EPFL

Projects Portfolio Management: roles and responsibilities of the PPM (*Projects Portfolio Management*)

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Contents

Framework and organisation of the PPM

1 Introduction.

The PPM is the abbreviation for the Projects Portfolio Management. It concerns the activities initiated by the VPSI that have, as an objective, to contribute to the monitoring, control and management of a portfolio of projects that affect developments involving the Information Systems of EPFL (SI).

2 Composition and management of the PPM.

The PPM is composed of a representative from each Vice-Presidency of the EPFL, the VPSI Heads of Service and a Coordinator (PPMc[1]). The representatives of the Vice-Presidencies are appointed by the Vice-Presidents[2]; the Portfolio Coordinator is a member of the VPSI. The PPM is led by the VPSI.

3 Mission of the PPM.

The main missions are as follows:

A. Governance role

- Validate the addition of new projects into the portfolio PPM;
- Ensure that new projects, as well as existing projects managed by the portfolio PPM, are aligned with the strategy of the EPFL[3] and the VPSI[4];
- Ensure that projects in the PPM portfolio can deliver the added value and quality defined and expected by business managers while guaranteeing a coherent IT platform in terms of architecture and in accordance with the principles of IT security;
- Prioritise the hierarchy of projects in the portfolio. In collaboration with the Vice Presidents, as well as project participants, CoPil and project managers;
- Monitor the evolution of the project portfolio through performance indicators and on the basis of the reports provided by project leaders as well as the PPMc;
- Inform and interact with PPM members regarding any changes in the university's environment and its strategies impacting IT and suggest changes or actions at portfolio project level.

B. Advisory role

- Analyse the risks[5] identified in projects and propose appropriate measures to mitigate them;
- Advise on synergies present or to be developed between the university's core businesses and IT;
- Advise the project sponsors on the management of a project and give help with
    - the choice of the project manager

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[1] *PPMc : Projects Portfolio Management Coordinator*

[2] *EPFL Vice-Presidents de l'EPFL :direction.epfl.ch*

[3] *EPFL Development plan 2017-2020 (cf. annex chapter)*

[4] *Strategy of the VPSI (work in progress)*

[5] *Risks can be identified and communicated to the PPM by the project's sponsor, the project manager, a PPM member or any other collaborator involved in the project.*

– the selection of the members of the Steering Committee (CoPil),
in order to guarantee the participation of stakeholders, who are important for the success of the project.
- Recommend or provide support or advice regarding resource management, (both human and financial) and communication necessary for the success of projects.

4   PPM Meetings.

The PPM meets once per month in order to analyse the dossiers of proposed projects as well as the follow-up reports of the projects in the portfolio.

5   The role of the PPM Coordinator (PPMc).

The principle responsibilities are as follows:

- The PPMc prepares and chairs the PPM meetings;
- Is responsible for the analysis, governance and tools used to plan, create, evaluate and arbitrate projects / programs in the PPM portfolio;
- Provides PPM members with a realistic status of projects;
- Is responsible for communicating portfolio priorities and providing information on the status of projects;
- Conducts project reviews and reports monthly or as requested;
- Provides support to project leaders and communicates to them the decisions, issues or needs of PPM members;
- Standardise the IS project management practices at EPFL.

The PPM Process

6   Project presentation criteria.

All new IT-intensive projects that meet at least one of the following criteria must be presented to the PPM (in case of doubt, contact the PPMc) according to the process being defined as:

- Total budget (external personnel, purchasing, maintenance, support) greater than or equal to 50,000 CHF including tax and over a 4 year period;
- Impact on other IT services (in case of doubt contact the PPMc);
- Impact on the IT architecture (in case of doubt contact the SI Architecture Working Group);
- Impact on IT security (in case of doubt contact the IT Security Officer SI);
- Impact on data protection (in case of doubt contact the IT Security Officer IF).

A project can also be integrated into the PPM project portfolio if:

- It is of strategic importance to the University;
- It will have great visibility within the University or will bring a big change;
- This is a specific request from the PPM.

