

# **Best Practices on Project Management**

*Curaçao, Avila Beach Hotel  
July 9th 2009*

*Presented by*  
Manfred van Veghel

Oppidum  
Best Practice Academy

# Agenda

## **1. Getting to know your host**

- **Oppidum and Best Practice Academy**

## **2. Getting to know the participants**

- **Specific interest and Questions**

## **3. Portfolio, Programmes and Projects**

## **4. Project Management**

- **PRINCE2 2005, PRINCE2 2009**
- **PRINCE2 Maturity Model (P2M2)**

## **5. Programme Management**

- **Managing Successful Programmes (MSP)**

## **6. Portfolio, Programme and Project Support**

- **Programme and Project Sponsorship (PPS)**
- **Portfolio, Programme and Project Support Office (P3O)**

## **7. IPMA Certification**

## **8. Possibilities for Curacao**

## **9. Questions**

# Manfred van Veghel

- **Lived and worked 10 years in the Dutch Antilles**
  - Researcher
  - Teacher
  - Consultant
  - Project Manager
- **Worked 9 years for ABN AMRO**
  - Project Manager IT
  - Programme Manager ABN AMRO Foundation
    - 94 poverty alleviation projects in 25 countries
- **Owner One Day Management**
- **Managing partner of Oppidum and Best Practice Academy**
  - Trainer
  - Certified Project and Programme Manager
  - Assessor

**Hello! Bon Bini!**

**Your Name**  
**Your Function**  
**Your Experience**

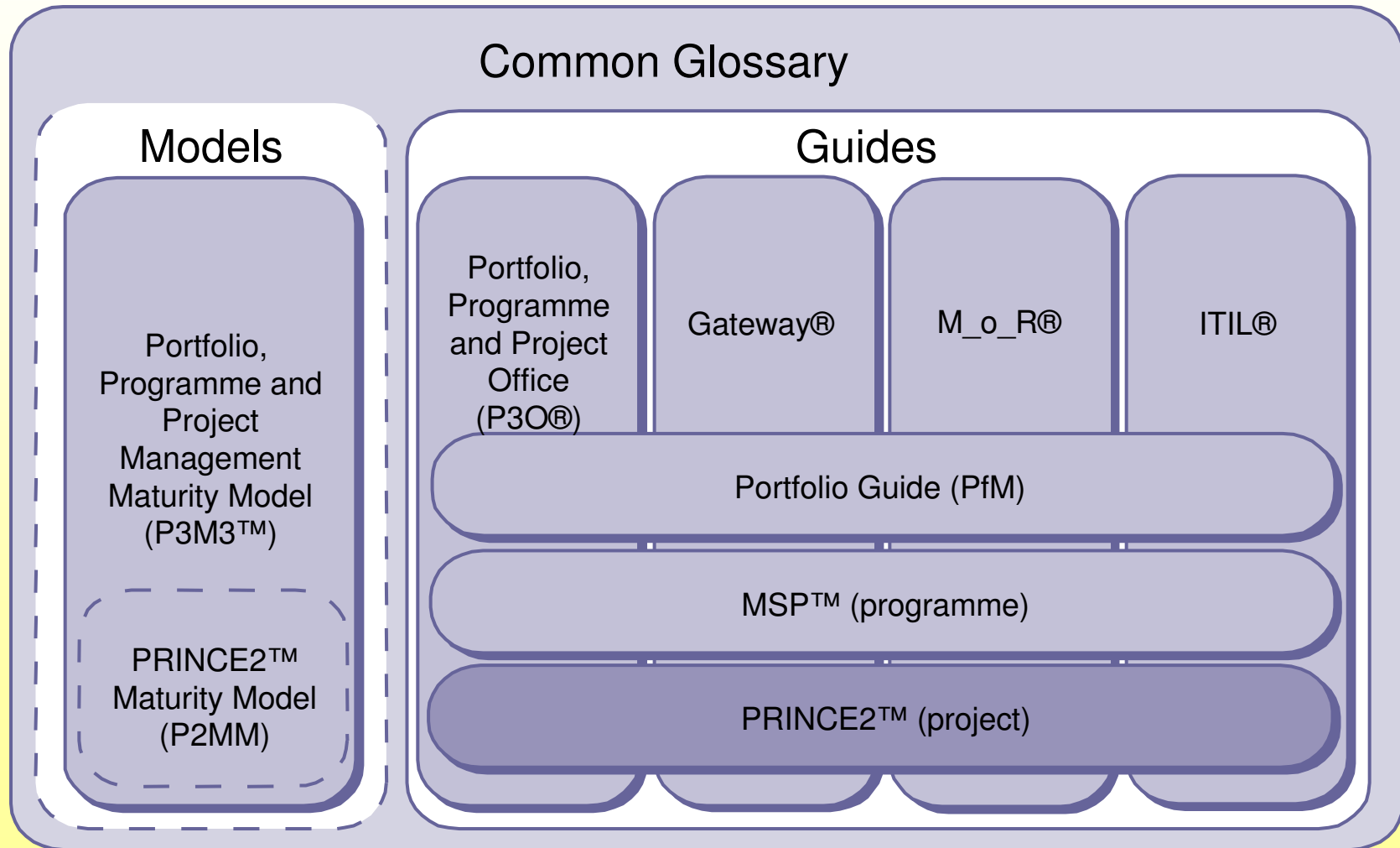
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**Specific goals or Questions**

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# OGC Best Practices





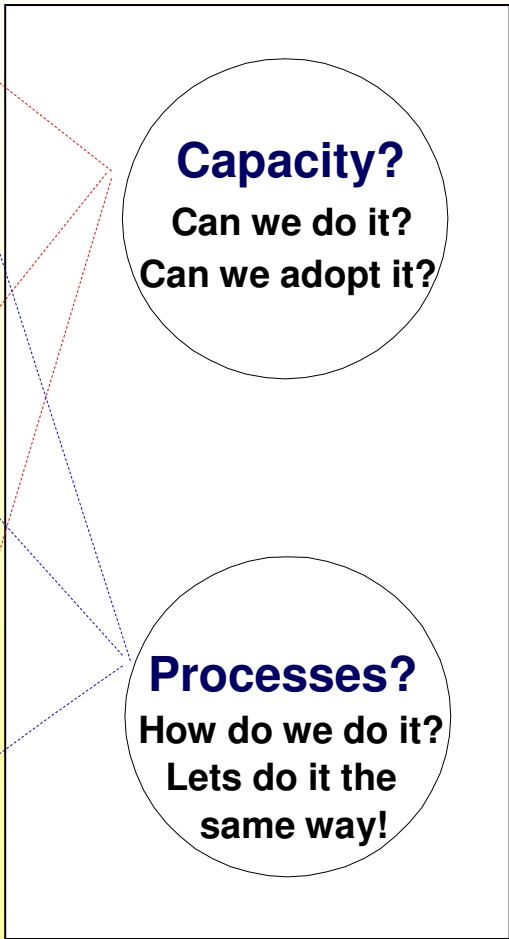
# Levels of Change

**DOING  
THE  
RIGHT  
THINGS**

**Strategic Portfolio**  
The "Right" things to do?  
How are we doing?

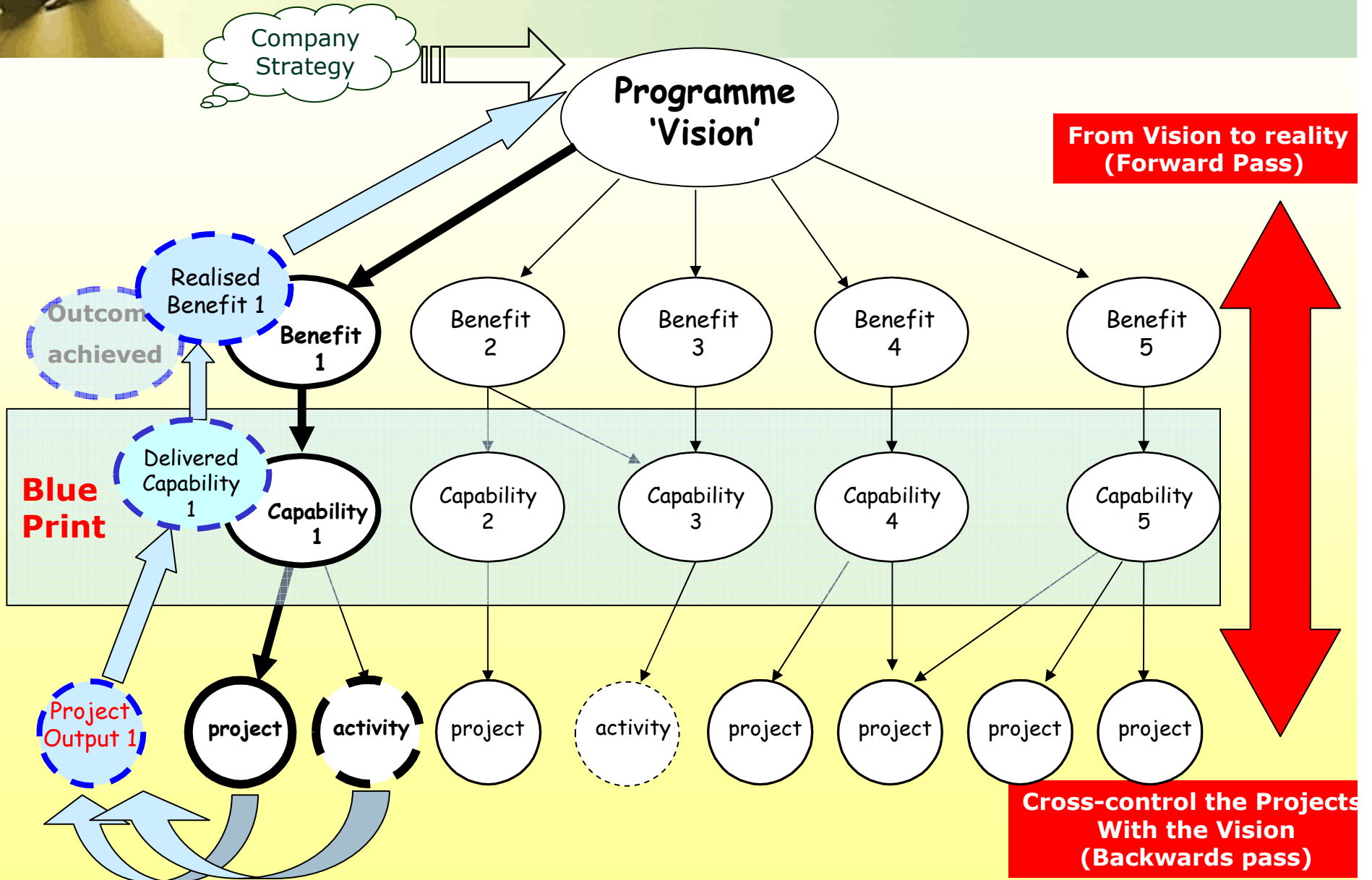
**Programme**  
Make it happen!  
Outcomes / Benefits

