A photograph of three hikers (two women and one man) walking away from the camera on a dirt trail. They are wearing backpacks and outdoor gear. The background shows a valley with a lake and mountains under a cloudy sky. A semi-transparent geometric pattern of white lines and polygons is overlaid on the left side of the image.

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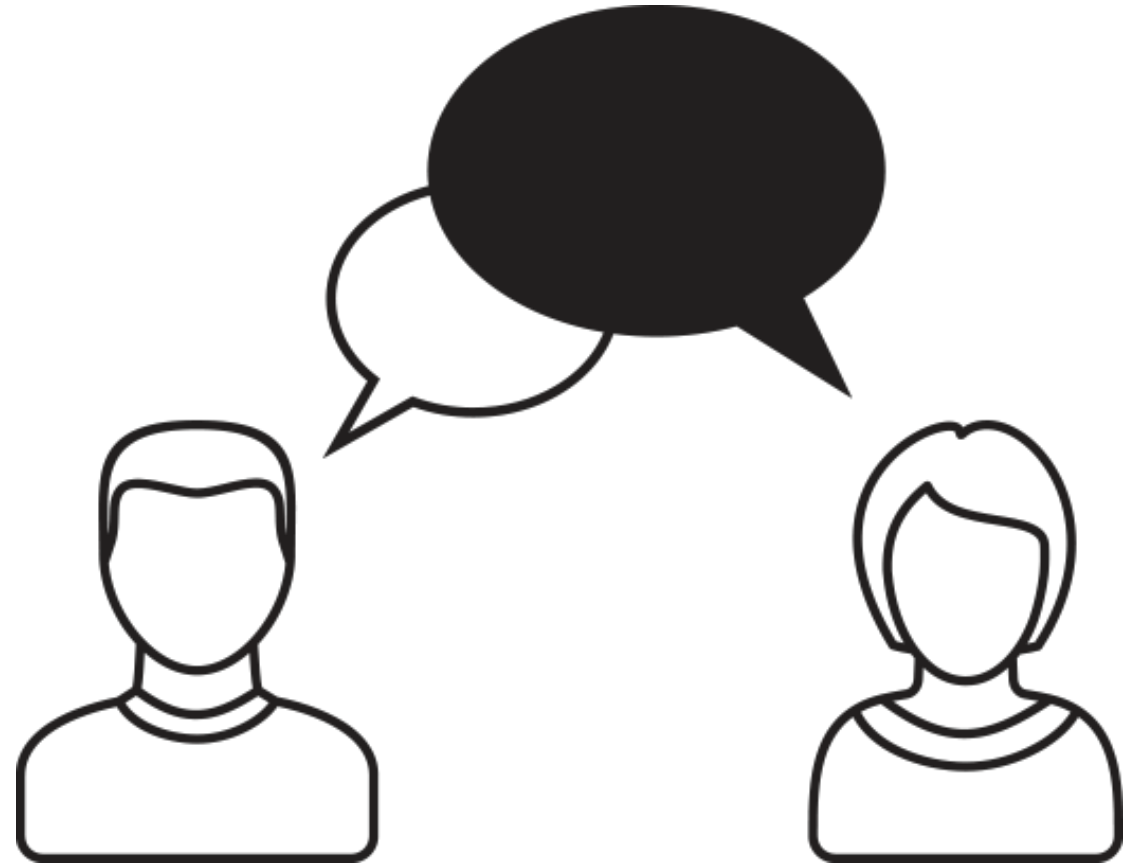
# Dashboards/Metrics | Samples

Your Guides: Doug Greer, Jennifer Scarlato



# Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself



# Agenda

- Metrics Overview
- Samples
  - Out of the Box
  - CA PowerBI
  - RegoXchange
  - Custom
  - Rego Adoption Package
- Summary
- Appendix: More Dashboards

# Metrics Overview

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# What Is A Metric?

- A quantitative property of a process or product whose possible values are numbers.
  - A measure is a specific value of a metric for a given process or product.
  - A unit that is used to collect data in order to report on the state of a particular service
  - A quantifiable measure used to track, monitor and assess the progress, success or failure of a business processes.
- 
- Key references:
    - Metrics for Project Management... by Rad & Levin
    - Enterprise Dashboards... by Malik
    - Key Performance Indicators... by Parmenter

# Why Use Metrics?

- To align behaviors with business goals
- Bring awareness to areas of improvement
- Empowers people to self manage
- Hard facts to make real decisions from
- To prove we are getting better
- To become better
- Why Not
  - “It’s best practice”
  - “Because the CIO told me to”
  - To create a “Naughty” list



# Metric Classifications

- Metric Calculations
  - Objective
  - Subjective
- Metric Timing
  - Leading
  - Lagging
- Metric Categories
  - Compliance
  - Governance
- Metric Slicing
  - By Timescale
  - By Organization
- Metric Types
  - Quantitative
  - Qualitative

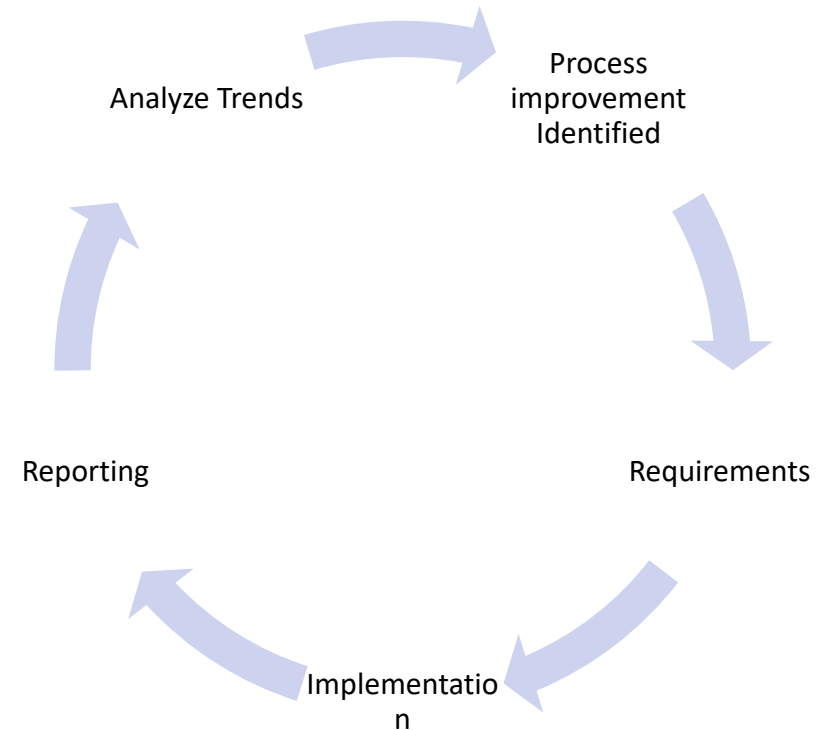
- Metric Formats

- Counts
- Percentages
- Ratings
- Trends

Metric	Specific	Measurable	Actionable	Relevant	Timely
Total project hours	✓	✓	✗	✗	✗
% of projects finishing on schedule	✓	✓	✓	✓	✓
# of contractor labor resources	✓	✓	✓	✗	✗
% Timesheets submitted on time in Q1	✓	✓	✓	✓	✓
Forecasted resource utilization	✓	✓	✓	✓	✗

# Step By Step Guide To Metric Development

1. Know your company goals
2. Create metrics that drive desired behavior and align with goals
3. Test your metric against the SMART system
4. Determine feasibility of gathering data
5. Test your metric
6. Review with key stakeholders
7. Make decision to use or discard





# Common PPM Metrics

- Scope
  - # changes / project duration in days (bad req. or bad PM)
  - Customer satisfaction (survey 1-10)
- Schedule
  - % of open tasks with finish date < one week ago (stale)
  - % projects on-time
  - % of tasks completed on time
  - % of tasks completed within baseline duration
  - % of tasks completed within baseline hours
  - % Milestones on time
  - Actual/Estimate - % to estimate
  - Average task duration or effort (good plans)
  - % tasks assigned 3 months out (how well advanced planning)
  - # of baselines
  - Milestone Burndown
  - Cross Project Dependency Slack
- Budget
  - % projects on-budget
  - % complete vs. % money expended
  - Actual / budgeted ROI
  - Total support costs for x months after solution is completed
  - Amount of project manager time vs. overall effort hours
  - % change in NPV/IRR from gate to gate
  - Benefits realized vs. benefits planned
  - % projects with current financial forecasts
- Overall Project
  - Subjective R/Y/G on projects by the PM (PMs thoughts)
  - Duration between steps, phases, stages, etc
  - # issues / project duration in days
  - How long issues remain open
  - % projects with current status reports
  - Number of defects discovered after initial acceptance / dev hours
  - Counts and amounts for projects in Red/Amber/Green status
  - # issues by severity: opened, closed, on-hold
  - % projects failed gate review
  - % projects that delayed gate review
- Time (Not Project Related)
  - Time not submitted on time
  - Ave hours worked by staff
  - % internal vs. external resources
  - Time to assign WR (response time)
  - Time by % Admin, Projects, Maintenance (Doing the right things)
- Resource Management
  - % of resources with “appropriate” allocations 6-9 months in the future
  - % of resources with “appropriate” assignments 0-3 months in the future
  - Forecasted Utilization % by project manager for next 0-3 months
  - Actual Utilization % by project manager for last 3 months
  - Workloads by resources or manager - # projects they support

# Open Mic

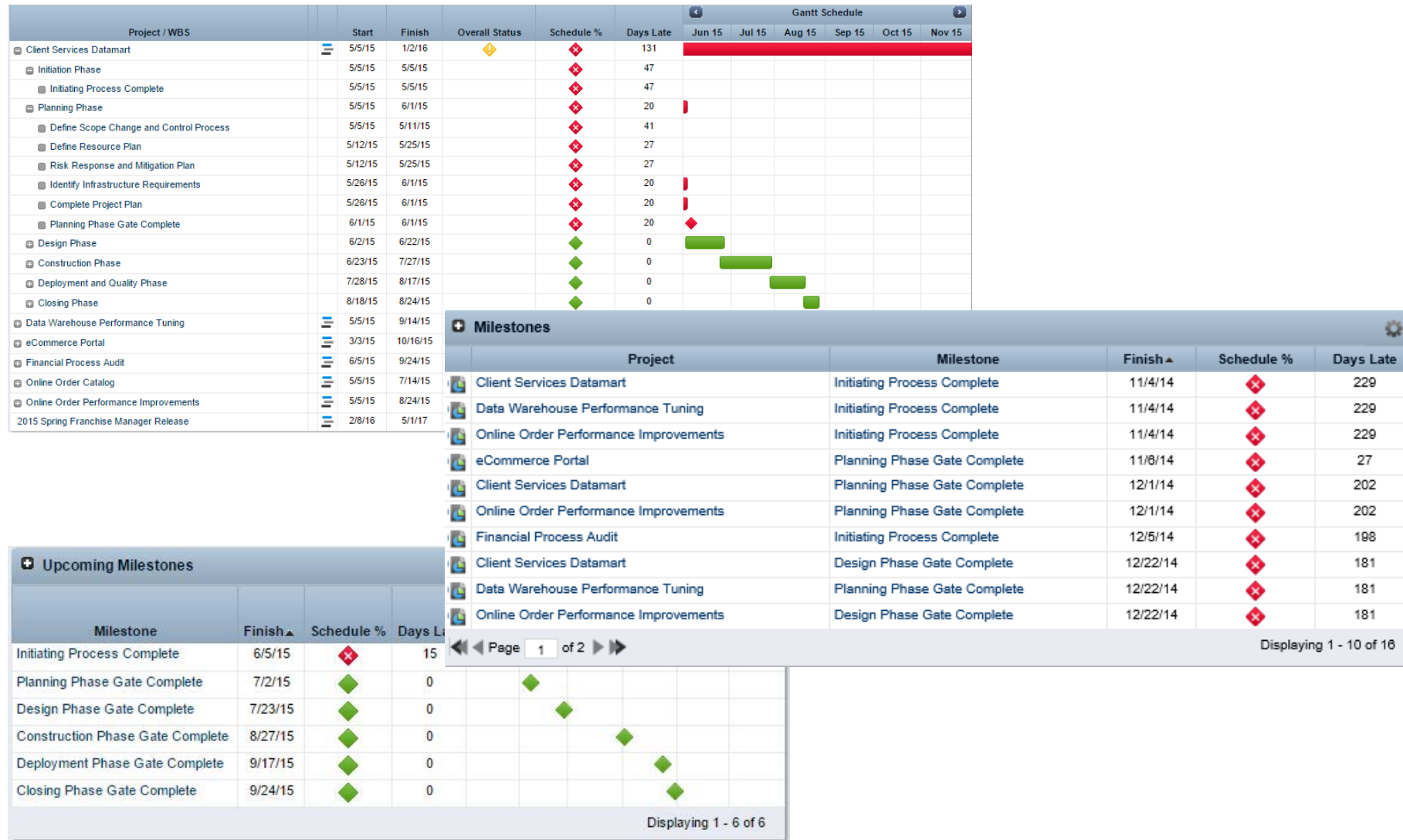
- Show of hands: where are Dashboard/KPI requests coming from?
  - Upper Management?
  - Portfolio Managers?
  - Program/Project Managers?
  - Resource Managers?
  - Finance?
- Show of hands: what tool do you use for Dashboards/Metrics?
  - Portlets?
  - Jaspersoft?
  - Tableau?
  - PowerBI?



# Samples: OOTB Metric Dashboards

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# OOTB Metrics – Tasks





# OOTB Metrics – Tasks



# OOTB Metrics – Project/Program - Variances

Schedule Performance Drill Down

Paul Martin ▾ OBS Project Manager Martin, Paul As Of Date 5/31/15 Days Outlook Filter More ▾

☰ Schedule Performance Details

Project	Task	Status	Classification	Finish	Schedule %	Days Late	BAC	Actuals	ETC	EAC	Projected Effort Variance	Projected Effort Variance %
Client Services Datamart	Define Scope Change and Control Process	Not Started	Critical Late	5/11/15	✖	41	40	0	40	40	0	◆
eCommerce Portal	Complete Project Plan	Started	Critical Late	5/11/15	✖	25	160	76	84	160	0	◆
Online Order Performance Improvements	Define Scope Change and Control Process	Not Started	Critical Late	5/11/15	✖	41	40	0	40	40	0	◆
Client Services Datamart	Define Resource Plan	Not Started	Critical Late	5/25/15	✖	27	80	0	80	80	0	◆
Client Services Datamart	Risk Response and Mitigation Plan	Not Started	Critical Late	5/25/15	✖	27	160	0	160	160	0	◆
Online Order Performance Improvements	Risk Response and Mitigation Plan	Not Started	Critical Late	5/27/15	⚠	2	160	0	160	160	0	◆
Client Services Datamart	Complete Project Plan	Not Started	Critical Late	6/1/15	✖	20	120	0	120	120	0	◆
Data Warehouse Performance Tuning	Define Resource Plan	Not Started	Critical Late	6/1/15	✖	20	160	0	160	160	0	◆
Online Order Catalog	Database Development	Not Started	Critical Late	6/1/15	✖	20	320	0	320	320	0	◆
Online Order Performance Improvements	Complete Project Plan	Not Started	Critical Late	6/1/15	✖	20	120	0	120	120	0	◆
Client Services Datamart	Requirements Definition	Not Started	Critical Late	6/8/15	✖	13	80	0	80	80	0	◆
Online Order Performance Improvements	Requirements Definition	Not Started	Critical Late	6/8/15	✖	13	200	0	200	200	0	◆
Financial Process Audit	Define Scope Change and Control Process	Not Started	Critical Late	6/11/15	✖	10	40	0	40	40	0	◆
Data Warehouse Performance Tuning	Risk Response and Mitigation Plan	Not Started	Critical Late	6/15/15	✖	6	240	0	240	240	0	◆
Data Warehouse Performance Tuning	Requirements Definition	Not Started	Critical Late	7/1/15	⚠	2	200	0	200	200	0	◆
eCommerce Portal	Requirements Definition	Started	Critical Late	7/1/15	✖	23	340	0	340	340	0	◆
eCommerce Portal	Hardware Acquisition	Started	Critical Late	7/2/15	✖	23	0	0	0	0	0	◆
Total						333	2,460	76	2,384	2,460	0	

Displaying 1 - 17 of 17

☰ Project KPIs by OBS

[Filter: None ▾]

OBS / Project	Manager	Business Alignment	Schedule %	Days Late	Projected Cost Variance %	Projected Effort Variance %	Risk	Issue	Change
All Groups		⚠	✖	142	✖	✖	◆	⚠	✓
Application Mgt		⚠	✖	199	◆	◆	◆	⚠	
Global HR Application Maintenance	McCarthy, John	⚠	✖	199	◆	◆	◆	⚠	
Business Technologies		⚠	✖	77	◆	◆	◆	⚠	✓
Client Services Datamart	Martin, Paul	⚠	✖	131	◆	◆	◆	⚠	
eCommerce Portal	Martin, Paul	⚠	✖	50	◆	◆	◆	⚠	✓
Online Order Performance Improvements	Martin, Paul	✖	✖	49	◆	◆	◆	⚠	✓

☰ Project Lifecycle Review

Project	Project Manager	Stage	Start	Finish	Initiation Phase	Planning Phase	Design Phase	Construction Phase	Deployment and Quality Phase	Closing Phase
Social Networking Security Upgrade	Paxton, Robyn	◆	8/3/15	11/5/15	◆	◆	◆	◆	◆	◆
CRM Enhancements	Riviera, Alex	◆	3/2/15	8/4/15	✖	✖	✖	✖	✖	✖
eCommerce Portal	Martin, Paul	◆	3/3/15	10/16/15	✖	✖	✖	✖	✖	✖
Mobile Device Management (MDM) Deployment	Paxton, Robyn	◆	9/2/15	8/31/16	◆	◆	◆	◆	◆	◆
Mobile Identity Management Enhancements	Paxton, Robyn	◆	6/15/15	10/2/15	✖	◆	◆	◆	◆	◆
System Upgrade Release 14	Paxton, Robyn	◆	7/3/15	7/1/16	◆	◆	◆	◆	◆	◆
Mobility Management Services	Tanner, Paul	◆	6/5/15	12/10/15	✖	◆	◆	◆	◆	◆
eBusiness Mobile Network	Paxton, Robyn	◆	1/5/15	1/4/16	◆	✖	✖	◆	◆	◆
Office Upgrade	Tanner, Paul	◆	2/16/15	2/15/16	✖	✖	✖	◆	◆	◆
Meeting Reservation Portal	Tanner, Paul	◆	5/5/15	10/31/16	✖	◆	◆	◆	◆	◆
Online to Offline Market	McCarthy, John	◆	7/3/15	10/16/15	◆	◆	◆	◆	◆	◆
BYOD Management	Tanner, Paul	◆	8/3/15	2/5/16	◆	◆	◆	◆	◆	◆
Online Order Performance Improvements	Martin, Paul	◆	5/5/15	8/24/15	✖	✖	✖	◆	◆	◆
CRM Contact Center Development	Riviera, Alex	◆	2/2/15	6/30/15	✖	✖	✖	✖	✖	✖

