# ****Portfolio Management****

# RT-303 from [www.construction-institute.org](http://www.construction-institute.org)

**Schedule:**

* Number/ Percent of Milestones Completed (or Missed) vs. Planned
* Number/ Percent of Projects on (or behind) Schedule
* Total/ Average Days ahead of (or behind) Schedule
* Schedule Durations Compared to Benchmarks (average for portfolio)
* Number/ Percent of Projects with Schedule Durations Longer (or Shorter) than Benchmarks

**Cost/Cash Flow:**

* Actual Cost-to-Date and Revised Forecast vs. Planned (Monthly and Cumulative)
* Cost Variation (Monthly and Cumulative) – at project and portfolio level
* Estimated Completion Cost vs. Original/ Current Budget
* Number/ Percent Projects within (or over) Budget
* Total Portfolio Cost vs. Budget
* Project Cost Estimates vs. Benchmarks (average for portfolio)
* Number/ Percent Projects with Costs Higher (or Lower) than Benchmarks

**Safety and Environmental:**

* Safety and Environmental Incidents (First Aids, Recordable Injuries, Days-Away-From-Work Injuries, Spills, Releases, etc.)
* Incident Frequency Rates
* 12-Month Rolling Average of Incident Rates
* Number of Environmental Permits Outstanding
* Near Misses
* Proactive Safety Activities (Documented Audits, Job Safety Analyses, Hazard Identifications, etc.)

**Change Management / Scope:**

* Number of Requests for Information (RFIs)
* Total Number of Scope Changes
* Total Cost of Scope Changes/ Change Orders
* Total Changes as Percent of Original Approved Budget
* Total Value or Percentage of Estimate Omissions

**Resource Allocation:**

* Project Team Member Turn-Over
* Planned vs. Actual Engineering/ Construction Hours
* Planned vs. Actual Resources (human resources (Full-Time Employees), equipment, etc.)
* Capital Efficiency (Value of Projects Managed) per project manager
* Percent Utilization of resources (e.g., Project Team Members, equipment)

**Process / Supply-Chain:**

* Actual vs. Planned Number of Purchase Orders/ Contracts Issued
* Number/ Percent of Late Deliveries
* Bid Amounts as Percentage of Engineering Estimates
* Locally-Sourced (High Value Offshore, Minority Participation, etc.) as Percentage of Total Procurement

**Quality:**

* Average PDRI Score at Project Funding (or Earlier Stage Gates) (as a potential leading indicator of project quality)
* Number of Defects (Welds, Test Failures, etc.)
* Percentage of Rework
* Number/ Percent of Projects Completed with (or without) Significant Issues
* Number of Deficiencies Open for More than Target Resolution Period

**Risk Management:**

* Summary/ Status of Known Risk Issues and Mitigation Plans
* Risks Mitigation Actions Completed for Reporting Period
* Risks Eliminated (or Unrealized) during Reporting Period
* New or Emerging Risks Identified during Reporting Period

**Client Satisfaction, Other:**

* Customer Satisfaction Index
* Training and Development Status
* Number (or Percentage) of Projects in Each Project Stage
* Number or percent of projects in each project phase
* Overall Portfolio Performance Index = Number of Successful Completed Projects\* / Total Number of Projects Planned to be Completed

\* Success is defined by meeting predetermined Schedule, Cost, Safety, and/or Operability targets