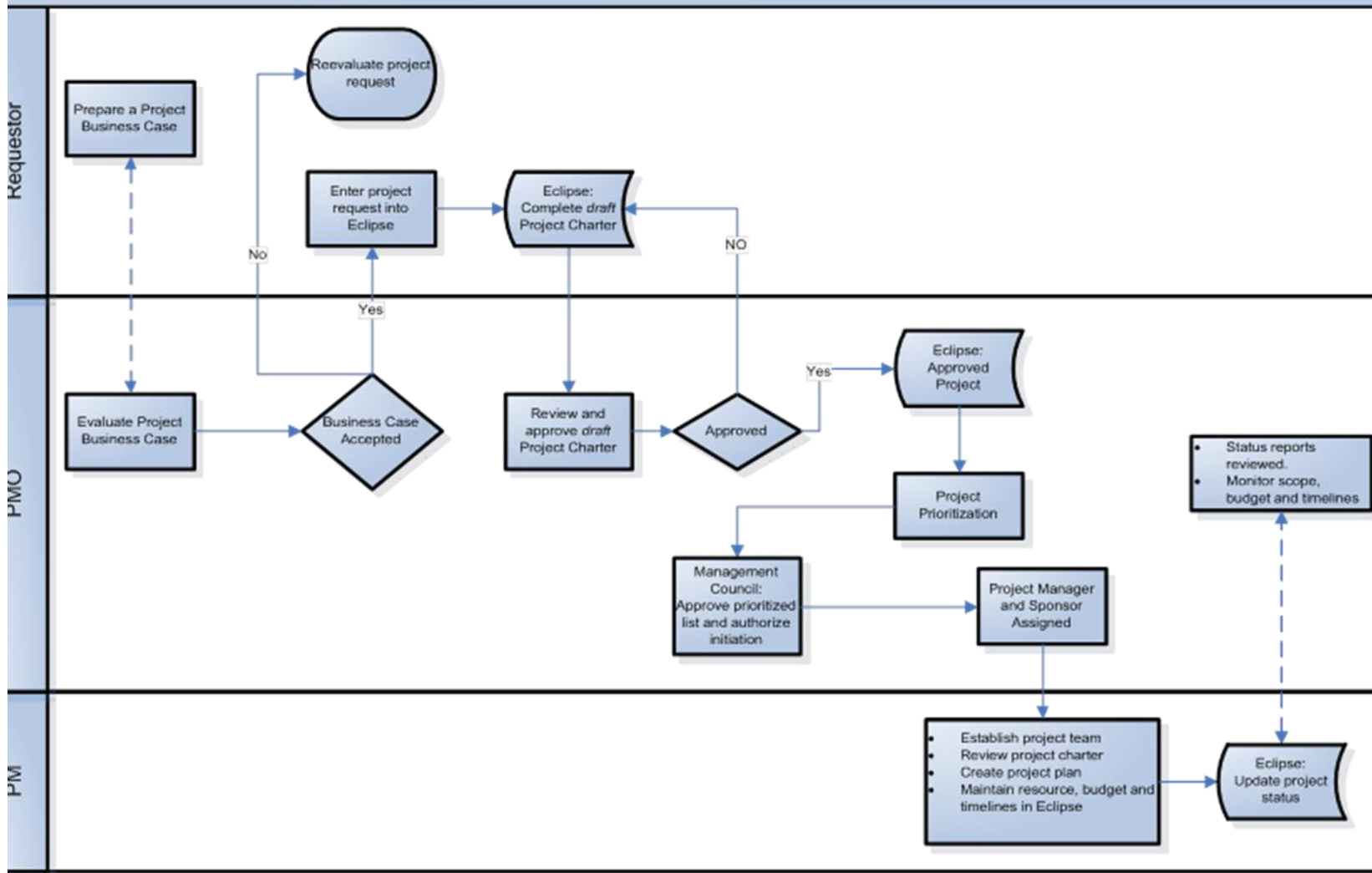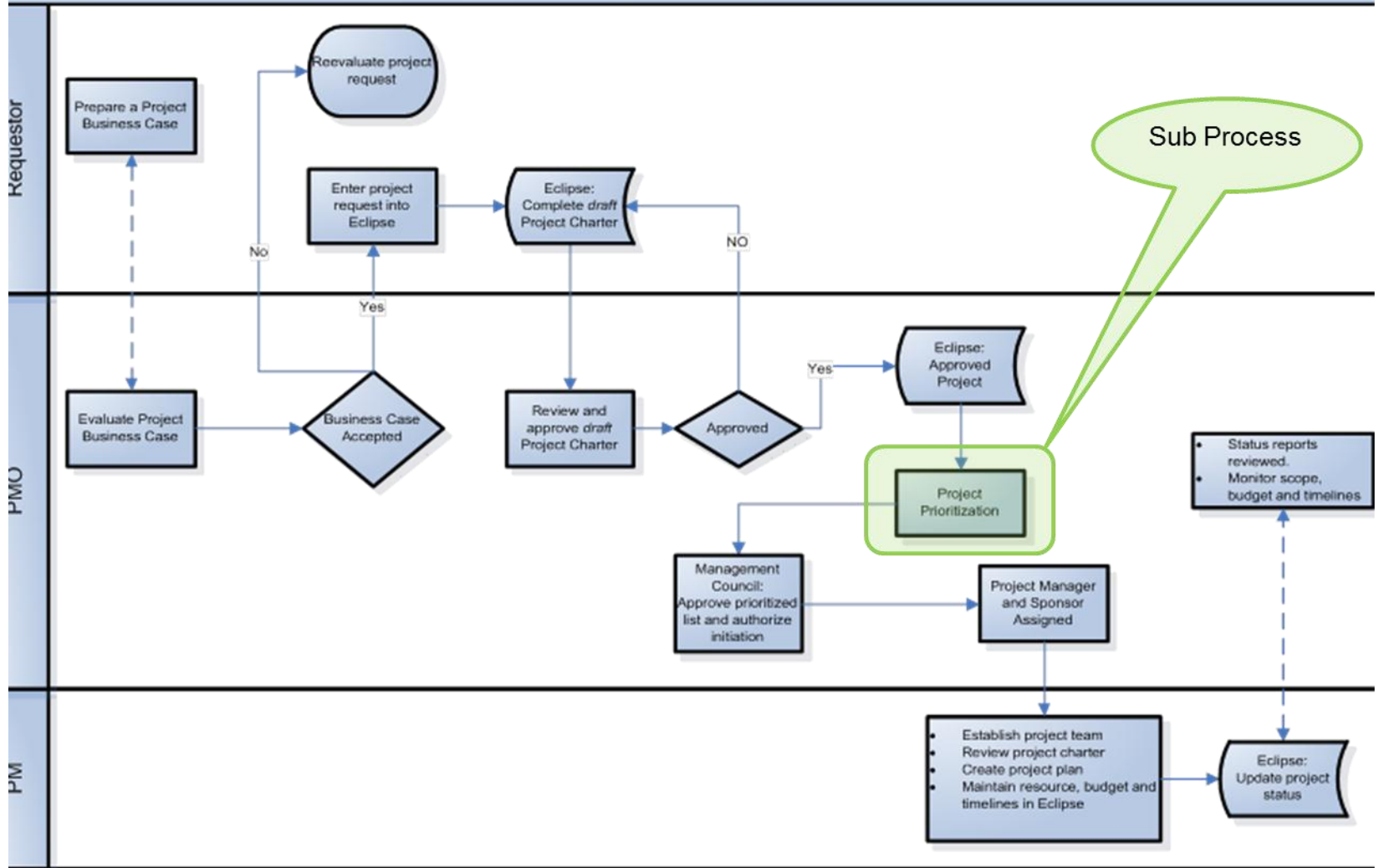# Project Prioritization

