

Value of
Project Portfolio Management (PPM)
presentation for

PMI Montgomery Chapter

Rosalind N. Williams

PMP

rosalind.williams@asd-al.com

205-515-6952



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Objectives

- Explain how PPM enables success and value
- Discuss major requirements for effective PPM
 - Governance
 - Methodology
 - Training
 - Tools
- Describe need for maturity in people and processes

Project Portfolio Management

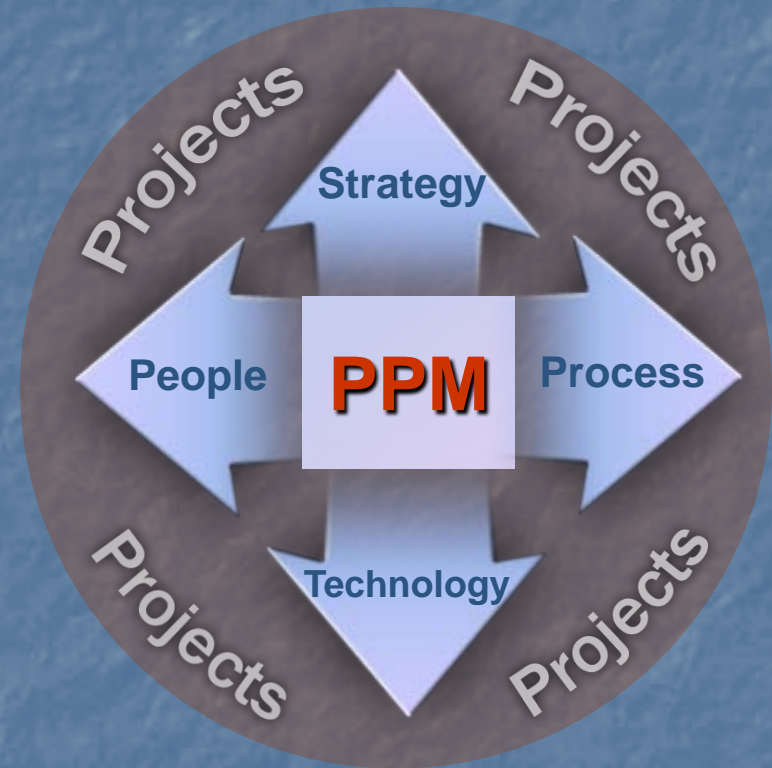
- A method for analyzing and collectively managing a group of current and proposed projects based on numerous key characteristics.
- The fundamental objective is to determine the optimal mix and sequencing of projects to achieve organizational strategy and goals---business and technical.

Why PPM

- As a Project Manager, you should care about PPM because PPM facilitates:
 1. Reduced Frustration due to Lack of Resources.
 2. Restored Balance to the Project Portfolio.
 3. Improved Value and Quality

Project Portfolio Management Enables Success

- Establishes Structure and Alignment
- Institutes Repeatable Practices and Processes
- Promotes Skilled Staff and Line
- Gains Insight and Control
- Leverages Technology
- Provides Value



Effective PPM

- A 4-Tiered Approach

1

IT GOVERNANCE

2

PM METHODOLOGY

3

TRAINING

4

TOOLS

IT Governance

- Establishes structure around how organizations align IT strategy with business strategy to stay on track to achieve goals.
- Establishes a framework that provides insight into the overall functioning of IT and provides key metrics to management regarding investments.

Strategic Alignment

- True alignment is when the corporate side of the business and the IT side of the business work well together to accomplish the desired results.

Value Delivery

- Ensuring that IT functions are necessary to deliver the benefits promised at the initiation of the project or investment--- monitoring performance and ensuring value.

Resource Management

- Organize and manage staff more efficiently by skills instead of line of business to be able to deploy resources where needed based on demand.

Risk Management

- Institute a formal risk framework that provides structure and rigor around how IT manages, accepts, measures and reports risk.

