



IT nástroje pre PM Využitie Clarity PPM pri riadení projektových portfólií v rámci komerčnej a verejnej sféry

15.10.2015





Agenda

- Why do we need PPM governance / tools
- How should the tooling support PPM goals
- Who has a stake in PPM references
- Which roles benefit from Clarity PPM
- Clarity PPM examples
- Key Pain points and what's best practice

Technology is overestimated. Issues are in organization, communication, management and legislation





Why we need PPM governance / tools

...Project Portfolio Management is the process of determining the optimal mix and priority of investments, activities, ideas, programs and resources necessary to gain the required outcome...

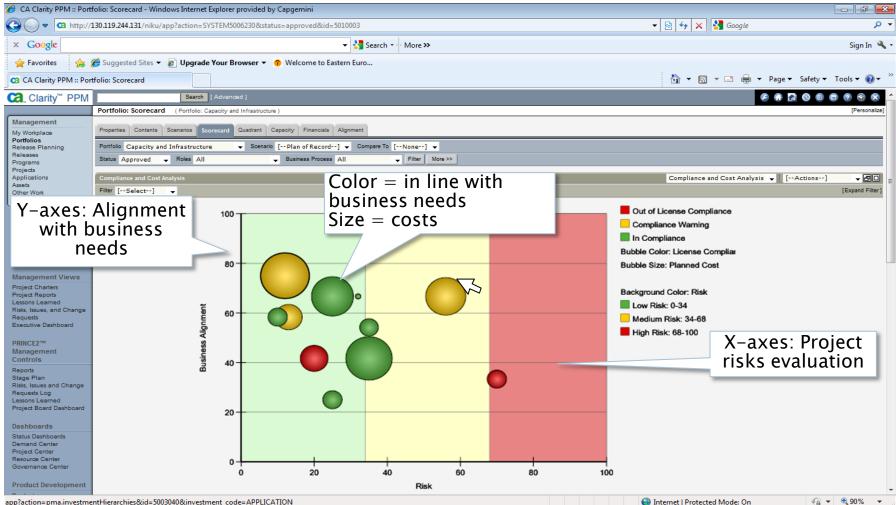


Implementing PPM governance into the organization means starting to understand which investments, why and how are transformed to benefits





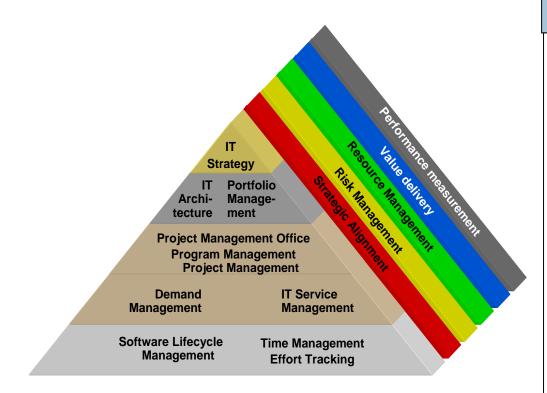
Portfolio manager can use different view on managed project portfolio status...







