

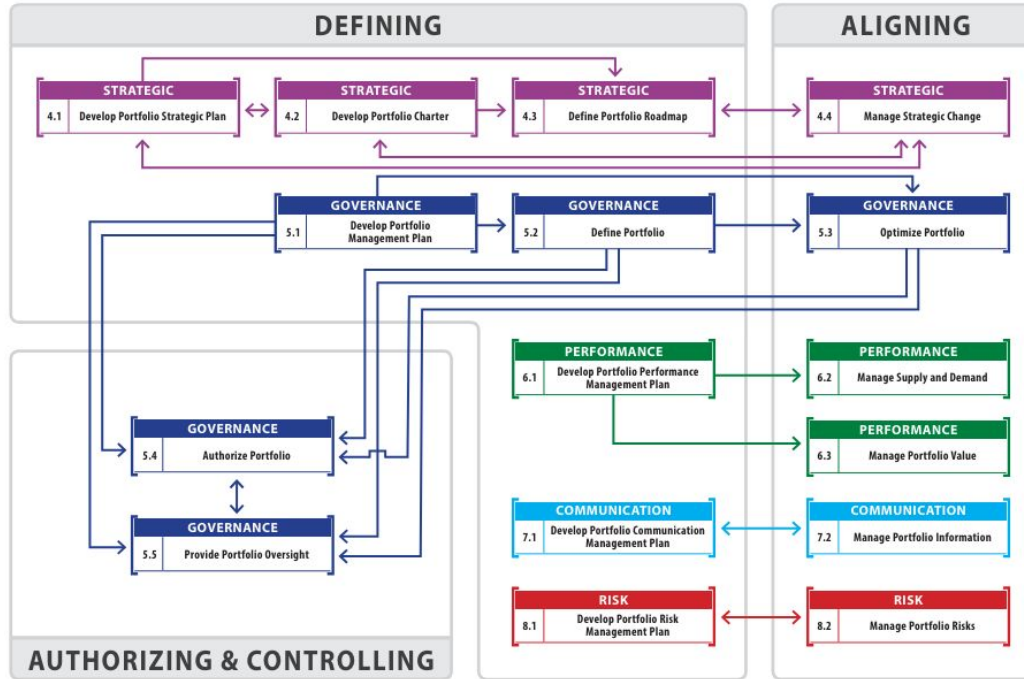
Standard for Portfolio Management

These slides contain notes that I have documented while studying the PMI Standards for Portfolio Management. Please be aware that these slides are intended primarily to organize my thoughts, and therefore may not align perfectly with the original text. As such, you may encounter content inaccuracies, misspellings, and grammatical errors.

Notes based on Reading / Studying PMI Standards for Portfolio management, Fourth Edition. Also, reviewed Ricardo Varga work form January 7, 2014 Portfolio Management Processes Flow.

Authored by George J. Raymond, PMP

Portfolio Management Process Flow



Based on The Standard for Portfolio Management - Third Edition **Copyright:** Project Management Institute, Inc., (2014). Copyright and all rights reserved. The material from this publication has been reproduced with the permission of PMI. **Adaptation:** Ricardo Viana Vargas, MSc, CSM, Microsoft MVP, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMI-SP®, PMP® and Wagner Maxsen, Kaplan-Norton BSC® Certified Graduate, MSc, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMP®

Graphic Design: Sérgio Alves Lima Jardim, PMP®. Download this processes flow at www.ricardo-vargas.com

Become a member of PMI and download the PMBOK® Guide 5th Edition and all other PMI Standards at www.pmi.org

Program / Project / Portfolio Manager

- Project Managers executes the project (Scope, scheduled, quality,etc) Deliverable focused. More day to day work.
- Program Managers having multiple projects that you manage. Produces expected benefits or value. Concurrent or connected projects. More strategic, working with project managers.
- Portfolio Managers focuses on strategic decision which are outcomes driven. High level which focuses on benefits, people,

Portfolio Manager:A Portfolio Manager is responsible for overseeing a collection of projects, programs, and other related activities that are grouped together to achieve strategic objectives. They focus on ensuring alignment between the portfolio and the organization's strategic goals, optimizing resource allocation, managing risks, and delivering value to stakeholders. The Portfolio Manager is accountable for the overall success of the portfolio, including selecting, prioritizing, and overseeing the execution of portfolio components.

Program Manager:A Program Manager is responsible for managing a set of related projects and activities that are grouped together to achieve strategic objectives and deliver benefits that are not attainable by managing the projects individually. They focus on coordinating and integrating the efforts of multiple project teams, managing interdependencies, and aligning program deliverables with organizational goals. The Program Manager is accountable for delivering the program's objectives within scope, schedule, budget, and quality constraints.

Project Manager:A Project Manager is responsible for leading a specific project from initiation to closure, ensuring the successful delivery of project objectives within defined constraints. They focus on planning, executing, monitoring, controlling, and closing the project while managing scope, schedule, cost, quality, resources, risks, and stakeholders. The Project Manager is accountable for delivering the project outputs on time, within budget, and according to specified requirements, while meeting stakeholder expectations.

Governance vs Management

- **Governance** assists in decision-making, risk management, accountability, and ensuring alignment with strategic goals.
- **Management** manages the delivery of the project, focusing on planning, organizing and managing resources to successfully complete specific project objectives.
- Governance is the process of governing and this is the establishment of rules, policies, procedures, standards, relationships, systems and processes that influence how an organization's objectives are defined and achieved, how risks should be monitored and addressed, and how to optimize organizational performance.