Displaying 1 - 14 of 14

# OOTB Metrics – Project/Program - Status

Status Report Review: Status Report Listing

OBS Project Manager Filter More

Status Report Listing

Project▲	Manager	Overall Status	Status Report Update	Report Date	Report Status	Schedule	Scope	Cost and Effort
A Fantastic Project	Thomas, Brian	⬇		4/30/15	Draft	⬇	⬇	⬆
A Fantastic Project	Thomas, Brian	⬇	We have run into challenges but are hoping to bring things around	3/27/15	Final	⬇	⬆	⬆
A Fantastic Project	Thomas, Brian	⬆	Project is underway and looking good	2/27/15	Final	⬆	⬆	⬆
Application Security Audit	Malone, Paula	⬇	The project is on track. There are some scope concerns regarding the applications which should be included under this audit. These are being addressed to the audit team for guidance.	4/15/16	Final	⬆	⬆	⬇
Automated Security Enhancements	Berks, Paul	⬆	Requirements gathering started	5/9/16	Final	⬆	⬆	⬆
Automated Security Enhancements	Berks, Paul	⬆	On track in all areas	5/2/16	Final	⬆	⬆	⬆
Change Mgt for Internal Portal	McCarthy, John	⬆	Thanks to the executive team intervening we finally have a scope of what needs to be updated and how to proceed.	6/13/16	Final	⬆	⬆	⬆
Change Mgt for Internal Portal	McCarthy, John	⬆	Getting a committee to decide which of the many suggestions to implement is going to take longer than the actual work. We are still on track, but if we can't come to some consensus, the project will not finish as planned.	6/6/16	Final	⬆	⬆	⬆
Change Mgt for Online Order Entry	McCarthy, John	⬆	Technical aspects of the project are progressing well; we are having some issues with the "people" side of the changes. The employees are reluctant to adapt to the new system.	4/11/16	Final	⬆	⬆	⬆
Change Mgt for Online Order Entry	McCarthy, John	⬆	On track, no issues. We may complete this project ahead of schedule	4/4/16	Final	⬆	⬆	⬆
Client Services Datamart	Martin, Paul	⬇	Technical issues affected planned recruitment and, therefore, the overall project scope. While this does not affect the completion of the project it may incur additional costs.	5/9/16	Final	⬆	⬇	⬇
Client Services Datamart	Martin, Paul	⬆	Project started without problems or issues that need to be addressed.	5/2/16	Final	⬆	⬆	⬆
Compliance Audit - Security	Sutherland, Joy	⬆	Audit teams are working with the employees gathering their evidence and documenting any findings.	6/3/16	Final	⬆	⬆	⬆
Compliance Audit - Security	Sutherland, Joy	⬆	Initial audit planning started. Gathering up the audit team and defining scope of audit.	5/27/16	Final	⬆	⬆	⬆
CRM Contact Center Development	Riviera, Alex	⬆	Authentication issues resolved. Project is going as planned.	4/18/16	Final	⬆	⬆	⬆
CRM Contact Center Development	Riviera, Alex	⬇	Working through issues regarding remote customer service agents authenticating into the system. Otherwise we are on time, on budget and on track.	4/4/16	Final	⬇	⬆	⬇
CRM Enhancements	Riviera, Alex	⬇	Initial planning phase has been completed. The project will be a week longer than planned since we uncovered additional features/functions that we can enable via a more extensive upgrade.	4/15/16	Final	⬇	⬇	⬇
CRM Enhancements	Riviera, Alex	⬆	Planning is done, design phase started. No additional changes, delays, or scope updates. New project deliverables, budget and scope have been approved.	4/8/16	Final	⬆	⬆	⬆
Data Warehouse Performance Tuning	Martin, Paul	⬇	Testing on development server is nearly complete. Users are happy with the results in this environment. Next steps are testing with a wider audience and exporting to a test environment.	4/20/16	Final	⬆	⬆	⬆
Data Warehouse Performance Tuning	Martin, Paul	⬇	The development system is on-line and available for user testing.	4/13/16	Final	⬆	⬆	⬇

◀ Page 1 of 5 ▶

Displaying 1 - 20 of 83

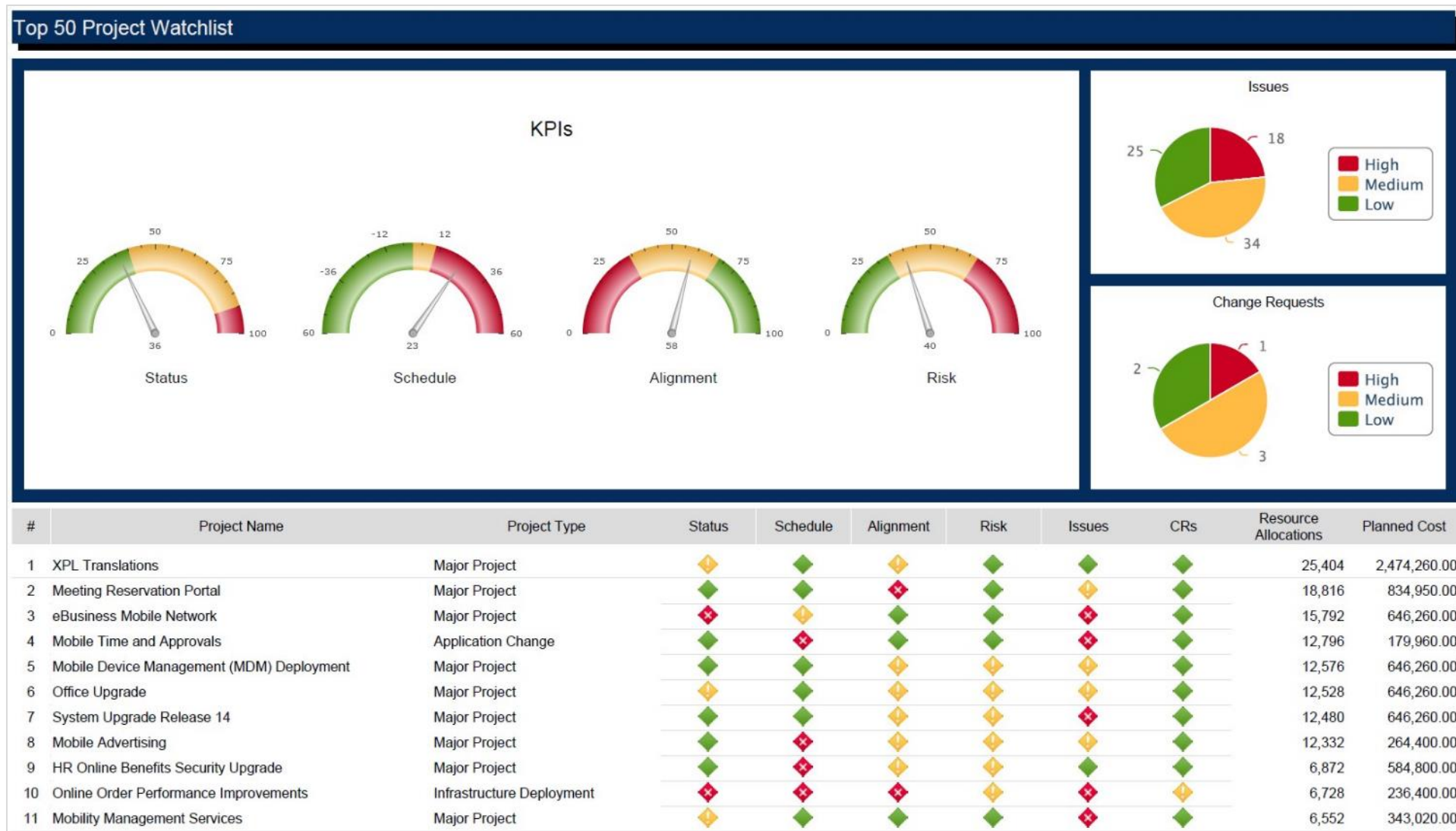
# OOTB Metrics – Project/Program – Health

## KPIs by Project Type

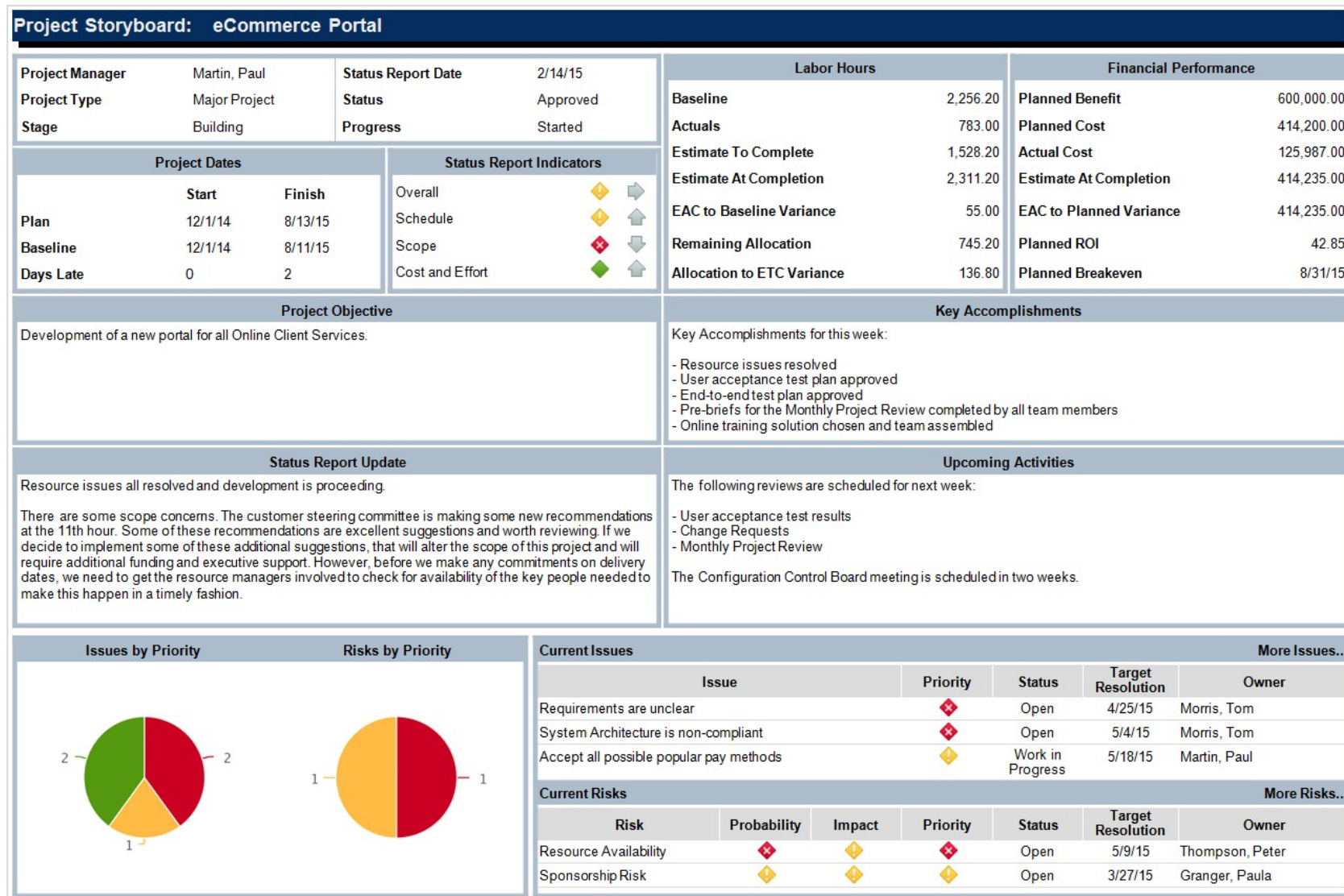




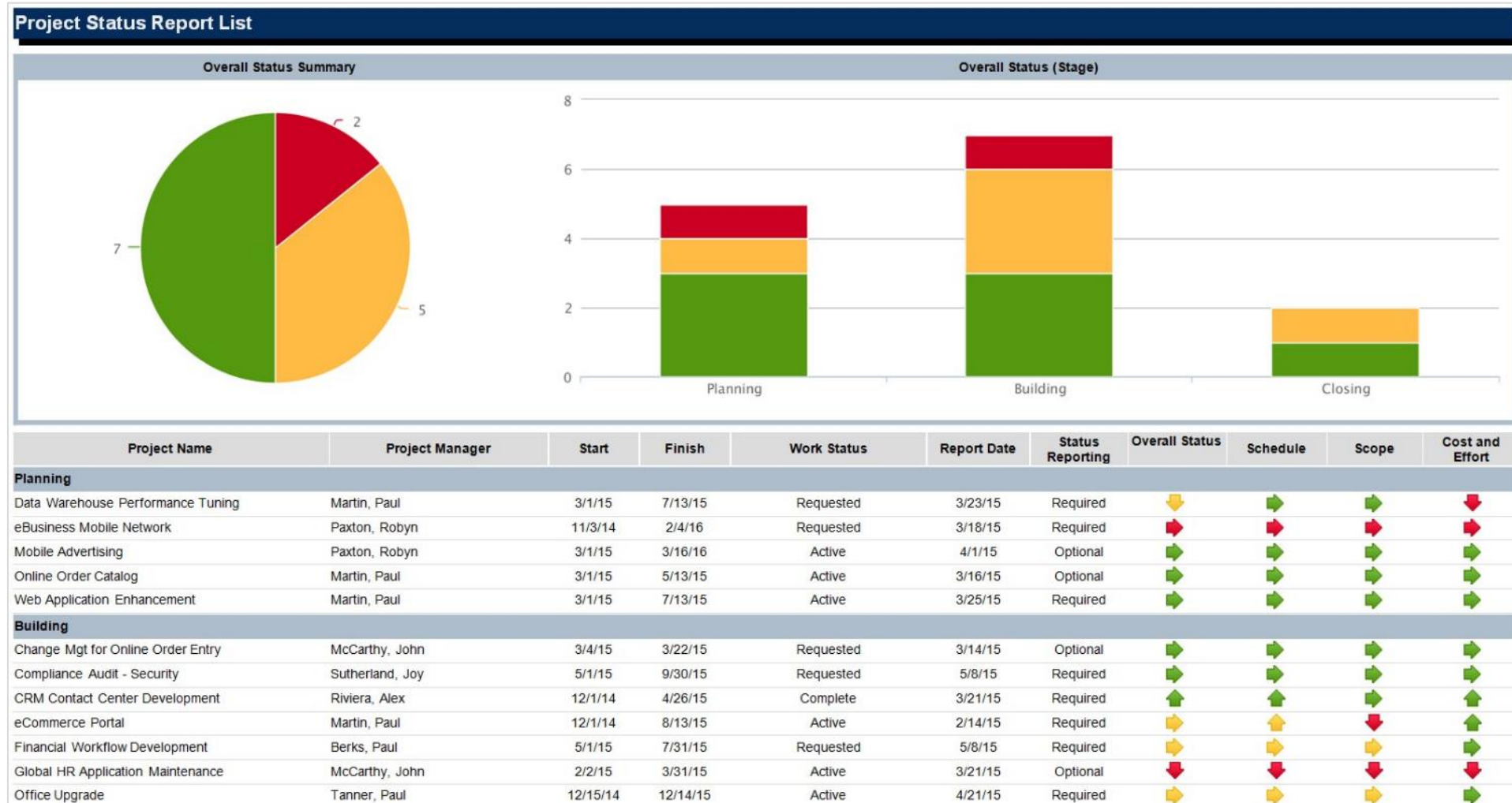
# OOTB Metrics – Project/Program – Health



# OOTB Metrics – Project/Program – Health



# OOTB Metrics – Project/Program – Health





# OOTB Metrics – Project/Program – Health





# OOTB Metrics – Project/Program – Health

## Project Status Summary: eCommerce Portal



Stage: Building

Overall Status



Status Report Date:

3/17/2017

### Key Accomplishments

Key accomplishments for this week:

- Resource issues resolved
- User acceptance test plan approved

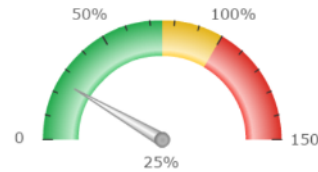
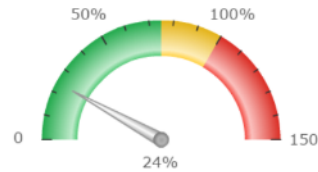
### Upcoming Activities

The following reviews are scheduled for next week:

