

Project Portfolio Management – Montreal Approach

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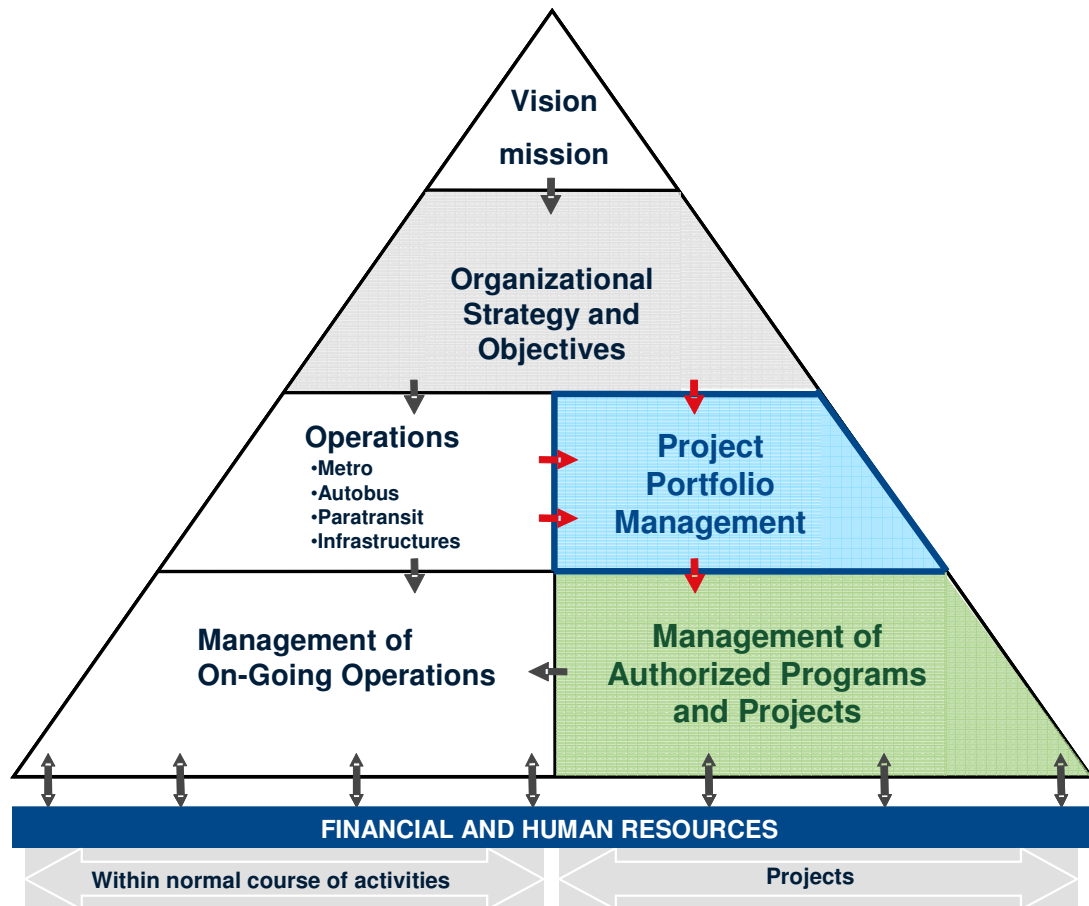
Agenda

- STM Facts
- Organizational Context
- Project Portfolio Management
- The Implementation Approach
- The Value of PPM
- The keys to success
- Conclusion

STM Facts



Organizational Context



Organizational Context

Issues at STM:

- Number of projects is growing
- Limited financial and human resources
- Pressure on operations



Risk not delivering service
according to expectations

Project Portfolio Management

PMI Definition

“Centralized management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related works, to achieve specific strategic business objectives.”