**Project**  
Do the work!  
Deliverables / Outputs



**DOING  
THINGS  
RIGHT**

# From Vision to Projects





# Portfolio, Programme, Project

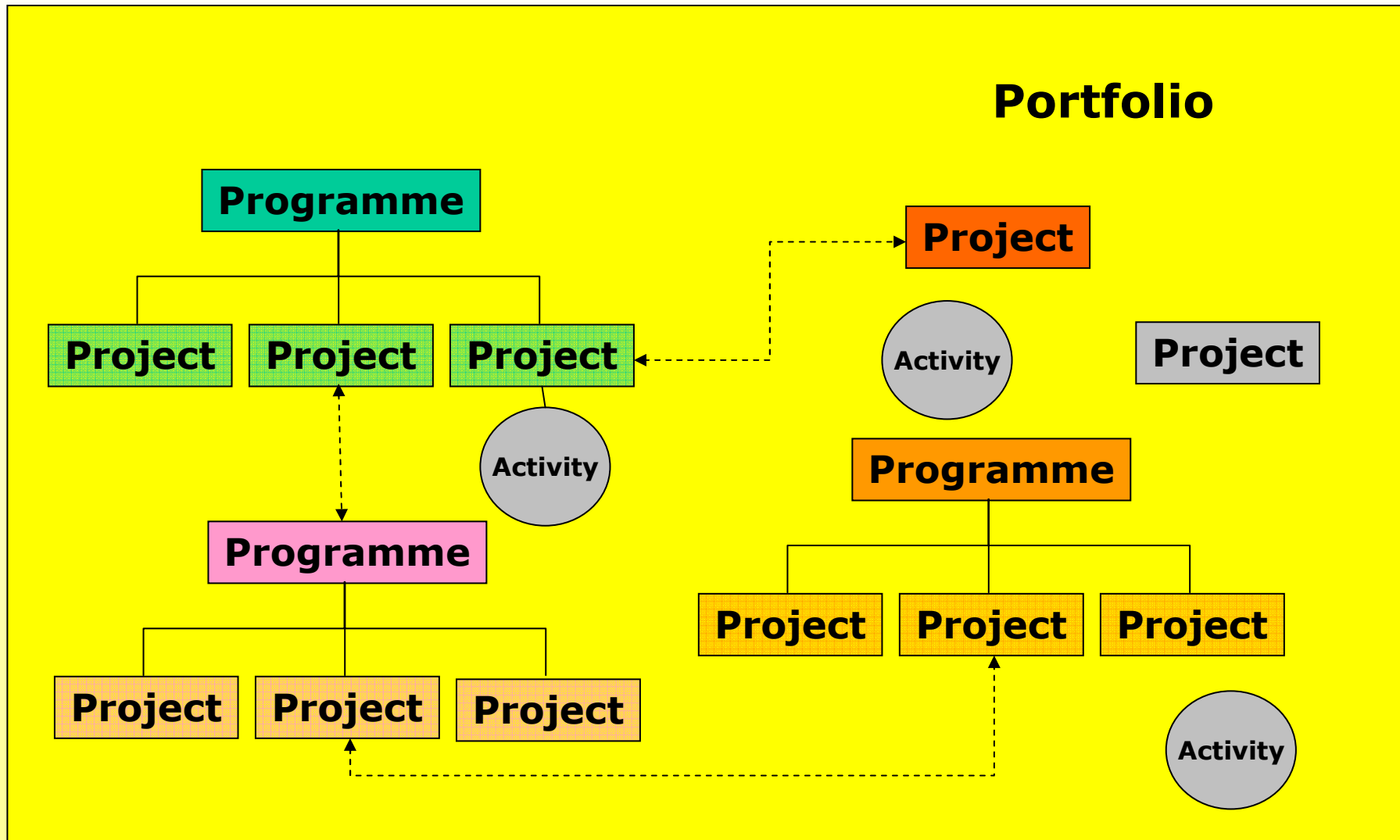
	<b>PORTFOLIO</b>	<b>PROGRAMME</b>	<b>PROJECT</b>
<b>Focus</b>	Leadership & Corporate Alignment	Direction & delivery strategy	Management & coordination
<b>Vision &amp; BP</b>	Entire organisation	Within Progr. Boundary	(Part of background)
<b>Time Scope</b>	Vague or undefined	Loosely defined, but with end point focus	Well defined
<b>Planning</b>	Outcome dependency & resolving conflicts	Deliver outcomes through tranches & manage project interdependencies	Products & activities
<b>BC</b>	None or conceptual	Benefit realisation vs proj. & progr. Costs	Accuracy in budget for output delivery

## Other Parameters:

- Risk
- Integrity
- Benefits
- Stakeholders
- Governance
- Quality
- Issue Management
- Covering...