- User acceptance test results
- Change Requests
- Monthly Project Review

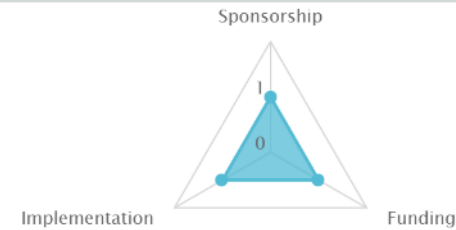
### Cost

### Resources



Displays burn rate against baseline

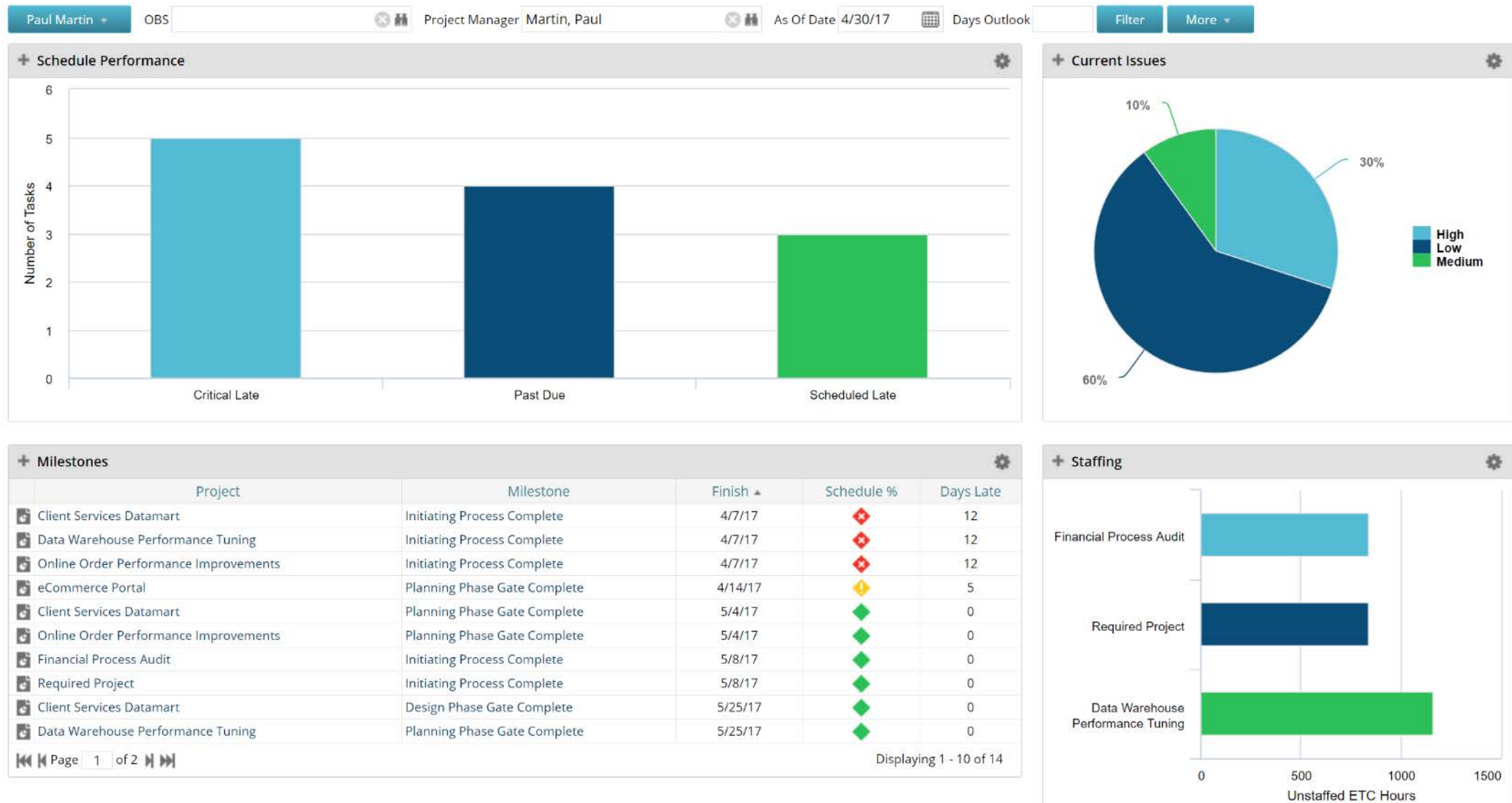
### Risk Map by Category



### Phase and Key Milestone Schedule

Phase/Key Milestone	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Planning Phase Gate Complete	◆									
Design Phase										
Design Phase Gate Complete			◆							
Construction Phase										
Construction Phase Gate Complete						◆				
Deployment and Quality Phase										
Deployment Phase Gate Complete							◆			
Closing Phase										
Closing Phase Gate Complete								◆		

# OOTB Metrics – Project/Program – Health



# OOTB Metrics – Project/Program – Health

## Current Issues Report

Issue	Priority	Status	Target	Owner
Advanced reporting requires newer java	Low	Work in Progress	5/12/17	Thompson, Peter
Enhancements could affect integration points	Low	Work in Progress	6/23/17	Thompson, Peter
Funding concerns	Low	Open	6/9/17	Morris, Tom
Interfaces to other systems	High	Work in Progress	5/31/17	Morris, Tom
Java scripts running on forms are causing performance issues	High	Work in Progress	5/11/17	Thompson, Peter
The email router configuration manager cannot retrieve user information	Medium	Work in Progress	5/19/17	Thompson, Peter
Users must always be assigned to a business unit	Medium	Work in Progress	5/22/17	Thompson, Peter

## Current Risks Report

Risk	Probability	Impact	Priority	Status	Target	Owner
Enhancements could affect integration points	Low	Medium	Low	Open	6/18/17	Thompson, Peter
Interfaces to other systems	Medium	High	High	Open	8/14/17	Morris, Tom
New enhancements require additional licenses	High	Medium	Low	Open	6/25/17	Thompson, Peter

## Project Status Report

Page 1 of 6

Project Name	Project Manager	Start	Finish	Work Status	Report Date	Schedule	Scope	Cost and Effort
IT Project Template	Fleming, Nicole	3/7/17	7/6/17	Requested	3/8/18	On Track		
Lean	Fleming, Nicole	3/22/17	4/13/17	Requested	3/24/17	On Track		
Marketing Campaign	Fleming, Nicole	3/21/17	7/7/17	Requested	3/24/17	On Track		
Monthly Newsletter	Fleming, Nicole	3/7/17	3/24/17	Requested	3/10/17	On Track		
Project Kickoff	Fleming, Nicole	3/7/17	8/22/17	Requested	3/10/17	On Track		
Project Template - no tasks	Fleming, Nicole	3/7/17	3/8/17	Requested	3/10/17	On Track		
Trade Show	Fleming, Nicole	3/7/17	9/20/17	Requested	3/10/17	On Track		
TV Project Kick-off	Fleming, Nicole	8/25/17	12/28/17	Requested	12/13/17			
SAP Implementation	Administrator, System	5/22/17	9/5/17	Requested	11/24/16	On Track		
B2B Enhancements	Robertson, Theresa	3/1/17	12/31/18	Requested	3/24/17	On Track	On Track	On Track
Industry Trade Show	Fleming, Nicole	3/20/17	2/28/18	Requested	3/24/17	On Track	On Track	Needs Help

## Key Accomplishments

Page 1 of 10

Project	Key Accomplishments
2016 Winter Franchise Manager Release	
4G Upgrade Readiness	
5 Stage NPD - Methodology Template	
5555	
A Finance Process Change	
A Finance Process Change	
A Finance Process Change	Define phase is complete. Identified critical need of documentation and updated plan. Have engaged SME base of people wanting and motivated to change practices for improved processes
A Finance Process Change	Define phase is complete. Identified critical need of documentation and updated plan. Have engaged SME base of people wanting and motivated to change practices for improved processes
AC Core Digital Rollout	
AC S&F Implementation	
API Technical Debt	
Agile Initiative Template	
Agile Time Tracking Template	
Analysis Delivery	

# OOTB Metrics – Project/Program – Health

Budget	Actuals	Forecast	Variance
\$11,031,760	\$758,250	\$49,650,875	\$(38,619,115)
Projects Completed	Projects Started	Contractors (FTEs)	Employees (FTEs)
6	91	16	229

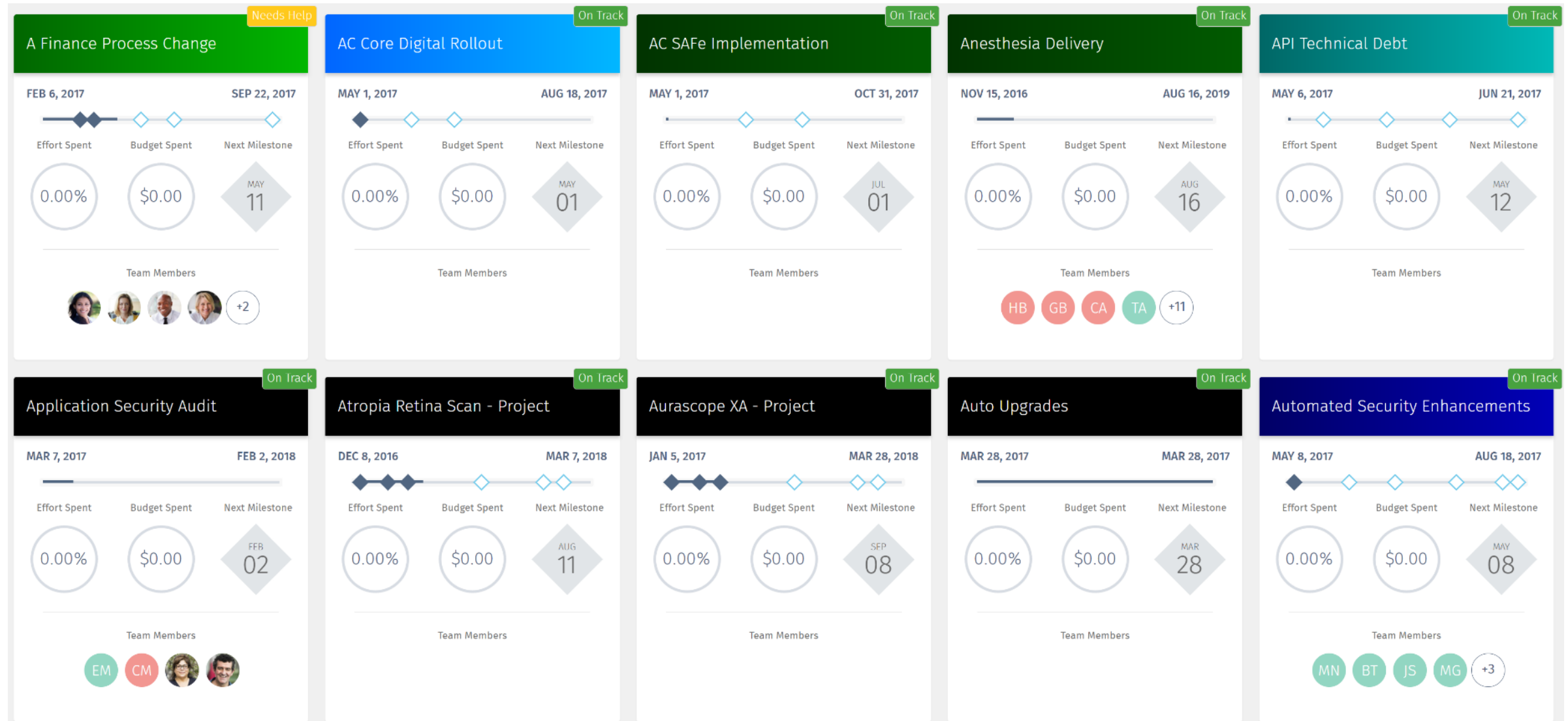
☒ Populate Project Manager?  
Project Manager  
Available: 31  
Selected: 31  
× Administrator, System | admin  
× Alvarez, Corine | corineAlvarez  
× Angelo, Michael | michaelAngelo  
× Beck, Jackson | JacksonBeck  
× Berg, Kathryn | kathrynBerg  
× Berks, Paul | paulBerks  
× Brooks, Emma | emmaBrooks  
× Core, Elizabeth | elizabethCore  
× Craig, Allen | allenCraig  
Apply

## Top 10 Projects

#	Project Name	Project Type	Status	Schedule	Alignment	Risk	Issues	CRs	Resource Allocations	Planned Cost
1	<a href="#">XPL Translations</a>	Major Project	⬜	🟩	⚠️	⬜	🟩	🟩	48,880	71,600.00
2	<a href="#">Critical Care Vent - home version</a>	Major Project	⬜	🟩	🟩	⚠️	🟩	🟩	48,828	0.00
3	<a href="#">Web Based Trading</a>	Major Project	⬜	🟩	⚠️	🟩	🟩	🟩	39,120	0.00
4	<a href="#">Personalized online shopping experience</a>	Application Change	🟩	🔴	⚠️	🟩	🟩	🟩	33,790	400,000.00
5	<a href="#">Web Application Enhancement</a>	Major Project	🟩	🔴	⚠️	🔴	⚠️	🔴	26,281	244,000.00
6	<a href="#">Minimal Online Shopping Site</a>	Major Project	⚠️	🔴	⚠️	🟩	🟩	🟩	23,386	400,000.00
7	<a href="#">Portfolio Initiative</a>	Major Project	🟩	🔴	⚠️	⚠️	🟩	🟩	19,190	192,720.00
8	<a href="#">Collaboration Initiative</a>	Major Project	🟩	🔴	⚠️	⚠️	🟩	🟩	17,558	192,720.00
9	<a href="#">Maintain legacy purchasing system</a>	Major Project	🟩	🔴	⚠️	🟩	🟩	🟩	16,605	600,000.00
10	<a href="#">Modernize customer service portal</a>	Major Project	🟩	🔴	⚠️	⬜	🟩	🟩	15,670	750,000.00



# OOTB Metrics – Project/Program – Health



# OOTB Metrics – Project/Program - Financial

**Project Costs by Resource**

Resource:  Resource Type:  Is Role:  Employment Type:

Project	Team	Resource/Role▲	Project Role	Resource Type	Employment Type	BAC Cost	Actual Cost (ACWP)	ETC Cost	EAC Cost	Projected Cost Variance	Projected Cost Variance %
Application Security Audit		Business Analyst	Business Analyst	Labor		305,920	0	305,920	305,920	0	◆
Application Security Audit		Malone, Paula		Labor	Employee	267,680	0	267,680	267,680	0	◆
Application Security Audit		Moreau, Erin	Test Engineer	Labor	Employee	248,560	0	248,560	248,560	0	◆
Application Security Audit		Morris, Tom	Architect	Labor	Employee	15,045	0	15,045	15,045	0	◆
Application Security Audit		Murphy, Carolyn	Developer	Labor	Employee	305,920	0	305,920	305,920	0	◆
Total						1,143,125	0	1,143,125	1,143,125	0	

Displaying 1 - 5 of 5

**Project Costs by Task**

Task Status:

Project	Phase	Task	Status	Start	Finish	BAC Cost	Actual Cost (ACWP)	ETC Cost	EAC Cost	Projected Cost Variance	Projected Cost Variance %
Application Security Audit	Application Security Audit	Application Security Audit	Not Started	4/6/15	3/3/16	1,143,125	0	1,143,125	1,143,125	0	◆
Total						1,143,125	0	1,143,125	1,143,125	0	

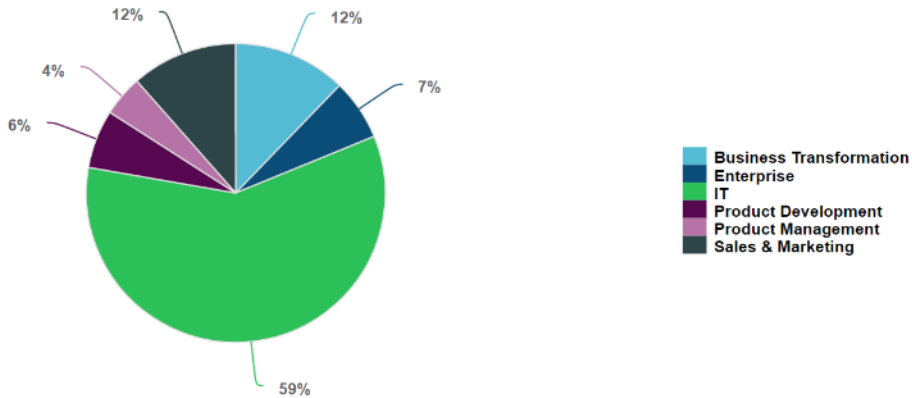
# OOTB Metrics – Financial

Financial Budget vs. Forecast by Period													
Cost Type / Transaction Class	Total	2015-01	2015-02	2015-03	2015-04	2015-05	2015-06	2015-07	2015-08	2015-09	2015-10	2015-11	2015-12
<b>Capital</b>													
<b>External Labor</b>													
Budget	1,215,139	3,644	20,800	19,245	17,990	21,340	13,200	20,800	40,000	151,960	194,320	296,520	415,320
Forecast	1,190,339	3,644	20,800	19,245	17,990	21,340	1,200	15,300	32,700	151,960	194,320	296,520	415,320
Variance	24,800	0	0	0	0	0	12,000	5,500	7,300	0	0	0	0
<b>Internal Labor</b>													
Budget	2,932,000	201,099	188,302	168,260	172,448	197,771	157,200	105,920	154,000	444,680	297,800	467,080	377,440
Forecast	2,933,787	201,099	188,302	199,260	196,435	197,771	155,200	82,300	126,420	444,680	297,800	467,080	377,440
Variance	-1,787	0	0	-31,000	-23,987	0	2,000	23,620	27,580	0	0	0	0
<b>Budget</b>	<b>4,147,139</b>	<b>204,743</b>	<b>209,102</b>	<b>187,505</b>	<b>190,438</b>	<b>219,111</b>	<b>170,400</b>	<b>126,720</b>	<b>194,000</b>	<b>596,640</b>	<b>492,120</b>	<b>763,600</b>	<b>792,760</b>
<b>Forecast</b>	<b>4,124,126</b>	<b>204,743</b>	<b>209,102</b>	<b>218,505</b>	<b>214,425</b>	<b>219,111</b>	<b>156,400</b>	<b>97,600</b>	<b>159,120</b>	<b>596,640</b>	<b>492,120</b>	<b>763,600</b>	<b>792,760</b>
<b>Variance</b>	<b>23,013</b>	<b>0</b>	<b>0</b>	<b>-31,000</b>	<b>-23,987</b>	<b>0</b>	<b>14,000</b>	<b>29,120</b>	<b>34,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating</b>													
<b>External Labor</b>													
Budget	326,280	1,940	9,022	8,753	6,465	11,180	2,400	12,800	0	13,600	65,600	112,600	81,920
Forecast	351,096	1,940	9,022	8,753	6,465	11,180	14,400	19,216	6,400	13,600	65,600	112,600	81,920
Variance	-24,816	0	0	0	0	0	-12,000	-6,416	-6,400	0	0	0	0
<b>Internal Labor</b>													
Budget	2,743,611	156,720	110,833	98,431	106,500	77,927	31,200	134,400	94,480	471,660	586,220	482,480	392,760
Forecast	2,646,302	156,720	110,833	98,431	106,500	77,927	62,400	75,291	25,080	471,660	586,220	482,480	392,760
Variance	97,309	0	0	0	0	0	-31,200	59,109	69,400	0	0	0	0
<b>Budget</b>	<b>2,482,120</b>	<b>158,660</b>	<b>119,855</b>	<b>107,184</b>	<b>112,965</b>	<b>89,107</b>	<b>33,600</b>	<b>147,200</b>	<b>94,480</b>	<b>485,260</b>	<b>651,820</b>	<b>595,080</b>	<b>474,680</b>
<b>Forecast</b>	<b>2,409,627</b>	<b>158,660</b>	<b>119,855</b>	<b>107,184</b>	<b>112,965</b>	<b>89,107</b>	<b>76,800</b>	<b>94,507</b>	<b>31,480</b>	<b>485,260</b>	<b>651,820</b>	<b>595,080</b>	<b>474,680</b>
<b>Variance</b>	<b>72,493</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,200</b>	<b>52,693</b>	<b>63,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>													
<b>Budget</b>	<b>7,217,030</b>	<b>363,403</b>	<b>328,957</b>	<b>294,689</b>	<b>303,403</b>	<b>308,218</b>	<b>204,000</b>	<b>273,920</b>	<b>288,480</b>	<b>1,081,900</b>	<b>1,143,940</b>	<b>1,358,680</b>	<b>1,267,440</b>
<b>Forecast</b>	<b>7,121,524</b>	<b>363,403</b>	<b>328,957</b>	<b>325,689</b>	<b>327,390</b>	<b>308,218</b>	<b>233,200</b>	<b>192,107</b>	<b>190,600</b>	<b>1,081,900</b>	<b>1,143,940</b>	<b>1,358,680</b>	<b>1,267,440</b>
<b>Variance</b>	<b>95,506</b>	<b>0</b>	<b>0</b>	<b>-31,000</b>	<b>-23,987</b>	<b>0</b>	<b>-29,200</b>	<b>81,813</b>	<b>97,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# OOTB Metrics – Financial

