

Portfolio Health Framework

A unified model for assessing, monitoring, and maturing portfolio health across consulting engagements

Billy Miller · Delivery Leader · 30+ Years in Consulting

The Five-Dimension Health Model

Five equally weighted dimensions surround a central Portfolio Health Score. Each dimension feeds into the whole — no single area can mask problems elsewhere.

SCHEDULE FINANCIAL PEOPLE & CLIENT QUALITY RISK 2 3 4 2 2 PORTFOLIO Health Score 13 Metrics · 5 Dims 20% 20% 20% 20% 20%



Schedule

Milestone Adherence Rate · Schedule Performance Index (SPI)

20%



Financial

Budget Burn Rate · Cost Performance Index (CPI) · Revenue Realization

20%



Risk & Issues

Open Risk Count + Severity · Issue Escalation Frequency

20%



Quality

Deliverable Acceptance Rate · Rework / Revision Cycles

20%



People & Client

Utilization · Attrition · CSAT · Scope Change Frequency

20%

Portfolio Health Maturity Model

Where is your organization today — and where do you need to be? Five levels of maturity, from reactive firefighting to predictive intelligence.

LEVEL 1

Reactive

No standardized health monitoring. Problems are discovered after they escalate. Reporting is ad hoc and inconsistent.

No KPIs Manual reports Crisis-driven

LEVEL 2

Defined

Basic metrics are tracked. RAG status is applied inconsistently. Monthly reviews happen but lack structure and action accountability.

Basic RAG Some scorecards Inconsistent

LEVEL 3

Standardized

All 13 metrics tracked across the portfolio. RAG scoring is consistent. Monthly reviews are structured with clear escalation paths.

13 Metrics CAP process Exec dashboards

LEVEL 4

Proactive

Health data is used to anticipate risks before they surface. Trend analysis drives resource reallocation and client conversations ahead of issues.

Trend analysis Early warnings Benchmarking

LEVEL 5

Predictive

AI-Powered Decision Support Tools analyze patterns across the portfolio in real time, predicting risk and recommending interventions automatically.

AI-powered Real-time Predictive

👉 Most consulting firms today operate between Level 2 and Level 3. The playbook moves you to Level 3. AI tools take you to Level 4–5.

How the Framework Operates

Four repeating steps form the operational heartbeat of portfolio health management.

01



Measure

Collect data across all 13 metrics from project schedules, finance systems, risk registers, and client feedback. Weekly and monthly cadence.

02



Score

Apply RAG thresholds to each metric. Calculate dimension scores and composite engagement health score. Flag RED and AMBER conditions.

03



Review

Monthly Health Review with PMO Directors and Exec Leadership. Focus on RED engagements first, trends second, decisions third.

04



Act

Execute Corrective Action Plans for RED metrics. Rebalance resources. Initiate client conversations. Track recovery and close the loop.

"A healthy portfolio is not built by chance — it is built by consistent measurement, honest scoring, and the courage to act on what the data reveals."

Billy Miller

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