

Portfolios

Are you managing them?

or

Are they managing you?

Agenda

- Understanding your portfolio
 - Challenges
 - Process Oriented Solutions
 - Governance & Organizational Solutions
 - Q & A

Typical Challenges

- Knowing what's on your plate
- Projects vs. Maintenance activities
(keeping the lights on)
- Externally Mandated Projects vs. Internal Projects
(that you may or may know about)
- Keeping up with contractors

Resource & Organizational Challenges

- Operational Areas are Not “Project Focused”
- Limited Resources/Limited Skill Sets
- Coordination & Governance
(Communications among many participants)
- Conflicting Priorities Among Projects
- Competition Among Projects

Process Challenges

- Understanding Project Interdependencies
- Visibility Into Each Project's Progress & Challenges
- Increased Administrative Effort
(more projects = more paperwork, more reports, etc.)
- Managing Risks & Issues Across Projects
(need unified view – same problems may exist)
- Integration of Project Schedules & Tasks

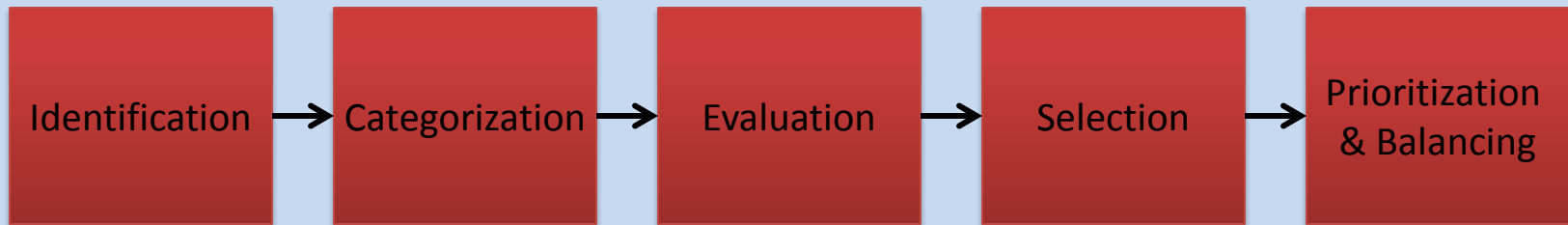


PROCESS ORIENTED SOLUTIONS

Processes, tools, and techniques that assist in managing multiple projects.

Define the Portfolio

- Understand what you have
- There can only be one #1

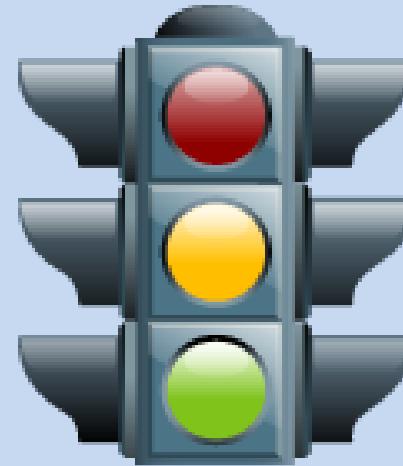


Formal Portfolio Management Process

- Identification
 - Collect detailed information on potential & ongoing projects for decision making
- Categorization
 - Each project into one category - maintenance, enhancement, mandate, process change, etc.
- Evaluation
 - Compare & assess projects by size, duration, risk, cost, benefit, etc.
- Selection
 - Which projects should go forward & which are on hold
- Prioritization & Balancing
 - Determine priorities and develop a balance of projects that can be accomplished and yields the highest benefits

Create an Overall View/Dashboard

- Need to be able to view and communicate the big picture...
 - Status
 - Progress
 - Challenges
 - Overall Work Effort
 - Assignments
 - Issues



