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# Project Management Office Example Prioritisation Decision Tree

Presentation

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# Introduction

Increasingly, the project management office (PMO) function within an organisation is being engaged to assist executives and divisional leaders to identify and prioritise projects and initiatives for delivery across the enterprise. This often involves requests to develop methods to assess and prioritise project and program related work.

This pack is intended as a foundational guide to assist PMO managers and organisational leaders to work through a stepped process, to assess and prioritise work requests, projects, and activities as part of the annual planning cycle, or as part of the planning for a dedicated program of work.

# This Pack Covers

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Common definitions

Considerations before prioritisation

An example – a simple and scalable prioritisation method

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# Common Definitions and Terminology Used

In this method, organisational work is categorised into three groups, classified as:

***1. Business as usual (BAU)*** – the core work that the organisation performs, which can include – servicing clients, providing products, etc., and the corporate work that supports the organisation to operate, such as finance, governance, IT, etc. The BAU work consumes the capacity of the *BAU workforce*, with operational improvement activities (such as improving call centre scripts or supporting ICT system usage) undertaken as part of the normal cycle of BAU.

***2. Project*** – in this context, this is an initiative in which a transformative or stepped change will occur, and interim governance and delivery resources will be stood up to achieve successful delivery. This includes the establishment of a project board, project manager and team, the engagement of project resources, and connection back into the business through the project lifecycle. Also included is a dedicated project budget and defined scope.

# Common Definitions and Terminology Used

***3. Managed Activity*** – In this context, a managed activity refers to operational work that is required to maintain or improve BAU, but cannot be undertaken by the BAU workforce. This can include ICT system upgrades in line with application maintenance or upgrades to underlying ICT infrastructure. The reason that these activities cannot be undertaken as part of BAU workforce is either:

- ***Budget*** (this is a one-off expense) – such as a system upgrade to the next version to maintain currency that does not appear in every annual budget cycle and therefore additional budget is required.
- ***Resources*** – the current BAU workforce either do not have the capability or the capacity to undertake the managed activity.
- ***Risk*** – oversight and direction are required with additional governance and reporting on the progress of the managed activity (more so than usual BAU).

# Considerations Before Prioritisation

This method is designed to provide a simple mechanism to prioritise managed activities and projects, and does not assume to replace operations (BAU planning processes), but to complement, from an IT and digital lens.

- Is there a clear picture of the existing work that the BAU workforce is currently engaged in? I.e. Is there work that is currently underway that could be paused with low consequence?
- Does everyone involved in the prioritisation have the same understanding of the purpose of the prioritisation activity, and what is in scope and out of scope?
- Prioritisation tools such as decision trees support structured decision-making – they don't make the final selection, which remains in the hands of the delegated organisation makers.

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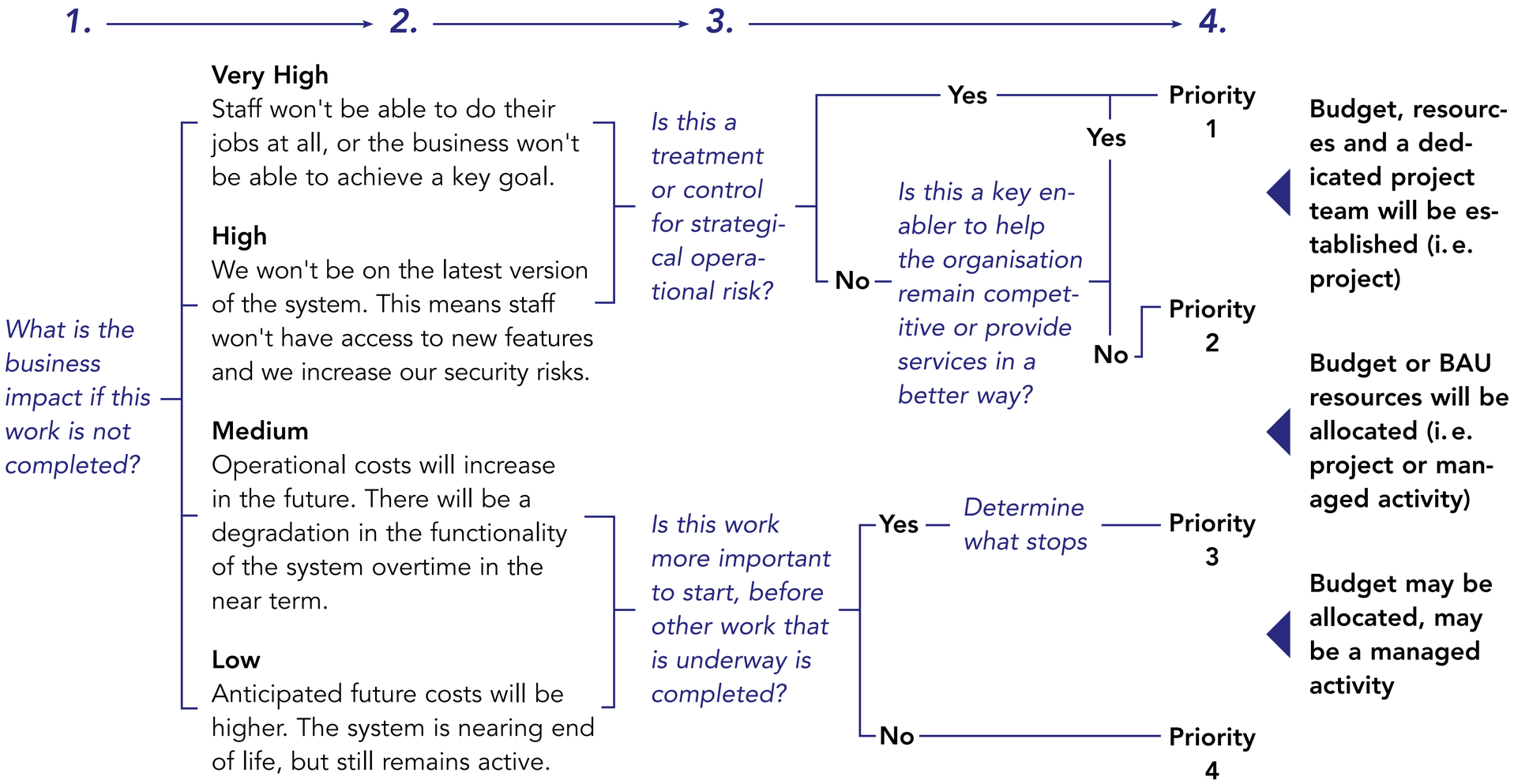
# Example Prioritisation Decision Tree

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