Select OBS By **OBS Type** **OBS Unit** (or) OBS Type **Corporate Department OBS** **Filter** **More**

OBS Project Cost Analysis - Planned Cost

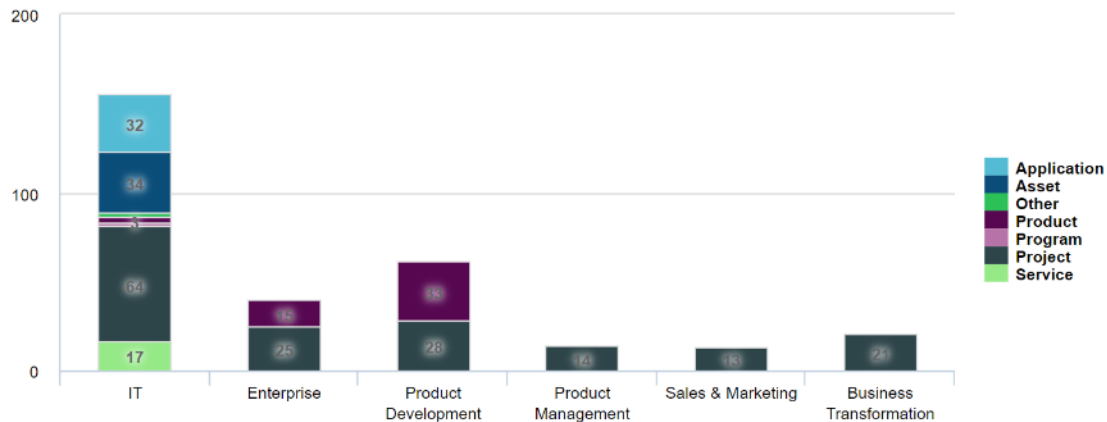


OBS Project Summary

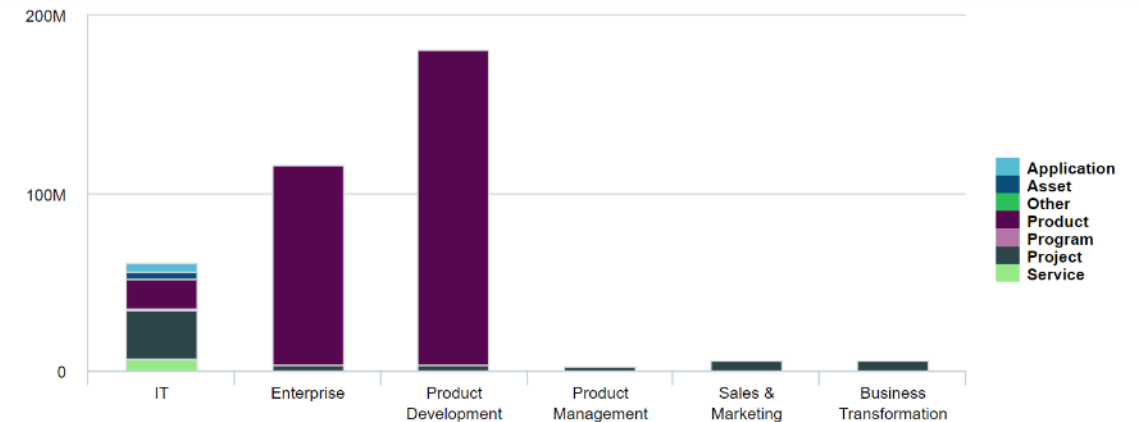
OBS / Project	Capital Cost	Operating Cost	Total Cost	Actual Cost	Business Alignment	Risk
Business Transformation	935,000	4,819,656	5,754,656	0		
Enterprise	450,000	2,660,096	3,110,096	0		
IT	12,030,100	15,728,115	27,758,215	447,573		
Product Development	1,047,200	1,937,600	2,984,800	0		
Product Management	713,440	1,366,600	2,080,040	114,480		
Sales & Marketing	61,000	5,358,028	5,419,028	196,197		

Displaying 1 - 6 of 6

OBS Investment Type by Count



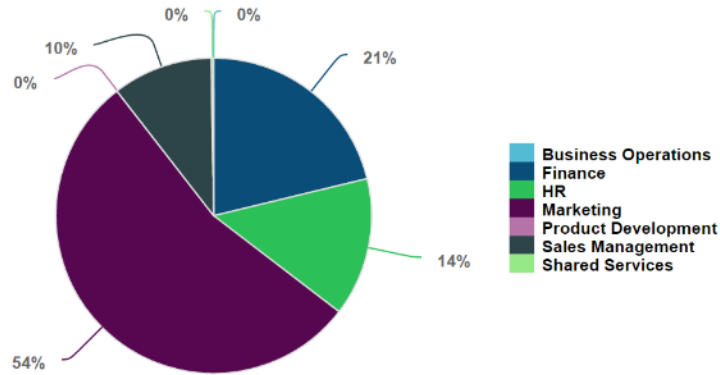
OBS Investment Capital Cost by Type



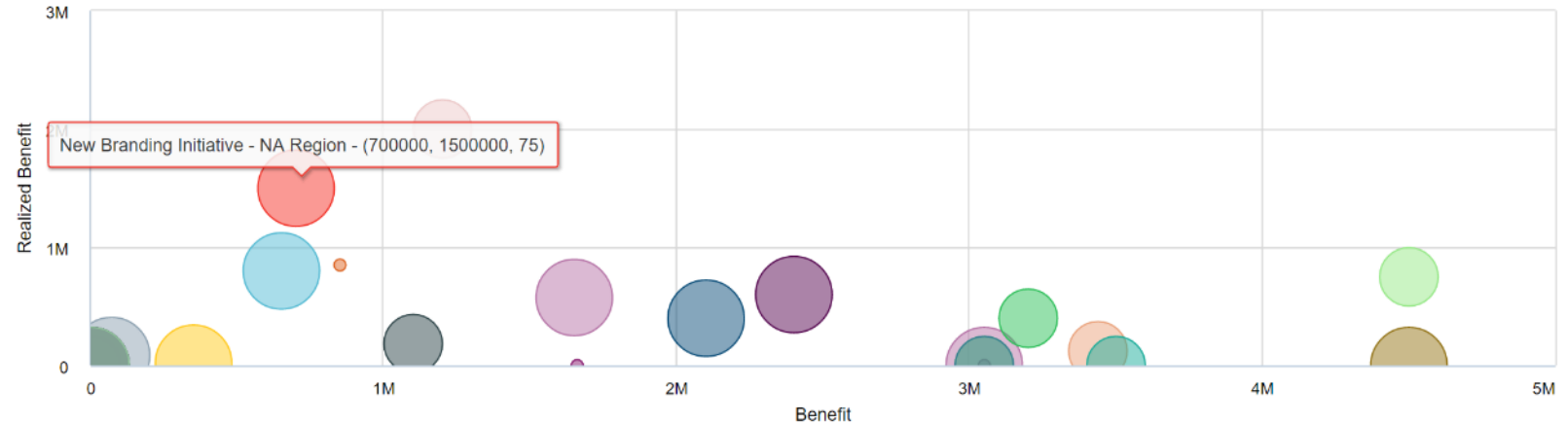


# OOTB Metrics – Financial

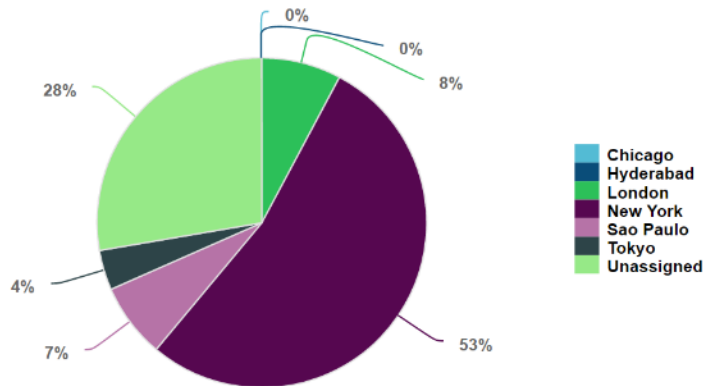
Realized Benefit by Business Unit



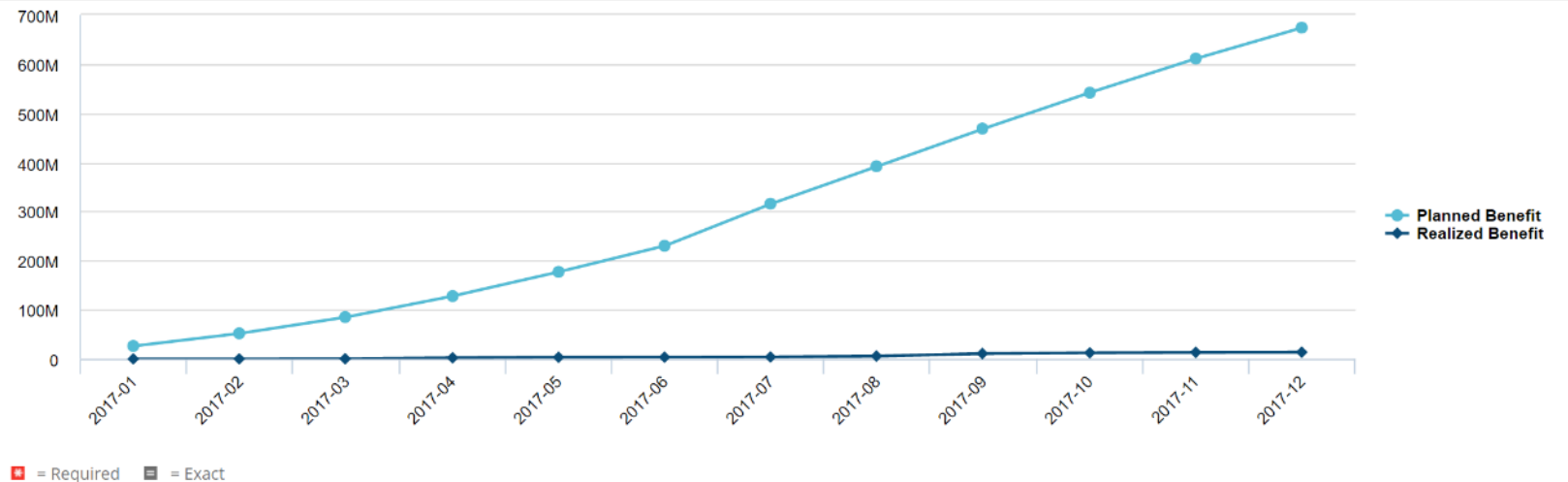
Benefit Analysis



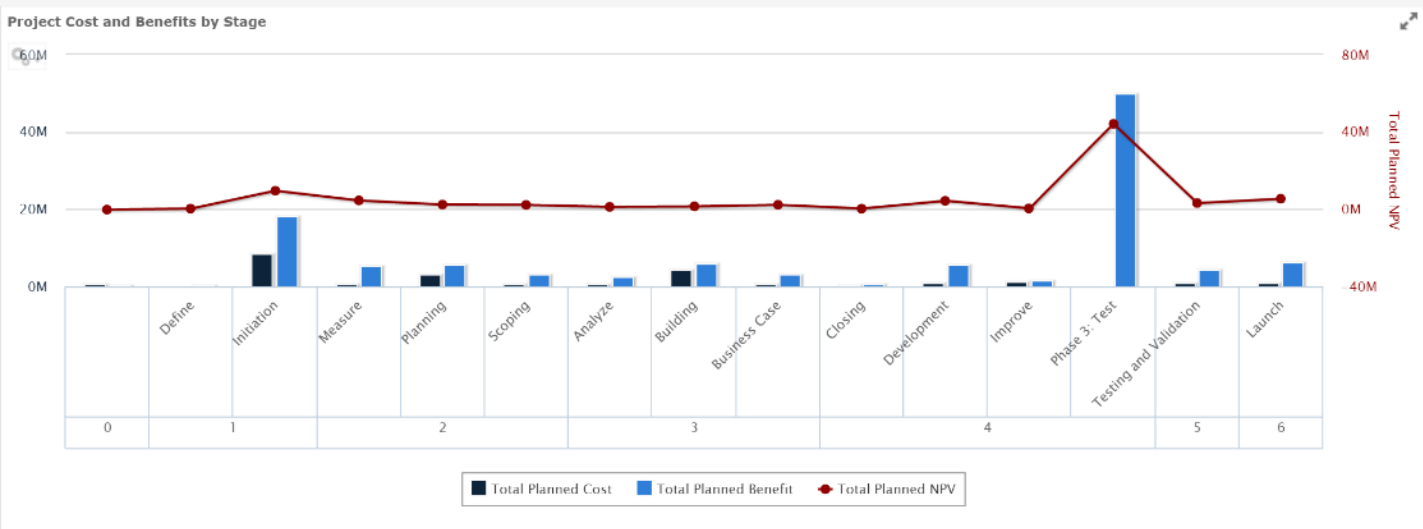
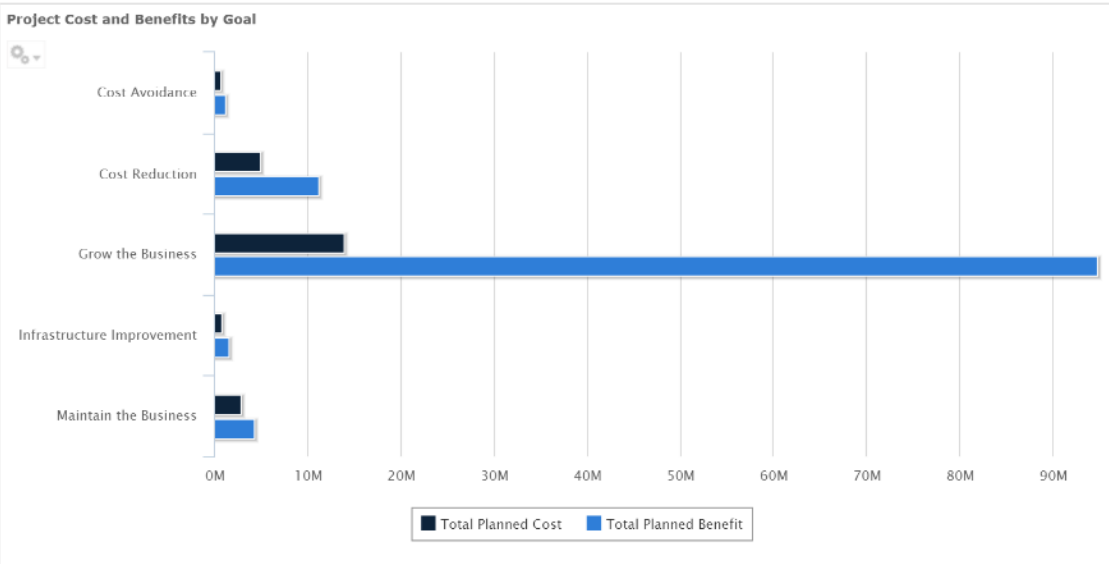
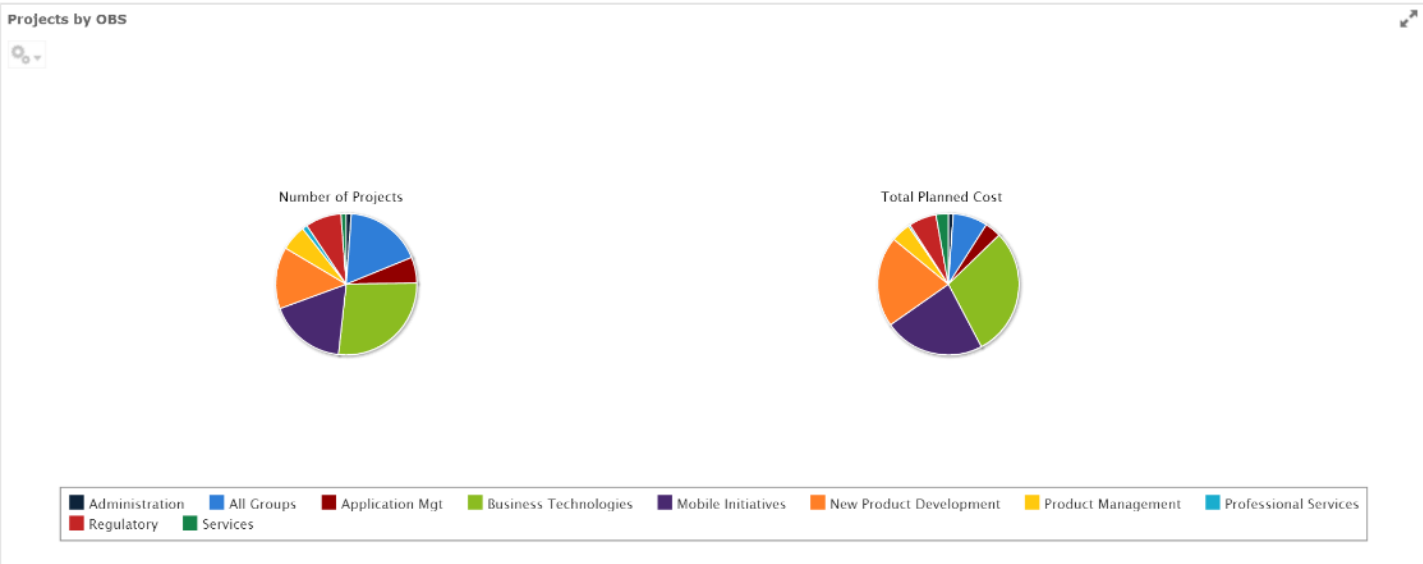
Realized Benefit by Location



+ Savings Analysis



# OOTB Metrics – Financial



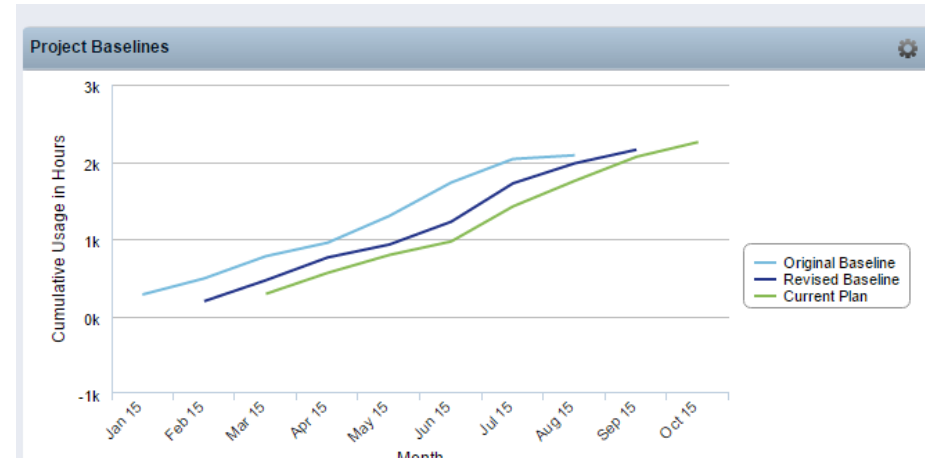
Projects by Goal Report

Page 1 of 4

Projects by Goal					
	Project Name	Business Alignment	Risk	Total Planned Cost	Total Planned Benefit
Cost Avoidance					
	Compliance Audit - Security	71	5	250,000.00	300,000.00
	PCI Remediation	71	36	0.00	0.00
	Logistics Management	62	32	343,020.00	600,000.00
	Financial Workflow Development	71	5	120,000.00	275,000.00
Cost Avoidance Totals		4		713,020.00	1,175,000.00
Cost Reduction					
	eCommerce Portal	75	14	417,000.00	600,000.00
	Return Authorization	71	50	258,720.00	1,250,000.00
	Saved Orders	67	68	183,168.00	0.00
	Order Confirmations	62	55	192,400.00	1,250,000.00