Purpose Portfolio Management

The primary purpose of Portfolio Management is the centralized management of one or more portfolios to achieve strategic objectives.

It involves aligning portfolio components with the organization's strategy, optimizing resource allocation and risk management, and ensuring value realization through effective execution. By doing so, portfolio management enhances strategic execution, improves transparency and accountability, balances risk and value, drives innovation and change, and contributes to the overall success and growth of the organization.

What is a Portfolio?

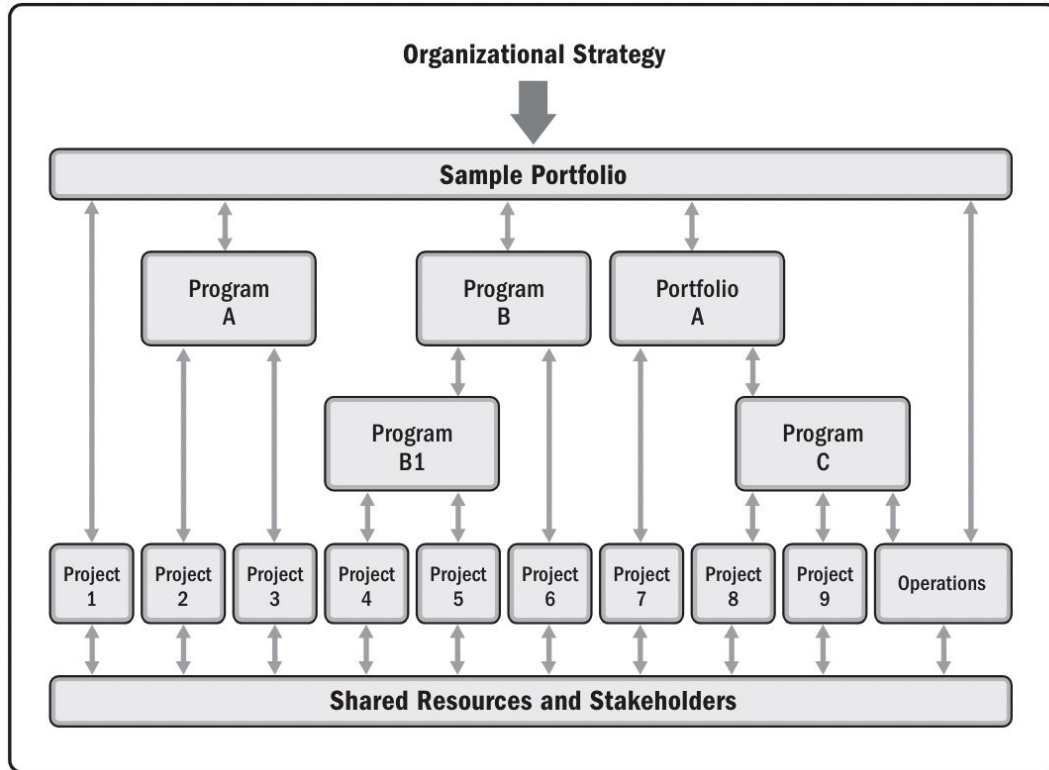
A portfolio is a collection of projects, programs, and operations managed as a group to achieve strategic objectives. These components are quantifiable, categorized, evaluated, and prioritized, competing for limited resources. Organizations must optimize and balance their portfolio components based on their unique circumstances and organizational strategies.

What is Portfolio Management

The centralized management of one or more portfolios to achieve strategic objectives. The application of portfolio management principles to align the portfolio and its components with the organizational strategy.

Portfolio management is focused on harmonizing its components and operational initiatives and managing their interdependencies in order to realize specific benefits. Whereas Project Management develops and implements plans at a more detailed level to achieve a specific scope that is driven by the objectives of the portfolio or program .

Portfolio, Programs, Projects Relationship

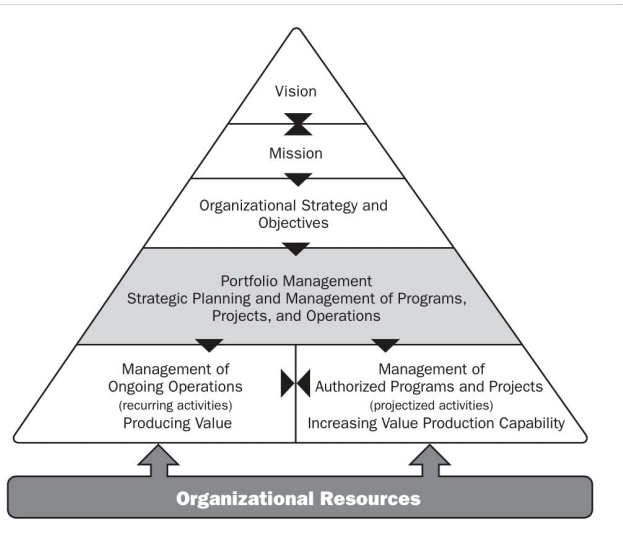


Comparative Overview

Attribute	Portfolio	Program	Project
Definition	A group of projects, programs, and other activities managed together to achieve strategic objectives.	A group of related projects, subsidiary programs, and activities managed in a coordinated manner to achieve benefits not available by managing them individually.	A temporary endeavor undertaken to create a unique product, service, or result.
Scope	Broad and strategic, covering multiple projects and programs.	Focused on a specific set of objectives and deliverables.	Narrow and specific, focusing on a single deliverable.
Change	High level and strategic, driven by organizational needs and priorities.	Moderate level, driven by program objectives and deliverables.	Low level, driven by project scope and deliverables.
Planning	Long-term, with a focus on strategic alignment and resource allocation.	Medium-term, with a focus on program objectives and deliverables.	Short-term, with a focus on project scope and deliverables.