# Portfolio, Programme, Project!?






# From Vision to Realisation

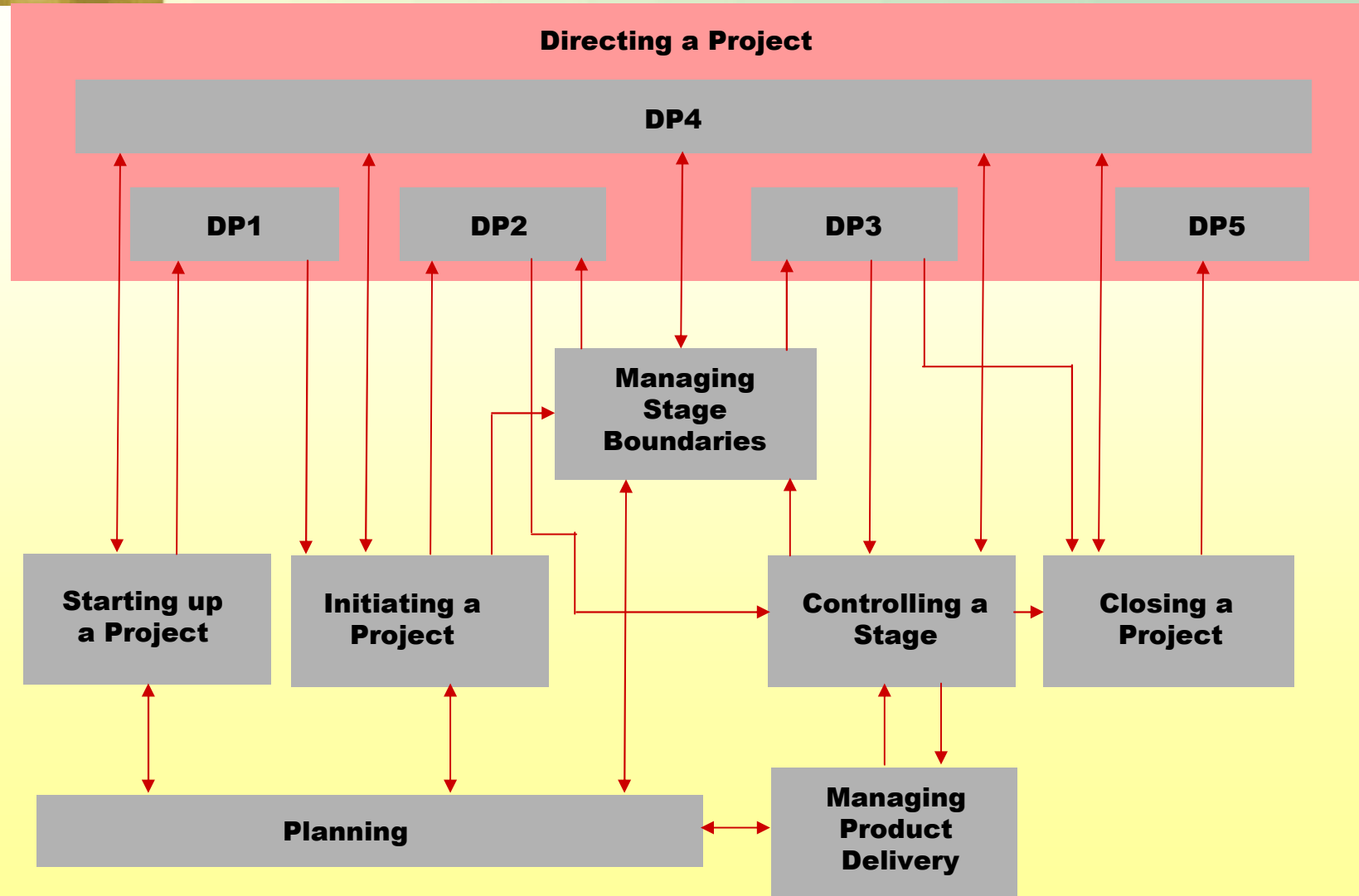
## Best Practices



Topic	Methodology
Project Management	PRINCE2®, PMBOK, Twijnstra Gudde, Projectmatig creëren
Programme Management	MSP™ (Managing Successful Programmes)
Support	P30 
Exploitation and Maintenance	ITIL®
Maturity Models	P3M3™, P2M2, CMMi, OPM3®
Review processes	Gateway reviews, Fagan Inspections
Risk Management	M_o_R® (Management of Risk)
Performance	Balanced Score Card, Total Cost of Ownership



# Project - PRINCE2™ 2005 Lifecycle (OGC)

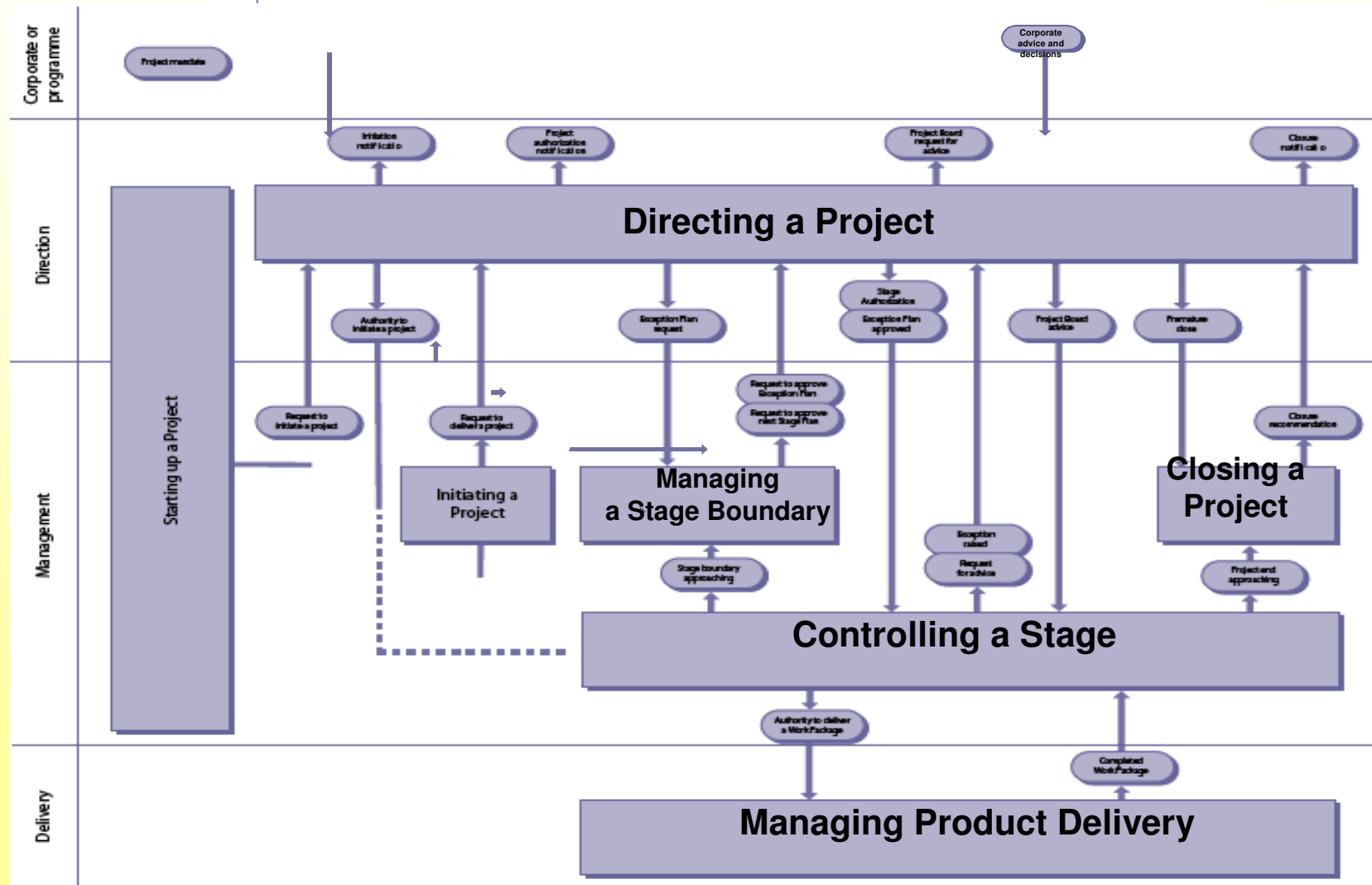


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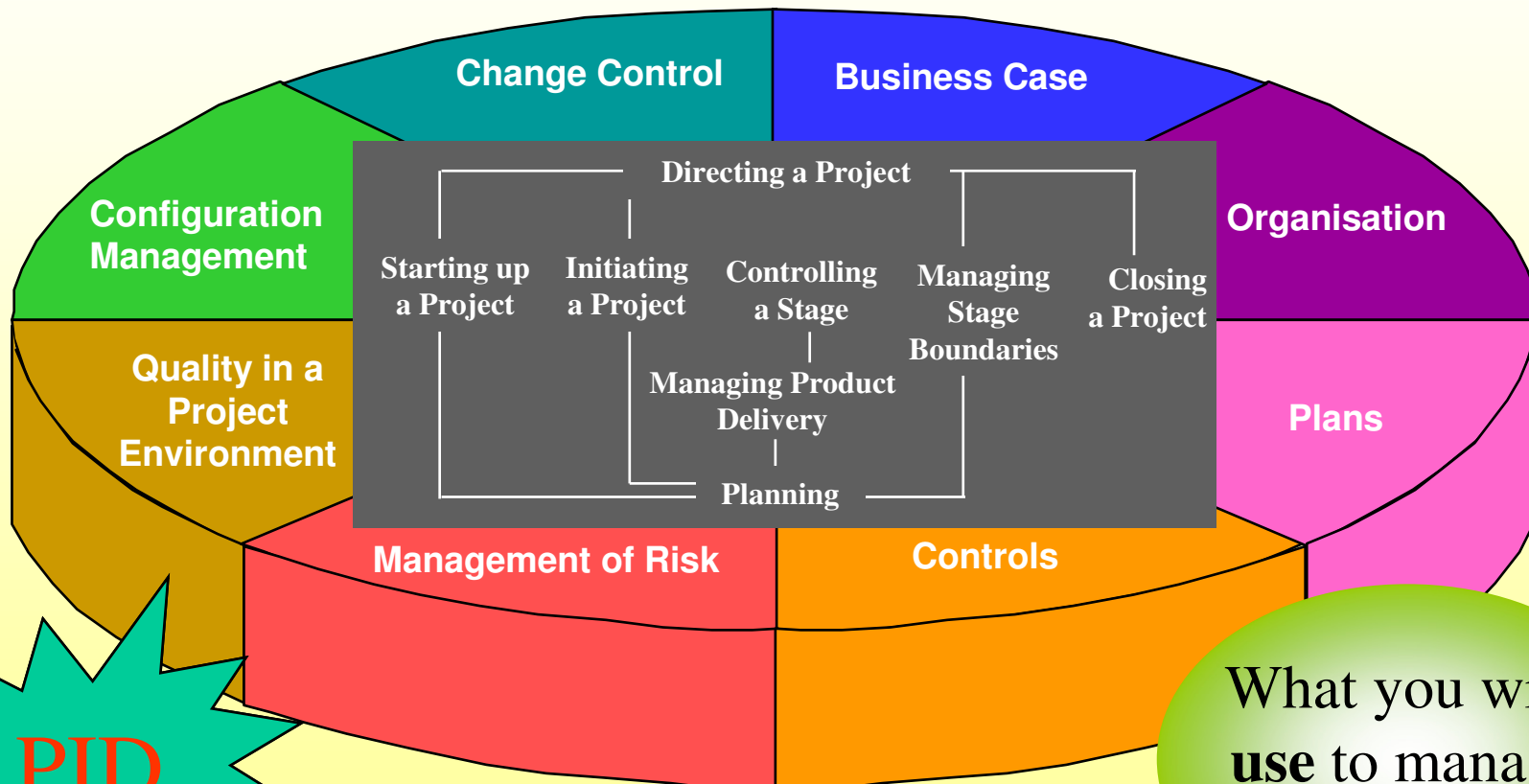
PRINCE2™ is a Trade Mark of the Office of Government Commerce.