Background

- PMO established in 2008
- One manager (PT) and one project analyst (FT)
- Part of Finance and Admin and supported by a Projects Advisory Committee
- Implemented Project Portfolio Management software (Eclipse from Solution Q)
- Standardized project processes and reporting for the Association

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Requestor

Prepare a Project Business Case

Reevaluate project request

Enter project request into Eclipse

Eclipse: Complete *draft* Project Charter

No

NO

Yes

PMO

Evaluate Project Business Case

Business Case Accepted

Review and approve *draft* Project Charter

Approved

Yes

Eclipse: Approved Project

Project Prioritization

Management Council: Approve prioritized list and authorize initiation

Project Manager and Sponsor Assigned

- Status reports reviewed.
- Monitor scope, budget and timelines

PM

- Establish project team
- Review project charter
- Create project plan
- Maintain resource, budget and timelines in Eclipse

Eclipse: Update project status

3

Project Prioritization Process

- Goal is to objectively identify which projects should move forward

- Managed by PMO and the Projects Advisory Committee with recommendations approved by senior management

- Prioritize new projects towards end of FY

- Guided by consistent and available set of evaluation criteria utilizing a scoring matrix

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Project Prioritization Criteria

Criteria	Criteria Definition	Scoring
Strategic Alignment	• Project fits business unit and aligns with strategy	0 = Project supports 0 Key Objectives 1 = Project supports 1 key Objective 2 = Project supports greater than 1 key Strategic Objective
Organization Fit	• Project has Department support • Project has Management Support	0 = Project is not supported by Management or Department 1 = Project is supported by Department or Management 2 = Project has Management and Department support
Urgency and time to market	• Product/Service is urgently needed by the Association • Product/Service can be produced quickly	0 = Product/Service is neither urgently needed nor quick to produce 1 = One of two criteria 2 = Product/Service is both urgently needed nor quick to produce
Customer Needs	• Customer Needs are understood and effectively addressed • Product provides unique benefits or value and will have a positive impact on Stakeholders	0 = Customer needs are not well understood 1 = Customer needs are well understood but project does not address most of them 2 = Customer needs are well understood and project addresses most of them
ROI (Return on Investment)	• Cost Savings • Revenue generation	0 = Project will neither create revenue or save $ 1 = Project will do one of the two 2 = Project will both save $ and generate revenue
Level of Investment needed	• $ Project Cost • Resources needed	0 = Project funding and resources are not available 1 = One of Project funding and/or resources are available 2 = Project funding and resources are available

Project Prioritization Criteria

Technical Risk	- Availability of needed knowledge and experience - Technical risks can be adequately managed	0 = Technical Resources are not available and technical risks cannot be managed 1 = One of two criteria is addressed 2 = Project technical risks can be managed and technical resources are available or not needed
Change Management	$ available to sustain activity after the project has been completed - Resources are available to sustain activity after the project has been completed	0 = Ongoing funding and resources are not available 1 = One of Ongoing funding and/or resources are available 2 = Ongoing funding and resources are available

Project Prioritization: Lessons Learned

- Objective to a certain extent…
- Final decision may be impacted by other factors
- Importance transparency of process
- Opportunity to re-evaluate on going projects
- Opportunity to focus on longer term strategic priority of projects and the project portfolio
- Periodically review and update prioritization criteria

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Questions?

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