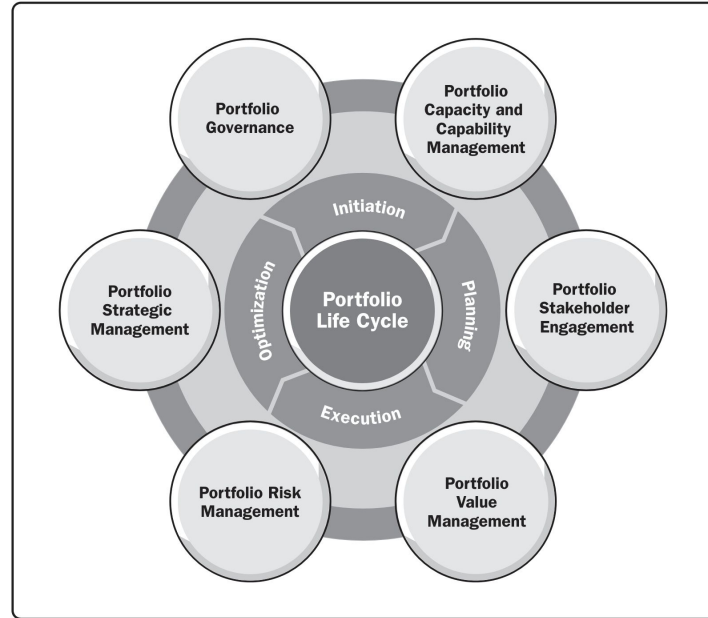
Fundamental Principles

- Strive to achieve excellence in strategic execution
- Enhance transparency, responsibility, accountability, sustainability, and fairness
- Balance portfolio value against overall risks
- Ensure that investment in portfolio components are aligned with organization strategy
- Obtain and maintain the sponsorship and engagement of senior management and key stakeholders
- Exercise active and decisive leadership for the optimization of resource utilization
- Foster a culture that embraces change and risk
- Navigate complexity to enable successful outcomes



- Organizational strategy provides the direction for portfolio management.
- Portfolio management helps organizations achieve their strategic goals by selecting the best portfolio components, prioritizing the work, providing the needed resources, overseeing or working with portfolio component managers on their implementation, supervising proper transition into the operational environment, and enabling the achievement of portfolio value.
- The portfolio manager needs to be aware of how the portfolio is related to the organizational vision, mission, and strategic goals, and identify, assess, and measure the business value that the portfolio is adding to the organization's objectives.

Portfolio Management Performance Domains



Portfolio Management Domains

The ultimate goal of linking portfolio management with organizational strategy and strategic business execution is to establish a balanced, realistic plan that will help the organization achieve its goals.

- **Portfolio Governance:** A set of practices, functions, and processes within a framework based on a set of principles that are fundamental norms, rules, or values that guide portfolio management activities in order to optimize investments and meet organizational strategic and operational goals.
- **Portfolio Capacity and Capability Management:** A comprehensive framework based on a set of guiding principles consisting of a set of tools and practices to identify, allocate, and optimize resources for maximizing resource utilization and minimizing resource conflicts in portfolio execution.
- **Portfolio Risk Management:** The utilization of a structured risk planning and response effort that enables rapid and effective decision making to pursue opportunities and minimize the threats to the portfolio.
- **Portfolio Stakeholder Engagement:** The activities related to the direct and indirect communication between the stakeholders and portfolio management to gain and maintain stakeholder buy-in for the portfolio's goals, objectives, and strategies.
- **Portfolio Strategic Management:** The management of intended and emergent initiatives identified by an organization's executive management.
- **Portfolio Value Management:** The activities related to ensuring the realization of the intended value of the portfolio through its components.



Program Management

Program Management

The application of knowledge, skills, tools, and techniques to a program to meet program requirements and obtain benefits and control not available by managing projects individually.

Key Aspects:

- Programs consist of related projects, subsidiary programs, and program activities managed in a coordinated manner.
- Program management focuses on achieving specific benefits and outcomes for the organization.

Key Concepts in Program Management:

- Program Governance: Framework for decision-making, oversight, control, and accountability within a program.
- Program Charter: Document that outlines the program's purpose, scope, objectives, and authority.
- Program Plan: Comprehensive plan that guides program execution and specifies activities, timelines, and dependencies.
- Program Manager: Individual responsible for leading the program team and ensuring program success.
- Program Management Office (PMO): Entity that provides support and coordination to program management activities.

Program Management

The application of knowledge, skills, tools, and techniques to a program to meet program requirements and obtain benefits and control not available by managing projects individually.

Relationship with Projects and Portfolios :

- **Programs and Projects:** Programs group related projects to achieve a common goal, while projects are temporary endeavors with specific deliverables.
- **Programs and Portfolios:** Programs contribute to portfolios by delivering benefits that align with organizational strategic objectives. Portfolios represent a collection of programs, projects, and operations managed as a group.