Performance Measures

- Configure performance measures and components to facilitate IT in achieving business goals-----for instance an IT Balanced Scorecard.

2

What Do They Have in Common?



PM Methodology

- A project management methodology directs what is required to manage projects from conception to closure. It describes each step in the project life cycle explicitly so that the organization or team knows:
 1. Which activities to complete.
 2. How to complete the activities.
 3. When to complete the activities.
 4. What artifacts are required at activity completion

Types of PM Methodologies

"Fix the process and you fix the problem"
Demming.

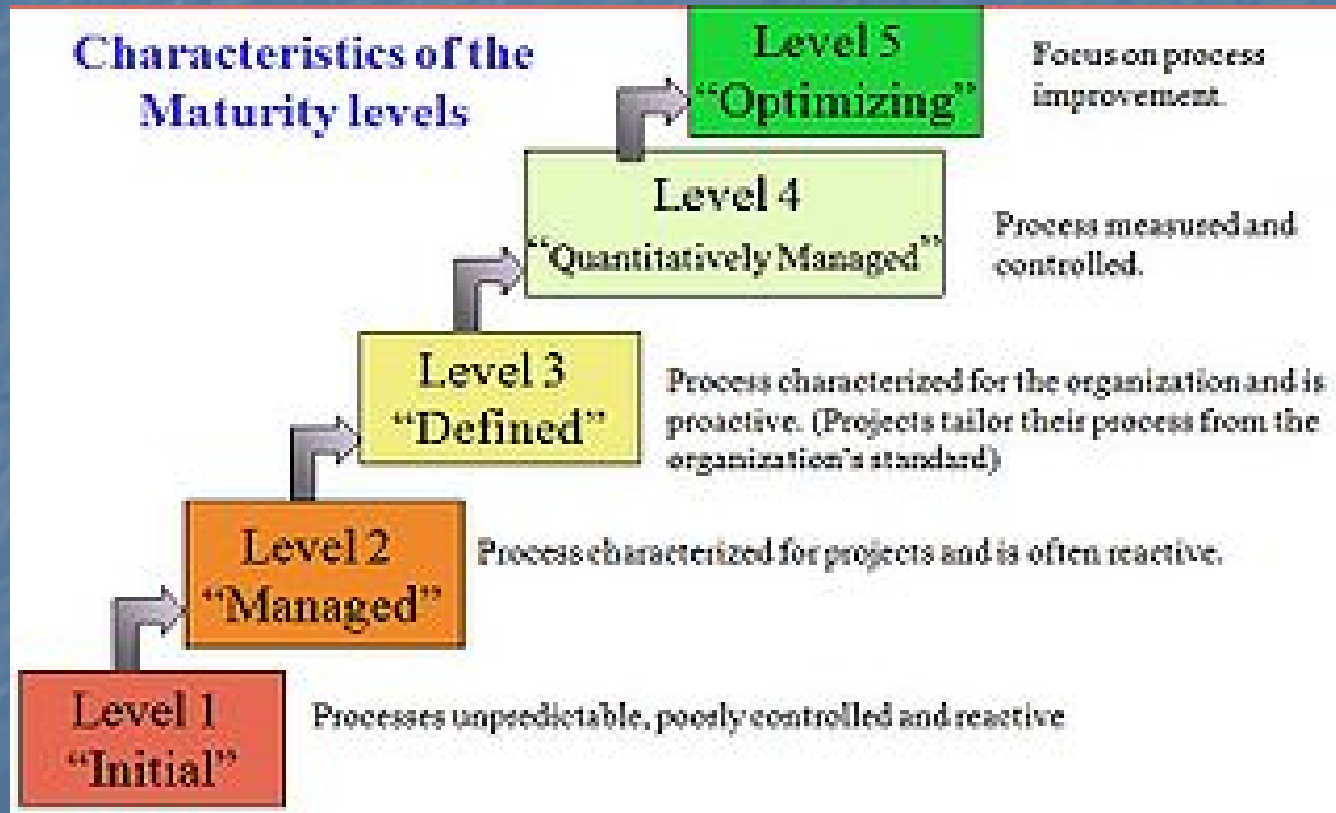
- Issacons 1030-1059
- PRINCE2
- PMI PMBoK® Guide
- TenStep
- Forsberg, Mooz & Cotterham Basic Vee Model
- MPMM

PMM Maturity

- Project Management Maturity is the progressive development of an enterprise-wide project management approach
- Project Management Maturity goes hand in hand with schedule and cost performance, project quality and customer satisfaction.

