

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

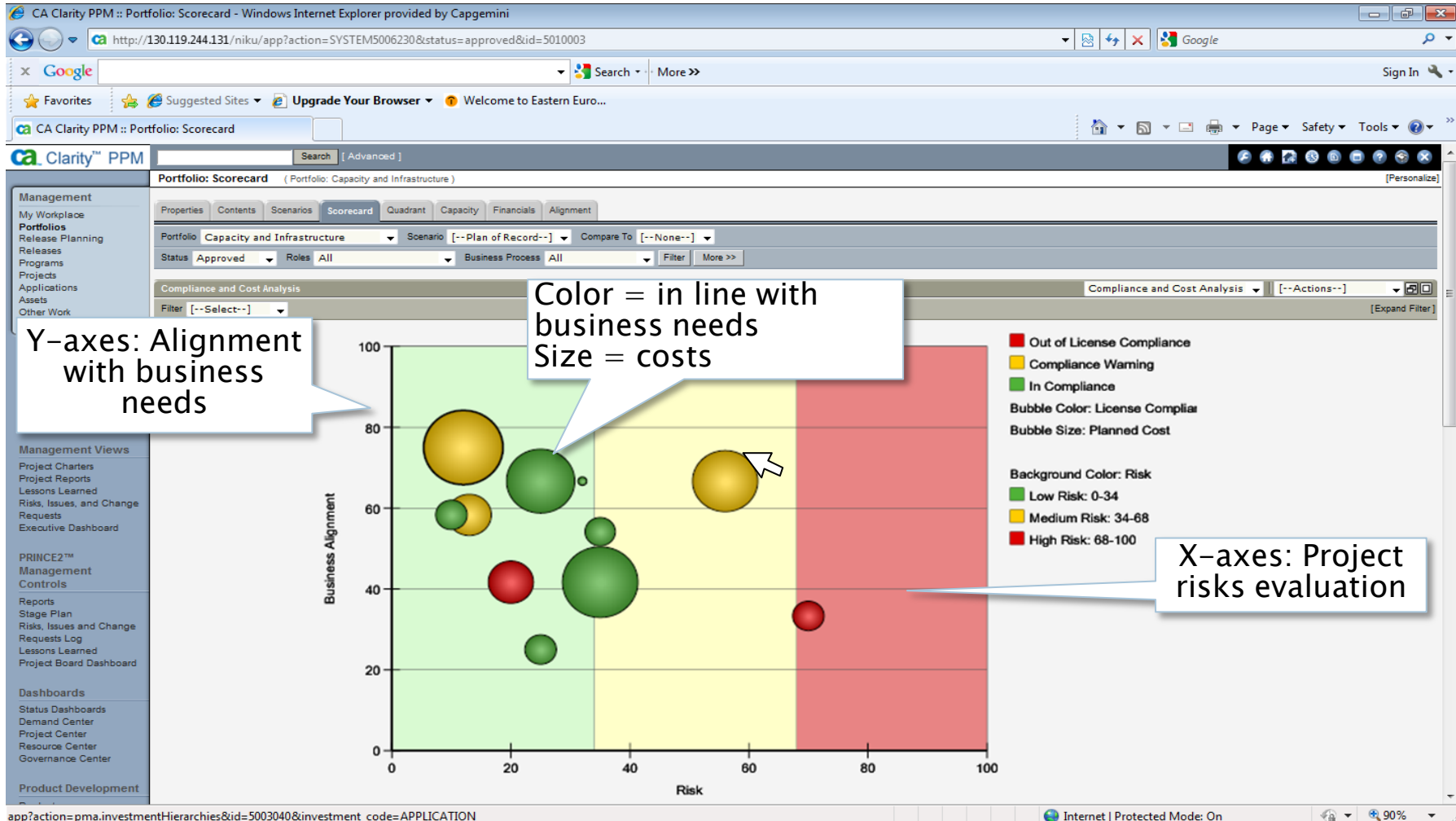
Why we need PPM governance / tools

...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...