Program Management

The application of knowledge, skills, tools, and techniques to a program to meet program requirements and obtain benefits and control not available by managing projects individually.

Core Functions:

- Programs consist of related projects, subsidiary programs, and program activities managed in a coordinated manner.
- Aligning program components and objectives with organizational strategy
- Ensuring coordinated planning and execution of program components
- Managing interdependencies and risks across program components
- Monitoring and controlling progress towards program goals
- Realizing and sustaining benefits from program components

Benefits of Program Management:

- Improved coordination and alignment of projects
- Optimized resource allocation and utilization
- Enhanced risk management and mitigation
- Accelerated delivery of business outcomes
- Increased organizational efficiency and effectiveness

Program Management

The application of knowledge, skills, tools, and techniques to a program to meet program requirements and obtain benefits and control not available by managing projects individually.

Integration with Portfolios:

- Programs contribute to portfolio goals and objectives.
- Portfolio managers oversee program performance and make decisions regarding program selection and prioritization.
- Program management aligns with portfolio management principles, such as value optimization, risk management, and stakeholder engagement.

Best Practices for Program Management:

- Establish clear program objectives and scope
- Define and manage program interdependencies effectively
- Implement robust risk management processes
- Engage stakeholders throughout the program life cycle
- Monitor and control program progress regularly
- Realize and sustain program benefits



Project Management



Project Management

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements and deliver specific deliverables.

Key Aspects:

- Projects are temporary endeavour undertaken to create a unique product, service, or result.
- Project management involves planning, executing, monitoring, and controlling project activities to achieve defined goals.

Key Concepts in Project Management:

- Project Scope: Detailed description of project deliverables, boundaries, and limitations.
- Project Plan: Comprehensive plan that guides project execution and specifies activities, timelines, and dependencies.
- Project Manager: Individual responsible for leading the project team and ensuring project success.
- Project Management Office (PMO): Entity that provides support and coordination to project management activities.

Project Management

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements and deliver specific deliverables.

Relationships with Program and Portfolio:

- **Projects and Programs:** Projects are part of programs when they are related and contribute to a common goal. Programs coordinate and manage projects to achieve specific benefits.
- **Projects and Portfolios:** Projects contribute to portfolios, which are collections of programs, projects, and operations managed as a group to achieve strategic objectives.

Project Management

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements and deliver specific deliverables.

Core Functions:

- Identifying and defining project objectives and scope
- Planning project activities and timelines
- Managing project resources and budget
- Monitoring and controlling project progress
- Communicating with stakeholders and managing expectations
- Ensuring project quality and meeting customer requirements

Benefits of Project Management

- Clear definition and alignment of project goals
- Efficient use of resources and budget
- Timely delivery of project deliverables
- Improved project quality and customer satisfaction
- Increased organizational efficiency and effectiveness

Project Management

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements and deliver specific deliverables.

Integration with Programs and Portfolio

- Projects contribute to program and portfolio goals and objectives.
- Program and portfolio managers oversee project performance and make decisions regarding project selection and prioritization.
- Project management aligns with program and portfolio management principles, such as value optimization, risk management, and stakeholder engagement.

Best Practices for Project Management:

- Define clear project objectives and scope.
- Plan and schedule project activities effectively.
- Manage project resources and budget efficiently.
- Monitor and control project progress regularly.
- Communicate with stakeholders effectively.
- Implement risk management processes to mitigate potential issues.
- Ensure project quality and meet customer requirements.



Operations Management

Operations Management

Operations is the business function responsible for planning, coordinating, resourcing, and controlling the repeatable day-to-day activities of the organization (BAU: Business as Usual).

Includes roles with lines of delegation, levels of authority, and mechanisms to report, escalate, and decide how to achieve the best value from the resources available within constraints and risk.

Role of Portfolio Manager

- Program and project managers primarily focus on “DOING THE WORK RIGHT,” the **PORTFOLIO MANAGER’S** primary focus is on “DOING THE RIGHT WORK,” and portfolio governance enables the right work to be performed at the right time and with adequate resources allocated

Roles

Role of Portfolio Manager

- Establishes, balances, monitors, and controls portfolio components to achieve strategic business objectives
- Acts as an architect, enabler, facilitator, and analyst

Portfolio governance Body

- Sets guidelines and links portfolio components to organizational strategy
- Provides leadership, oversight, and decision-making support
- Often referred to as the governance board

Roles

Portfolio, Program, and Project Management Office (PMO):

- Supports portfolio, program, or project functions
- Provides portfolio support services or manages the portfolio
- Can act as a stakeholder throughout the portfolio's life cycle
- PMO at the Portfolio level may be referred to as an enterprise PMO (EPMO) or center of excellence, is an organizational entity that provides a wide variety of capabilities and processes supporting portfolio management.

