

October Portfolio Report: 10 Projects at a Glance

To: Leadership team From: PMO Coordinator Data: PMO Portfolio Report Workbook (fictional company)

Headline: 2 of 8 active projects are Red and 3 are Amber. 2 projects are reported Green by their PM but the numbers say otherwise, and one has drifted for three months. Forecast for active projects is \$687,000 against \$674,000 budgeted (+1.9%).

ID	Project	Done	Plan	Var. (pts)	Cost vs budget	Slip (days)	PM's color	Calculated	Flag
P-201	CRM Data Migration	52%	76%	-24	103%	+0	Green	Red	Watermelon
P-202	Warehouse Label Printer Rollout	84%	85%	-1	98%	+0	Green	Green	
P-203	HR Onboarding Portal	78%	81%	-3	104%	+0	Amber	Amber	
P-204	HQ Lobby Refresh	—	—	—	—	—	—	Closed	
P-205	Fleet GPS Rollout	80%	100%	-20	105%	+45	Red	Red	
P-206	SOC 2 Readiness	43%	51%	-8	98%	+0	Amber	Amber	Late update
P-207	Website Redesign	52%	50%	+2	100%	+0	Green	Green	
P-208	Phone System to Teams Calling	—	61%	—	—	—	—	No update	Missing update
P-209	Records Digitization	55%	62%	-7	104%	+0	Green	Amber	Watermelon · % dropped
P-210	Parking Lot Resurfacing	25%	—	—	100%	—	Amber	On Hold	

Plan = straight-line % expected by Oct 31. Var. = done – plan, in points. Calculated color uses the same thresholds for every project: Red at 15+ points behind, more than 10% over budget, or a slip of more than 30 days; Amber at 5+ points behind, any amount over budget, or any slip.

What needs a decision

- P-201 CRM Data Migration: ask for a recovery plan.** The PM has reported Green every month, but the project is 24 points behind its straight-line plan and the gap has grown each month (Jul -3, Aug -5, Sep -13, Oct -24). The Dec 18 go-live is at risk. Ask: a recovery plan or a new date by Nov 13.
- P-205 Fleet GPS Rollout: accept the new date or add install crews.** 45 days late with the vendor short-staffed; the PM flagged it Red. Ask: decide by Nov 6 whether to pay for a second install crew.
- P-209 Records Digitization: approve a re-baseline.** % complete went down (55%, from 60% in September) after 2 more boxes of files were found. That's honest reporting, but the plan needs updating so the project isn't measured against the wrong scope.

Housekeeping

- **Updates:** P-208 (Teams Calling) didn't submit an October update; P-206 (SOC 2) was 4 days late. Reminder process: 3 days before the 5th, then a same-day follow-up.
- **People:** A. Kim (business analyst) is booked at 120% of capacity in November across three projects; T. Jones (IT) is at 107% in December. Moving 30 hours of A. Kim's November work would bring them under 100%.
- **Trend:** Jul: 7 Green → Aug: 7 Green → Sep: 4 Green → Oct: 2 Green. The September to October drop is two projects: P-208 (no update) and P-209 (now Amber).

How this report is built

Each PM submits one row a month: % complete, cost to date, forecast cost and forecast finish. The workbook compares every update to the project's original plan using the same rules, flags missing or late updates, and catches the "watermelons" (green on the outside, red inside). The color isn't anyone's opinion; it's the rule applied the same way to every project.

Sample report by Adam Asifo. Company, projects, people and figures are fictional. It goes with the PMO Portfolio Report Workbook.