7   New projects evaluation criteria.

The information needed to evaluate new projects is provided to the PPM by the applicant according to certain criteria:

- The contribution of the project to the EPFL strategy and / or the VPSI strategy;
- The impact on the IT architecture;
- The impact on IT security;
- The specification and the organization of the project (needs, finances, HR, deadlines, plan of
- communication);
- Risks and opportunities.

On the basis of this assessment, PPM members confirm the acceptance of the project into the project portfolio PPM or not.

8   Required documents and deadlines.

The projects contained in the PPM project portfolio follow the project management methodology developed by the Swiss Confederation: HERMES (version 5.1). The HERMES documents to be provided by the PPM project manager are described below. Documents must be validated by the sponsor (either signed or validated by an email referring to the name of the document at its version and date). Records must be complete. The templates of the documents are available on Confluence[6] - « *Confluence.epfl.ch/ Activités & Fonctions de la VPSI/ 5. Gouvernance/ PPM - Projects Portfolio Management* » - or may be requested from the PPMc.

The following image presents the list of documents required by the PPM according to the phase of the project.
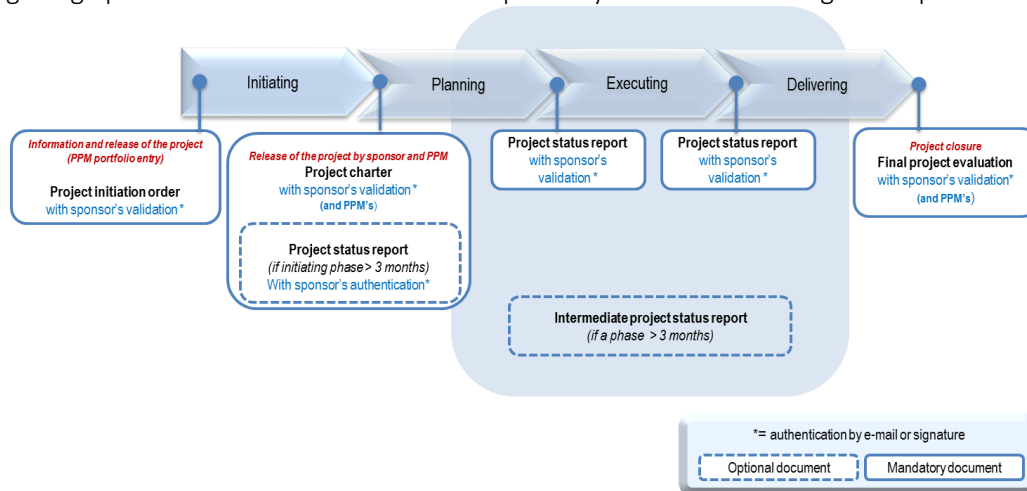
PPM members should have direct access to all project management and steering committee documents (Project Charter … etc.). For projects with phases longer than 3 months, a quarterly project status report is requested.

9   Decisions.

Decisions are made collectively by PPM members and summarized in the document "*PPM_Meeting_Decisions*" updated by the PPMc at each meeting. For the prioritization of projects, refer to chap. 3 *PPM mission*.

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[6] *Confluence : confluence.epfl.ch ; collaborative VPSI software*

10 Performance criteria and annual report.

All PPM members can propose improvements or changes to the PPM; these will be added to the agenda and shared during the monthly sessions. The PPM may establish performance criteria that must be followed in a systematic way.

An annual report on PPM activities is published at the beginning of each year.

11 Meeting dates.

The dates of the meetings are fixed and published at the beginning of the calendar year. These are sent to members as soon as they are known and are also available on Confluence: "*Confluence.epfl.ch*".

12 Current PPM composition.

The composition can vary from one year to the next and is available on the dedicated page of Confluence.

13 Annexes.

1. [Plan de développement EPFL 2017-2020 (stratégie EPFL, version du 31.05.2017)](#) French version only

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