Portfolio Analyst

- Identifies and tracks interdependencies between portfolio components
- Facilitates resolution and management of interdependencies
- May identify portfolio management process gaps and recommend improvements

Program Managers

- Responsible for the effective initiation, planning, execution, monitoring, and closing of assigned projects within the portfolio
- Provide project performance indicators to the portfolio manager, PMO, or governing body

Roles

Project Manager

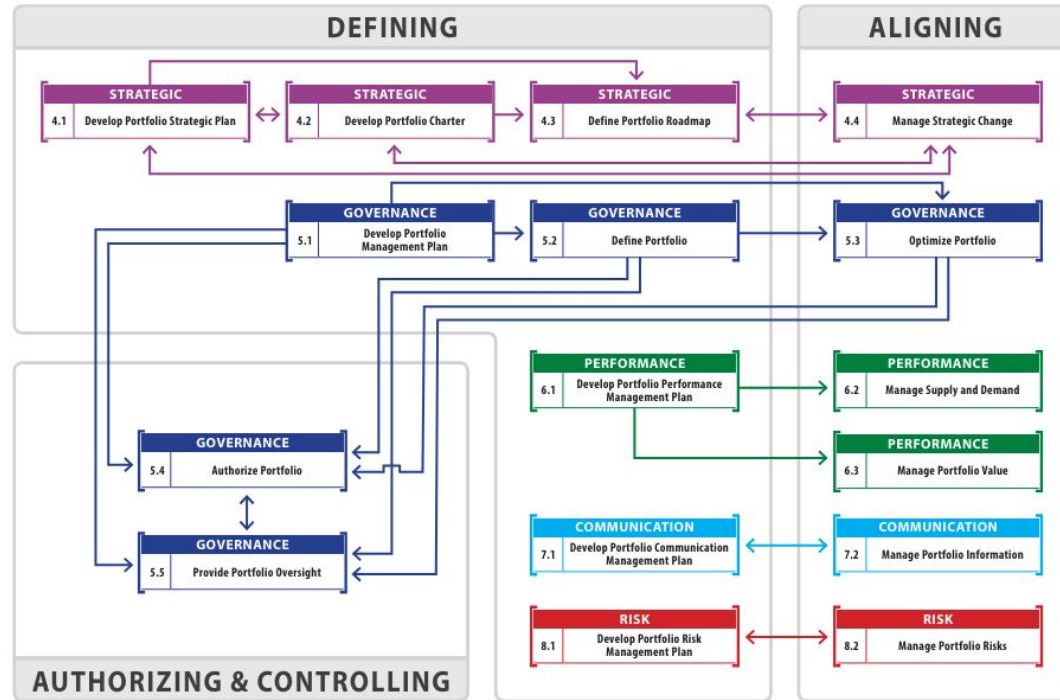
- Fulfill specific roles towards the successful execution of each portfolio component
- Detailed information on project management can be found in A Guide to the Project Management Body of Knowledge (PMBOK® Guide)

For full details on Project Management, reference my PM framework and PMO framework I created.

Defining Process Group



Portfolio Management Process Flow



Based on The Standard for Portfolio Management - Third Edition **Copyright:** Project Management Institute, Inc., (2014). Copyright and all rights reserved. The material from this publication has been reproduced with the permission of PMI. **Adaptation:** Ricardo Viana Vargas, MSc, CSM, Microsoft MVP, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMI-SP®, PMP® and Wagner Maxsen, Kaplan-Norton BSC® Certified Graduate, MSc, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMP®

Graphic Design: Sérgio Alves Lima Jardim, PMP®. Download this processes flow at www.ricardo-vargas.com

Become a member of PMI and download the PMBOK® Guide 5th Edition and all other PMI Standards at www.pmi.org

Develop Portfolio Strategic Plan

STRATEGIC

Portfolio Strategic Objectives

The Portfolio Strategic Plan is a formal, approved document that describes the portfolio vision, objectives, and goals to achieve organizational strategy and objectives. Unlike what is done in program or project management, in strategic management, the portfolio manager needs to maintain a long-term vision in order to execute sound practices of decision making, risk management, and value management, among other organizational considerations.

The strategic plan is used to align organizational and financial structure with priorities, mission, and objectives. When defining the portfolio structure, it is important to understand the overall strategy to ensure that the right components within those business areas with the highest strategic value are included. Ensure that every goal of the portfolio strategic plan has at least one initiative that would lead to its realization, and that the summation of the initiative's outcomes under a specific strategic goal lead to 100% realization of that strategic goal's benefits.

It includes:

- Portfolio vision and mission statements
- Long-term portfolio goals and objectives
- Means to achieve these general goals and objectives
- Performance indicators and target metrics

Develop Portfolio Charter

STRATEGIC

Develop Portfolio Charter

The Portfolio Charter is a document that formally authorizes the portfolio manager to apply resources to the portfolio components.

It includes:

- Portfolio structure
- Hierarchy and organization of the portfolio, programs, projects, and operations
- How and when the portfolio will deliver value to the organization
- Portfolio objectives, justification, sponsor(s), management roles and responsibilities, key stakeholders, stakeholder expectations and requirements, communication requirements, high-level scope, benefits, critical success criteria, resources, high-level timeline, and assumptions, constraints, dependencies, risks, and related organizational strategic objectives

Develop Portfolio Charter

STRATEGIC

Develop Portfolio Charter

The Portfolio Charter is a document that formally authorizes the portfolio manager to apply resources to the portfolio components.

In creating the charter, the following elements should be taken into account:

- Portfolio strategic plan: includes portfolio vision and objectives; the benefits expected; and the key risks, dependencies, and constraints.
- Portfolio process assets: includes portfolio's plans, policies, procedures, and guidelines, and any existing documentation of stakeholder relationships, scope, benefits, and portfolio goals
- Enterprise environmental factors: consist of organizational, environmental, and governmental variables that may contribute to and constrain the process of developing the portfolio charter.