# OOTB Metrics – Project/Program - Schedule

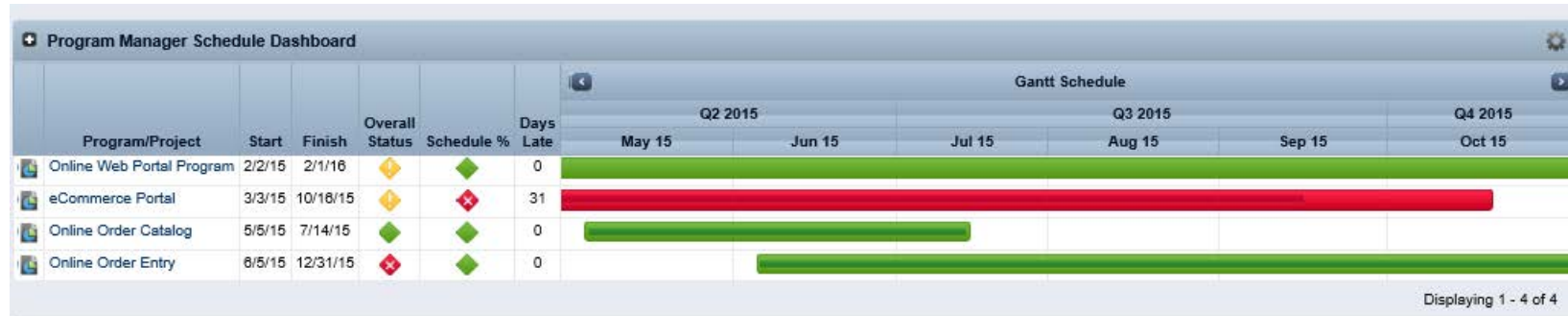
Labor Effort	
Total Effort	7,748.30
Actuals	0.00
Estimate to Complete	7,748.30
Baseline	7,748.30
Baseline Variance	0.00
Remaining Allocation	7,739.98
Allocation Variance	-8.32
Work Effort = Hours	



Late Tasks and Milestones						Gantt Schedule					
Task	Task ID	Finish	Status	Schedule %	Days Late	June 2015				July 2015	
						6/8/15	6/15/15	6/22/15	6/29/15	7/6/15	7/13/15
Initiating Process Complete	LM.000.100	3/2/15	Not Started	✖	35						
Define Scope Change and Control Process	LM.001.010	3/6/15	Not Started	✖	35						
Risk Response and Mitigation Plan	LM.001.030	3/20/15	Started	✖	35						
Planning Phase Gate Complete	LM.001.100	3/23/15	Not Started	✖	35						
Requirements Definition	LM.002.010	3/27/15	Not Started	✖	35						
Functional and Technical Design	LM.002.020	4/10/15	Started	✖	35						
Design Phase Gate Complete	LM.002.100	4/13/15	Not Started	✖	35						
Database Development	LM.003.010	4/24/15	Started	✖	35						
User Interface Development	LM.003.020	5/1/15	Not Started	✖	35						
Unit and Performance Testing	LM.003.030	5/22/15	Started	✖	35						
Construction Phase Gate Complete	LM.003.100	5/25/15	Not Started	✖	35						
Functional and System Testing	LM.004.010	6/12/15	Not Started	✖	35						
Usability and User Acceptance Testing	LM.004.020	7/28/15	Not Started	✖	60						
Deployment Phase Gate Complete	LM.004.100	7/29/15	Not Started	✖	58						
Lessons Learned	LM.005.010	8/4/15	Not Started	✖	60						
Closing Phase Gate Complete	LM.005.020	8/4/15	Not Started	✖	60						

Displaying 1 - 16 of 16

# OOTB Metrics – Project/Program – Program



## Overview: Program Dashboard

Program: Online Web Portal Program

Filter

More

### Program Manager Cost Dashboard

Project	Risk	Stage	Finish	Planned ROI	Planned IRR	BAC Cost	Actual Cost (ACWP)	EAC Cost	Projected Cost Variance	Projected Cost Variance %	Cost Drill Down
eCommerce Portal	🟢	Building	10/16/15	42.85%	11.12%	397,400	43,000	370,601	(26,799)	🟢	🔍
Online Order Catalog	🟡	Planning	7/14/15	41.22%	36.56%	246,650	0	246,650	0	🟢	🔍
Online Order Entry	🔴	Initiation	12/31/15	38.29%	67.57%	325,500	0	325,500	0	🟢	🔍
Project				40.79%	38.42%	969,550	43,000	942,751	(26,799)		
Program								990,000			
Variance								47,249			

Displaying 1 - 3 of 3

🔴 = Required

## Program: Online Web Portal Program - Dashboard

### Cost and Schedule Overview

Project	BAC Cost	Actual Cost (ACWP)	EAC Cost	Projected Cost Variance	Projected Cost Variance %	Start	Finish	Baseline Finish	Schedule %	Days Late	Risk	High Priority Risks	High Priority Issues	High Priority Changes
eCommerce Portal	397,400	43,000	370,601	(26,799)		3/3/15	10/16/15	9/15/15	🔴	31	🟡	1	1	
Online Order Catalog	246,650	0	246,650	0		5/5/15	7/14/15	7/14/15	🟢	0	🟡			
Online Order Entry	325,500	0	325,500	0		6/5/15	12/31/15	12/31/15	🟢	0	🔴	3		
Project	969,550	43,000	942,751	(26,799)								4	1	
Program			990,000											
Variance			47,249											

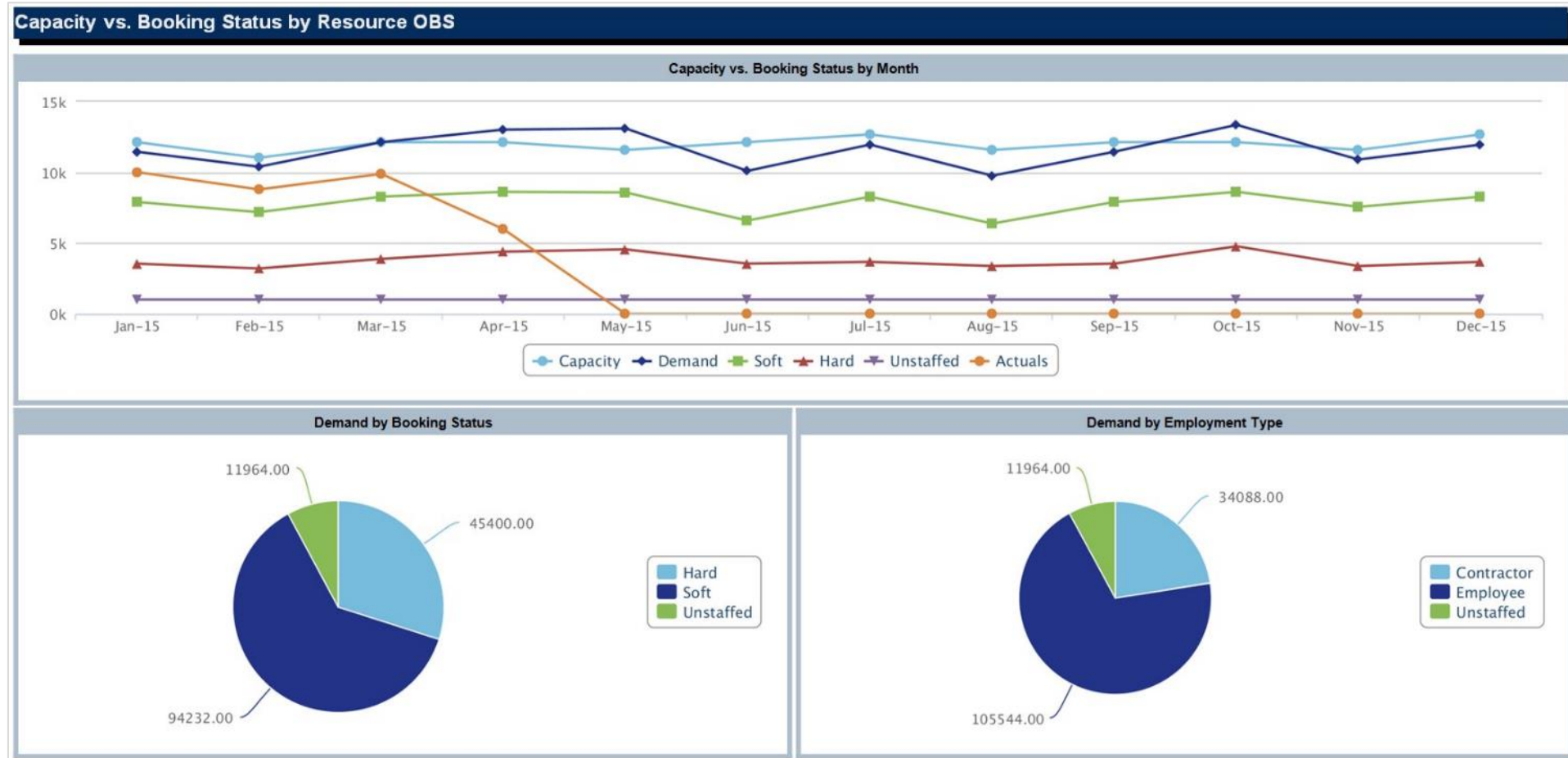
Displaying 1 - 3 of 3



# OOTB Metrics – Resource

OBS Resource Aggregation									
OBS▲		Allocation							
		Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15		
All Groups									
Business Transformation									
External									
Offshore Development									
Onshore Development									
Internal									
Development									
Operations									
Shared Services									
New Product Development									
Engineering									
Marketing									
Product Management									
NPN									
Professional Services									
Consulting Services									
Implementation Services									
Outsourcing									
Save									
Work Effort=FTE									

Allocation									
OBS▲		Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16		
Rego Consulting	Capacity	56.00	56.00	56.00	56.00	56.00	56.00		
	Allocation	86.44	81.73	72.28	64.28	48.77	48.20		
	Hard-booked Staff	1.44	1.45	1.45	0.97	0.95	0.95		
	Soft-booked Staff	85.00	80.28	70.83	63.30	47.82	47.25		
	Unfilled Roles								
	Capacity - Allocation	(30.44)	(25.73)	(16.28)	(8.28)	7.23	7.80		
Dept1	Capacity	14.00	14.00	14.00	14.00	14.00	14.00		
	Allocation	31.68	29.69	27.30	24.46	19.13	18.80		
	Hard-booked Staff	1.10	1.10	1.10	0.62	0.60	0.60		
	Soft-booked Staff	30.58	28.59	26.20	23.84	18.53	18.20		
	Unfilled Roles								
	Capacity - Allocation	(17.68)	(15.69)	(13.30)	(10.46)	(5.13)	(4.80)		
Dept2	Capacity	3.00	3.00	3.00	3.00	3.00	3.00		
	Allocation	2.05	2.05	2.05	2.05	2.05	2.05		
	Hard-booked Staff	0.05	0.05	0.05	0.05	0.05	0.05		
	Soft-booked Staff	2.00	2.00	2.00	2.00	2.00	2.00		
	Unfilled Roles								
	Capacity - Allocation	0.95	0.95	0.95	0.95	0.95	0.95		



# OOTB Metrics – Resource

Capacity vs. Demand by Role														
Role		Allocation by Month (Hours)												
		Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Total
Architect	Capacity	1,408.00	1,280.00	1,408.00	1,408.00	1,344.00	1,408.00	1,472.00	1,344.00	1,408.00	1,408.00	1,344.00	1,472.00	16,704.00
	Demand	910.80	871.42	1,667.75	1,290.20	951.40	1,200.80	1,472.00	867.30	934.72	940.81	788.41	733.20	12,628.80
	Remaining Capacity	497.20	408.58	-259.75	117.80	392.60	207.20	0.00	476.70	473.28	467.19	555.59	738.80	4,075.20
Business Analyst	Capacity	1,584.00	1,440.00	1,584.00	1,584.00	1,512.00	1,584.00	1,656.00	1,512.00	1,584.00	1,584.00	1,512.00	1,656.00	18,792.00
	Demand	738.80	688.00	1,603.24	1,341.80	1,593.40	1,734.80	1,241.20	926.10	904.11	912.81	703.40	1,641.20	14,028.85
	Remaining Capacity	845.20	752.00	-19.24	242.20	-81.40	-150.80	414.80	585.90	679.89	671.19	808.60	14.80	4,763.15
DBA	Capacity	528.00	480.00	528.00	528.00	504.00	528.00	552.00	504.00	528.00	528.00	504.00	552.00	6,264.00
	Demand	526.40	480.00	528.00	528.00	504.00	528.00	552.00	504.00	528.00	528.00	504.00	27.60	5,738.00
	Remaining Capacity	1.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	524.40	526.00
Developer	Capacity	1,936.00	1,760.00	1,936.00	1,936.00	1,848.00	1,936.00	2,024.00	1,848.00	1,936.00	1,936.00	1,848.00	2,024.00	22,968.00
	Demand	1,631.20	1,588.96	1,497.64	2,705.20	2,251.61	1,705.19	1,649.80	894.60	902.76	858.19	1,822.60	714.80	18,222.55
	Remaining Capacity	304.80	171.04	438.36	-769.20	-403.61	230.81	374.20	953.40	1,033.24	1,077.81	25.40	1,309.20	4,745.45
Network Engineer	Capacity	1,232.00	1,120.00	1,232.00	1,232.00	1,176.00	1,232.00	1,288.00	1,176.00	1,232.00	1,232.00	1,176.00	1,288.00	14,616.00
	Demand	377.61	335.04	435.86	344.69	938.80	830.60	713.39	494.90	499.60	375.60	208.81	1,202.40	6,757.31
	Remaining Capacity	854.39	784.96	796.14	887.31	237.20	401.40	574.61	681.10	732.40	856.40	967.19	85.60	7,858.69
Project Manager	Capacity	2,288.00	2,080.00	2,288.00	2,288.00	2,184.00	2,288.00	2,392.00	2,184.00	2,288.00	2,288.00	2,184.00	2,392.00	27,144.00
	Demand	1,560.03	1,567.04	2,520.10	2,200.73	2,226.01	3,806.99	3,914.00	2,979.20	3,064.00	3,008.01	1,944.03	1,736.00	30,526.14
	Remaining Capacity	727.97	512.96	-232.10	87.27	-42.01	-1,518.99	-1,522.00	-795.20	-776.00	-720.01	239.97	656.00	-3,382.14
Test Engineer	Capacity	1,760.00	1,600.00	1,760.00	1,760.00	1,680.00	1,760.00	1,840.00	1,680.00	1,760.00	1,760.00	1,680.00	1,840.00	20,880.00
	Demand	1,086.01	1,057.62	1,326.44	1,777.91	1,898.00	1,488.00	1,418.01	980.00	943.05	1,007.00	747.00	1,678.00	15,407.03
	Remaining Capacity	673.99	542.38	433.56	-17.91	-218.00	272.00	421.99	700.00	816.95	753.00	933.00	162.00	5,472.97
Grand Total	Capacity	10,736.00	9,760.00	10,736.00	10,736.00	10,248.00	10,736.00	11,224.00	10,248.00	10,736.00	10,736.00	10,248.00	11,224.00	127,368.00
	Demand	6,830.83	6,588.08	9,579.03	10,188.53	10,363.22	11,294.38	10,960.40	7,646.10	7,776.24	7,630.42	6,718.25	7,733.20	103,308.68
	Remaining Capacity	3,905.17	3,171.92	1,156.97	547.47	-115.22	-558.38	263.60	2,601.90	2,959.76	3,105.58	3,529.75	3,490.80	24,059.32