Project Portfolio Management

Value for the organisation (OGC UK)

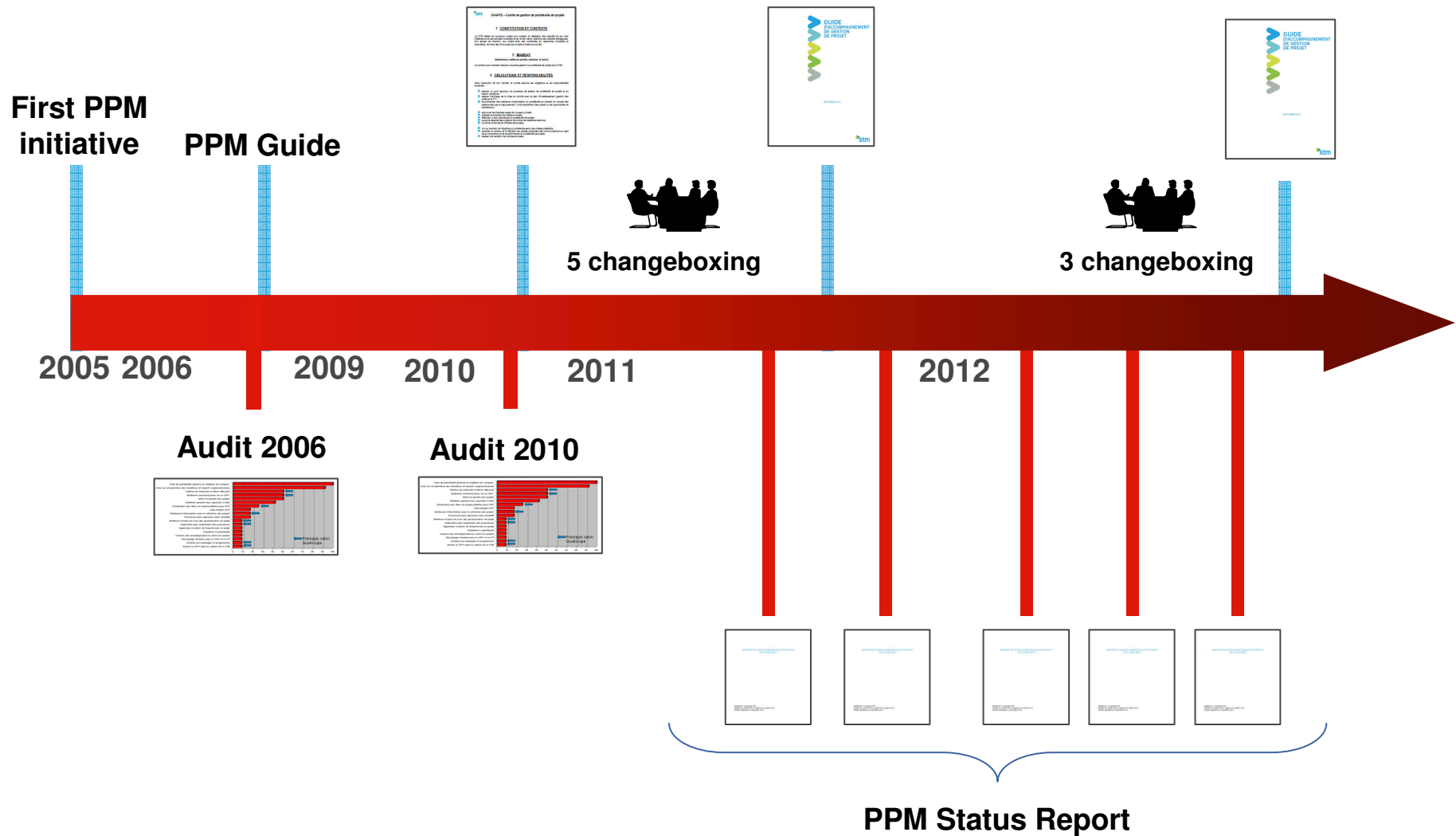
“Portfolio management provides senior management with reliable evidence enabling better and more informed decision about:

- When to invest in new initiatives;
- Whether or not to continue to invest in existing initiatives;
- How to ensure efficient and effective delivery;
- How to maximize the return on investment. ”

The Implementation Approach

- An evolutionary multi-phased approach
- Inspired by industry best practices
- Tailored to STM's needs
- Developed by a group of directors from different sectors

The Implementation Approach



The implementation approach

Portfolio Committee:

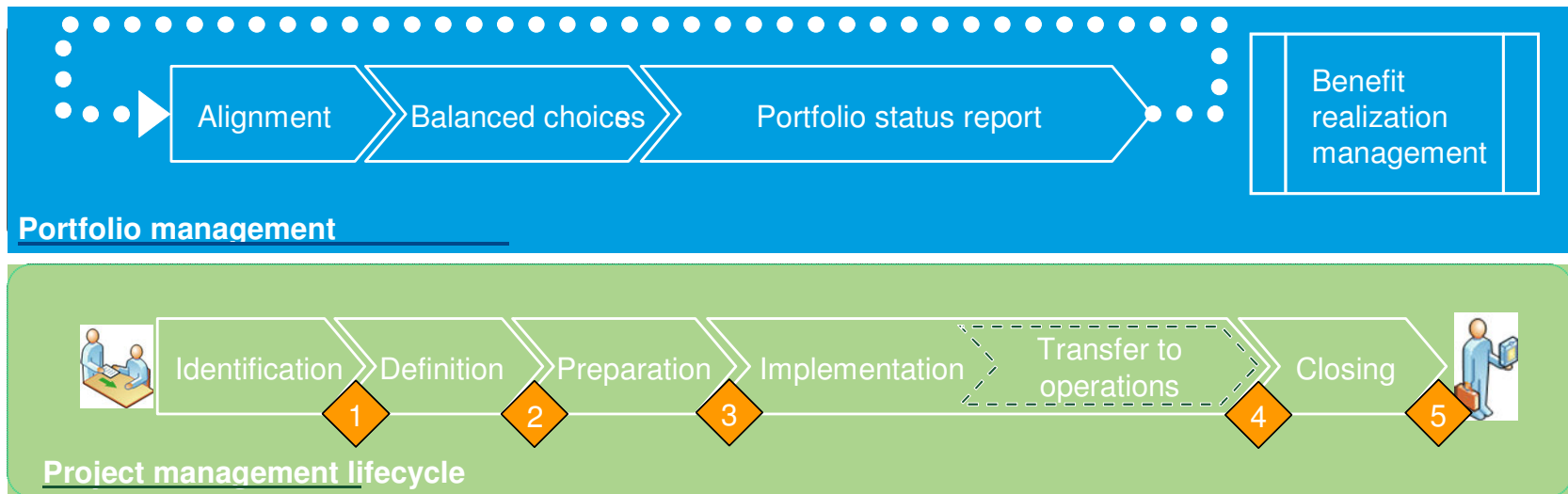
- 5 members of the STM Executive
- 10 to 12, 2 hour meetings a year

Responsibilities:

- Approve project business case
- Analyse and authorize best projects
- Optimize the project portfolio
- Ensure coordination with CEP
- Authorize project modification
- Confirm project closing