Define Portfolio Roadmap

STRATEGIC

Portfolio Roadmap

The Portfolio Roadmap is a visual, high-level artifact that details how the portfolio and its relevant components are tied to the strategic goals of the organization. The roadmap should be updated at least in every portfolio reoptimization and approval period and/or when major changes are made to the portfolio.

It includes:

- Portfolio components
- Dependencies among components
- Timeline for component execution
- Expected benefits and value of each component

Define Portfolio Roadmap

STRATEGIC

The roadmap should be updated at least in every portfolio reoptimization and approval period and/or when major changes are made to the portfolio. Example:

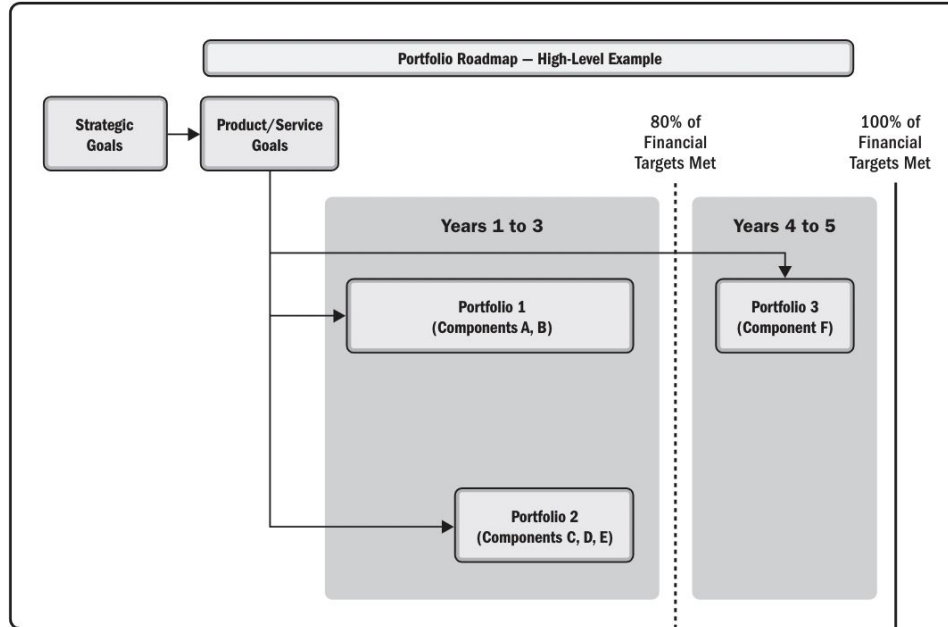


Figure 3-1. Example of Portfolio Roadmap

Develop Portfolio Management Plan

Portfolio Management Plan (PMP)

- PMP provides the scope and objectives of the portfolio and the initial list of primary internal and external portfolio stakeholders, including the governance model.
- The PMP is the guiding artifact that establishes portfolio-level dependencies and constraints to allow for effective oversight.
- The PMP describes the planned approach for identifying, analyzing, selecting, approving prioritizing, and scheduling the portfolio components and setting priorities.
- All elements of the PMP have communication requirements, such as risks that need to be communicated to the governing body, the portfolio manager, and the stakeholders.

Define Portfolio

Define Portfolio

- It is important to understand the overall strategy to ensure that the right components within those business areas with the highest strategic value are included.
- The portfolio strategic plan explains the key components of the portfolio management life cycle, describing the key initiation decisions, planning criteria, governance and optimization considerations, and execution elements.
- The portfolio strategic plan is used to align organizational and financial structure with priorities, mission, and objectives.
- **Strategic Objectives:** For the backbone of a strategic plan which represent specific, short-term actions (1-2 years) that are the result of the vision (5 or more years) and the goals (3 or more years).
- A strategic objective statement should outline what is to be achieved and the overall approach that will be taken to achieve it, and should focus on what is offered to customers. Critical elements in a strategic objective are measurability and clarity.

Develop Performance Management Plan

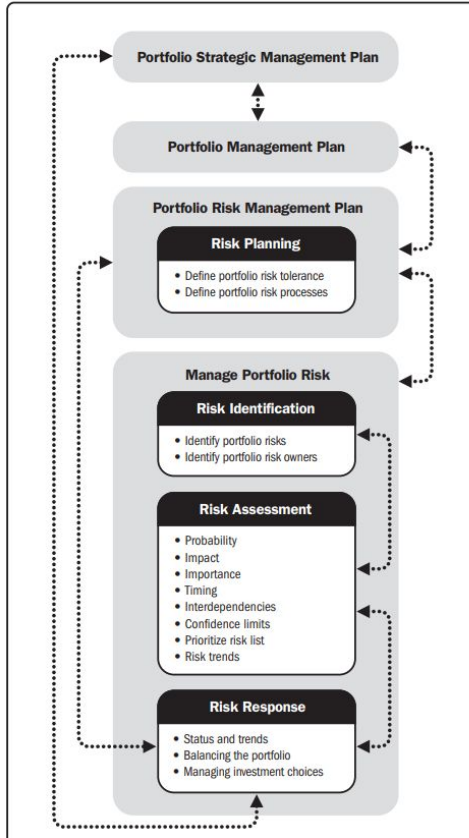
- The Develop Portfolio Performance Management Plan process involves developing a plan for measuring and managing the performance of the portfolio. This plan helps to ensure that the portfolio is meeting its goals and objectives.
- The process includes identifying performance metrics, establishing targets, and developing a plan for monitoring and reporting on performance.