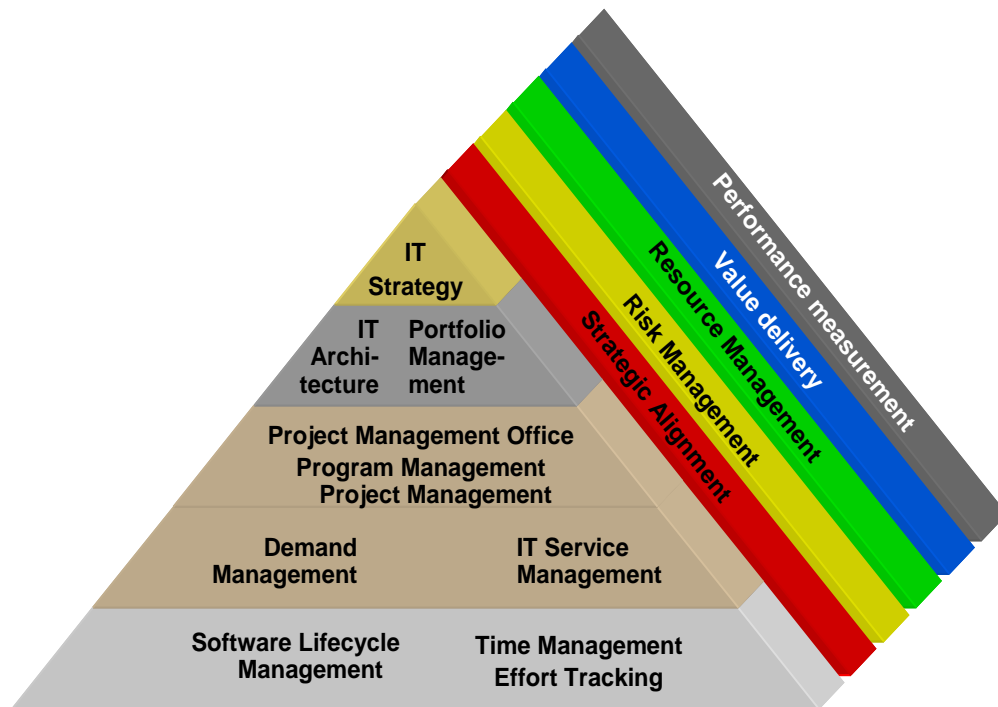


Implementing PPM governance into the organization means starting to understand which investments, why and how are transformed to benefits

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



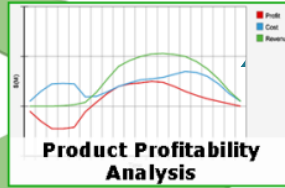
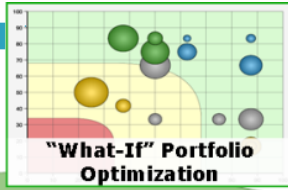
IT Governance is the art of how to manage an IT organization successfully, it is the responsibility of the board of directors and executive management. It is an integral part of enterprise governance.



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

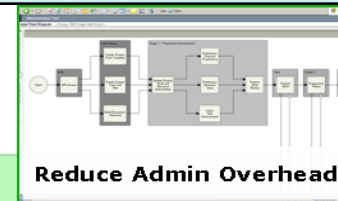
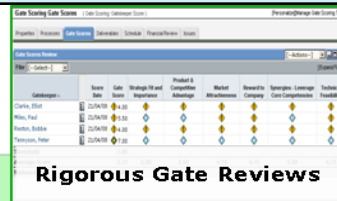
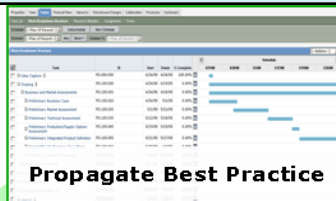