# Project - PRINCE2™ 2009 Lifecycle (OGC)

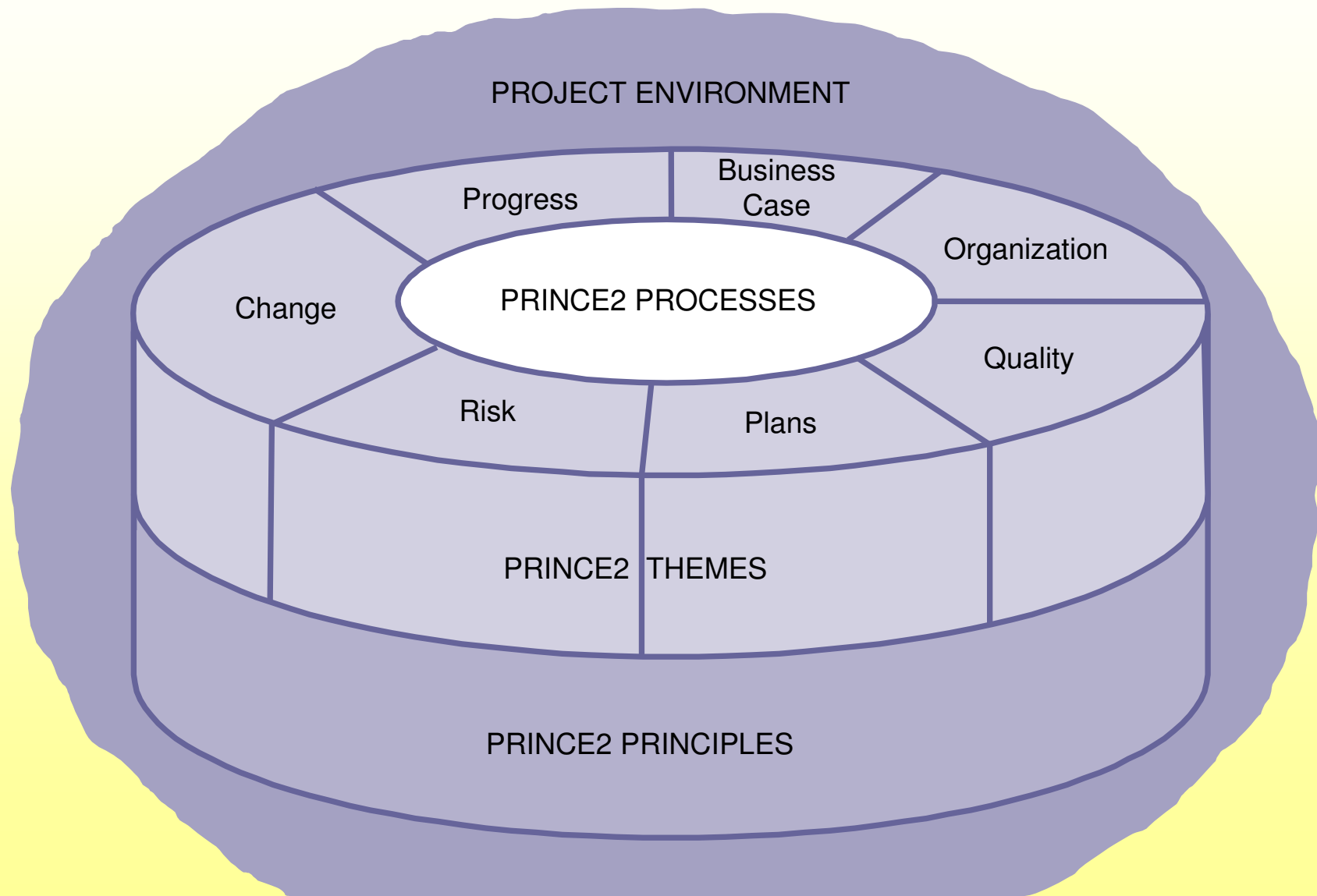


# PRINCE 2005 Components



What you will use to manage the project

# PRINCE2 2009



# PRINCE2 2009 vs 2005



- 7 principles
- 7 themes, reduced from 8 (Configuration Management)
- 7 processes , reduced from 8 (Planning)
- 8 duties and behaviours for the project board
- 8 project roles, reduced from 10
- 2 guides instead of 1
- 2 detailed techniques, reduced from 3
- 33 referenced techniques
- 26 management products, reduced from 36
- 6 performance targets
- More than 20 pages of guidance on tailoring

# PRINCE2 Exams

- **Foundation exam**

- No change
- Multiple choice
- 75 questions
- 50% pass mark

- **Practitioner**

- Reduced time from 3h to 2.5h
- Objective testing
- Same number of questions
- Total marks reduced to 108
- Pass mark increased to 55%
- Open book

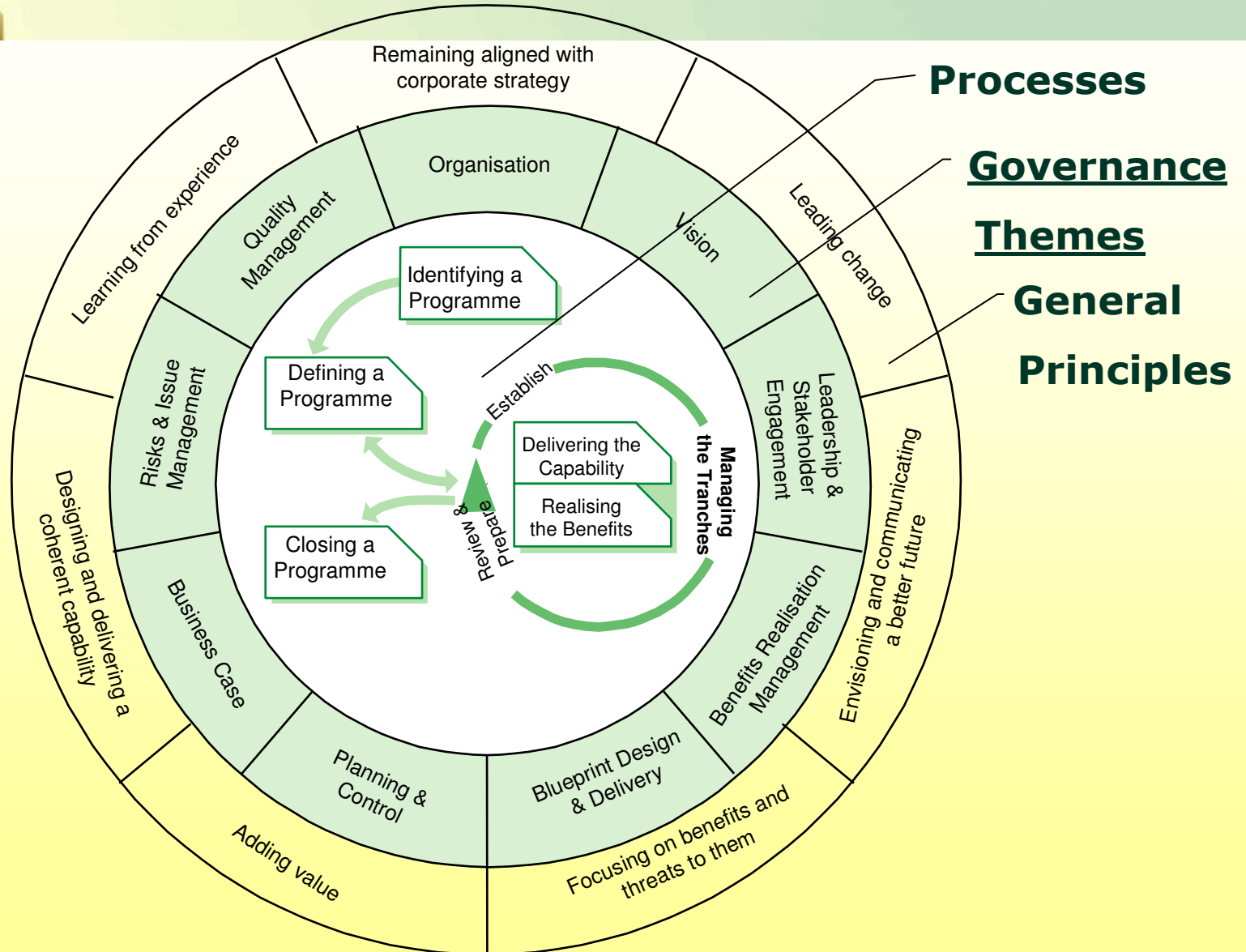
- **Re-registration**

- Same time 1h
- Objective testing
- Same number of questions
- Total marks reduced to 36
- Pass mark increased to 55%
- Open book