PMM Maturity (con't)

- Software Engineering Institute's (SEI's) Capability Maturity Model (CMM):



Training

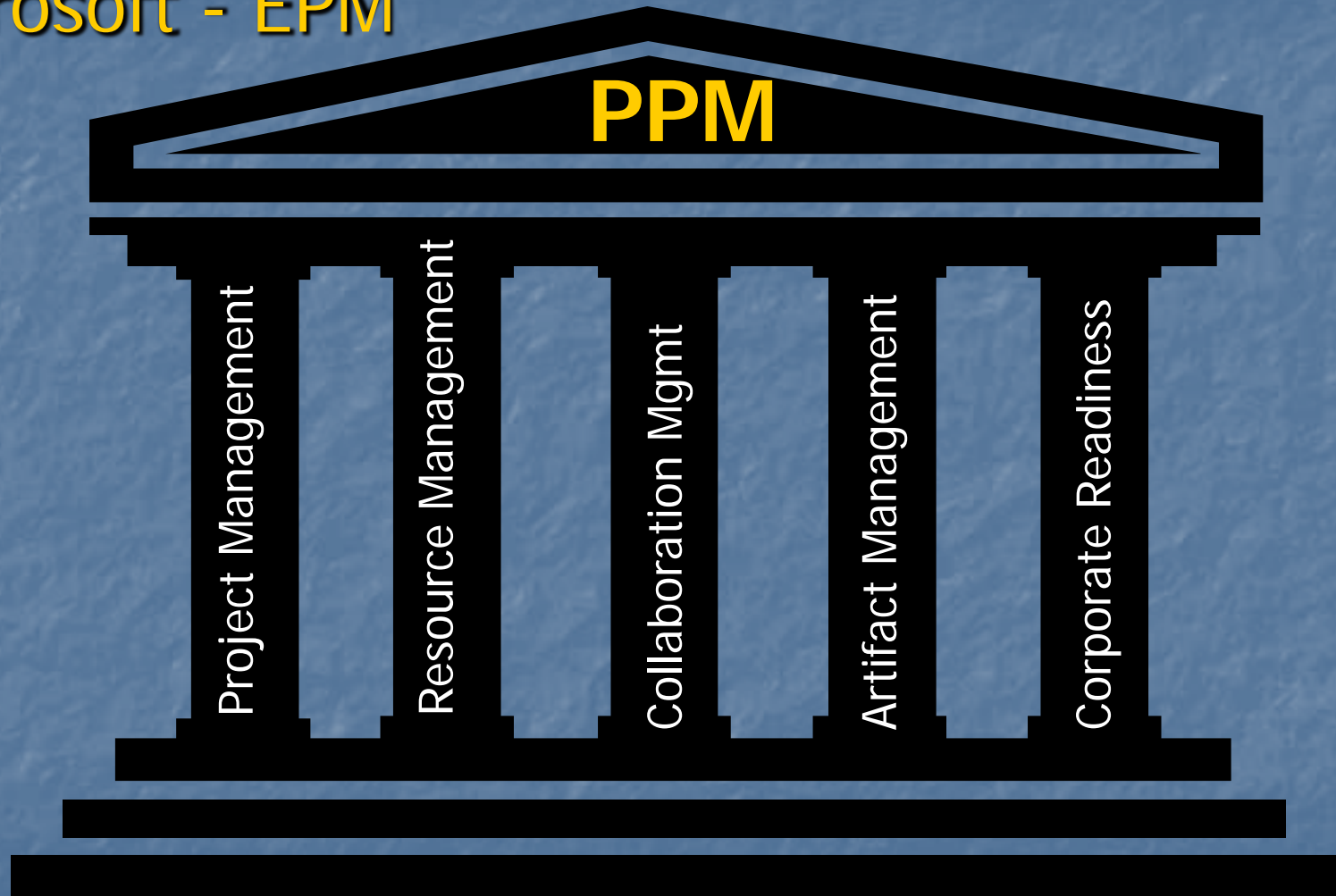
- Corporate-wide Project Management training is required for effective PPM.
- Corporate-wide internalization of corporate strategies is required.
- Upper echelon champions are required.