# OOTB Metrics – Resource

## Over/Under Allocation by Resource

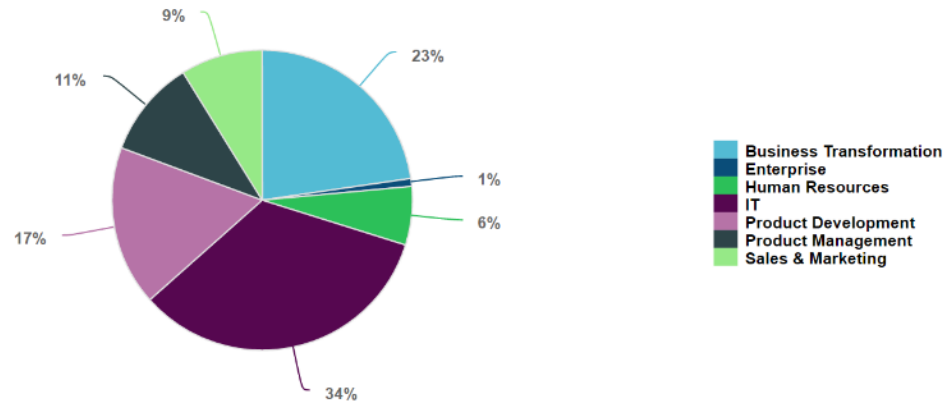
		Remaining Capacity by Month (Hours)												
Resource	Primary Role	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Total
Amos, Cheryl	Developer	0.00	0.00	0.00	0.00	8.00	46.00	64.00	80.00	0.00	0.00	0.00	0.00	198.00
Bauer, Joyce	Network Engineer	0.00	0.00	0.00	20.00	8.00	120.00	0.00	0.00	0.00	0.00	0.00	0.00	148.00
Berks, Paul	Project Manager	16.00	0.00	0.00	-45.31	-13.99	-28.00	0.00	0.00	0.00	0.00	0.00	0.00	-71.30
Berry, Jason	Developer	0.00	0.00	0.00	-44.00	-68.00	-100.00	-40.00	-168.00	-76.00	-16.00	0.00	0.00	-512.00
Bhatt, Rakesh	Storage Architect	0.00	0.00	160.00	52.00	48.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	260.10
Childers, Valerie	Architect	0.00	0.00	0.00	-113.60	-56.80	-17.60	0.00	0.00	0.00	158.40	151.20	115.60	237.20
Evans, Nick	Business Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-40.00	0.00	0.00	0.00	0.00	-40.00
Gaurand, Alicia	Test Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	140.00	125.00	27.00	28.00	16.00	336.00
Granger, Paula	Project Manager	0.00	0.00	0.00	136.00	168.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	304.70
Lewis, Dana	Business Analyst	0.00	0.00	0.00	0.00	0.00	-16.00	-18.00	-78.10	-176.00	-176.00	-168.00	-80.00	-712.10
Lewis, Paul	Project Manager	-8.00	-12.00	0.00	0.00	13.99	-21.00	-55.99	-2.10	22.00	8.00	113.99	104.00	162.89
Martin, Paul	Project Manager	0.00	0.00	12.00	0.00	-168.00	-144.00	-196.00	-130.00	-176.00	0.00	0.00	0.00	-802.00
Moreau, Erin	Test Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-17.00	-16.00	-80.60	-113.60
Morris, Tom	Architect	0.00	0.00	-4.00	120.00	32.00	80.00	-102.00	-32.00	0.00	0.00	0.00	0.00	94.00
Parker, Ashley	Business Analyst	0.00	0.00	-54.00	-100.00	-84.00	-56.00	-32.00	0.00	0.00	0.00	0.00	0.00	-326.00
Patel, Sanjay	Developer	0.00	0.00	0.00	-76.00	-72.00	48.00	0.00	-22.00	0.00	0.00	0.00	0.00	-122.00
Perez, Carlos	Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	-84.00	-168.00	-176.00	-100.88	-168.00	-80.00	-776.88
Quinn, Randy	Network Engineer	0.00	0.00	0.00	108.91	72.40	27.00	65.01	2.10	22.00	0.00	43.99	0.00	341.41
Reed, Henry	Project Manager	-4.00	-8.00	0.00	-140.00	-160.00	-120.00	-104.00	0.00	0.00	0.00	68.00	84.00	-384.00
Reilly, Jason	Test Engineer	0.00	0.00	0.00	0.00	-152.00	-66.10	-18.00	0.00	0.00	0.00	0.00	0.00	-236.10
Riviera, Alex	Project Manager	0.00	0.00	0.00	0.00	-16.00	-34.00	-26.00	-168.00	-176.00	-17.60	-168.00	-84.00	-689.60
Sampson, Mike	Test Engineer	0.00	0.00	0.00	36.00	-36.00	-88.00	-8.00	28.00	24.00	176.00	8.00	18.00	158.00
Stewart, Diane	Storage Architect	17.60	-15.00	0.00	-10.60	-32.80	62.40	21.60	11.20	158.40	-158.40	-51.20	-65.60	-62.40
Stoneburg, Sam	Network Engineer	0.00	0.00	0.00	130.00	144.00	28.00	120.00	36.00	24.00	176.00	168.00	184.00	1,010.00
Thompson, Peter	Project Manager	-8.00	0.00	0.00	-25.31	-13.99	-11.00	-57.00	0.00	0.00	0.00	-34.99	16.00	-134.29
Turner, Bruce	Test Engineer	0.00	0.00	0.00	76.00	-52.00	-178.00	28.70	26.00	117.00	16.00	0.00	0.00	33.70
Walker, Terry	Test Engineer	12.00	24.00	0.00	0.00	-8.00	-12.00	-38.00	-40.00	-44.00	-77.00	-68.00	-84.00	-335.00
Grand Total		25.60	-11.00	114.00	124.09	-438.39	-480.30	-479.68	-524.90	-331.60	-1.48	-93.01	63.40	-2,033.27



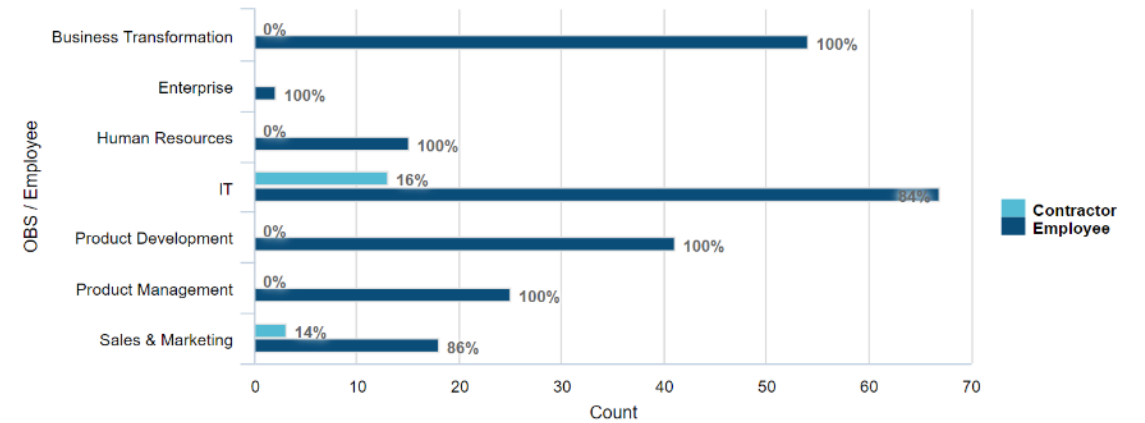
# OOTB Metrics – Resource

Select OBS By OBS Type OBS Unit Resource Pool:All Groups (or) OBS Type Corporate Department OBS Resource Type All Filter More

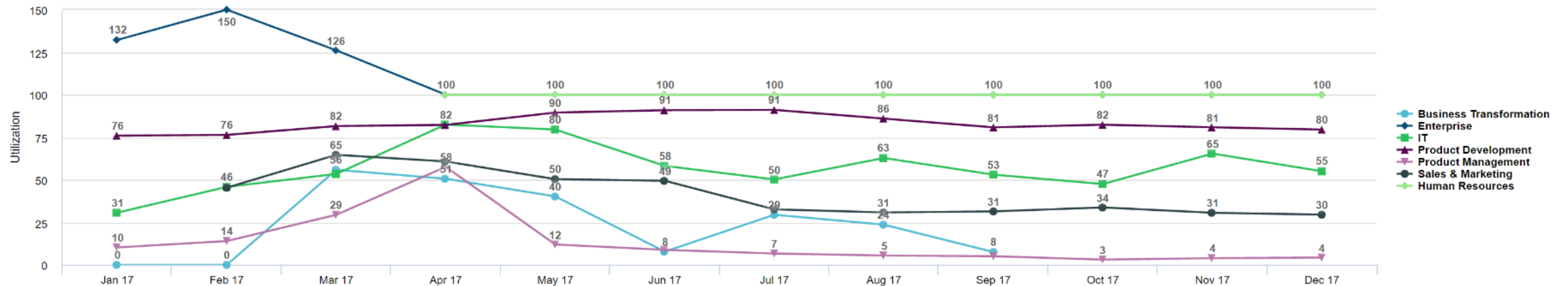
OBS Headcount Analysis



OBS Headcount by Type



OBS Resource Utilization



“Show me the health of my portfolios.”

Cost and Benefits Roles Cost and Health Goal Analysis Investment Analysis Capital and Operating Doc E

**Portfolio Dashboard: Cost and Benefits**

Manager  Stakeholder  Above Waterline: Yes

Portfolio Costs

**Portfolio Cost and Benefit Analysis**

Portfolio	Overall Health	Schedule Health	Cost Health	Risk	Target Cost	Distributed Cost	Target to Distribute Cost Variance
AA - July Training	Yellow	Green	Yellow	Yellow	280,000	280,000	
AA-jfmJulyTraining	Yellow	Green	Yellow	Yellow	180,000	180,000	
American Civil War	Yellow	Green	Yellow	Yellow	200,000	200,000	
A1 Prioritization Test Pfm	Yellow	Green	Yellow	Yellow			
Company XYZ -- Portfolio Prioritization	Green	Green	Green	Yellow	3,000.0		
crisroc	Yellow	Green	Yellow	Yellow	2.6		
CV_NM Portfolio	Yellow	Green	Yellow	Yellow	10.0		
DZ - Test Master Portfolio	Yellow	Green	Yellow	Yellow	5		
DZ - Test Sub Portfolio	Yellow	Green	Yellow	Yellow	16.0		
DZ - Test Sub Portfolio 2	Yellow	Green	Yellow	Yellow	6		
ec-Portfolio	Yellow	Green	Yellow	Yellow	1.2		
ec-test	Yellow	Green	Yellow	Yellow	3		
EE's Test Portfolio	Yellow	Green	Yellow	Yellow	2.2		
Ellen - Demo	Yellow	Green	Yellow	Yellow			
Grow The Business	Yellow	Green	Yellow	Yellow			
Inovalon Portfolio Demo	Yellow	Green	Yellow	Yellow			
Interval	Yellow	Green	Yellow	Yellow			
JA Demo Portfolio	Yellow	Green	Yellow	Yellow			
Jen Dependency Test Portfolio	Yellow	Green	Yellow	Yellow			
Jens Role Portfolio	Red	Red	Red	Red			

Page 1 of 3

## Note

- The Portfolio Health indicators are subjective measures that the Portfolio Manager selects on the Portfolio Metrics sub-page.
- While useful, these metrics are not automatically calculated.

Properties Contents Editor Investments Plans Targets Waterlines Scores

**Portfolio: 2015 Portfolio - Properties - Metrics**

Overall Health

Overall Health 42 Yellow

Health Factors

Cost Health Yellow Resource Health Red

Schedule Health Yellow

Measures

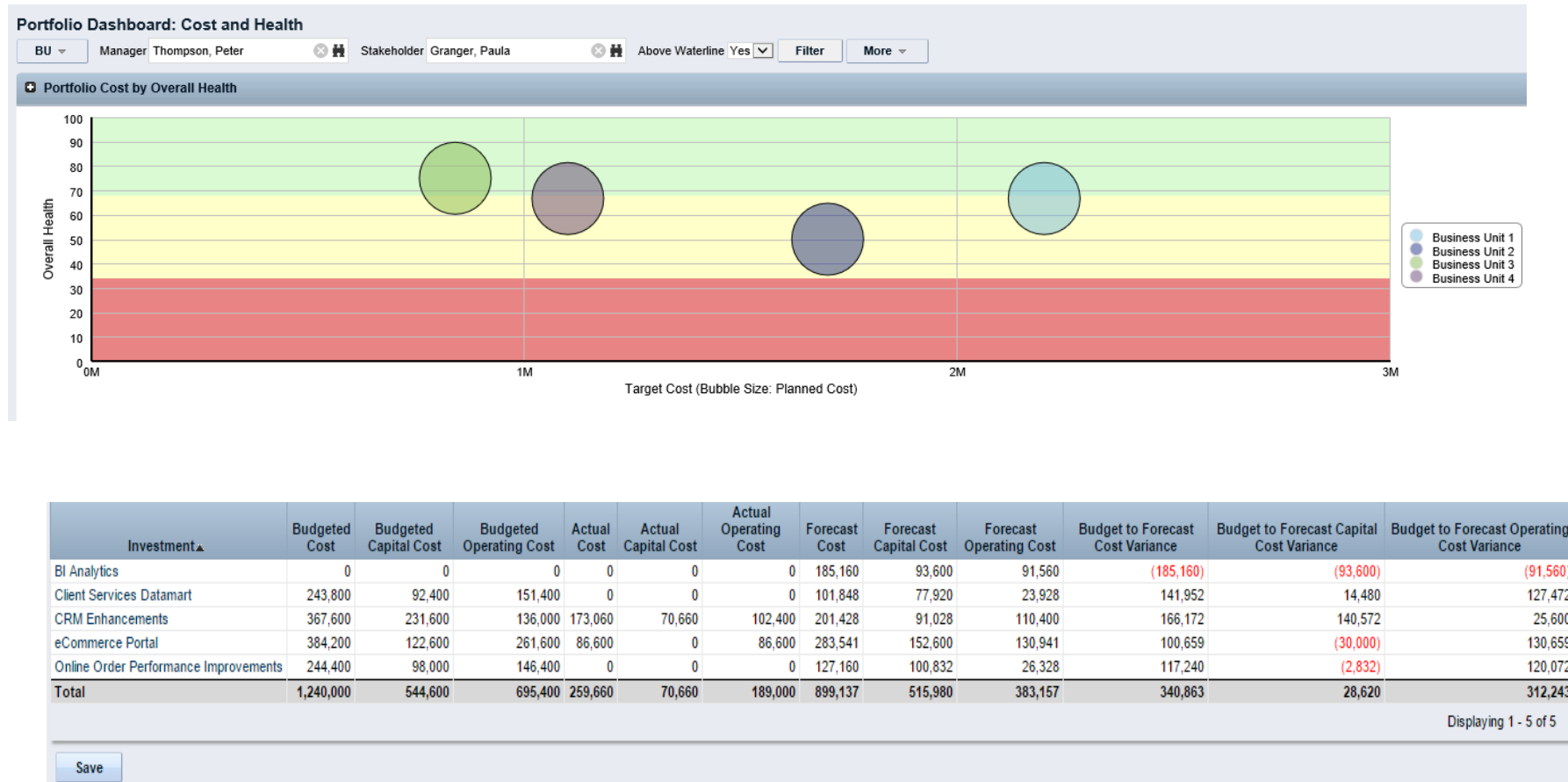
Goal Alignment High Probability of Success Medium

Innovation Level Medium Risk High

Save Save And Return Return

Currency = USD WorkEffort = FTE

# OOTB Metrics – Portfolio



# OOTB Metrics – Portfolio

“Based on the labor supply and demand tracked in the portfolio, show me whether or not resource shortages exist.”

Portfolio Dashboard: Roles

Manager | Stakeholder | Filter

Portfolio Roles

This is the labor capacity we built for the particular portfolio minus Derived from the project allocations = Labor Variance

Portfolio Role Analysis

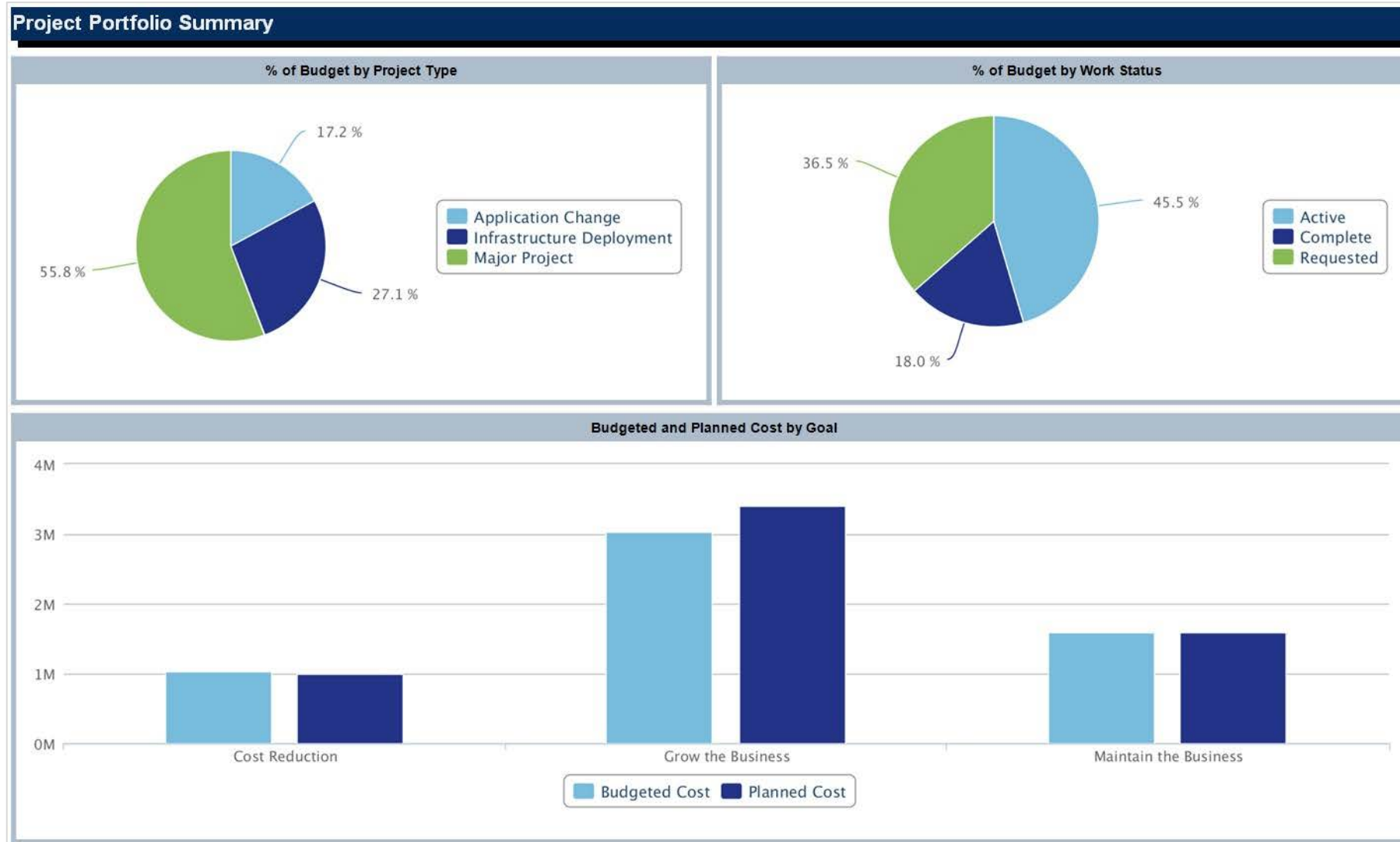
Portfolio	Overall Health	Risk	Target Overall Roles	Distributed Overall Roles	Target to Distributed Roles Variance	Role Demand	Distributed to Role Demand Variance
AA - July Training	🟡	🟡	1,500.00	1,500.00	0.00	0.00	1,500.00
AA-jfmJulyTraining	🟡	🟡	1,500.00	1,500.00	0.00	34,697.41	(33,197.41)
American Civil War	🟢	🟢	700.00	0.00	700.00	0.00	0.00
A1 Prioritization Test Pfm	🟢	🟢	0.00	0.00	0.00	0.00	0.00
Company XYZ -- Portfolio Prioritization	🟢	🟡	0.00	0.00	0.00	0.00	0.00
crisroc	🟢	🟢	0.00	0.00	0.00	0.00	0.00
CV_NM Portfolio	🟢	🟢	18,000.00	18,000.00	0.00	0.00	18,000.00
DZ - Test Master Portfolio	🟢	🟢	0.00	0.00	0.00	0.00	0.00
DZ - Test Sub Portfolio	🟢	🟢	0.00	0.00	0.00	0.00	0.00
DZ - Test Sub Portfolio 2	🟢	🟢	0.00	0.00	0.00	0.00	0.00
ec-Portfolio	🟢	🟢	0.00	0.00	0.00	0.00	0.00
ec-test	🟢	🟢	0.00	45,000.00	(45,000.00)	183,792.17	(138,792.17)
EE's Test Portfolio	🟢	🟢	5.00	5.00	0.00	17.10	(12.10)
Ellen - Demo	🟢	🟢	80.00	0.00	80.00	52.10	(52.10)
Grow The Business	🟢	🟢	0.00	0.00	0.00	6.25	(6.25)
Inovalon Portfolio Demo	🟢	🟢	2,000.00	2,000.00	0.00	0.00	2,000.00
Interval	🟢	🟢	25,000.00	0.00	25,000.00	0.00	0.00
JA Demo Portfolio	🟢	🟡	7.00	7.00	0.00	6.81	0.19
Jen Dependency Test Portfolio	🟢	🟢	0.00	0.00	0.00	0.00	0.00
Jens Role Portfolio	🔴	🟢	81,685.00	81,685.00	0.00	42,825.00	38,860.00