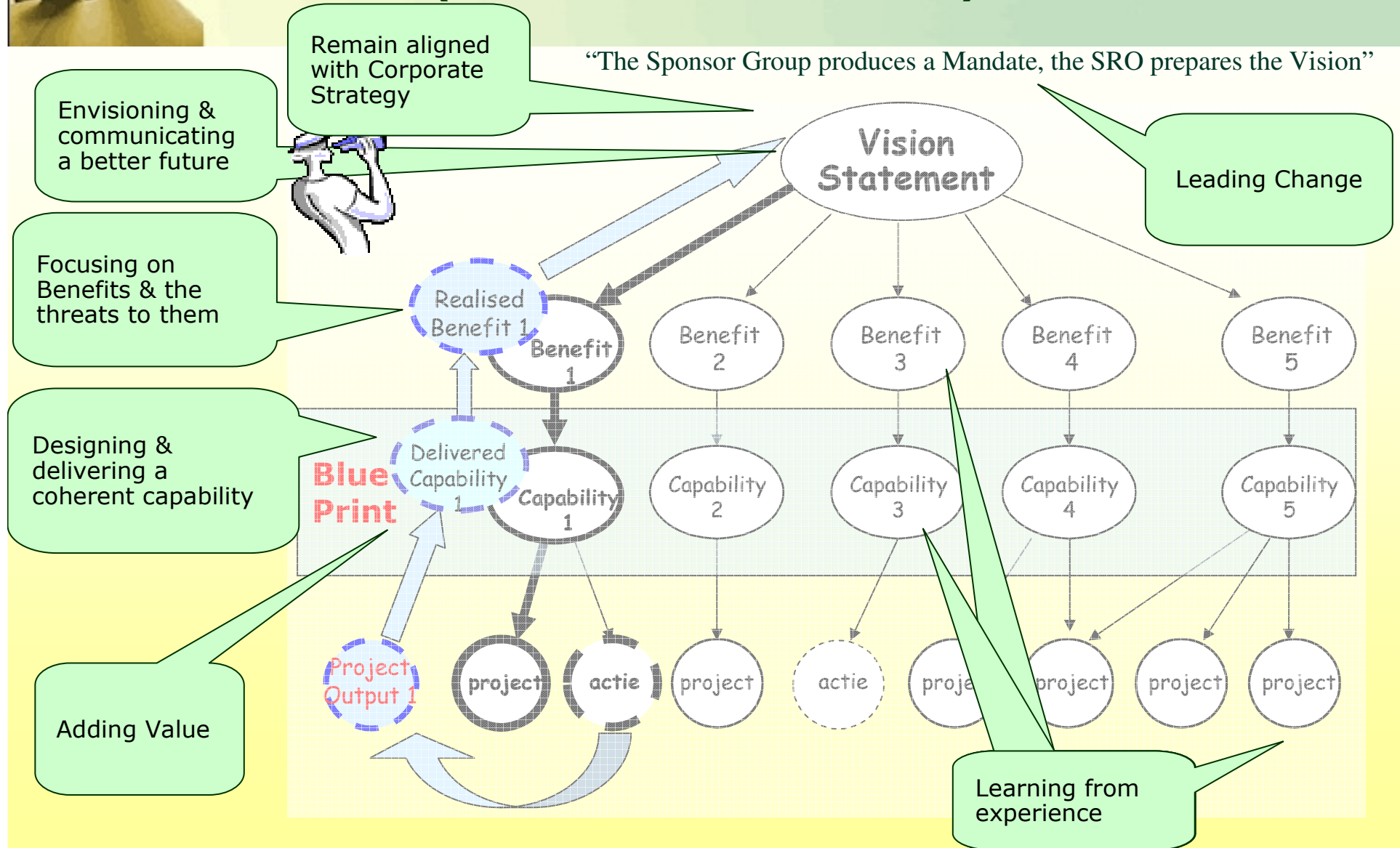
# MSP Framework



# The Principles ("Critical Success Factors")



"The Sponsor Group produces a Mandate, the SRO prepares the Vision"





# MSP Certification

## Foundation

Know the processes

Understand the whole concept

Know the Responsibilities

## Practitioner

Deeper knowledge of MSP Themes

Apply MSP in a scenario

Make subjective evaluations in a scenario

## Advanced Practitioner

MSP in a complex scenario

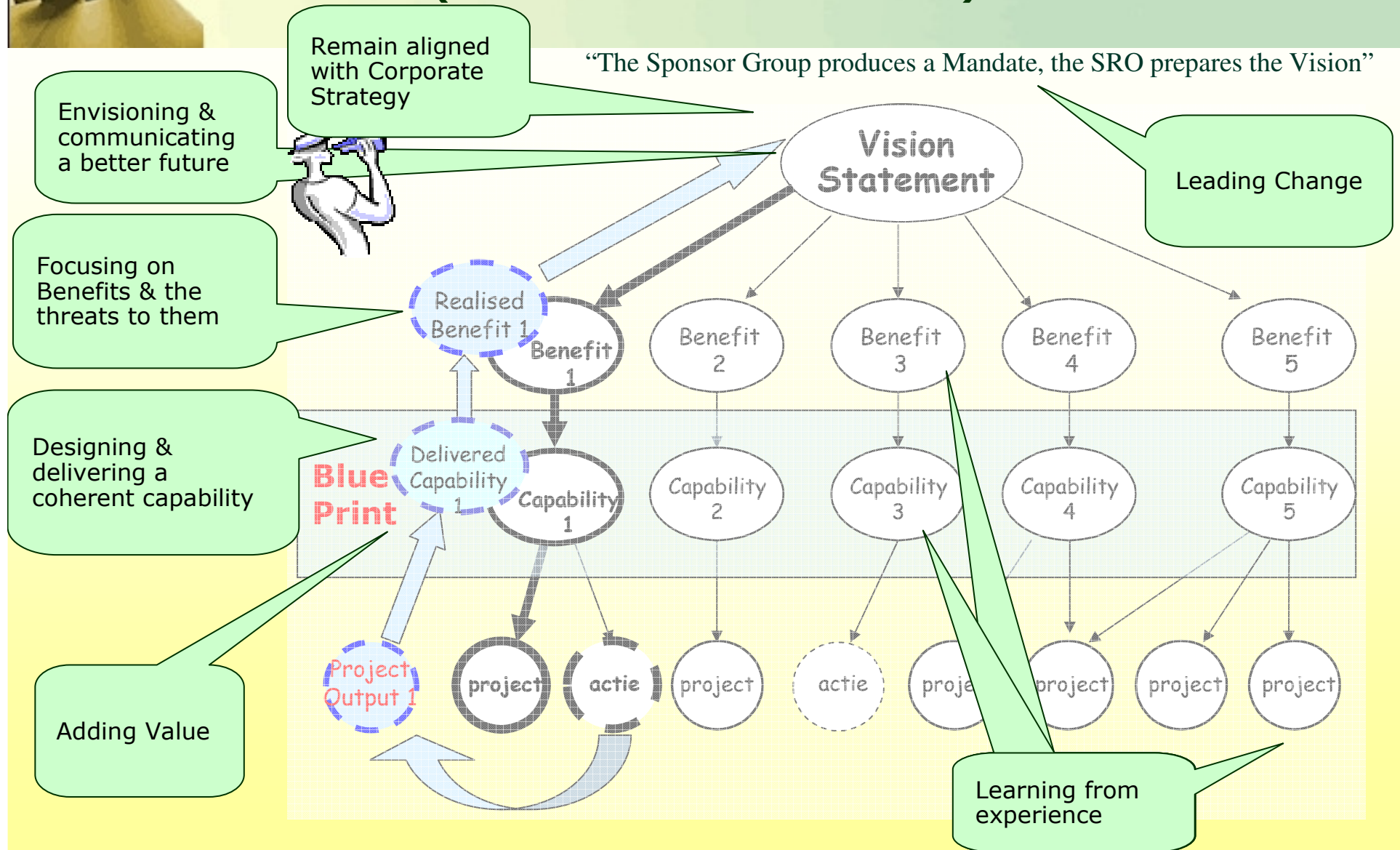
Even deeper knowledge of MSP

Deal with Programme events

# The Principles ("Critical Success Factors")



"The Sponsor Group produces a Mandate, the SRO prepares the Vision"





# Programme and Product Sponsorship (PPS)

## Four Modules of 4 hours:

- The Role of the Sponsor
- The Sponsor Working with People
- Identifying and Establishing a Programme/Project
- The Delivery Journey