Create an Overall View/Dashboard

Project	Lead	Overall Status	Comment	Sched.	Issues	Risks	Staffing	Quality	Reqts/ Design
Queuing System	Curt	Red	Schedule is RED due to A, B, and C.	Red	Yellow	Yellow	Yellow	Green	Yellow
CDLIS Mod.	Larry	Yellow	Team is working on...	Green	Yellow	Green	Yellow	Yellow	N/A
NMVTIS Updates	Susan	Green		Green	Green	Green	Green	Green	N/A
New Plate Search	Damian	Blue	In Production	Blue	Blue	Blue	Blue	Blue	Blue
New Law Web	Bob	Green	Requirements completed	Green	Green	Green	Green	Green	Green
VIN Decode Module	Steve	Yellow	Waiting on Software Contract Issues	Yellow	Yellow	Green	Green	Green	Green
System Patches	Deb	Green	Planned for holiday weekend	Green	Green	Green	Yellow	Green	N/A
Database Migration	Carol	Green	Planned for holiday weekend	Green	Green	Green	Yellow	Green	N/A

Dashboards can contain many variations and topics – they need to address your needs



Resource Management

- Find and manage the hidden efforts
- Use time tracking to understand actual work efforts
- Have each staff member manage their planned and actual time commitment
- Periodically review the time estimates for each assignment compared to actual effort





Standardization of Project Management Processes

Consistency and common language make it easier to collect and assess projects.

What...

- Schedule
- Cost
- Scope
- Quality
- Procurement
- Risk
- Communications
- Resources
- Integration/Coordination

How...

- Standardized Checklists
- Standardized Project Phases
- Standardized Status Reports & Reporting Cycles
- Standardize Issue & Risk Tracking

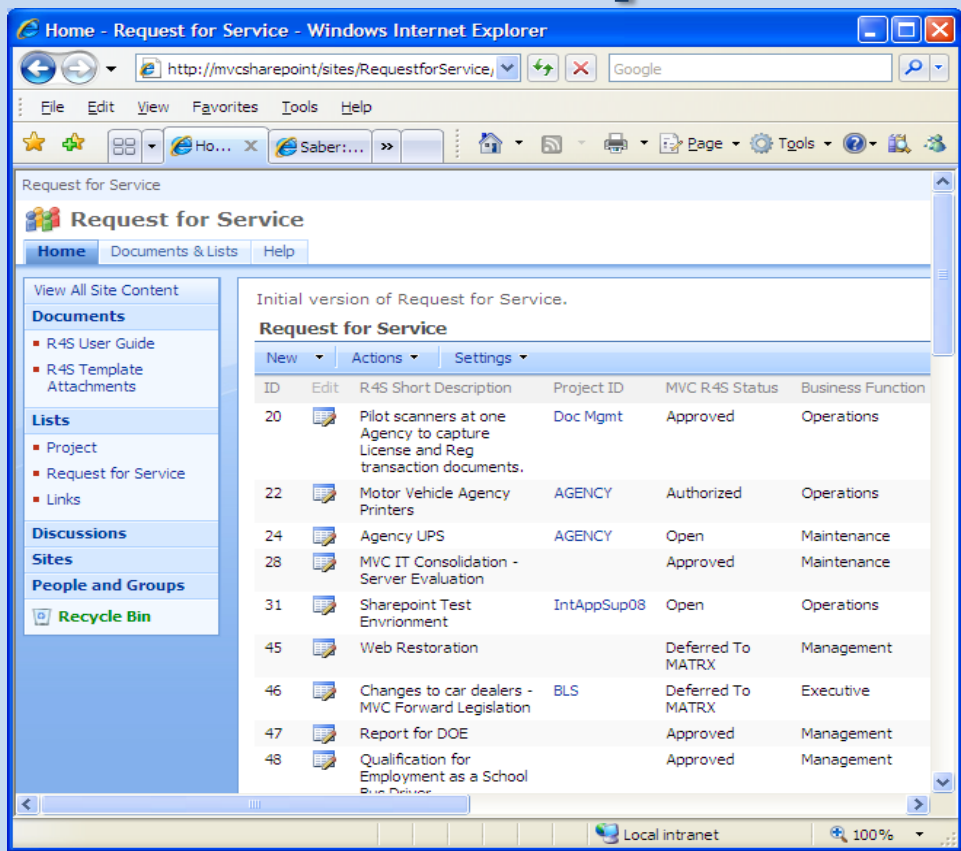
Implement Support Tools

- Tools like SharePoint can be a universal solution for...
 - Document Repository
 - Issue & Risk Tracking
 - Team Calendar
 - Project Schedules
 - Communications
 - Deliverables



Implement Support Tools – SharePoint Example

- Tracking Project Requests...
- Support tools can range from home-grown to sophisticated software products.