Page 1 of 3

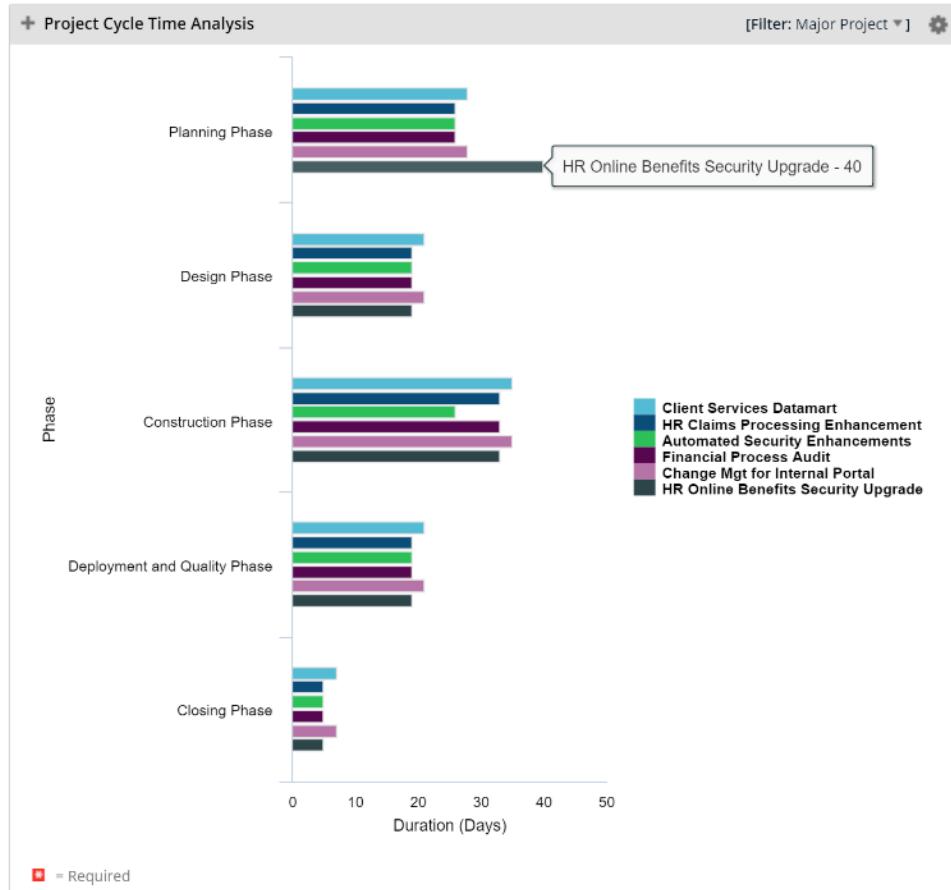
Displaying 1 - 20 of 54



# OOTB Metrics – Portfolio



# OOTB Metrics – Portfolio



**+ Pending Estimates Review** ⚙

Project ▲	Task	Resource	Start	Finish	Pending ETC	Plan ETC	Pending Actuals	Adjusted Plan ETC	Recommended Change in ETC	Increase/Decrease in ETC
CRM Contact Center Development	Functional and Technical Design	Walker, Terry	1/24/17	2/6/17	5.00	0.00	40.00	(40.00)	45.00	◆
eCommerce Portal	Complete Project Plan	Goldman, Mark	3/31/17	4/18/17	30.00	80.00	40.00	40.00	(10.00)	◆
Total					35.00	80.00	80.00	0.00	35.00	

Displaying 1 - 2 of 2

**+ Missing Status Reports** [Filter: Shared Services ▼] ⚙

Project ▲	Manager	Status Reporting	Project Type	Work Status
HR Claims Processing Enhancement	Sutherland, Joy	Required	Application Change	Active
Meeting Reservation Portal	Tanner, Paul	Optional	Major Project	Active
Office Upgrade	Tanner, Paul	Required	Major Project	Active

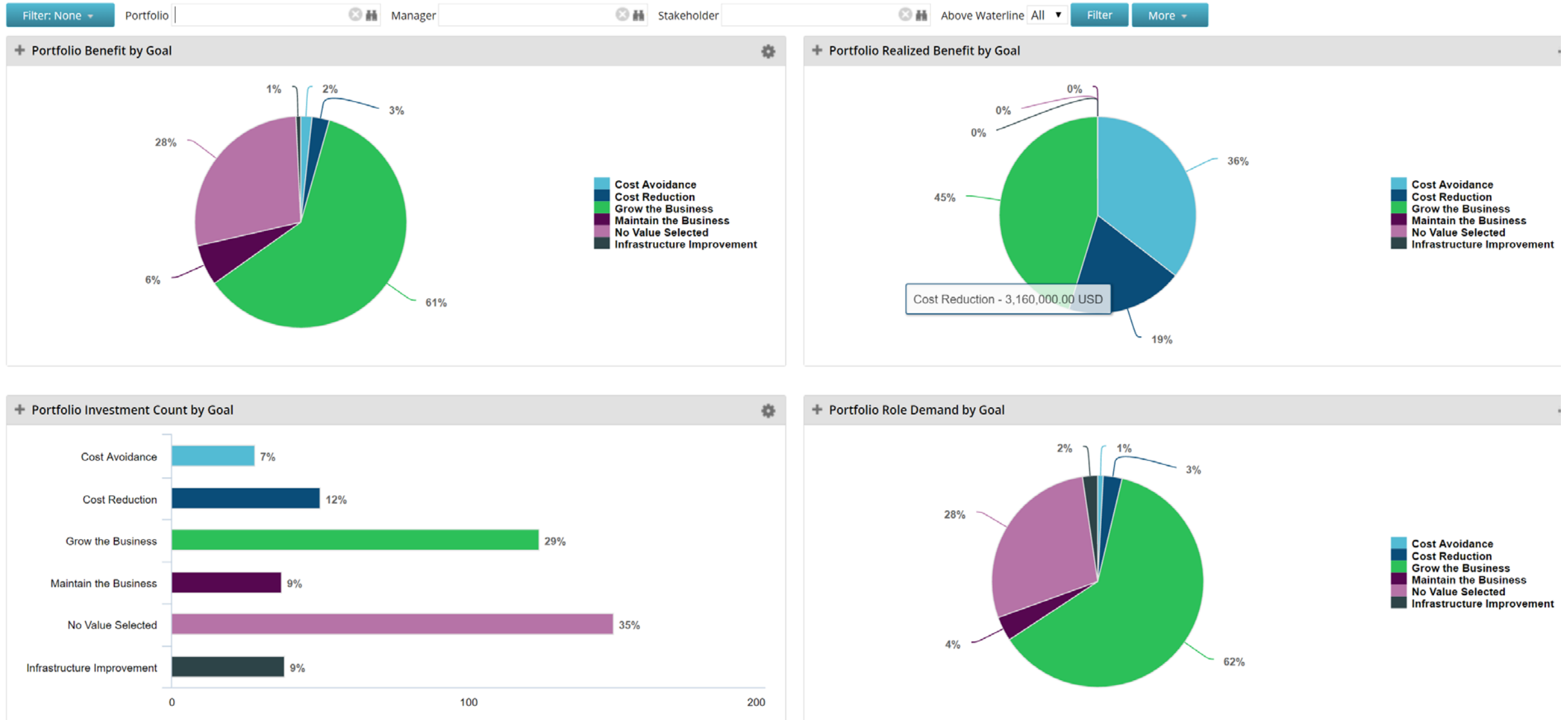
■ = Required

Displaying 1 - 3 of 3

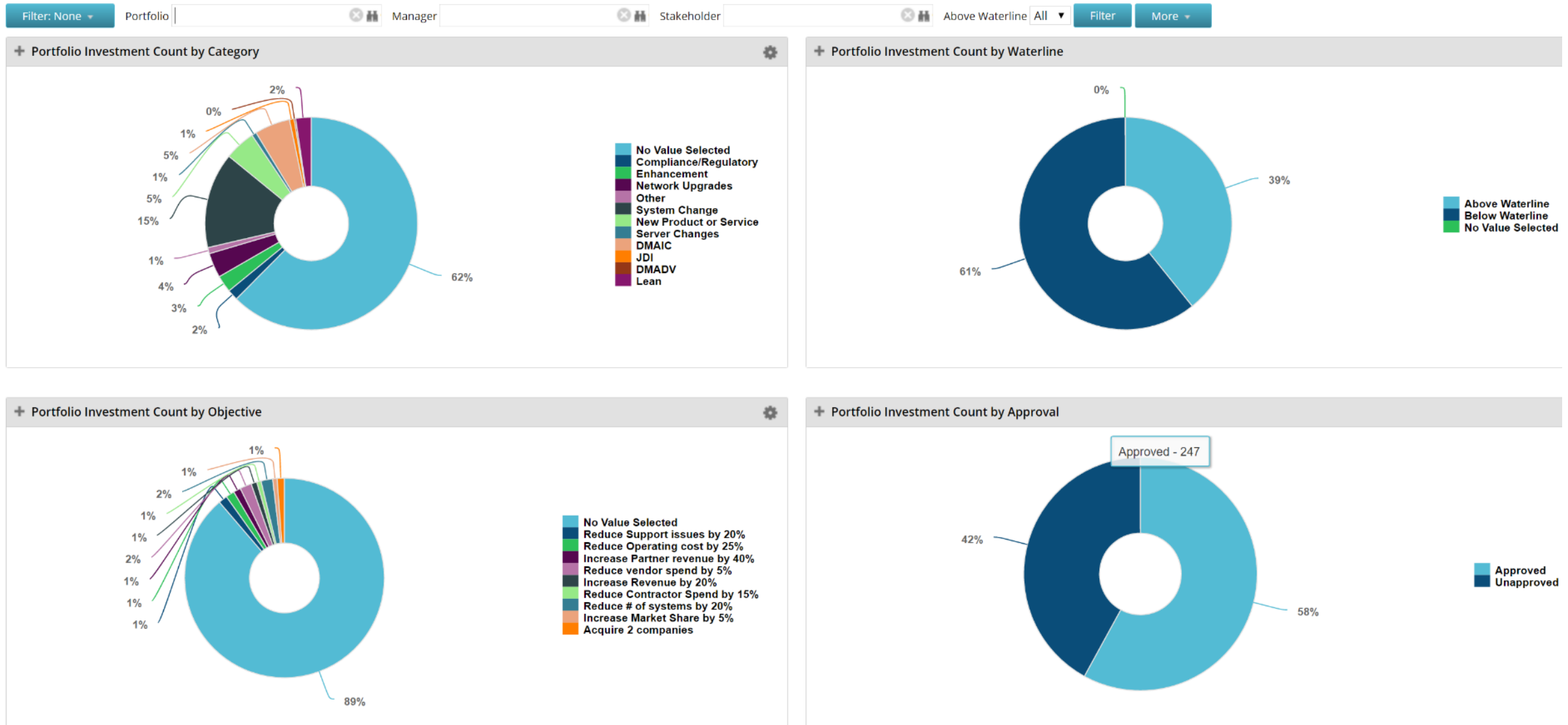
**+ Process Bottlenecks** [Filter: Issue Review and Escalation ▼] ⚙

Process	Instance	Flow Diagram	Initiated By	Verify & Determine Root Cause	PMO Issue Escalation	Resubmit Issue	Business Owner Signoff
				Duration and Reviewers	Duration and Reviewers	Duration and Reviewers	Duration and Reviewers
Issue Review and Escalation	Requirements are unclear	⚙	Morris, Tom	◆ 1 day, 2 hours, 45 minutes ( Paul Martin )	◆ 21 hours, 11 minutes ( Pam Olney )	◆ 2 hours, 8 minutes ( Tom Morris )	◆ 18 days, 5 hours, 45 minutes ( Randy Quinn )
Issue Review and Escalation	Funding is being reduced	⚙	Berry, Jason	◆ 2 hours, 11 minutes ( Joy Sutherland )	◆ 3 hours, 27 minutes ( Pam Olney )	◆	◆ 5 hours, 33 minutes ( Beth Roberts )
Issue Review and Escalation	Database Performance is slow	⚙	Berry, Jason	◆ 3 hours, 41 minutes ( John McCarthy )	◆ 7 hours, 21 minutes ( Pam Olney )	◆	◆ 4 hours, 3 minutes ( Beth Roberts )
Issue Review and Escalation	Resource conflicts	⚙	Thompson, Peter	◆ 3 hours, 35 minutes ( Paula Granger )	◆ 6 hours, 26 minutes ( Pam Olney )	◆	◆ 2 hours, 16 minutes ( Beth Roberts )

# OOTB Metrics – Portfolio



# OOTB Metrics – Portfolio





# OOTB Metrics – Portfolio

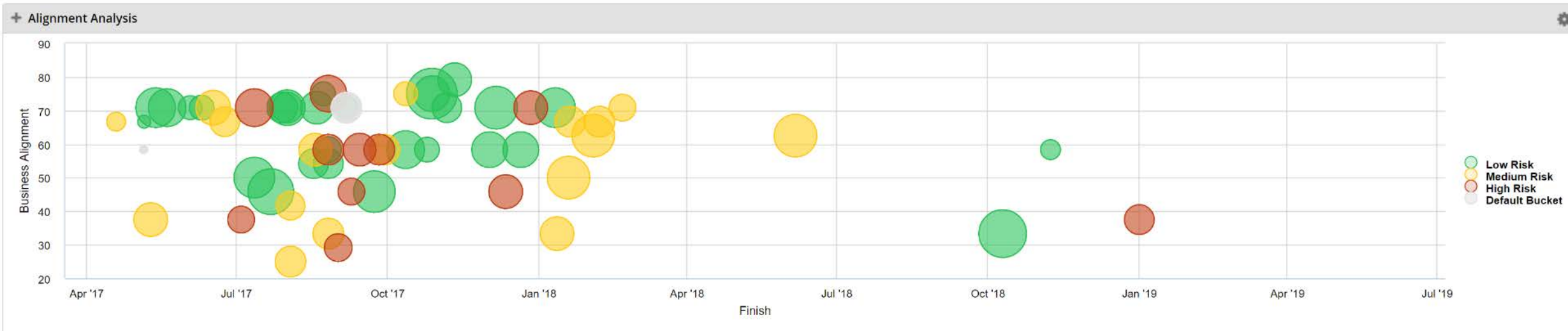
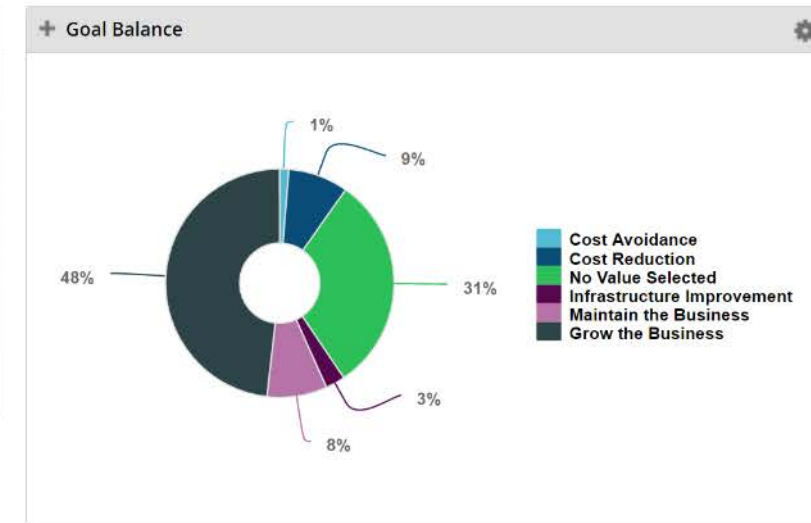


**+ Annual Planning** [Filter: Business Unit ▼]

Portfolio Name ▲									
Business Unit 1									
Business Unit 2									
Business Unit 3									
Business Unit 4									
Business Unit 5									
Business Unit 6									
Business Unit 7									