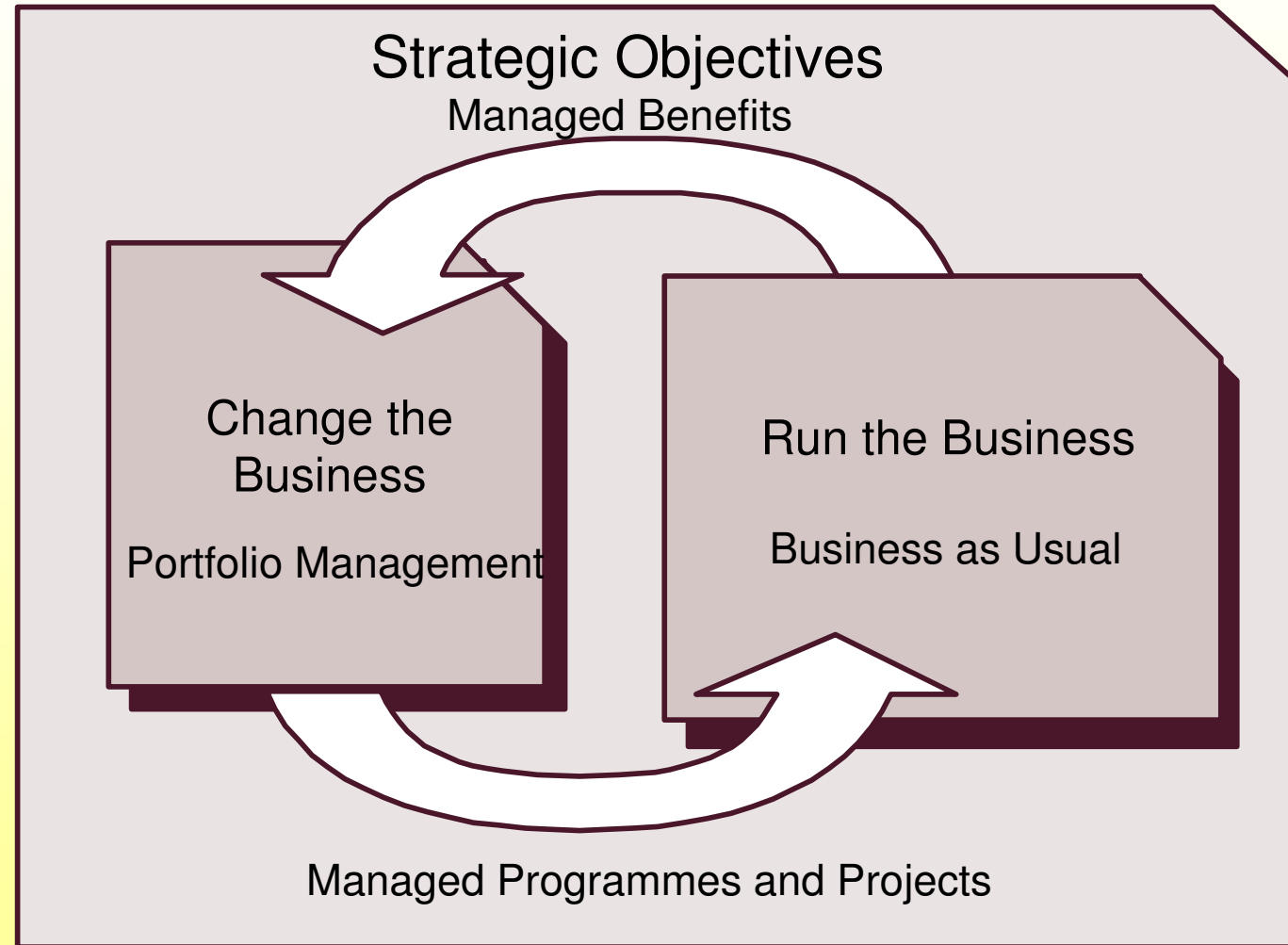
## One Exam:

- 10 questions advanced multiple choice
- Scenario Based
- 90 minutes
- Pass mark 65%
- English