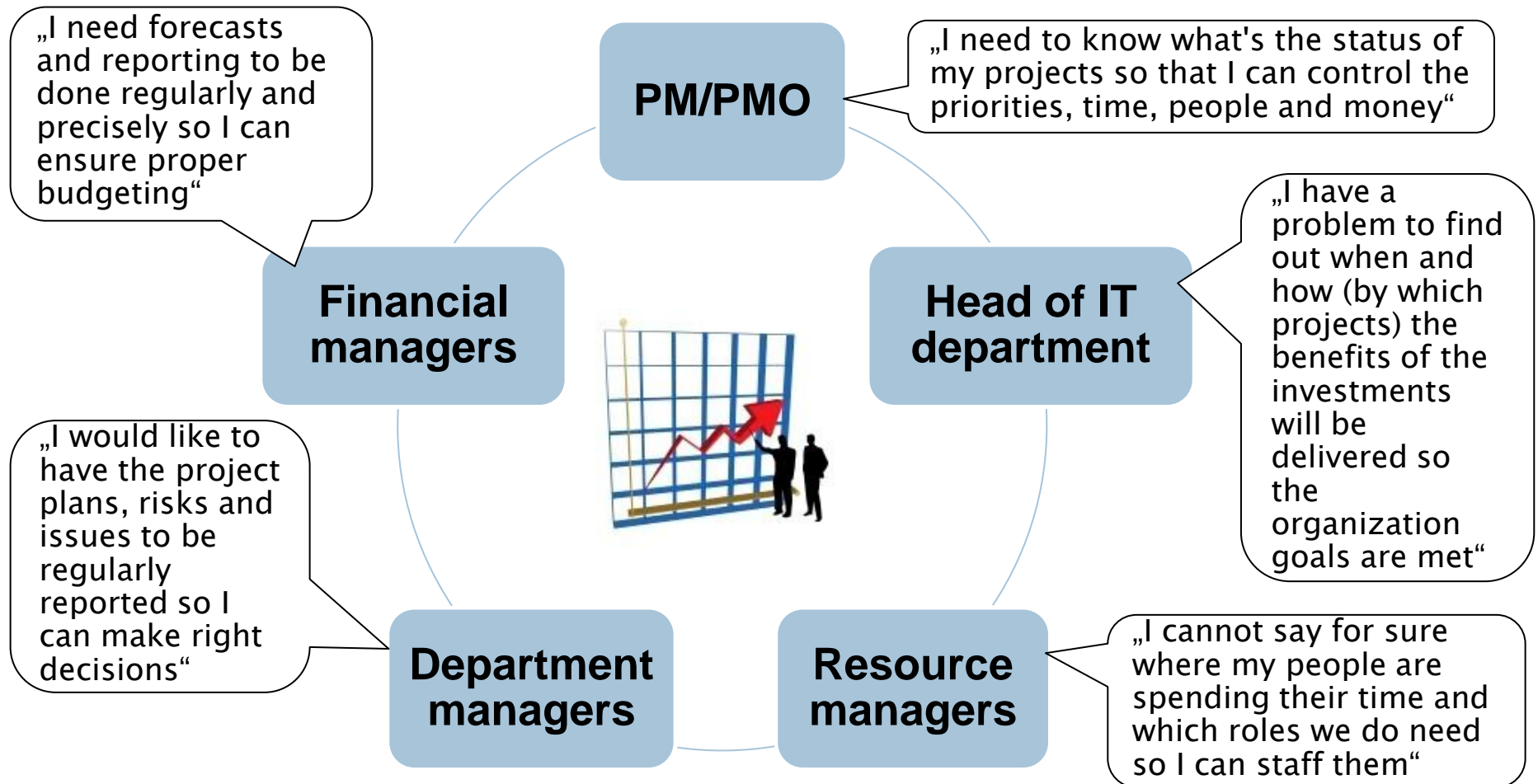
Strategické planning and Portfolio Management

Program Management



Project Management





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

Governance vision

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

- **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 Justitieleel Incasso Bureau**, legislation processes automation
- **Belgium**
 - **Regie des Batiments**, řízení programů výstavby



Régie des Bâtiments

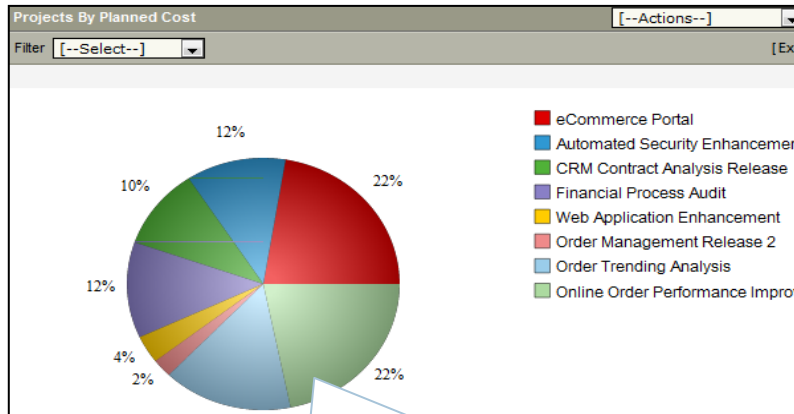
- Poland
 - Lukas Bank
 - ING Bank
- Czech republic
 - Ministry of Transport
 - Czech Post
 - Vodafone
 - Ministry of Defense
- Slovakia
 - Ministry of finance, OPIS programme
 - Orange, project management support
- Hungary
 - Budapest bank
 - Erste



