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
  \textit{(keeping the lights on)}
– Externally Mandated Projects vs. Internal Projects
  \textit{(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

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

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

Source: [MathTech](#)
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