

Hands-on course , 3  
day(s)  
Ref : GMP

### Participants

Project leaders, persons in charge for services having to carry out several projects, people implied in the support or the control of several projects (Steering committees), persons in charge or members of Project Management Office.

### Pre-requisites

Goods Knowledges in project management. Experience required in company's projects.

### Next sessions

# Multiprojects Management

## OBJECTIVES

*When in a firm the projects and actors are numerous, it becomes imperative to set up a specific and clear project management. This course addresses this topic and shows how to plan, to establish the roles and the responsibilities for each project, and how to arbitrate and communicate. At the end, you will be autonomous in multi-project management.*

### [1\) Introduction](#)

### [2\) Aligning strategy, economy and projects](#)

### [3\) Standardising methods](#)

### [4\) Defining the roles, organising the teams](#)

### [5\) Project Management Office \(PMO\)](#)

### [6\) Establishing a Schedule Baseline](#)

### [7\) Setting up the Budgets, the Resources](#)

### [8\) Monitoring the projects work progress, schedule change](#)

### [9\) Behaviours in a team](#)

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### [11\) Being productive in Multi-projects](#)

### [12\) Communicating in multi-projects](#)

### [13\) Multi-projects Dashboard](#)

## 1) Introduction

- Pedagogy - the program.
- The challenge to work in multi-projects.

## 2) Aligning strategy, economy and projects

- Apprehending the strategy of the firm.
- Positioning each project compared to the strategy.
- Classifying projects within the firm.
- Selecting projects.

## 3) Standardising methods

- "The Customers" of the multi-projects management system.
- The system Objectives: adequacy load/capacity, costs and time scale monitoring.
- Defining management levels: granularity.
- Programs, projects, actions, except projects work.
- Structuring Projects: phases, milestones, work packages, activities, and deliverables.
- Standardising calendars, the categories of costs, resources.

## 4) Defining the roles, organising the teams

- Portfolio of projects.
- Various types of projects organizations.
- Clarifying roles and contributions in the projects.
- Finding synergies between projects.

## 5) Project Management Office (PMO)

- Its mission, its responsibilities.
- Its composition.

## 6) Establishing a Schedule Baseline

- The Multi-projects strategy map.
- A three levels planning system - strategic planning - project planning - department planning.
- Exchanges between levels.
- Working out the Schedule Baseline.

## 7) Setting up the Budgets, the Resources

- Step of budget estimate.
- Establishing the activity resource estimate (workload).
- Knowing the capacities.
- Adjusting the adequacy of resources workload/capacity
- The planning process of medium-term and long term.

## 8) Monitoring the projects work progress, schedule change

- Monitoring status and progress of times and costs performance.
- Earned value, estimate to complete, variances, forecasted completion.
- The monthly update process.
- The quarterly update process.
- Management of planning change: to analyze the impacts.

## 9) Behaviours in a team

- Building and organising the teams.
- Planning Obstacles.
- The internal consensus and commitment related to the schedule.
- Risks Analysis.
- The unavailability of the resources.
- Solidarity.

## 10) Deciding in Multi-projects environment

- Steering Committee Procedure of the Multi-projects.
- Analysing the demand and its evolution.
- Analysing supplies status and forecasts.
- Integrating financial, work load, and commitments topics.
- Analysing and classifying Risks.
- Analysing competing solutions: Multi-criteria's choices table.
- Preparing decision of the Steering committee.
- Ensuring decision's traceability: to justify choices.
- Prioritising projects.

## 11) Being productive in Multi-projects

- The myth of man/month.
- Sources of waste of time.
- Organising oneself in multi-projects context.
- Preserving balance between projects.
- Motivating stakeholders.
- Optimising resources allocation: the point of view of the functional manager of the department.

## 12) Communicating in multi-projects

- Setting up the communication: what to communicate, to whom to communicate, how to communicate.
- Optimising and harmonising the communication modes: meeting, email, phone call.

## 13) Multi-projects Dashboard

- Keys for Dashboard development.
- Project Dashboard. Multi-projects Dashboard.
- Improving oneself practice with the Quality Dashboard.

### **Workshop**

- *CONCERTO Micro-project: This is a multi-projects environment to model the operation of a company and to exempt a rich teaching through an enterprise game. The workshop proposes a simulation of a company organised by projects. Three teams symbolizing the departments of a company must each one carry out some concrete tasks representing the projects. Each participant is, in turn, pilot of a wallet of projects and is charged, with his team to take into account a framework of constraints (objectives, means, time...), to steer the projects of its department. Meetings of projects team and the steering committee allows coordinating actions at various levels.* - *Synergic exercises: these exercises make it possible to evaluate the attitudes, values, motivations and points of view, at personal level and in teamwork.* - *Diagnosis exercises: these exercises make it possible to be on a behaviours scale, values or psychological typology.* - *Case studies: they describe a real context which it is necessary to analyse in order to propose adapted solutions.* - *Problems solving: this analysis, carried out in group, makes it possible to qualify the problems and to implement a cause / effect study.*