One Page Overview of Project Portfolio Management (PPM)

KEY AREAS	POINTS TO CONSIDER						
IMPORTANT PPM QUESTIONS	**RIGHT PROJECTS** What are the "right projects" the organisation should focus on?	**WRONG PROJECTS** Is the organisation doing projects that it should not be doing?	**DECISIONS** How to improve investment decision-making with project prioritisation?		**RIGHT PROCESS** What is the right way to do project portfolio management?	**RIGHT THINGS** How can the organisation make sure it is doing things right	**IMPROVE PPM** How can the organisation improve its project portfolio management?	
PROJECT INVENTORY	**PROJECT NAME** Project name and project sponsor	**PROJECT TYPE** Mandatory, regulatory, maintenance, enhancement, business growth, innovation	**DURATION & BUDGET** Estimated duration and budget of project	**BUSINESS CASE** Business case (ROI) and identified business benefits	**PROJECT COMPLEXITY** Project complexity and amount of risk involved	**RESOURCES** Resource requirements (IT and business capability to handle new project)	**DEPENDENCIES** Other project dependencies and linkages	**MASTER SCHEDULE** Consolidating all projects into a single master schedule as a single source of truth
ESTABLISH PPM FRAMEWORK	**PPM COMMITEE** Decide PPM steering membership	**PPM REPORTING** Determine PPM reporting structure	**STRATEGIC CRITERIA** Align on strategic value criteria	**PPM METRICS** Align on measurement and monitoring guidelines	**PPM ALIGNMENT** Obtain leadership agreement on goals of enterprise PPM	**PPM STRATEGY** Decide on strategy for the enterprise PPM	**PPM CHARTER** Develop a charter document to launch PPM	**PPM PM ARTEFACTS** Develop project mandate business case for PPM project

IMPLEMENT PPM FRAMEWORK

TECHNOLOGY	**SYSTEMS** Buy and install systems for governance (if required)		**SOFTWARE FORMAT** Decide and align on format of PPM software to capture PPM inputs and outputs			**TEST PPM REPORTING FORMAT** Test the PPM format with key stakeholders	
PROCESS	**PPM PROCESS** Develop PPM process		**BUSINESS CASE TEMPLATE** Define business case template		**TRANSITION PLAN** Develop transition plan for existing projects in pipeline		
PEOPLE	**PPM USER DOCUMENTATION** Develop PPM communications plan, PPM user documentation and training materials		**PPM COMMUNICATIONS** Implement PPM communications plan to key stakeholders		**PPM TRAINING** Train key stakeholders on governance process, documentation and reporting		
INFORMATION	**PROCESS FOR PPM METRICS** Implement roles, responsibilities and process for capturing PPM metrics		**CONTINUOUS IMPROVEMENT OF PPM REPORTING** Review and modify PPM reporting based on key stakeholder feedback				

KEY AREAS							
KEY STEPS FOR ESTABLISHING PPM FRAMEWORK	**PRIORITISE INVESTMENTS** Evaluate and prioritise investments	**ESTABLISH PORTFOLIO** Establish portfolio of potential investments	**INITIAL PORTFOLIO** Determine initial 'active' portfolio	**INITIAL REPORTS** Provide initial reports	**MONITORING & REPORTING** Establish regular monitoring and reporting	**PPM FRAMEWORK** Review and modify the PPM framework as needed based on reviews	**IMPLEMENT PPM** Implement operational PPM framework process	**PPM METRICS** Capture PPM metrics and report them on a regular basis
PIPELINE MANAGEMENT	**WHICH PROJECTS** The determination of which set of projects in the portfolio can be executed by a company with finite resources in a specific time	**STRATEGIC PLAN** The ability to align the decision-making process for estimating and selecting new capital investment projects with the strategic plan	**RESOURCE MANAGEMENT** • The focus on efficient and effective deployment of an organisation's resources where and when needed • These can include financial resources, inventory, staff, technical skills, production and design			**CAPACITY PLANNING** Proactive capacity planning allows organisations to finalise a release roadmap that maximises resource utilisation		**EVALUATION** Continuous process of evaluating an organisation's resources and performance to determine its capacity for production of work
PPM BENEFITS	**ALIGNMENT** Improved alignment with business strategy	**DEMAND MANAGEMENT** Improved demand management	**PORTFOLIO SELECTION** Enhanced portfolio selection	**CAPACITY PLANNING** More effective capacity planning	**PORTFOLIO REPORTING** More efficient portfolio reporting	**IMPROVED VISIBILITY** Improved visibility and control with the organisation	**RESOURCE MANAGEMENT** Improved resource management	**FINANCIAL MANAGEMENT** More effective financial management
	PROJECT REPORTING Improved project reporting	**PROJECT SCHEDULING** Improved project scheduling	**PROJECT MANAGEMENT** More effective project management	**COLLABORATION** Improved organisation collaboration from working to same agenda and priorities	**KNOWLEDGE SHARING** More structured sharing of information to support knowledge sharing	**CHANGE MANAGEMENT** Improved Change management	**COMMUNICATIONS** Better communication of schedule milestones	**RISK MANAGEMENT** More effective issues and risk management
	VALUE OF PROJECTS The value of projects can be demonstrated with the strategic objectives and priorities of the organisation through financial controls and to assess progress through earned value and other project financial techniques			**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			**FINANCIAL MANAGEMENT** • Finance can improve their accuracy for estimating and managing the financial resources of projects • Projects excluded and not funded should have clear reasons with future actions recommend either to strengthen the business case or cancel the project	

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