, or be provided through a linked set of offices (Portfolio Office, Programme Offices, Project Offices), both permanent and temporary, providing a mix of central and localized services.

There is no ‘one size fits all’ approach – the model to be deployed in an organization will depend on:

- The vision and goals of both the organization and the P3O Sponsor (see Appendix A for a role description)
- The business needs
- The portfolio, programme, project and risk management (P3RM) maturity of the organization
The size 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
The maturity of matrix management structures.

The size and complexity of the P3O model will vary greatly between organizations. In a large government department or large corporate the model outlined in Figure 1.2 may be the ideal, but in a small organization the P3O model may simply be a single individual acting as a multitasking P3O officer. This is explored further in Chapter 3.

The key terms used throughout this publication are defined in Table 1.2.
Introduction

Note: throughout this guidance, P3O refers to the P3O model and its constituent offices across the organization. Simply implementing a P3O model will not provide effective change governance support. It is the P3O maturity that makes the difference, leading to improved organization success rates (getting better at delivering strategy through change). A mature P3O may have been in existence for many years, with mature processes, trained experienced staff and senior management commitment. Organizations with mature P3Os are characterized by more effective sponsorship, accountability, competent and motivated staff, quality of leadership and demonstrated value. A key attribute of a mature P3O model is higher morale among staff, both staff in P3O roles and those in programme and project management roles.

However, even organizations with low maturity in P3RM stand to gain much from a good P3O model, in particular establishing an effective Portfolio Office to ensure the right things are done. More information on the concept of maturity in portfolio, programme and project management can be found in Appendix E.

### 1.6.1 Portfolio, Programme or Project Office?

The P3O model will operate through Portfolio, Programme and Project Offices, all of which may add value at different stages of the portfolio, programme or project lifecycles (see Figure 1.3).

A Portfolio Office will provide the decision support behind successful portfolio management.

<table>
<thead>
<tr>
<th>Model</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>P3O model</td>
<td>The total structure put in place to deliver functions and services across an organization or enterprise through a single or multiple offices</td>
</tr>
<tr>
<td>Organization Portfolio Office</td>
<td>Permanent office set up to support the definition and delivery of a portfolio of change across the entire organization or enterprise.</td>
</tr>
<tr>
<td>Hub Portfolio/Programme Office</td>
<td>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.</td>
</tr>
<tr>
<td>Programme Office</td>
<td>Temporary office set up to support delivery of a specific change initiative being delivered as a programme</td>
</tr>
<tr>
<td>Project Office</td>
<td>Temporary office set up to support delivery of a specific change initiative being delivered as a project</td>
</tr>
<tr>
<td>Centre of Excellence (COE)</td>
<td>A portfolio, programme and project management standards unit, 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 unit</td>
</tr>
</tbody>
</table>

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Its key role is to answer the questions – ‘Are the right things being done?’ 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 so many of the wrong things?’

The Portfolio Office will be responsible for advising senior management on the composition of the portfolio, its progress against plans and any conflicting priorities (including impacts on business operations), risks and issues. The Senior Management Board may have to make hard choices about programmes, projects and resources in the light of changing priorities. It therefore requires the Portfolio Office to provide the challenge and scrutiny of portfolio information and recommend options/decisions to support those choices. A Portfolio Office can add real value by focusing decisions on the things that matter most to the organization or departmental board.

It is important that the Portfolio Office reports directly to a main board director or it will have insufficient influence over investment decisions. If there is no commitment or ongoing consistent support from senior management then the Portfolio Office will not be effective.

