

ISO 21504:2015-07 (E)

Project, programme and portfolio management - Guidance on portfolio management

Contents	Page
Foreword	v
Introduction	vi
1 Scope	1
2 Terms and definitions	1
3 Principles of portfolio management	1
3.1 Context and need for portfolio management	1
3.2 Overview of portfolio management	2
3.2.1 Portfolio management	2
3.2.2 Portfolio structure	3
3.2.3 Capabilities and constraints	3
3.2.4 Opportunities and threats	4
3.3 Roles and responsibilities	4
3.3.1 General principles	4
3.3.2 Defining decision rights for portfolio content	4
3.4 Stakeholder engagement and management	4
4 Prerequisites for portfolio management	4
4.1 Overview	4
4.2 Justification for portfolio management	5
4.3 Portfolio management framework	5
4.4 Types of portfolio components	5
4.5 Criteria for selecting and prioritizing portfolio components	5
4.6 Alignment with organizational processes and systems	5
4.7 Visibility of the portfolio	6
4.8 Portfolio performance reporting structure	6
4.9 Improving portfolio management	6
4.10 Governance of portfolios	7
5 Managing portfolios	7
5.1 Overview	7
5.2 Defining the portfolio	7
5.3 Identifying potential portfolio components	7
5.4 Defining the portfolio plan	7
5.5 Assessing and selecting portfolio components	8
5.5.1 Overview	8
5.5.2 Assessing current state	8
5.5.3 Selecting portfolio components	8
5.6 Validating portfolio alignment to strategic objectives	8
5.6.1 Overview	8
5.6.2 Alignment with strategic objectives	9
5.6.3 Maintaining alignment with risk tolerance and resource capacity and capability.	9
5.6.4 Documenting and evaluating results of alignment actions	9
5.7 Evaluating and reporting portfolio performance	9
5.7.1 Overview	9
5.7.2 Establishing the portfolio performance measurement baseline	10
5.7.3 Managing portfolio performance	10
5.7.4 Reporting portfolio performance	10
5.7.5 Managing the integration of benefits	10

5.8	Balancing and optimizing the portfolio	11
5.8.1	Overview	11
5.8.2	Optimizing portfolio components	11
5.8.3	Maintaining the portfolio	11
5.8.4	Optimizing resources	11
5.8.5	Managing portfolio risks	12
5.8.6	Controlling portfolio change	12
	Annex A (informative) Governance of portfolios	13