PPM Tools

- PPM vendors provide value and experience. Below are a few vendors and their PPM product.
 - CA – Clarity
 - Microsoft – EPM
 - HP – HP PPM Center
 - Instantis – Enterprise Track PMO Edition
 - Compuware - Changepoint
 - Daptiv – Daptiv PPM
 - SAP – SAP RPM
 - Oracle - Primavera

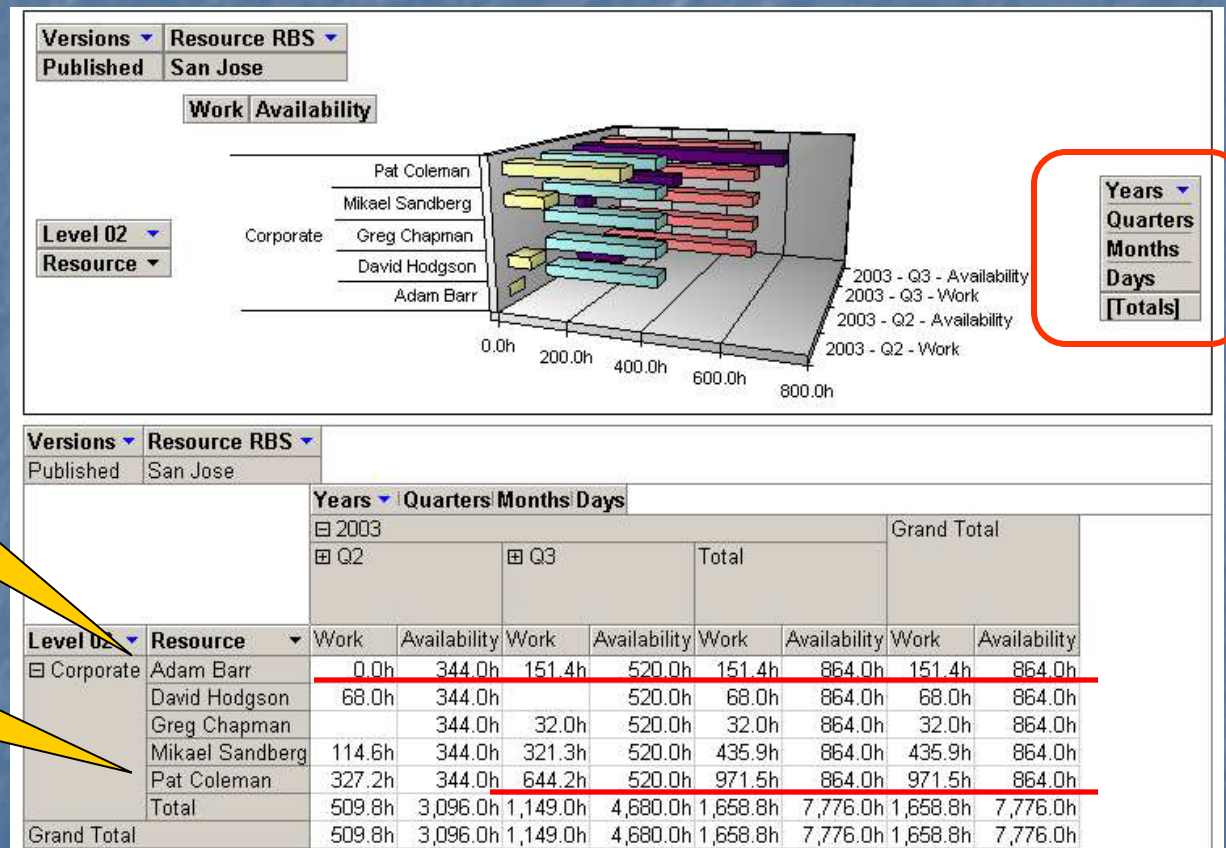
Pillars of PPM

Microsoft - EPM



Project Management (con't)

■ Project Portfolio Analysis



Adam needs more work

Pat has too much work

Resource Management

Resource Pool – Composition and Attributes

Microsoft Office
Project Web Access

Log Off | Help

Home | Tasks | Projects | Resources | Status Reports | Updates | Risks | Issues | Documents | Admin

Resource Center

Choose a view: Resources Summary

View Options Filter, Group, Search

Save Link... View Availability... Edit... Open...

Resource Name	Skills-MV
Manufacturing	
Management.Department Manager	
Management.Project Manager	
Steve Masters	Management.Project Manager
Michael Graff	Management.Project Manager
Sean Chai	Management.Project Manager
Josh Barnhill	Management.Project Manager
Operations.Legal	
Product Development.Engineering.Manufacturing Engineering	
Jim Kim	Product Development.Engineering.Manufacturing Engineering
Alan Brewer	Product Development.Engineering.Manufacturing Engineering
Ido Ben-Sachar	Product Development.Engineering.Manufacturing Engineering
Jonathan Mollerup	Product Development.Engineering.Manufacturing Engineering
Cristian Petculescu	Product Development.Engineering.Manufacturing Engineering

Resource Management (con't)

■ Resource Availability



Collaboration Management

■ Electronic Status Reports

The image displays two screenshots of the Microsoft Office Project Web Access interface, illustrating the process of requesting a status report.