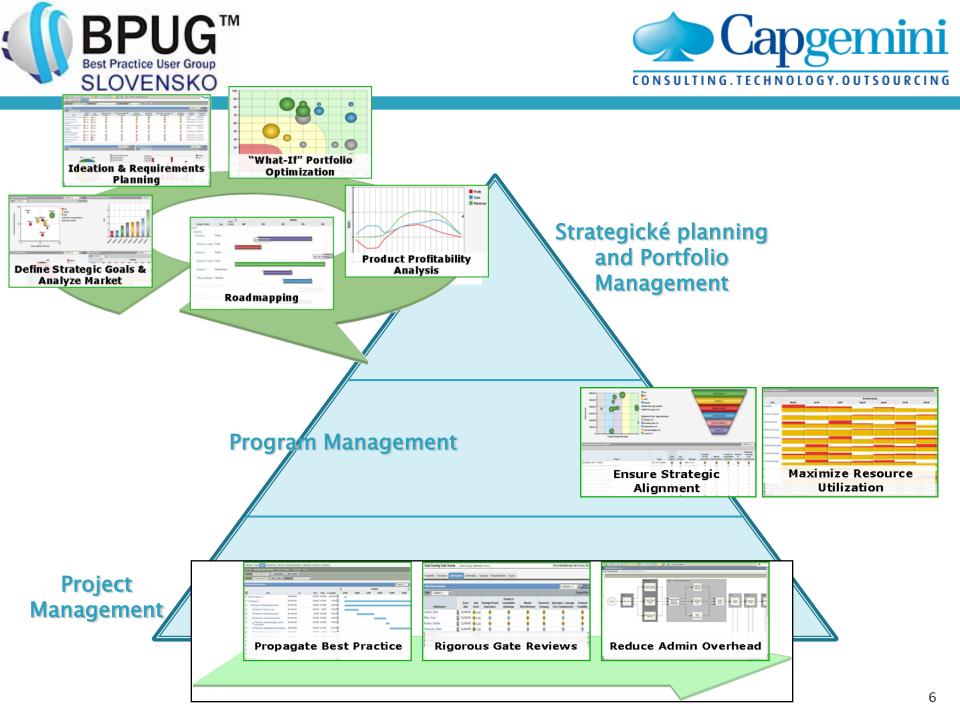
IT Governance is the art of how to manage an IT organization successfully, it is the responsibility of the board of directors and executive management. It is an integral part of enterprise governance.



Five central ITG areas

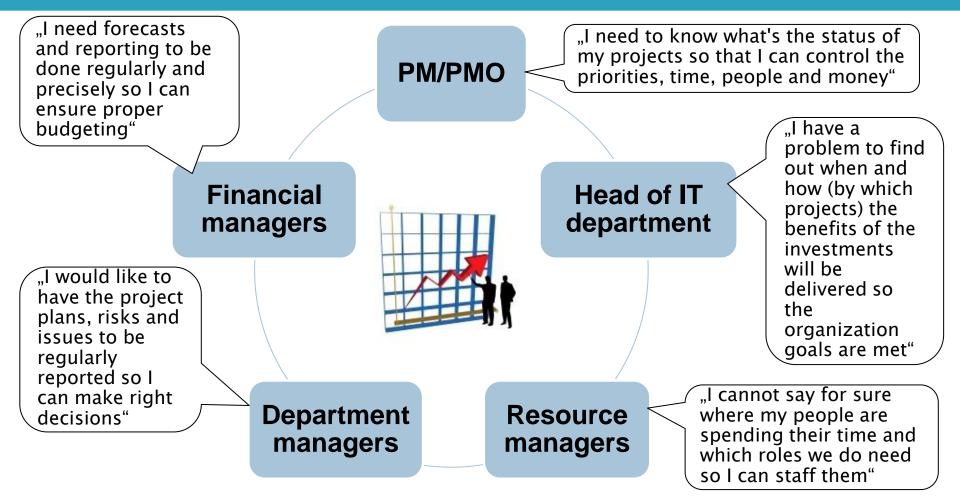
- **Business-IT Strategic alignment**, with focus on aligning with the business and collaborative solutions.
- **Risk management**, addressing the project delivery risks and also safeguarding of IT assets, disaster recovery and continuity of operations, and risks associated with regulatory compliance.
- **Resource management**, optimizing knowledge and IT infrastructure.
- Value delivery, concentrating on optimizing expenses and proving the value of IT.
- **Performance measurement**, tracking project delivery and monitoring IT services, which provides feedback to the governing body and enables decision making, objective setting, and policy adjustment.

IT Governance consists of the leadership and processes that ensure that the organization's IT sustains and extends the organization's strategies and objectives









Variety of organization roles are daily facing the issues stemming from the lack of precise, timely and complete information





Benefits

- Projects are aligned with the organizational goals and strategy
- Better return on investment of IT-enabled business investments
- Efficiency is enhanced through implementation of structured processes
- Productivity is increased through enhanced operational effectiveness
- A decision and accountability framework for achieving business objectives is clearly defined
- Roles and responsibilities are clearly assigned
- Performance can be measured
- Project visibility is increased
- Demands and investments are easier to manage due to more transparency
- Budget and resources are allocated optimally across the projects

Clear PPM governance structure and tool support creates transparency, harmonization and standardization