Concentration on Delivery Fundamentals

- Initial Planning
- Scope Definition & Management
- Requirements Analysis
- Design Documentation
- Coding and Implementation
- Testing
- Configuration Management
- Training & Rollout



Concentration on Fundamentals

Typical Project Challenges x Number of Projects = Headaches!

- Scope creep and a lack of discipline is problematic with one project – it becomes compounded with multiple projects...
 - Acknowledge both SDLC & PMLC
(system development v. project management life cycles)
 - Set Standards
 - Educate
 - Assign Mentors
 - Quality Management
 - Enforce



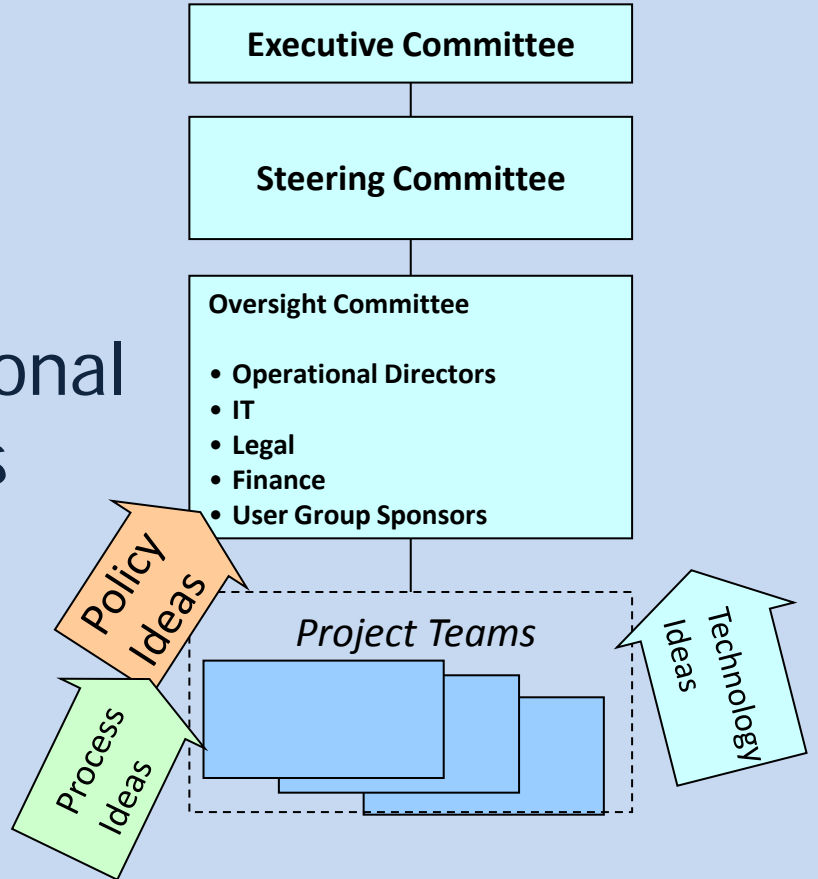
Governance & Organizational Solutions

Aligning staff and decisions makers to assist in managing multiple projects.



Portfolio Governance & Coordination

- Priority Setting
- Change Management
- Inclusion of All Operational & Administrative Areas



Creating a Project Oriented Organization

- Understand if your organization is designed to flexibly handle projects of different sizes and needs...
 - Government agencies are very operational focused, not project focused.
 - Common skill sets and expertise are needed for many projects (requirements analysis, coding, testing, training).
 - Common practitioners should be able to collaborate and support each other.

Consider Creating a Program or Project Management Office

- Needs dedicated resources
- Reinforces the organization's commitment to projects
- Supports communications downward and upward in the organization
- Many variations, many ways to start...
 - Standards Group
 - Mentor Group
 - Centralized Management Team
- Organizational location is critical
 - IT is typically project oriented
 - Operations must have equal participation



Questions

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