Left Screenshot: Shows the main page titled "Request a status report". The navigation bar includes "Home | Tasks | Projects | Resources | Status Reports | Updates | Risks". The sidebar on the left lists actions: "Request a status report", "Create, edit, or delete", "1 Title and recurrence", "2 Who should report", "3 Status report sections", and "4 Send the request". The main content area is titled "Request a status report" and contains the instruction "Create, edit, or delete a status report." followed by "What do you want to do:" and three radio button options: "Set up a new status report for your team to receive status reports", "Edit a status report that you had set up previously", and "Delete a status report so your team members no longer receive it".

Right Screenshot: Shows the "Step 1 of 4" form titled "Request a status report". The navigation bar includes "Home | Tasks | Projects | Resources | Status Reports | Updates | Risks | Issues | Documents", with "Status Reports" circled in red. The sidebar on the left lists actions: "Request a status report", "Create, edit, or delete", "1 Title and recurrence", "2 Who should report", "3 Status report sections", and "4 Send the request". The main content area is titled "Request a status report" and contains the instruction "Title and recurrence of the report" followed by "Name the status report, and indicate how often it is due." and "What is the name of the report you are requesting?". The "Name:" field contains "My Status Report". Below this, the "How often is the report due?" section shows "Recurrence:" with radio buttons for "weekly" (selected), "monthly", and "yearly". The "Due" field is set to "every" week on: "Thursday" (checked), "Saturday" (checked), and "Sunday" (unchecked). The "When does the first reporting period begin?" section shows the "Start:" field set to "4/22/2004".