A typical Portfolio Office provides the means to:

- Establish a structure for selecting the right programmes and projects for the organization
- Ensure ongoing alignment of programmes and projects with strategic objectives and targets
- Assess whether new requirements can be accommodated within existing organizational capability, capacity and maturity
Allocate the right resources to the right programmes and projects
Ensure scrutiny and challenge
Identify and manage dependencies between programmes and projects
Resolve conflicts and contentions for scarce and costly resources (these could be technical or business resources as well as change resources)
Assist with identification of threats and opportunities and evaluate the true implications of the aggregate level of programme and project risk
Monitor progress of programmes and projects against key objectives
Ensure ongoing successful delivery of programmes and projects

Adopt value management – active management of the portfolio to optimize value, realize benefits and feed back learning into the investment selection and portfolio prioritization process
Achieve value-for-money savings and efficiency gains from programme and project rationalization
Ensure the organization has a balanced portfolio, with consideration given to the ability of the organization to absorb change with least disruption to Business as Usual
Link change benefits to the Performance Management structure
Ensure investment in Research and Development activities for the long-term survival of the organization.

Figure 1.3  P3O model aligned to portfolio, programme and project lifecycles
Whereas the key role of a Portfolio Office is identified as ensuring the ‘right’ things are delivered, there is also a requirement to ensure that change is delivered consistently and well, through standard processes and trained competent staff. This consistency of delivery is often provided by a Centre of Excellence (COE), which provides standards, consistency of methods and processes, knowledge management, assurance and training across the full portfolio of change. This may be a team or function within the Organization Portfolio Office or may be set up as a separate office. When a new programme or project is set up, the COE is the first place to go to get methods, tools, training, or advice and to seek guidance on any lessons learned on previous similar changes. Throughout the programme or project, and at the end of it, this is also the team you go back to with your lessons learned that can be used for future teams. In this way, the organization carries on up the maturity curve for programmes and projects.

When a specific change initiative is launched as a programme or project, it may require its own temporary Programme or Project Office. This may be resourced from an organization-wide permanent Portfolio Office, or a local Hub Portfolio/Programme Office (based on business units, divisions, departments or geographic regions) that provides resources and standards for the life of the programme or project. The temporary Project or Programme Office may support the project or programme manager and relevant board with planning, risk management, issue resolution and change control, or act as information librarian. On small projects the support may simply be provided by a multitasking project support officer.

In some organizations the P3O model will exist as a virtual model. This can occur at both ends of the maturity spectrum. In immature organizations individuals may have been appointed to act in a Programme or Project Office role but they are not allied to a single line manager and do not work to consistent standards. In mature organizations where matrix management is well established, individual roles/pockets of excellence may exist under business line management with virtual links to an organization P3O network.

Portfolio Offices differ from Programme and Project Offices in that:

- They define the right changes as those changes that align best to the strategic objectives and, at that particular time, attract acceptable levels of risk, complexity, cost and impact on Business as Usual
- They are usually permanent and align with corporate financial governance structures and decisions. Ideally they should have direct contact with the Senior Management Board

A Portfolio Offices is not simply a bigger Programme or Project Office.

1.7 P3O HISTORY

Project (and Programme) Offices have been in existence in some form (and under many different names) since the introduction of project management as a disciplined approach to managing change. Initially this began in construction and engineering projects; however, the biggest growth in programme and project support came through the development of project management in IT and technology departments. With the advent of PRINCE2 in 1996 and the shift of emphasis to business-based change programmes and projects, Project Offices expanded their remit from the disciplines of planning, risk, issue and change support and administration to include more focus on a standards and assurance role. Business units also saw the value in using Programme or Project Offices to assist in the prioritization of limited spend and using resources more effectively.

In the 2000s the shift to Portfolio Offices has been driven by organization-level offices asking ‘Are we doing the right things?’ and ‘Are we getting the benefits from our investment?’ During the same period the P3RM tool and methods markets have matured, as have organizational Performance Management tools, allowing the aggregation of programme and project performance data to allow strategic and business-level analysis to be undertaken.

Both PRINCE2 and MSP have contributed to increasing numbers of both Centre of Excellence offices, providing consistency of approach through standards, and temporary Programme and Project Offices, established to support a specific change initiative.