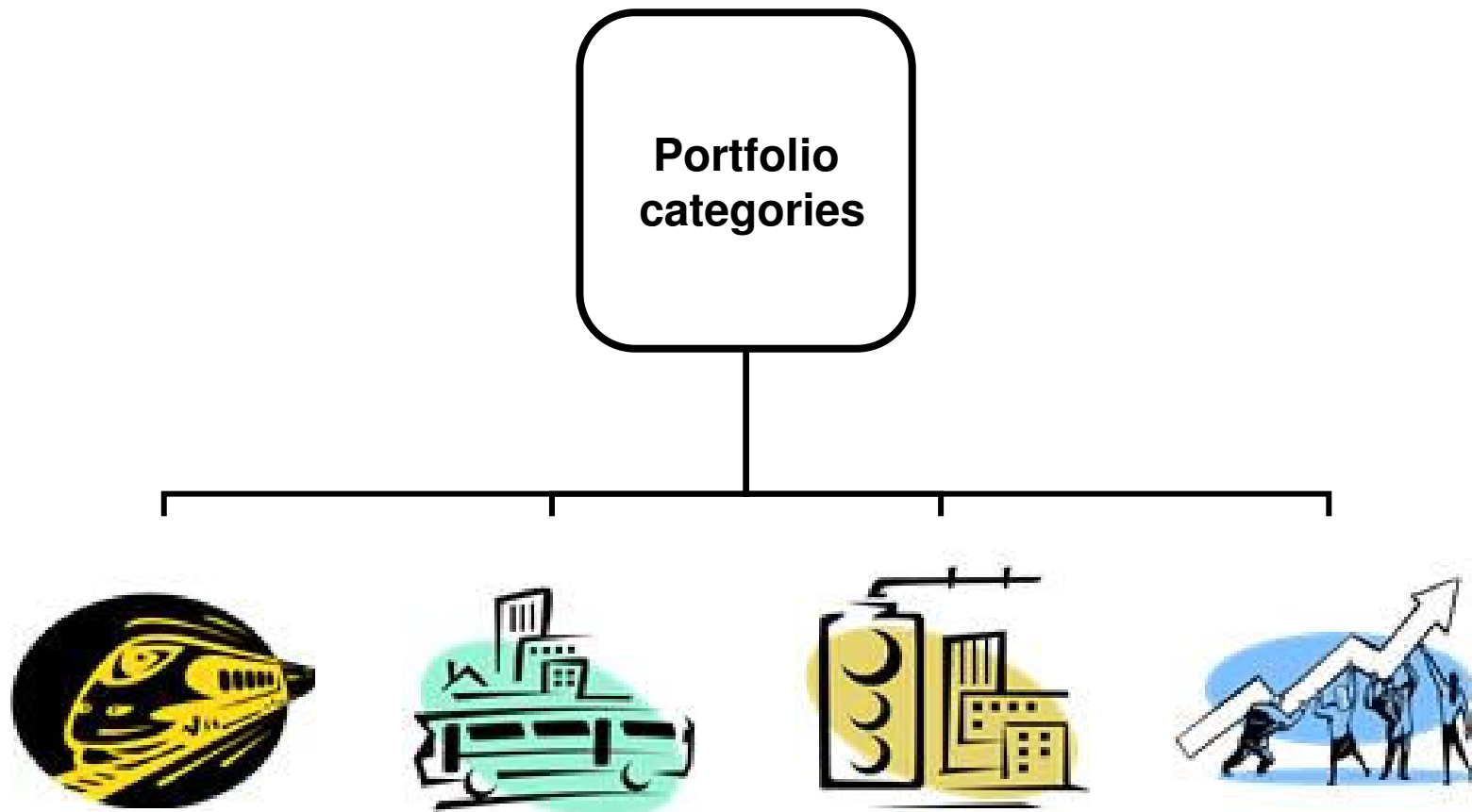
The Implementation Approach

Portfolio Management Processes:



The Implementation Approach

Portfolio Categories



The Implementation Approach

Portfolio Categories



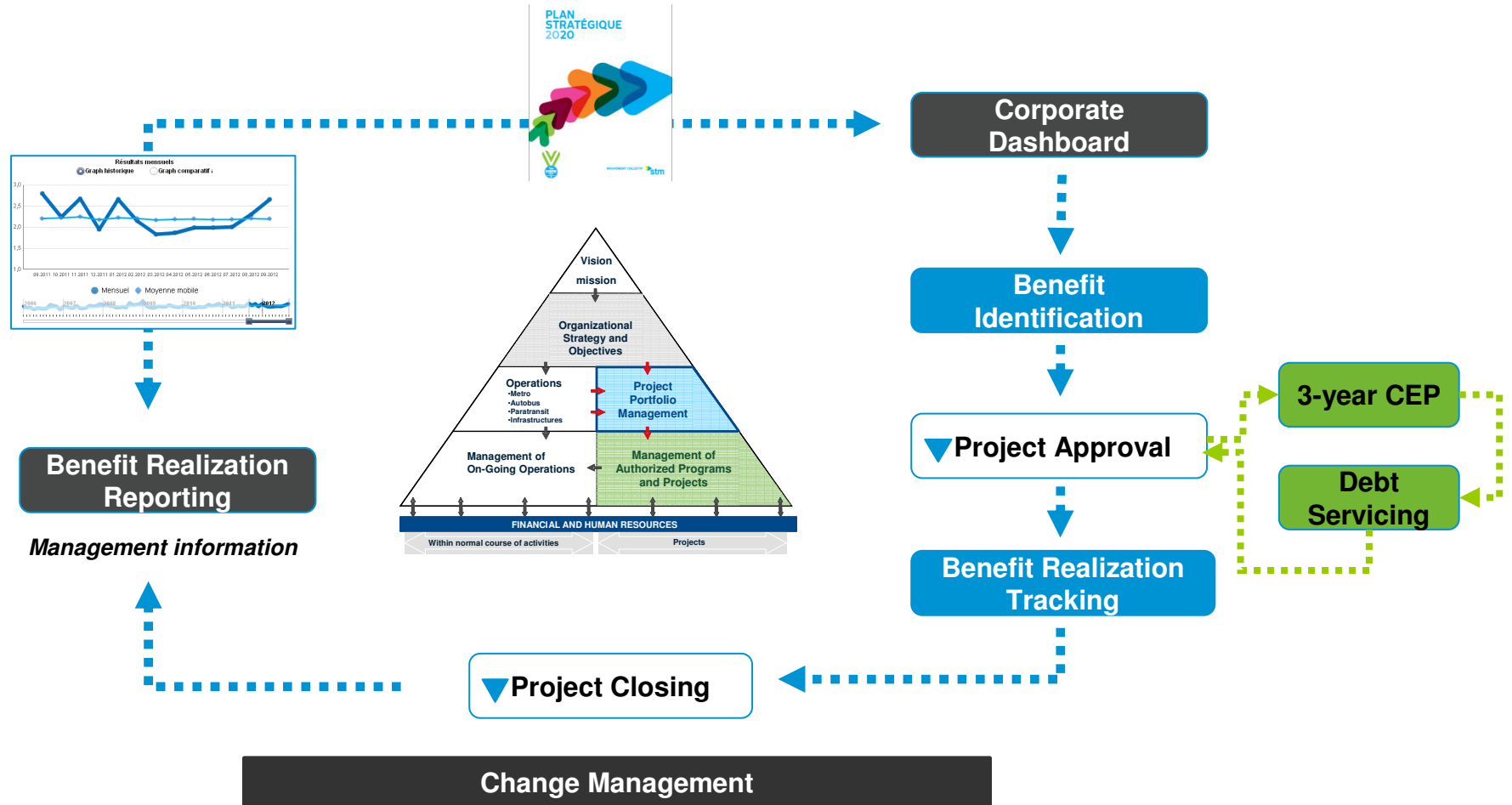
Value of PPM

- Clear indications that projects are in line with strategic directions;
- Optimized resource allocation;
- Better coordination and improved synergy between projects;
- Standardization of project presentations.

The Keys to Success

- The organization's commitment to follow the process;
- An organizational strategy with well-defined and agreed-upon strategic objectives;
- Alignment with other business processes.

Conclusion



STM is waiting for you in Montreal for
the 2014 Rail Conference