# OVERVIEW

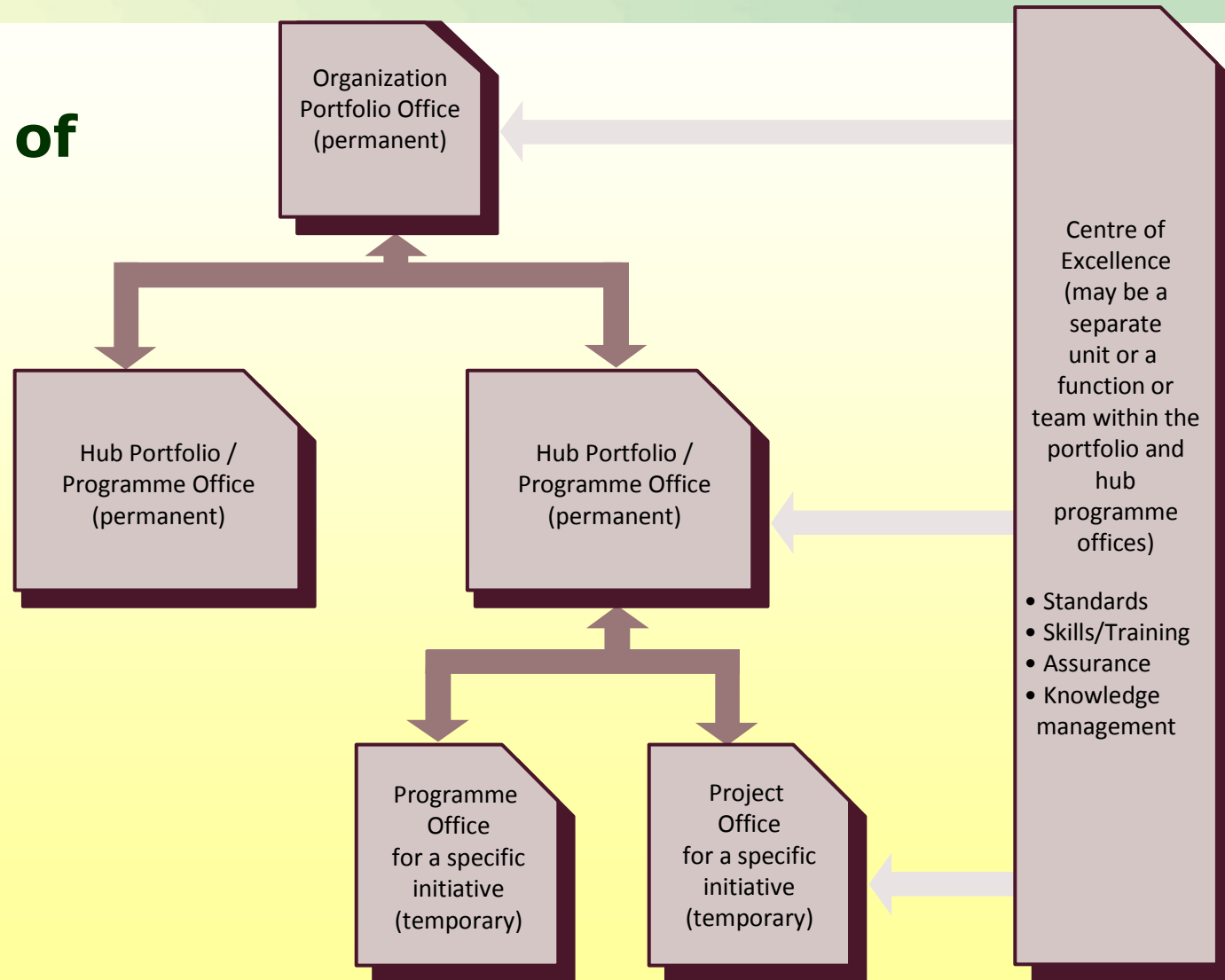
## Context of P30





# OVERVIEW

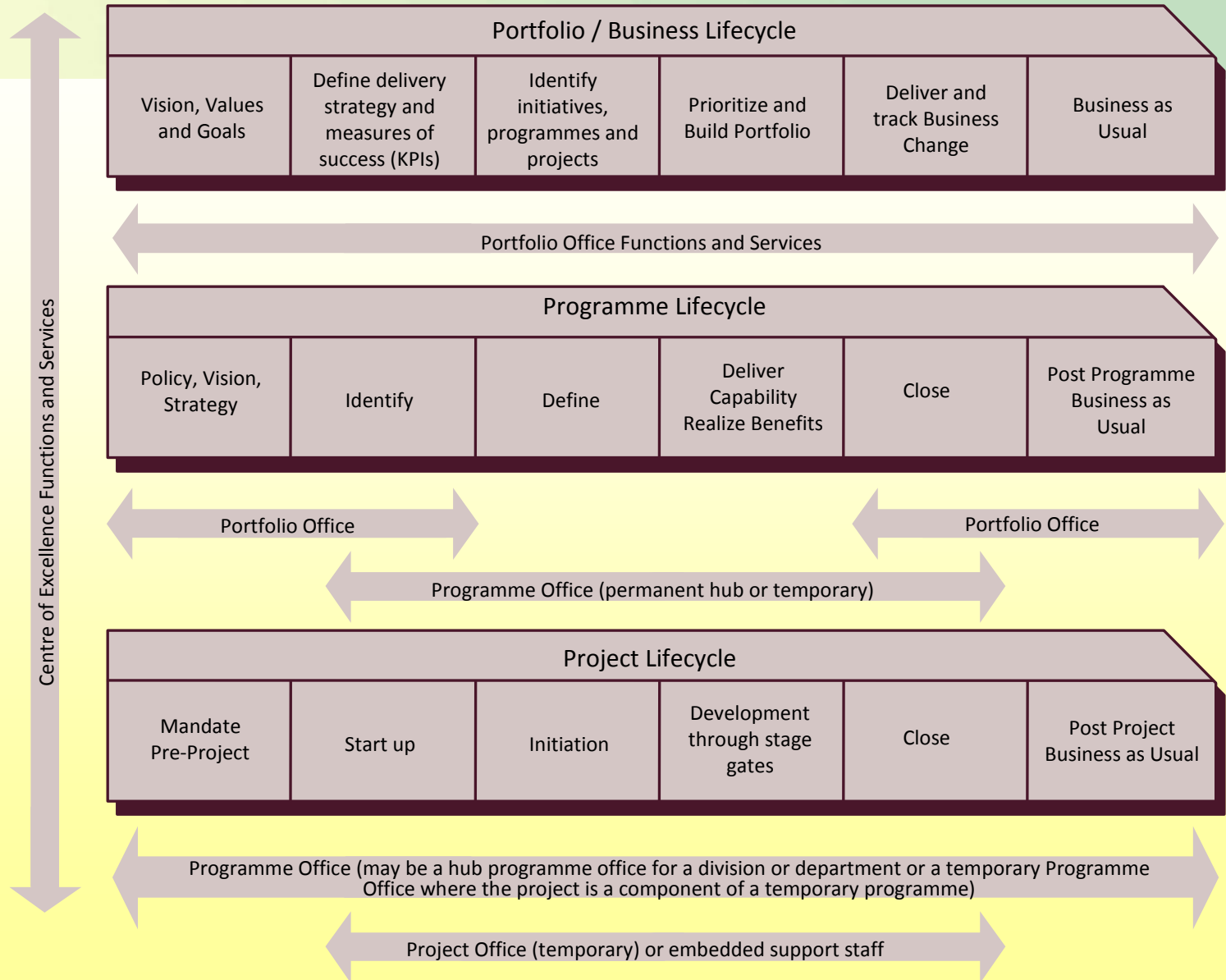
## Context of P30





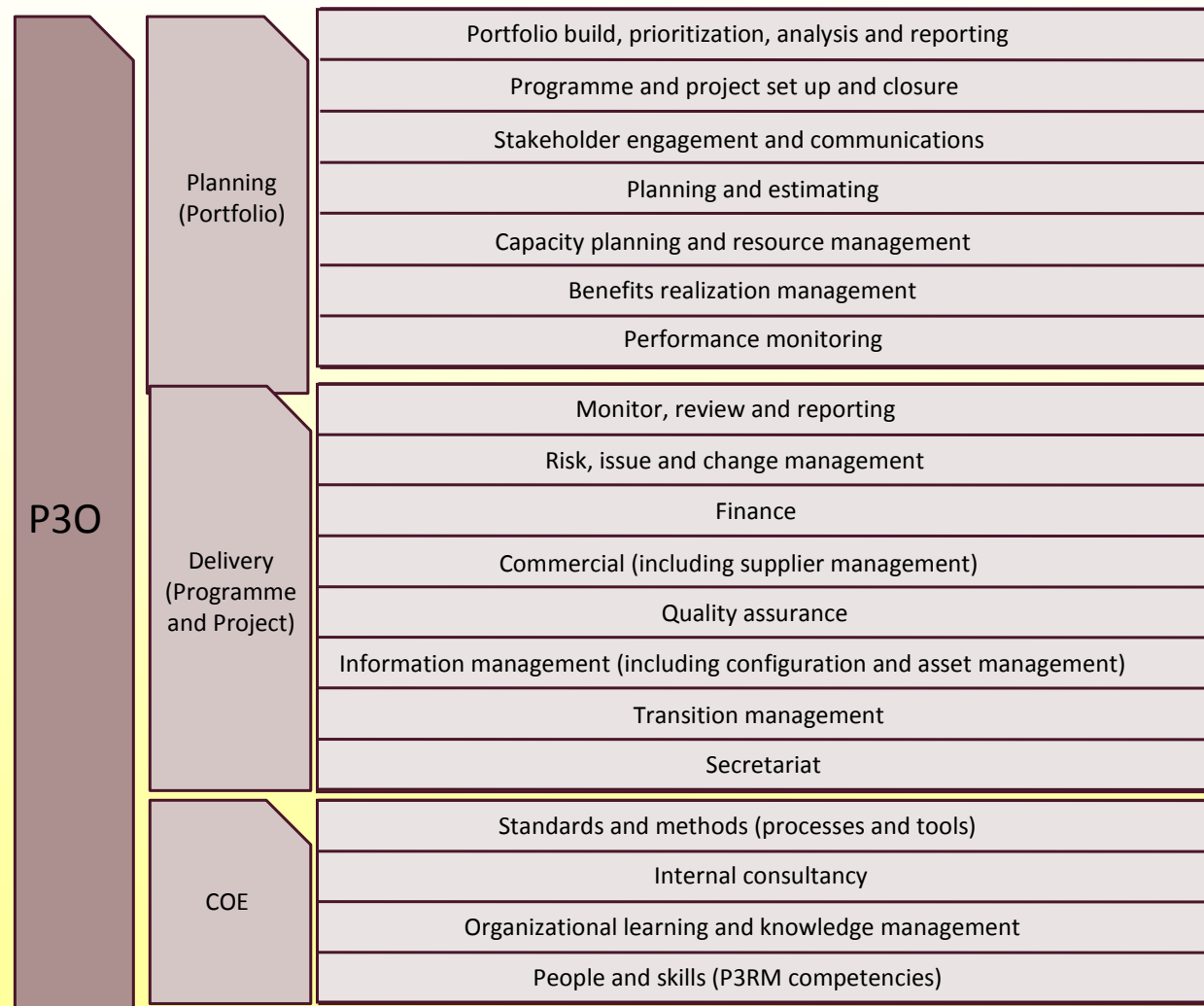
# OVERVIEW

Context of P30





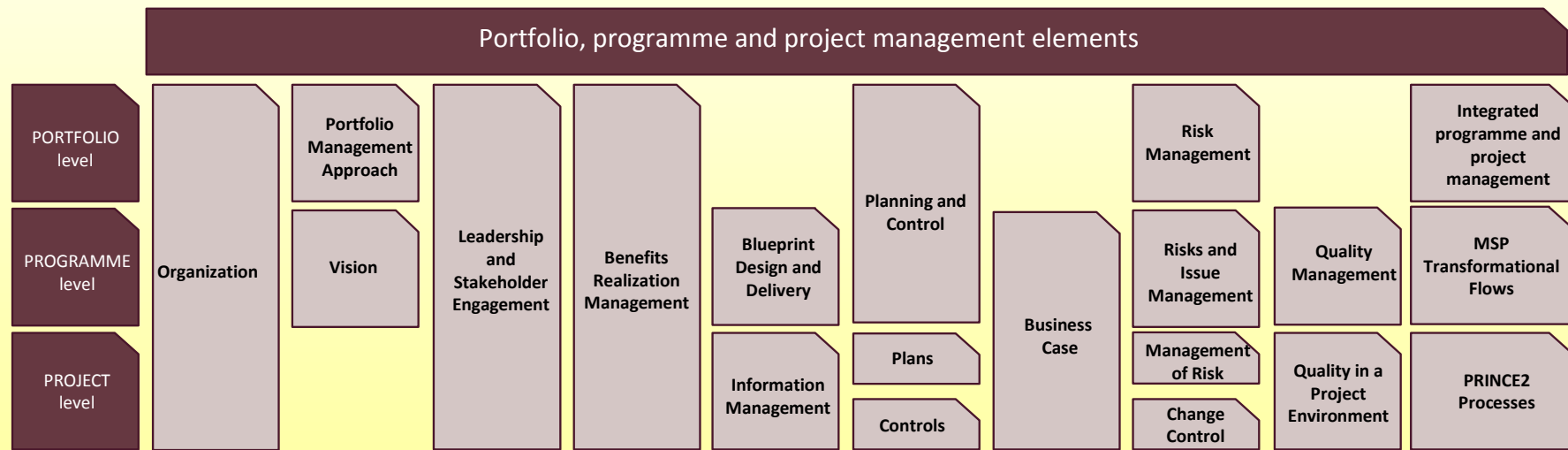
# P3O Models





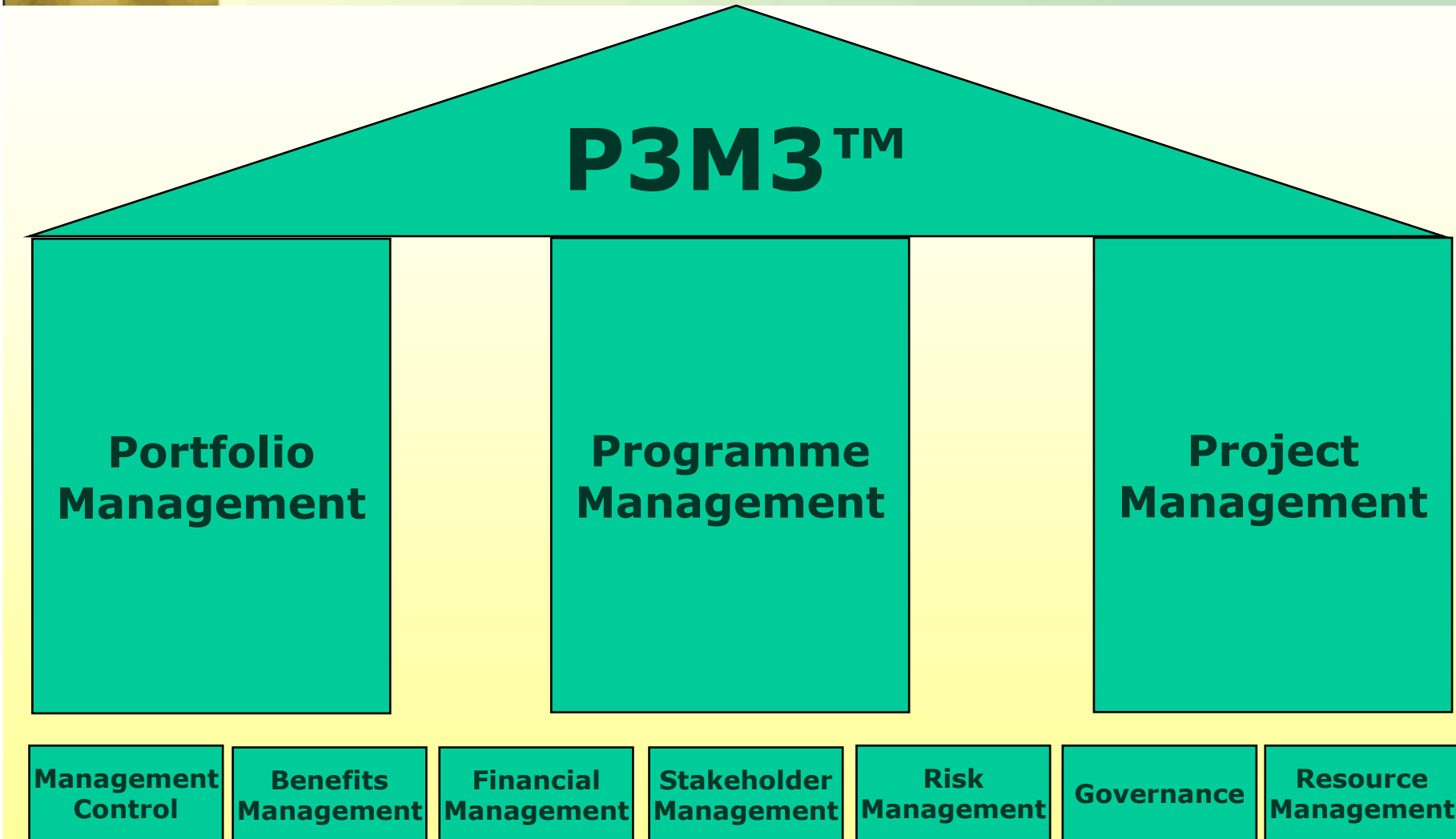
# Tools & Techniques

## P3RM Elements for mapping

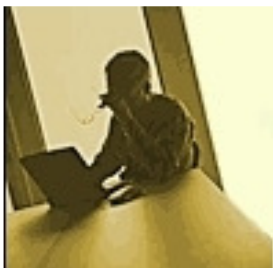


# P3M3

## Portfolio, Programme en Project Management Maturity Model



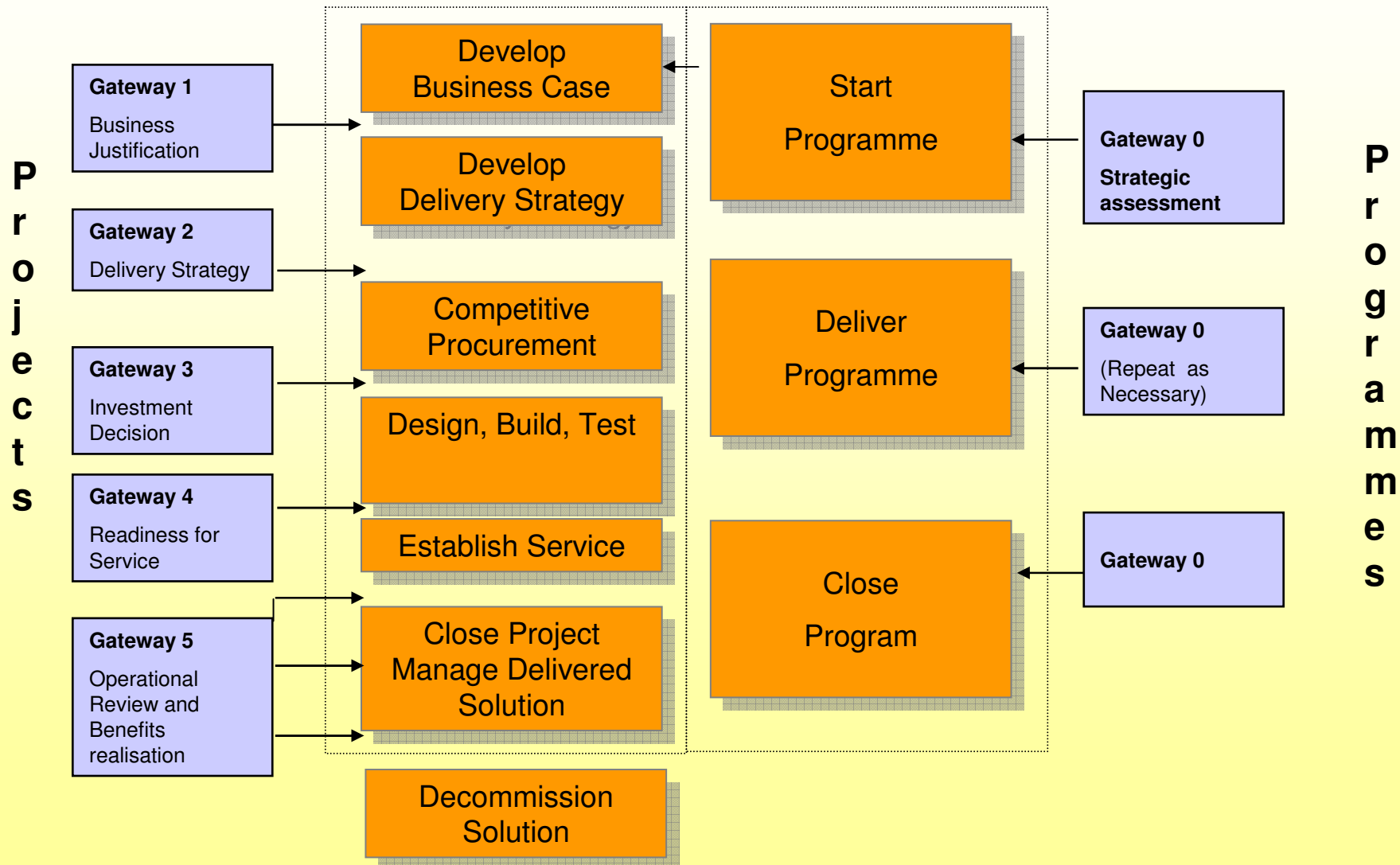
## P3M3 Maturity Model – project level



Level 1:	Level 2:	Level 3:	Level 4:	Level 5:
Initial Process	Repeatable Process	Defined Process	Managed Process	Optimised Process
<p><b>Does the organisation recognise projects and run them differently from its ongoing business? (Projects may be run informally with no standard process or tracking system.)</b></p>	<p><b>Does the organisation ensure that each project is run with its own processes and procedures to a minimum specified standard? (There may be limited consistency or co-ordination between projects)</b></p>	<p><b>Does the organisation have its own centrally controlled project processes, and can individual projects flex within these processes to suit the particular project?</b></p>	<p><b>Does the organisation obtain and retain specific measurements on its project management performance and run a quality management organisation to better predict future performance?</b></p>	<p><b>Does the organisation run continuous process improvement with proactive problem and technology management for projects in order to improve its ability to depict performance over time and optimise processes?</b></p>



# The OGC Gateway™ Review Process



# IPMA Certification

<b>Level</b>	<b>D</b>	<b>C</b>	<b>B</b>	<b>A</b>