Governance vision





- United Kingdom
 - Office of Governance Commerce, central registry of all public projects
 - Improvement and Development Agency (IDeA), management of projects delivered by regions
- Norway
 - Aetat Arbeidsdirektoratet, programme administration in social area
- Netherlands
 - Centraal Justitieel Incasso Bureau, legislation processes automation
- Belgium
 - Regie des Batiments, řízení programů výstavby







Régie des Bâtiments



- Poland
 - Lukas Bank
 - ING Bank
- Czech republic
 - Ministry of Transport
 - Czech Post
 - Vodafone
 - Ministry of of Defense
- Slovakia
 - Ministry of finance, OPIS programme
 - Orange, project management support
- Hungary
 - Budapest bank
 - Erste

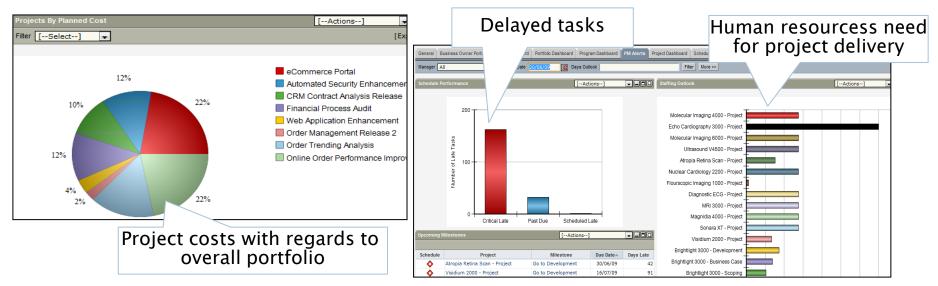








Clarity PPM offers the possibility to manage the portfolio status with the use of summary overviews



BENEFITS

- Clear project status overview presentation (business intelligence)
- Simple access to important findings (delays, lack of capacity, issues,...)
- User defined overview parameters / indicators

Summary overviews are helping managers to make better decisions based on relevant information



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Monthly monitoring report

Risk and Issue report

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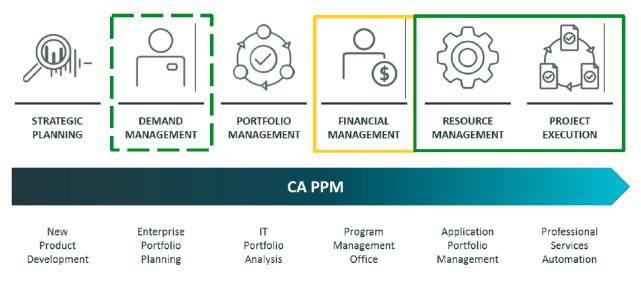
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Management status report