Develop Communication Plan

COMMUNICATION

Project Manager

- A Portfolio Communication Management Plan is a document that outlines how communication will be managed throughout the portfolio's lifecycle. It includes information on who needs to be communicated with, what information needs to be communicated, when it needs to be communicated, and how it will be communicated.
- The plan should be developed in collaboration with all stakeholders in the portfolio and should be regularly updated as the portfolio progresses.
- The purpose of a Portfolio Communication Management Plan is to ensure that all stakeholders are kept informed about the portfolio's progress and are able to make informed decisions.
- The plan should be tailored to the specific needs of the portfolio and should be reviewed and updated regularly to ensure that it remains effective. By following the steps outlined in this plan, portfolio managers can help to ensure that all stakeholders are kept informed and that the portfolio is successful.



Develop Risk Management Plan

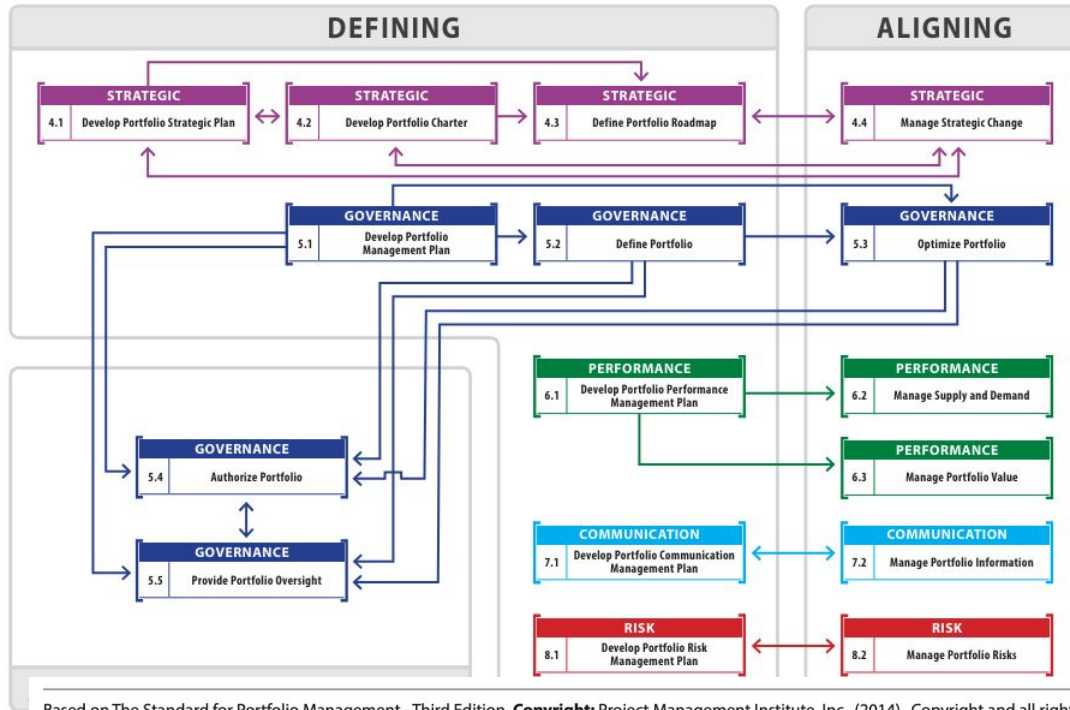
Project Manager

- Planning is key to successful portfolio management, just as it is to successful program and project management.
- The portfolio management plan describes how risks will be managed within the portfolio.

Aligning Process Group



Portfolio Management Process Flow



Based on The Standard for Portfolio Management - Third Edition **Copyright:** Project Management Institute, Inc., (2014). Copyright and all rights reserved. The material from this publication has been reproduced with the permission of PMI. **Adaptation:** Ricardo Viana Vargas, *MSc, CSM, Microsoft MVP, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMI-SP®, PMP®* and Wagner Maxsen, *Kaplan-Norton BSC® Certified Graduate, MSc, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMP®*

Graphic Design: Sérgio Alves Lima Jardim, *PMP®*. Download this processes flow at www.ricardo-vargas.com

Become a member of PMI and download the PMBOK® Guide 5th Edition and all other PMI Standards at www.pmi.org

Manage Strategic Change

STRATEGIC

Project Manager

- Monitoring and control is one of the critical supportive activities for monitoring portfolio performance and recommending changes to the portfolio component mix and portfolio component performance and compliance with organizational standards.
- Managing strategic alignment enables the portfolio manager to respond to changes in organizational strategy and enhance the ability to accept and act on significant strategic change that impacts portfolio planning and management.
- As strategy shifts, the current state should be compared with the future state.
- Stakeholder analysis is critical in managing strategic change because it helps ensure continuity and aligns key stakeholders expectations with the changing strategy and resulting portfolio realignment.
-

Optimize Portfolio

Optimization

- Portfolio optimization is the ongoing practice by which benefits, risks, and resources are balanced and optimized
- This practice looks across all components of the portfolio, illuminates the dependencies and constraints across the portfolio, and identifies the most effective bundling of projects where synergies and leverage points are defined.