<b>Qualification</b>	<b>Starting Project Manager</b>	<b>Project Manager of small projects</b>	<b>Project Manager of complex projects</b>	<b>Programme Manager</b>
<b>Knowledge</b>	<b>Basic Project Management Tested in Exam</b>	<b>Tested in assessment and exam</b>	<b>Tested in assessment and project summary</b>	<b>Tested in assessment and project summary</b>
<b>Experience</b>	<b>Non required</b>	<b>3 years</b>	<b>5 years</b>	<b>Complex portfolio or programmes 5 year B level 3 years A level</b>
<b>CITO costs</b>	<b>Euro 610</b>	<b>Euro 1825</b>	<b>Euro 2400</b>	<b>Euro 2750</b>

**Exams take place in Arnhem, The Netherlands**

# IPMA Certification

Onderdeel/Niveau	D	C	B	A
Intake, referenties		•	•	•
CV	•	•	•	•
360-graden meting		•	•	•
Self-assessment	•	•	•	•
Projectsamenvatting			•	•
Theorie-examen	•	•		
Projectrapport		•	•	•
Interview		•	•	•

## Possibilities for Curacao

- **E-learning**

- PRINCE2 2005/2009
  - Foundation – Euro 590,--
  - Practitioner – Euro 750,--
  - Foundation and Practitioner – Euro 1200,--
- MSP
  - Foundation – Euro 640,--
- PPS
  - Certification – Euro 680,--
- ITIL
  - Foundation V2, v3 – Euro 480,--
- Managing Risks in Projects ( $\neq$  M\_o\_R)
  - Euro 295,--
- Finance for non-financial Managers
  - Euro 480,--

**Excluding VAT and Shipping**

## Possibilities for Curacao

- **E-learning**
- **Blended learning**
- **Classroom training**
- **Exams in Curacao or The Netherlands**
  
- **Project management support**
  - Implementation of Best Practices
  - Hiring Project Managers
  - Exchanging Project Managers
  - Gateway reviews
  - Assessments

## Contact

**Oppidum BV**  
**Postbus 90**  
**1260 AB Blaricum**

**tel: 035-6460060**

**fax: 035-5387219**

**Mobile: 06-50288086**

**email: [mvanveghel@oppidum.nl](mailto:mvanveghel@oppidum.nl)**

**[www.oppidum.nl](http://www.oppidum.nl)**