Collaboration Management

■ Electronic Alerts and Messages

The screenshot displays the Microsoft Office Project Web Access interface. The top navigation bar includes links for Home, Tasks, Projects, Resources, Status Reports, Updates, Risks, Issues, and Documents. The main content area is titled 'Home' and contains several sections: 'Welcome to Project Web Access, Steve Masters', 'Updates' (no changes to update), 'Timesheet' (no new timesheets to approve), 'Tasks' (29 new tasks assigned), 'Status Reports' (highlighted with a red box), 'Risks' (1 active risk assigned), and 'Issues' (1 active issue assigned). The 'Status Reports' section is detailed below:

Status Reports

Upcoming status reports to submit:

- PMO Updates Status Due on 2/26/2004
- You have 2 overdue status reports.

New status reports received:

- PMO Updates Status 2 new responses

Collaboration Management (con't)

Electronic Timesheets and Updates

Microsoft Office Project Web Access

Log Off | Help

Home | **Tasks** | Projects | Resources | Status Reports | Updates | Risks | Issues | Documents | Admin

Update All | Update Selected Rows | Save Changes

View my tasks

Show tasks using:
 Timesheet view
 Gantt Chart

Tasks displayed:
 Current tasks
 All tasks

Alert me

Actions:

View Options | Filter, Group, Search | Delegation

Hide | Reject | Insert Notes | Link Risks | Link Issues | Link Documents | 2/8/2004-2/14/2004

Task Name	Work	% Work	Actual Work	Remaining Work	Act. Work	Mon 9	Tue 10
<input checked="" type="checkbox"/> 100X DVD Drive	50h		7h	43h	Act. Work	0h	7h
<input checked="" type="checkbox"/> New Product- 100X DVD Dr	50h		7h	43h	Act. Work	0h	7h
<input checked="" type="checkbox"/> Preliminary Investigatio	2h		2h	0h	Act. Work	0h	2h
<input checked="" type="checkbox"/> Conduct preliminary stag	2h	100%	2h	0h	Act. Work		2h
<input checked="" type="checkbox"/> Decision point - go/no-go	0h	0%	0h	0h	Act. Work		
<input checked="" type="checkbox"/> Development Stage	48h		5h	43h	Act. Work	0h	5h
<input checked="" type="checkbox"/> Assign resources to deve	8h	25%	2h	6h	Act. Work		2h
<input checked="" type="checkbox"/> Technical Product Eva	40h		3h	37h	Act. Work	0h	3h
<input checked="" type="checkbox"/> Conduct internal produ	40h	8%	3h	37h	Act. Work		3h
<input checked="" type="checkbox"/> 200GB USB v2 External Hard	58h		0h	58h	Act. Work	0h	0h
<input checked="" type="checkbox"/> 200GB USB v2 HD	58h		0h	58h	Act. Work	0h	0h
<input checked="" type="checkbox"/> Preliminary Investigatio	10h		0h	10h	Act. Work	0h	0h
<input checked="" type="checkbox"/> Assign resources to preli	8h	0%	0h	8h	Act. Work		

Print Grid | Export Grid to Excel

4

Collaboration Management (con't)

Electronic Timesheets and Updates



Microsoft Office
Project Web Access

Log Off | Help

Home | Tasks | Projects | Resources | Status Reports | **Updates** | Risks | Issues | Documents | Admin

View task changes submitted by resources

Task changes from resources (1/5/2004 - 1/9/2004)

View Options Filter, Group, Search Apply Rules

Accept all Show history Insert Notes 1/5/2004-1/9/2004

Accept?	Name	Act. Work	Mon 5	Tue 6	Wed 7	Thu 8	Fri 9	Total:
Accept	A Demonstration	Act. Work	2h	6h	8h	8h	6h	30h
Accept	Task update	Act. Work	2h	6h	8h	8h	6h	30h
Accept	Chris Ashton	Act. Work	2h	6h	8h	8h	6h	30h
Accept	Describe new product idea (1-page written	Act. Work	2h	3h	4h	5h		14h
Accept	Gather information required for go/no-go de	Act. Work		3h	4h	3h	6h	16h