Bottom----Up Approach - Focus on key areas



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Architect	Capacity	528.00	504.00	528.00	504.00	552.00	504.00	528.00	552.00	480.00	552.00	528.00	504.00	6,264.00
	Demand	576.00	632.00	624.00	460.00	556.00	504.00	504.00	588.00	720.00	828.00	792.00	752.00	7,536.00
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	Demand	2,296.00	2,372.00	2,492.00	2,472.00	1,730.00	1,836.00	1,584.00	2,347.00	1,100.00	1,260.00	1,184.00	1,128.00	21,801.00
	Remaining	-536.00	-692.00	-732.00	-792.00	110.00	-156.00	176.00	-507.00	500.00	580.00	576.00	552.00	-921.00
DBA	Capacity	176.00	168.00	176.00	168.00	184.00	168.00	176.00	184.00	160.00	184.00	176.00	168.00	2,088.00
	Demand	256.00	168.00	176.00	168.00	184.00	168.00	176.00	184.00	160.00	184.00	176.00	168.00	2,168.00
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	Demand	1,012.00	1,128.00	1,180.00	944.00	1,038.00	932.00	1,018.00	1,107.00	1,184.00	1,308.00	1,253.00	1,193.00	13,297.00
	Remaining	220.00	48.00	52.00	232.00	250.00	244.00	214.00	181.00	-64.00	-20.00	-21.00	-17.00	1,319.00
Network Engineer	Capacity	704.00	672.00	704.00	672.00	736.00	672.00	704.00	736.00	640.00	736.00	704.00	672.00	8,352.00
	Demand	844.00	760.00	686.00	544.00	990.00	794.00	822.00	862.00	760.00	828.00	792.00	752.00	9,434.00
	Remaining	-140.00	-88.00	18.00	128.00	-254.00	-122.00	-118.00	-126.00	-120.00	-92.00	-88.00	-80.00	-1,082.00
Project Manager	Capacity	1,232.00	1,176.00	1,232.00	1,176.00	1,288.00	1,176.00	1,232.00	1,288.00	1,120.00	1,288.00	1,232.00	1,176.00	14,616.00
	Demand	728.00	400.00	610.00	676.00	542.00	644.00	592.00	782.00	820.00	944.00	880.00	840.00	8,458.00
	Remaining	504.00	776.00	622.00	500.00	746.00	532.00	640.00	506.00	300.00	344.00	352.00	336.00	6,158.00
Storage Architect	Capacity	176.00	168.00	176.00	168.00	184.00	168.00	176.00	184.00	160.00	184.00	176.00	168.00	2,088.00
	Demand	408.00	480.00	424.00	336.00	368.00	336.00	352.00	400.00	520.00	552.00	528.00	504.00	5,208.00
	Remaining	-232.00	-312.00	-248.00	-168.00	-184.00	-168.00	-176.00	-216.00	-360.00	-368.00	-352.00	-336.00	-3,120.00
Test Engineer	Capacity	528.00	504.00	528.00	504.00	552.00	504.00	528.00	552.00	480.00	552.00	528.00	504.00	6,264.00
	Demand	632.00	626.00	692.00	606.00	922.00	718.00	706.00	764.00	920.00	1,052.00	1,008.00	960.00	9,606.00
	Remaining	-104.00	-122.00	-164.00	-102.00	-370.00	-214.00	-178.00	-212.00	-440.00	-500.00	-480.00	-456.00	-3,342.00
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	Remaining	-416.00	-518.00	-548.00	-158.00	294.00	116.00	582.00	-410.00	-424.00	-332.00	-277.00	-249.00	-2.340.00



- Capacity vs. Demand by Role:
- -Overview of monthly role allocations
- -Capacity defined by number Of resources

Labor Hours

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3,448.00

4,112.00

664.00

Financial Perf

750 000 00

646.000.00

106,600.00

664,100.00

Planned Benefit

Estimate At Complet

Planned Cost

Actual Cost

-Color indicators calculated

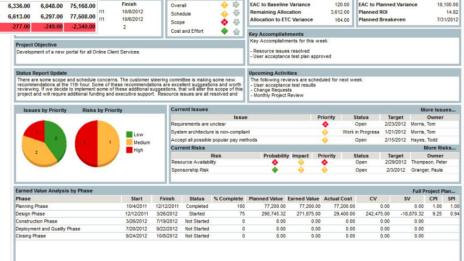
Baseline

Actuals

Estimate To Complete

Estimate At Completion

- Status Report: -Project Header -Key accomplishments -Upcoming activities -Risk & Issues
- -Key Milestones



Status Report Date

Status

Progress

2/3/2012

Started

Status R

Approved





Key Pain points

- Misalignment of investments to the business' bottom line
- Poor prioritization of the project portfolio
- Limited ability to communicate accurate status of decisions on IT initiatives
- Lack of real-time insight into resource loading
- Planning vs. Doing
- Lack of clarity around the strategic impacts of each IT initiative
- Too much work being done on nonstrategic projects to the detriment of more strategic projects
- Costly manual project management processes
- Inefficient utilization of resources

What's recommended

- Project management and architecture in symbiosis
- There is need to have bigger picture
- Active facilitation and cooperation within programs, projects and portfolios
- Timely adjusted rules setup i.e. standards, legislation etc
- Prioritization and differentiation
- Special attention for top critical projects e.g. MPA in UK, The Major Projects Authority
- Deliver small projects so that failures will not affect bigger picture / plan, try, plan, do
- Constantly validate the vision based on reality – "Build services so good that people prefer to use them" https://www.gov.uk/service-manual





Thank you very much for your attention!



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