Manage Supply & Demand

PERFORMANCE

Project Manager

- The Manage Supply & Demand process involves balancing the supply of resources with the demand for those resources. This process helps to ensure that the organization has the resources it needs to meet its goals and objectives.
- The process includes forecasting demand, planning supply, and managing inventory.

Manage Portfolio Value

PERFORMANCE

- The Manage Portfolio Value process involves assessing the value of the portfolio and its components, as well as identifying and mitigating risks to value. This process helps to ensure that the portfolio is aligned with the organization's strategic objectives and that it is delivering the expected value. The process includes identifying and quantifying the benefits and costs of the portfolio, as well as identifying and mitigating risks that could impact the portfolio's value.

Manage Portfolio Information

COMMUNICATION

- The Manage Portfolio Information process involves identifying, collecting, and organizing stakeholder information related to the portfolio's strategic objectives. This information is used to create a comprehensive portfolio view that can be used to make informed decisions.
- The process includes gathering information from a variety of sources, including stakeholder interviews, surveys, and document reviews.

Manage Portfolio Risk



RISK

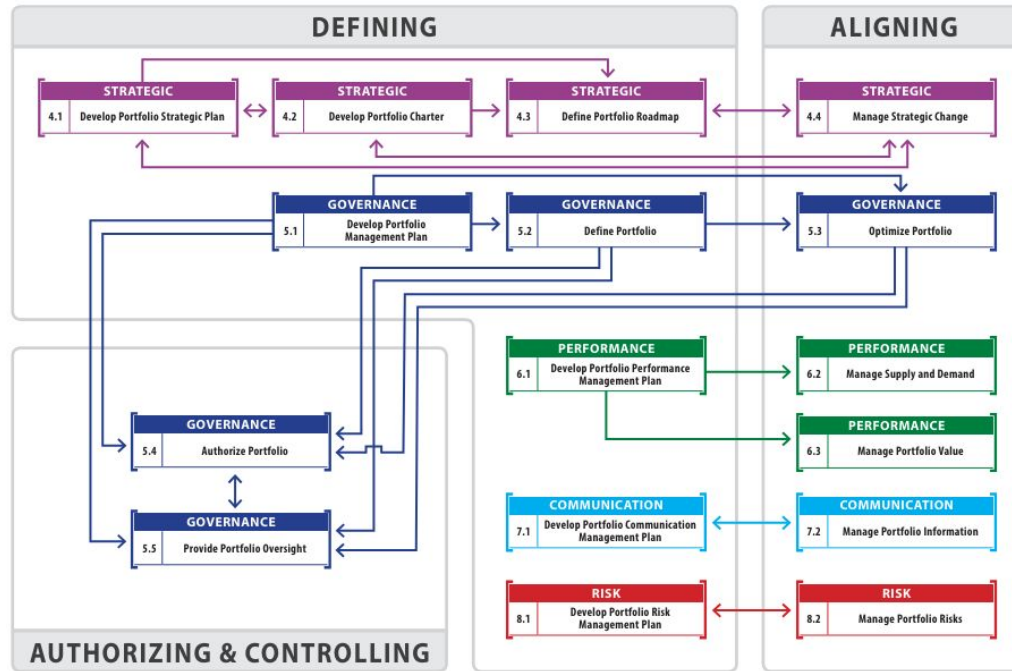
Project Manager

- The process of identifying, assessing, and responding to risks that could impact the portfolio's objectives.
- The goal of risk management at the portfolio level is to maximize the probability that the portfolio will meet its strategy goals and objectives within the organization's strategic vision.
- Managing risks at all levels is an active process involving continuous planning, analysis, response, and monitoring and control.
- Four key elements in Portfolio Risk Management: risk management planning, risk identification, risk analysis, and risk response.

Authorizing & Controlling Process Group



Portfolio Management Process Flow



Based on The Standard for Portfolio Management - Third Edition **Copyright:** Project Management Institute, Inc., (2014). Copyright and all rights reserved. The material from this publication has been reproduced with the permission of PMI. **Adaptation:** Ricardo Viana Vargas, *MSc, CSM, Microsoft MVP, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMI-SP®, PMP®* and Wagner Maxsen, *Kaplan-Norton BSC® Certified Graduate, MSc, PRINCE2® and PPM Registered Consultant, MSP Practitioner, PMI-RMP®, PMP®*
Graphic Design: Sérgio Alves Lima Jardim, *PMP®*. Download this processes flow at www.ricardo-vargas.com

Become a member of PMI and download the PMBOK® Guide 5th Edition and all other PMI Standards at www.pmi.org

Authorize Portfolio

- Involves the initiation of components based on the organization's specified criteria and individual business cases developed for each component.
- Requires a number of phases to verify that a component properly supports the program's outcomes and aligns with the strategy and ongoing work of the organization prior to authorization.
- May include performing a needs analysis, conducting a feasibility study, or creating a plan to ensure the projects realize their intended benefits.
- The Governance Framework performance domain provides guidance for processes leading to component authorization.

Provide Portfolio Oversight

GOVERNANCE

- Ensures that strategic alignment is optimized and the program's targeted benefits are delivered as expected.
- Governance participants also confirm that all stakeholders are appropriately engaged and that appropriate supportive tools and processes are defined and effectively leveraged.
- Governance practices provide the foundation for ensuring that decisions are made rationally and with appropriate justification, and that the responsibilities and accountabilities are clearly defined and applied.



Portfolio Stakeholder
Engagement
Section 6