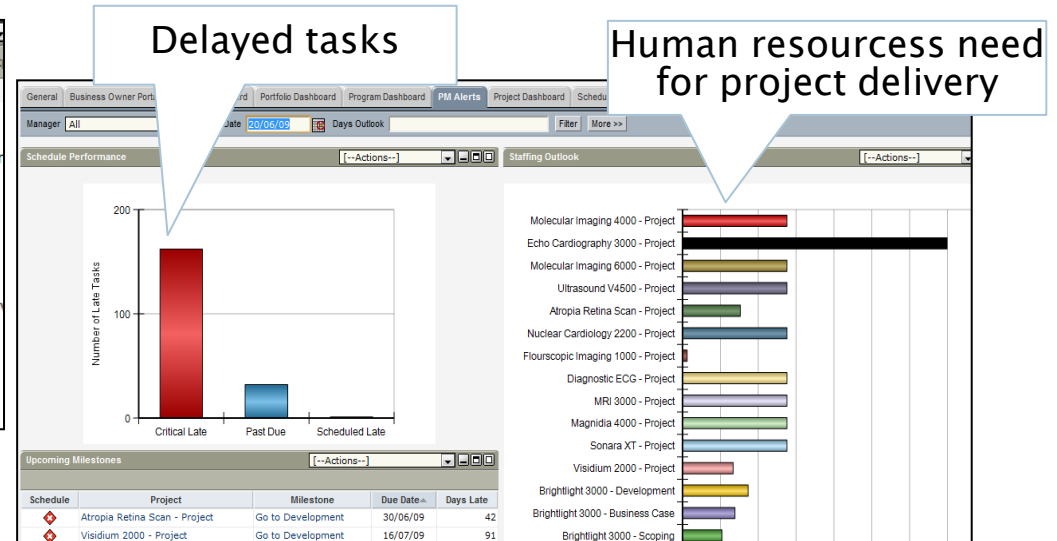
vodafone



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



Project costs with regards to overall portfolio



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

Capacity vs. Demand by Role


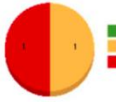
Role		Allocation by Month (Hours)												Total
		Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	
Architect	Capacity	528.00	504.00	528.00	504.00	552.00	504.00	528.00	552.00	480.00	552.00	504.00	504.00	6,264.00
	Demand	578.00	632.00	624.00	460.00	556.00	504.00	504.00	588.00	720.00	828.00	792.00	752.00	7,536.00
	Remaining	-48.00	-128.00	-96.00	44.00	-4.00	0.00	24.00	-36.00	-240.00	-276.00	-264.00	-248.00	-1,272.00
Business Analyst	Capacity	1,760.00	1,680.00	1,760.00	1,680.00	1,840.00	1,880.00	1,760.00	1,840.00	1,600.00	1,840.00	1,760.00	1,680.00	20,880.00
	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	500.00	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
	Remaining	-80.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-80.00
Developer	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	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	504.00	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
Grand Total	Capacity	6,336.00	6,048.00	6,336.00	6,048.00	6,624.00	6,048.00	6,336.00	6,624.00	5,760.00	6,624.00	6,336.00	6,048.00	75,168.00
	Demand	6,752.00	6,566.00	6,884.00	6,206.00	6,330.00	5,932.00	5,754.00	7,034.00	6,184.00	6,956.00	6,613.00	6,297.00	77,508.00
	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
 - Color indicators calculated

Status Report:

- Project Header
- Key accomplishments
- Upcoming activities
- Risk & Issues
- Key Milestones

Commerce Portal

Status Report Date 2/3/2012 Status Approved Progress Started	Labor Hours Baseline 3,962.00 Actuals 664.00 Estimate To Complete 3,448.00 Estimate At Completion 4,112.00 EAC to Baseline Variance 120.00 Remaining Allocation 3,612.00 Allocation to ETC Variance 164.00	Financial Performance Planned Benefit 750,000.00 Planned Cost 646,000.00 Actual Cost 106,600.00 Estimate At Completion 664,100.00 EAC to Planned Variance 18,100.00 Planned ROI 14.82 Planned Breakeven 7/31/2012																																																																								
Status Report Indicators Overall ▲ ▲ Schedule ▲ ▲ Scope ▲ ▲ Cost and Effort ▲ ▲	Key Accomplishments Key Accomplishments for this week: - Resource issues resolved - User acceptance test plan approved	Upcoming Activities The following reviews are scheduled for next week: - User acceptance test results - Change Requests - Monthly Project Review																																																																								
Project Objective Development of a new portal for all Online Client Services	Status Report Update There are some scope and schedule concerns. The customer steering committee is making some new recommendations at the 11th hour. Some of these recommendations are excellent suggestions and worth reviewing. If we decide to implement some of these additional suggestions, that will alter the scope of this project and will require additional funding and executive support. Resource issues are all resolved and	Issues by Priority 																																																																								
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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 non-strategic 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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