Project Portfolio Review Meeting Policy & Workflow

1.0 Policy Objective & Scope

The objective of this policy is to establish a standardized, recurring process for the Project Portfolio Review Meeting. This meeting is designed to provide executive and operational leadership with a clear, data-driven overview of all active and upcoming projects within the cabinet and millwork manufacturing pipeline. The goal is to assess project health, identify resource bottlenecks, re-prioritize work based on strategic objectives, and make informed decisions on project continuation, acceleration, or deferral.

This policy applies to all project managers, department heads (Engineering, Production, Procurement, Sales), and senior leadership team members. It governs the preparation, execution, and follow-up of the monthly portfolio review. All projects with a budget exceeding $50,000 or a timeline longer than four weeks are mandatory for review; smaller projects may be reviewed on an exception basis.

2.0 Roles & Responsibilities

- **Operations Director:** Chairs the meeting, sets the strategic agenda, and makes final decisions on project prioritization and resource reallocation.
- Project Management Office (PMO) Lead: Prepares the portfolio dashboard, compiles status reports, and facilitates the meeting flow.
- **Engineering Manager:** Presents technical status, design completion percentages, and any engineering change orders affecting project scope or timeline.
- **Production Manager:** Reports on shop capacity, material availability, and any production delays impacting project milestones.
- **Sales Manager:** Provides client feedback, contract change requests, and future project pipeline forecasts.
- **Procurement Manager:** Updates on long-lead material status, supplier risks, and cost variances.
- **Administrative Assistant:** Records minutes, tracks action items, and distributes the meeting summary within 24 hours.

3.0 Core Rules & Guidelines

- The meeting is held on the first Tuesday of every month from 9:00 AM to 10:30 AM. No exceptions or cancellations unless approved by the Operations Director.
- All mandatory participants must attend in person or via video conference. Absences must be pre-approved and a delegate assigned.
- The portfolio dashboard must be submitted to the PMO Lead at least 48 hours before the meeting. Late submissions will result in the project being flagged as non-compliant.
- Each project is reviewed using a standardized traffic-light status (Green: on track, Yellow: at risk, Red: critical). No verbal status updates are accepted without supporting data.

- Decisions on project changes (scope, budget, timeline) require a majority vote from the Operations Director, PMO Lead, and relevant department head.

- Action items must be assigned to a single owner with a clear due date. Items without an owner will be escalated to the Operations Director.

4.0 Step-by-Step Workflow

1. PMO Lead sends a calendar invitation and meeting agenda to all mandatory participants seven days before the meeting date.

2. Each project manager updates their project status in the central portfolio management system (e.g., ERP or project tracking tool) with current completion percentage, budget burn rate, and risk flags.

3. Department heads (Engineering, Production, Procurement, Sales) submit their departmental status summaries to the PMO Lead 48 hours before the meeting.

4. PMO Lead compiles all data into a single portfolio dashboard, highlighting projects with Yellow or Red status, resource conflicts, and upcoming milestones.

5. PMO Lead distributes the final dashboard and agenda to all participants 24 hours before the meeting for pre-reading.

6. Operations Director opens the meeting, reviews the strategic objectives for the month, and calls for a roll-call of attendees.

7. PMO Lead presents the portfolio dashboard, focusing on the top five at-risk projects and any resource bottlenecks.

8. For each flagged project, the responsible project manager provides a brief (3-minute) verbal update, including root cause analysis and proposed corrective actions.

9. Operations Director facilitates a group discussion to decide on corrective actions, re-prioritization, or resource reallocation. Decisions are recorded in the meeting minutes.

10. Administrative Assistant records all action items, owners, and due dates in the meeting minutes during the discussion.

11. Operations Director closes the meeting by summarizing key decisions and confirming the next meeting date.

12. Administrative Assistant distributes the finalized meeting minutes and action item tracker to all participants within 24 hours. PMO Lead updates the portfolio system with any approved changes.

5.0 Documentation & Compliance

- All meeting minutes, action item logs, and portfolio dashboards must be stored in the company's shared document repository (e.g., SharePoint, Google Drive) under the folder path: Operations/Portfolio Review/YYYY/MM.

- Action items must be tracked in the project management system (e.g., Asana, Jira, or ERP task module) and marked as complete before the next review meeting.

- Compliance is audited quarterly by the PMO Lead. A random sample of 20% of action items is checked for completion and documentation accuracy.

- Any participant who misses two consecutive meetings without a delegate will be reported to the Operations Director for corrective action.

- The portfolio dashboard and meeting minutes are considered confidential and must not be shared outside the meeting group without written approval from the Operations Director.