1.8 P3O EVOLUTION AND MATURITY

When a new P3O model is established, its vision and scope are often unclear and the offices are resourced with a mix of individuals (more often under-resourced or resourced with the incorrect skill sets). In many cases the office is led by a ‘champion’ with a personal vision of what the office needs to achieve, who then has to find
resources to help deliver that vision. Individuals brought into the P3O are often selected simply because they are available, not necessarily because they have been trained for the role.

This is not a criticism; it is a fact of life for many P3Os that they do not reach or deliver their full potential because they find themselves endlessly having to justify their existence, rather than being allowed to contribute to the delivery of organizational objectives. What many senior managers fail to appreciate is that a mature and effective P3O model adds real value by helping management to reduce risk, effect control and also support the delivery of change.

A mature P3O model costs less to operate as a percentage of overall portfolio spend, and adds value both to staff and to its customers.

P3Os evolve over many months and years, and the best have been planned to lead the evolution in P3RM maturity across an organization (or department) and similarly evolve their own individual competencies, functions and services.

In an immature or new P3O, the services and functions offered are limited to data gathering, reflecting the lack of competency of individuals, whereas in a mature P3O, individuals will possess the competencies to offer a wider range of functions/services, challenging and using the data gathered. Functions and services are tailored to individual programmes and projects with an underlying performance culture. See section 3.6 for more on desired skills and competencies.

Mature P3O models provide:

- **Governance** – supporting governance (including structures and accountabilities) through scrutiny and challenge, ensuring return on investment through effective management of delivery and risk
- **Transparency** – relevant, accurate and timely information (single source) to support decision-making
- **Delivery support** – ensuring programme, project managers and operational business managers do things right (competency and skills) and do them well (assurance), reducing bureaucracy and encouraging consistency
- **Reusability** – embedding industry and sector best practice and sharing lessons learned
- **Traceability** – history and documentation.

The best P3Os are led by a senior P3RM or strategic/business planning professional (dependent on the focus of the P3O unit) with the influence, experience and credibility to gain commitment from all levels in the organization. The whole tone and approach is set by the person at the top.

These concepts are explored further in Chapter 3.

### 1.9 GOVERNANCE AND CONTROL

The P3O model underpins organizational governance and control that runs through all change programmes and projects within an organization and the transition of change into business operations. Formal decision enablement rules – who makes what decisions, when and what information do they require – should be developed, and the P3O model is responsible for ensuring information is escalated and cascaded appropriately through the different levels of the portfolio, programme and project management environment. This should drive appropriate decisions to main board level.

Where a single P3O unit exists, this may be easier to implement. Where multiple offices exist in an overall P3O model, both permanent and temporary, then rules should be established regarding levels of plans; dependency tracking; examination and escalation of risks, issues and changes; and roll-up of progress information.

Overall the intention is to ensure the right decision is taken by the right person or group, based on the right level of supporting information. There should be a single source for any piece of data, which is then amalgamated appropriately through the layers of governance and decision-making.

The same rigour should be applied to restraining decisions, ensuring stage gates are not passed through without the appropriate authority and sign-off, ensuring Management Boards are equipped with progress reports, exception reports and options.

P3Os should provide a comprehensive set of data to enable governance decisions and be resourced with individuals with the right level of expertise and competence to advise management boards appropriately.

Where a Centre of Excellence (COE) exists it should define the standards to be applied to information management and provide appropriate tools to allow for ease of roll-up of information. The COE should also define standard methods of working (such as tailored uses of MSP, PRINCE2 and M_o_R) and assure their use across the portfolio.

An example of enabling consistency of decision-making is to have a single approach to the setting of traffic-light alerts across the portfolio of change, based on agreed tolerances.
### 1.10 BEST-PRACTICE GUIDANCE

P3O is part of a suite of guidance (see Figure 1.4) developed by OGC, aimed at helping organizations and individuals manage their projects, programmes and services. Where appropriate, this guidance is supported by a qualification scheme and accredited training and consultancy services.