Print Grid Export Grid to Excel

Artifact Management

- Risks, Issues, and Documents

Microsoft Office
Project Web Access

Home | Tasks | Projects | Resources | Status Reports | Updates | **Risks** | Issues | Documents | Admin

 **View and submit risks in all projects**

You have permissions to view or submit risks in the following projects. Click the project name to view

Project Name	Active	Postponed	Closed
My Projects			
Administrative Project	0	0	0
Malaysian Admin Project	0	0	0
Other Projects			
1 Exabyte Desktop Drive	0	0	0
100X DVD Drive	0	0	0
200GB USB v2 External Hard Drive	0	0	0

Go to selected project workspace

Actions:
[View and submit risks in all projects](#)

Artifact Management (con't)

Risks

Microsoft Office
Project Web Access Log Off | Help

Home | Tasks | Projects | Resources | Status Reports | Updates | **Risks** | Issues | Documents | Admin

100X DVD Drive
Risks

Select a View

- All Risks
- All Risks Assigned to Me
- All Risks Owned by Me
- All Risks Opened by Me
- All Active Risks
- All Closed Risks
- All Postponed Risks

Use the Risks list to proactively manage your project by identifying possible risks and their associated mitigation plans.

New Risk | Filter | Edit in Datasheet

Risk ID	Title	Assigned To	Status	Exposure	Category	Due Date
Count = 3						
2	Consistent supply of components	Steve Masters	(1) Active	3.75 (1)	Category1	
1	Currency risk of manufacturing location	To Brown				
3	Need product specifications	Scott Bishop				

View Risk
Edit Risk
Delete Risk
Alert Me

100X DVD Drive
Risks: Need product specifications

New Risk | Edit Risk | Delete Risk | Alert Me | Go Back to List

Title: Need product specifications

Assigned To: [Scott Bishop](#)

Status: (1) Active

Category: (2) Category2

Due Date: 2/9/2004 12:00 AM

Owner: [Scott Bishop](#)

Probability: 15%

Impact: 5

Exposure: 0.75

Cost: \$5,000.00

Cost Exposure: \$750.00

Artifact Management (con't)

■ Issues

Microsoft Office
Project Web Access

Log Off | Help

Home | Tasks | Projects | Resources | Status Reports | Updates | Risks | **Issues** | Documents | Admin

100X DVD Drive
Issues

Select a View

- All Issues
- All Issues Assigned to Me
- All Issues Owned by Me
- All Issues Opened by Me
- All Active Issues
- All Closed Issues
- All Postponed Issues

Actions

- View reports

Use the Issues list to track issues that have occurred in your project.

New Issue | Filter | Edit in Datasheet

Issue ID	Title	Assigned To	Status	Priority	Category	Due Date
Count = 3						
1	Qualification of supplier equipment	Scott Bishop (1)	Active	(3) Low	(3) Category3	
2	Tax implications of location					
4	Conduct preliminary investigation on market for 100X DVD Drive					

View Issue
Edit Issue
Delete Issue
Alert Me

100X DVD Drive
Issues: Conduct preliminary investigation on market...

New Issue | Edit Issue | Delete Issue | Alert Me | Go Back to List

Title: Conduct preliminary investigation on market for 100X DVD Drive

Assigned To: [Brad Sutton](#)

Status: (3) Closed

Category: (1) Category1

Owner: [Jo Brown](#)

Priority: (1) High

Due Date:

Discussion: What are our early thoughts on the project?

Organizational Readiness

- Project manager skills (people and communications)
- Defined roles and responsibilities
- Standard practices and business processes
- Training (tools, processes, and procedures)
- Auditing (schedules, processes, methods)

Now What Do I Do??????

- If PPM does not currently exist in your organization, here is a proposed plan of action for you as a PM:
 - Learn more about PPM yourself.
 - Look for symptoms PPM is needed and document them.
 - Checkout vendors who provide PPM support services.
 - Document Resource requirements.
 - Make your case for establishing (sell!) PPM.



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THANK YOU

Q&A



August 13, 2009