Although this guidance has been written to align to OGC standards, P3Os will exist in organizations where other bodies of knowledge, standards and methods are deployed. This guidance can readily be adapted to suit any organization regardless of P3RM language or standards in use.

For details of other sources of P3RM reference material, please see the Further Information section.

#### 1.10.1 Portfolio Management Guide (PfM)

This guidance has been developed by OGC to provide a strategic understanding of PfM, including the key principles and practices, aligned to other OGC guidance.

#### 1.10.2 Managing Successful Programmes (MSP)

MSP is a proven programme management good practice in successfully delivering transformational change, drawn from the experiences of both public and private sector organizations. Setting up and developing a P3O model involves transformational change at all levels in an organization, and MSP should be used to define and manage the change. P3Os also exist to support MSP programmes.

#### 1.10.3 Managing Successful Projects with PRINCE2

PRINCE2 is a structured method to help effective project management. Adopting a structured project approach is necessary in successfully managing a P3O model. Using PRINCE2 to support standard approaches across projects will significantly improve chances of success.

#### 1.10.4 Management of Risk: Guidance for Practitioners (M_o_R)

Portfolios, programmes and projects exist in a fundamentally uncertain world and, as such, effective management of risk is crucial to managing the delivery of the strategy, outcomes, benefits and outputs. Management of the portfolio's risk exposure and promoting good risk-management practices for programmes and projects are key functions of the P3O, and M_o_R puts the management of risk into the context of the wider business environment.

#### 1.10.5 OGC Gateway™ Review Process

OGC Gateway™ is a well established Programme and Project Assurance review process that is mandated for all UK government IT, construction or procurement-enabled programmes and projects. OGC Gateway delivers a ‘peer

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**Figure 1.4 OGC best-practice guidance**
review’, in which accredited independent practitioners from outside the individual programme/project use their experience and expertise to examine progress and assess the likelihood of successful delivery of the programme or project. They are used to provide a valuable additional perspective on the issues facing the internal team, and an external challenge to the robustness of plans and processes.

Gateways give a measure of assurance based on the professional assessment of the reviewers on the ability of the programme or project to deliver its aims and objectives to time, cost, quality and requirements as in the Business Case (Delivery Confidence Assessments).

This service is based on good practice and there are many similar examples across all business sectors of this type of peer review, designed to provide assurance to the owner of the programme or project.

P3O units often provide the coordination service and assurance support to a Gateway Review and may be organizing and coordinating multiple Gateway Reviews at any point in time. Full details of the OGC Gateway Review Process are available from the OGC website.

1.10.6 Service management – ITIL (the IT Infrastructure Library)

A well-managed transition of business change outcomes into Business as Usual is a crucial part of the P3O approach, and sits comfortably alongside ITIL’s service management practice, both for managing this transition and for the future realization of the benefits in the long term via ongoing service management.

1.10.7 Portfolio, Programme, Project Management Maturity Model – P3M3

The P3M3 maturity model has been created to enable organizations to measure themselves against a set of standard processes and to create performance improvement plans to enable focused continuous improvement. P3O enables improved maturity within an organization through its standardization of processes, consistency of approach and knowledge management approach. How an organization scores against the P3M3 model can be a good indicator of its ability to adopt advanced P3O functions.

The P3M3 maturity model is made up of:

- Overview
- PJM3 – Project Management Maturity Model
- PgM3 – Programme Management Maturity Model
- PfM3 – Portfolio Management Maturity Model.

P2MM is a project management maturity model focused on PRINCE2 processes and language. It is fully embedded within PJM3.

1.10.8 Achieving Excellence in Construction

Through the Achieving Excellence in Construction initiative, central government departments and public sector organizations commit to maximize, by continuous improvement, the efficiency, effectiveness and value for money of their procurement of new works, maintenance and refurbishment.