Displaying 1 - 7 of 7

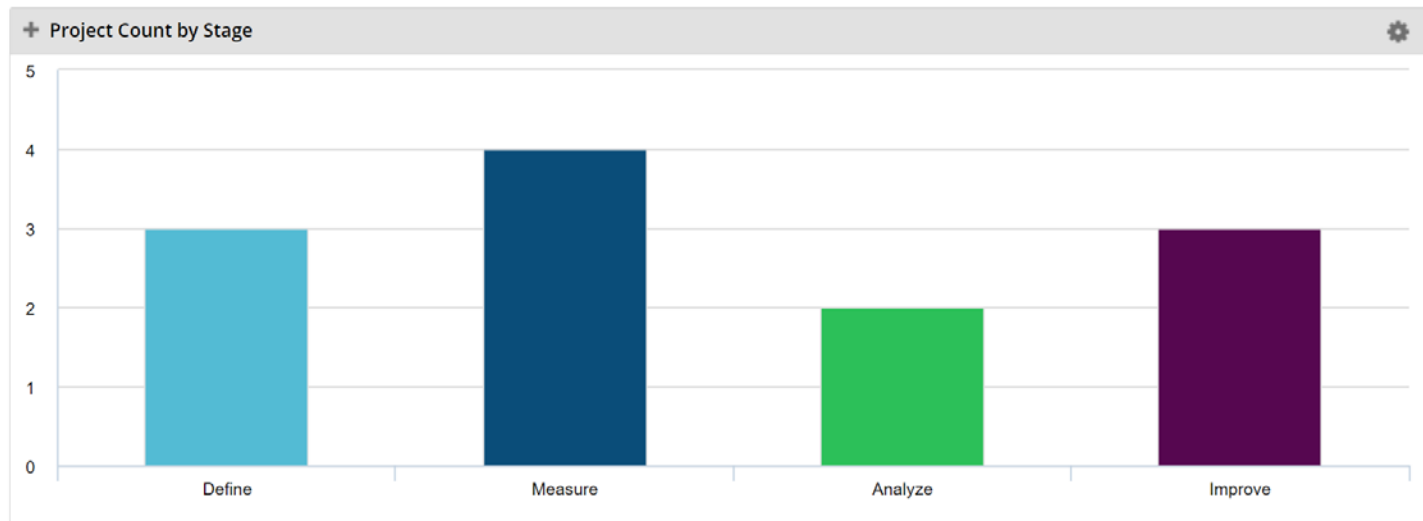
Save



# OOTB Metrics – Portfolio

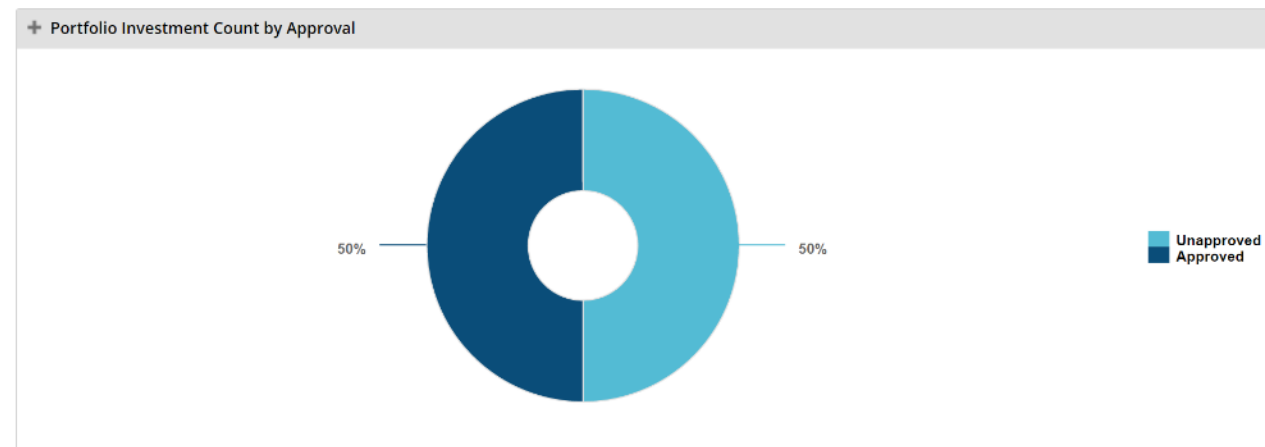
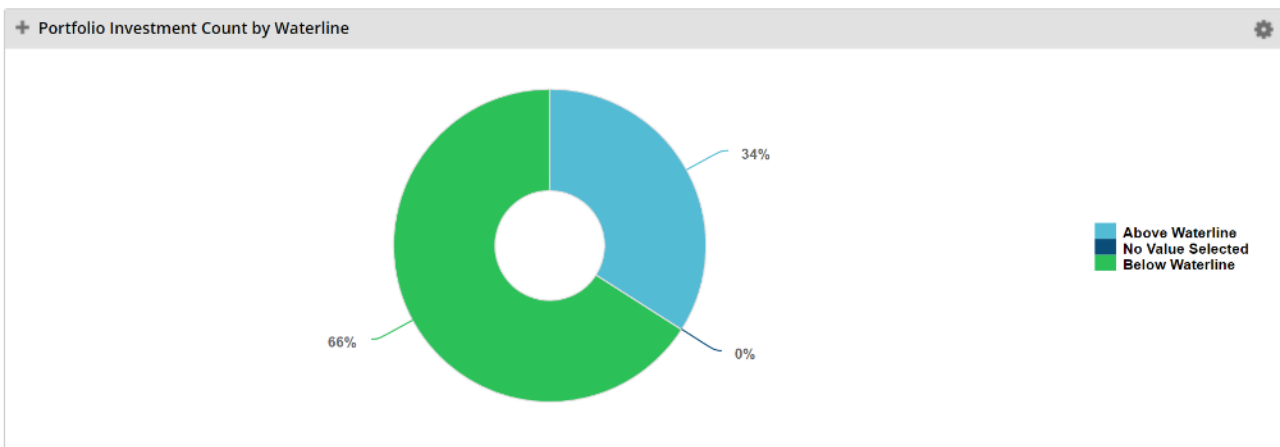
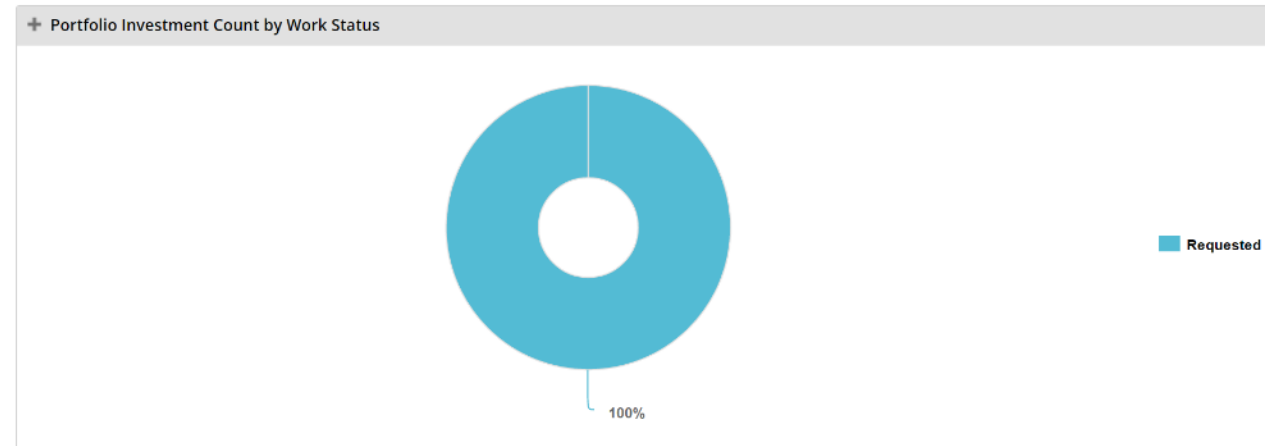
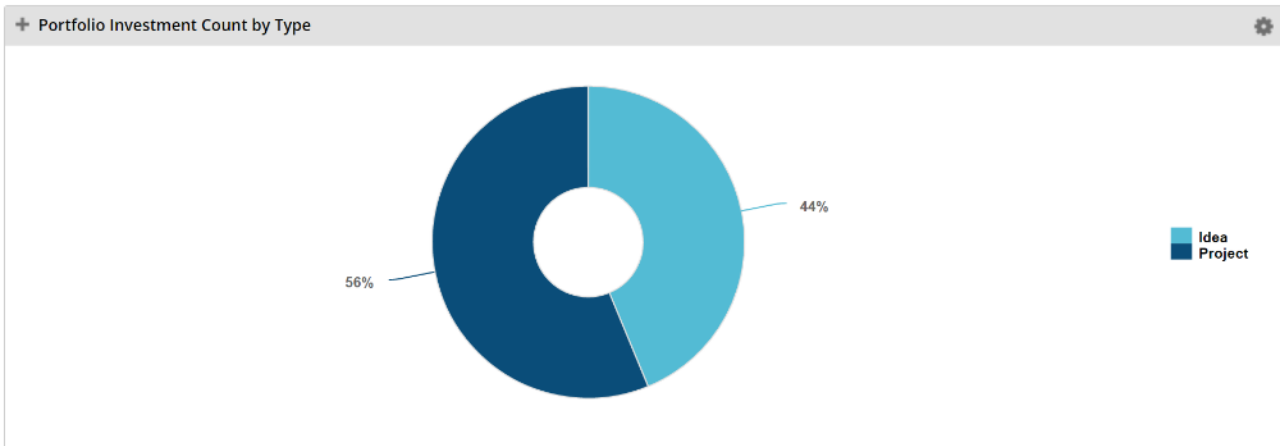
+ At Risk Projects							Gantt Schedule					
Project / WBS		Start	Finish	Overall Status	Schedule %	Days Late	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16
+ Maintain legacy purchasing system	≡	5/21/16	9/22/17	◆	✖	77						
+ Modernize customer service portal	≡	6/4/16	7/21/17	◆	✖	112						
+ Personalized online shopping experience	≡	6/4/16	12/20/17	◆	✖	264						
+ Web Application Enhancement	≡	3/26/17	12/31/18	◆	✖	522						

Planned Savings					
Project Manager ▲	Count	Critical	At Risk	On Track	Total
Alvarez, Corine	3	2,100,000		2,350,000	4,450,000
Angelo, Michael	6	0	0	0	0
Beck, Jackson	1			4,500,000	4,500,000
Berg, Kathryn	2		350,000	70,000	420,000
Berks, Paul	6			3,125,000	3,125,000
Brooks, Emma	1			1,200,000	1,200,000
Core, Elizabeth	2			1,950,000	1,950,000
Craig, Allen	2			0	0
Delgado, Mauricio	3		5,900,000	3,200,000	9,100,000
Fleming, Nicole	2			600,000	1,550,000
Flynn, Sam	8				6,360,000
Granger, Paula	1			1,120,000	1,120,000
Lewis, Dana	2			710,000	1,660,000
Madden, Paul	12	680,000		6,589,000	7,269,000
Martin, Paul	7		1,400,000	2,675,000	4,075,000
McCarthy, John	6	450,000	40,000	1,705,000	2,195,000
Miles, Paul	10		0	0	15,250,000
Nunez, Angie	1			0	0
Paxton, Robyn	5		300,000	2,450,000	2,750,000
Reed, Henry	5		1,050,000	3,412,000	4,762,000
<b>Total</b>	<b>112</b>	<b>3,230,000</b>	<b>38,178,000</b>	<b>93,931,000</b>	<b>243,149,000</b>



# OOTB Metrics – Portfolio

BT Manager Thomas, Brian Stakeholder Above Waterline Yes Filter More



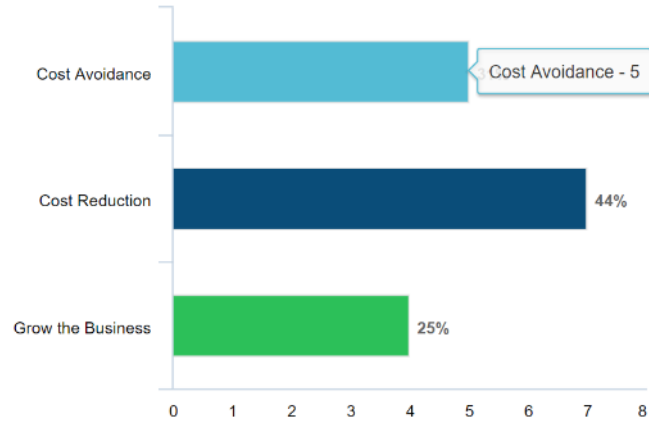
# OOTB Metrics – Portfolio

Portlets

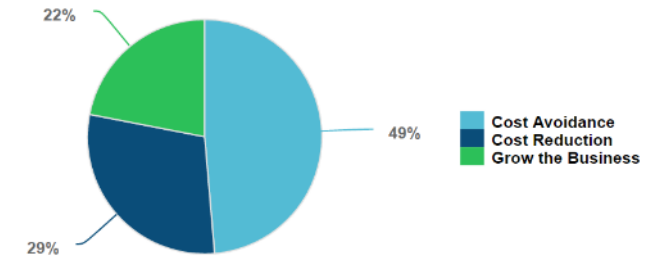
48

BT Manager Thomas, Brian Stakeholder Above Waterline Yes Filter More

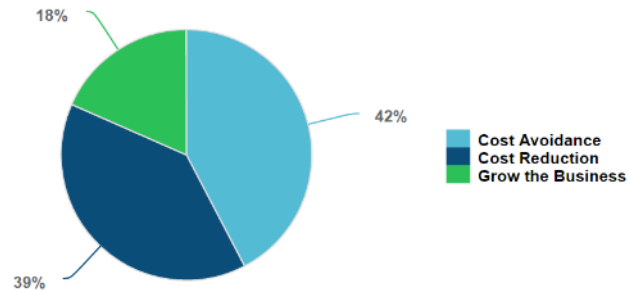
+ Portfolio Investment Count by Goal



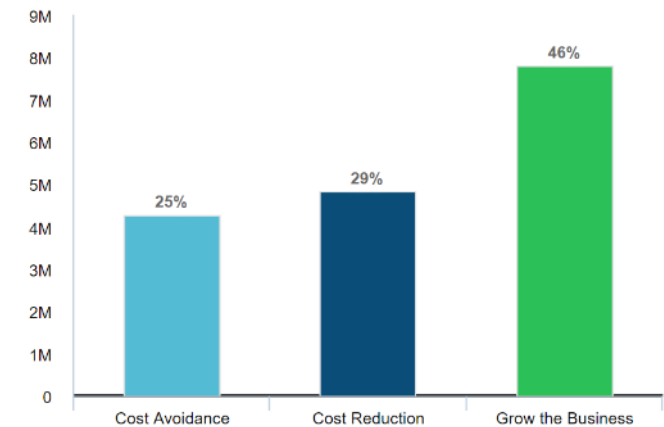
+ Portfolio Planned Cost by Goal



+ Portfolio Role Demand by Goal



+ Portfolio Planned NPV by Goal



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# OOTB Metrics – Compliance

Status Report Listing   Late and Missing Status Reports

Status Report Review: Late and Missing Status Reports

OBS  Project Manager  Filter More

**Late Status Reports**

Report Date▼	Project	Manager	Status Reporting	Project Type	Work Status
3/18/15	2015 Security Compliance	Peacock, Bob	Required	Major Project	Requested
3/12/15	2015 Accounting Integration	Hackney, Ron	Required	Major Project	Active
3/12/15	2015 Software Implementation	Peacock, Bob	Required	Major Project	Requested
3/10/15	2015 Infrastructure Services	Peacock, Bob	Optional	Major Project	Requested

Displaying 1 - 4 of 4

★ = Required

**Missing Status Reports**

Project▲	Manager	Status Reporting	Project Type	Work Status
2015 Online Web Portal Program	Ayala, Juan	Optional		Requested

Displaying 1 - 1 of 1

Timesheets

Timesheet Review: Timesheets

**Timesheet Review**

Timesheet	Notes Attached	Resource▲	Employment Type	Task	Status	Adjustment	Period Start	Period End	Pending Actuals	Posted Actuals	Total Actuals
⌚		Morris, Tom	Employee	Application Security Audit	Open		5/4/15	5/10/15	24.00	0.00	24.00
⌚		Morris, Tom	Employee	Application Security Audit	Open		5/11/15	5/17/15	16.00	0.00	16.00
Total									40.00	0.00	40.00

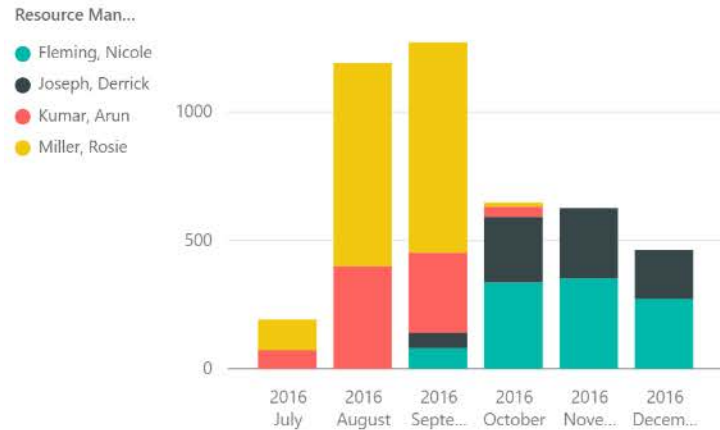
Displaying 1 - 2 of 2

# Samples: CA PowerBI Metric Dashboards

PowerBI Dashboards developed by CA in anticipation of the new REST APIs coming soon. We expect these will be included free in a content pack, but we cannot say for sure.

# CA PowerBI – Resource

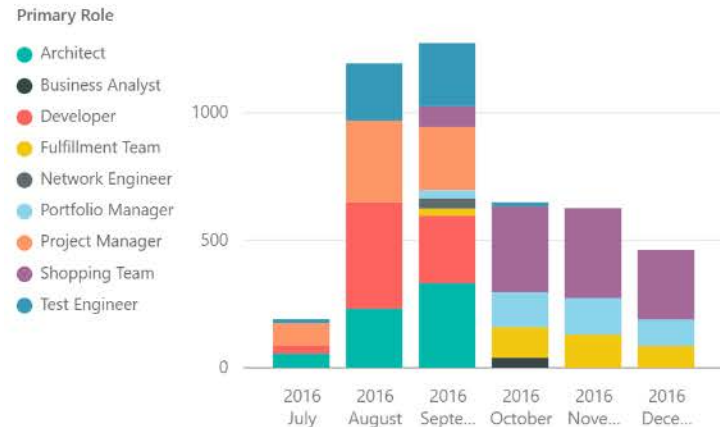
ENTERED HOURS BY RESOURCE MANAGER



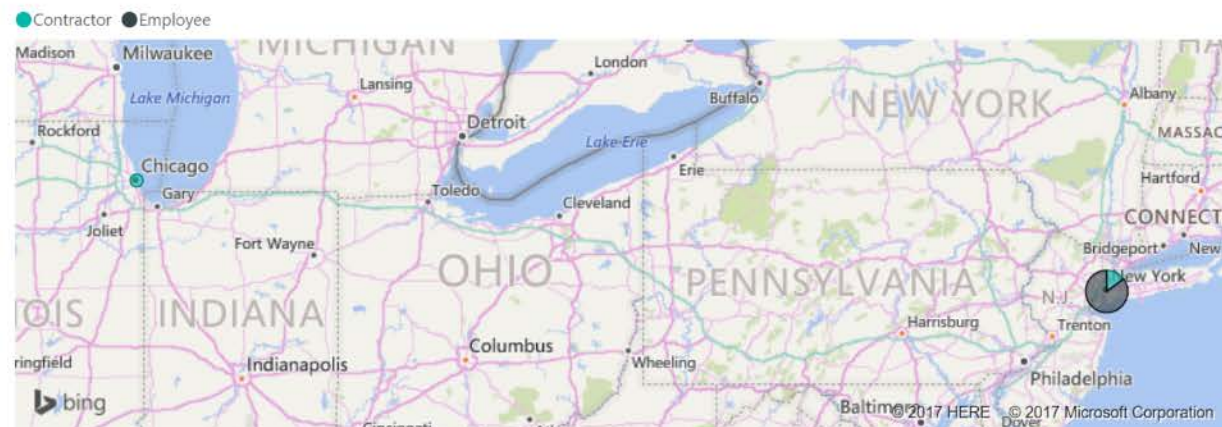
ENTERED HOURS BY INVESTMENT



ENTERED HOURS BY PRIMARY ROLE



ENTERED HOURS BY LOCATION AND EMPLOYEE TYPE



Portfolio Name

- ☐ Application Management
- ☐ Business Unit 1
- ☐ Business Unit 2
- ☐ Business Unit 3
- ☐ Business Unit 4
- ☐ Business Unit 5
- ☐ Business Unit 6
- ☐ Business Unit 7

Month End Year

- ☐ 2018
- ☒ 2017
- ☐ 2016

Investment Type

- ☐ Application
- ☐ Asset
- ☐ Idea
- ☐ Project

Investment Role

- ☐ Architect
- ☐ Business Analyst
- ☐ DBA
- ☐ Developer
- ☐ Project Manager
- ☐ Test Engineer

OBS Unit

- ☐ Business Operations
- ☐ Development
- ☐ IT
- ☐ Shared Services

Total Allocation Hours

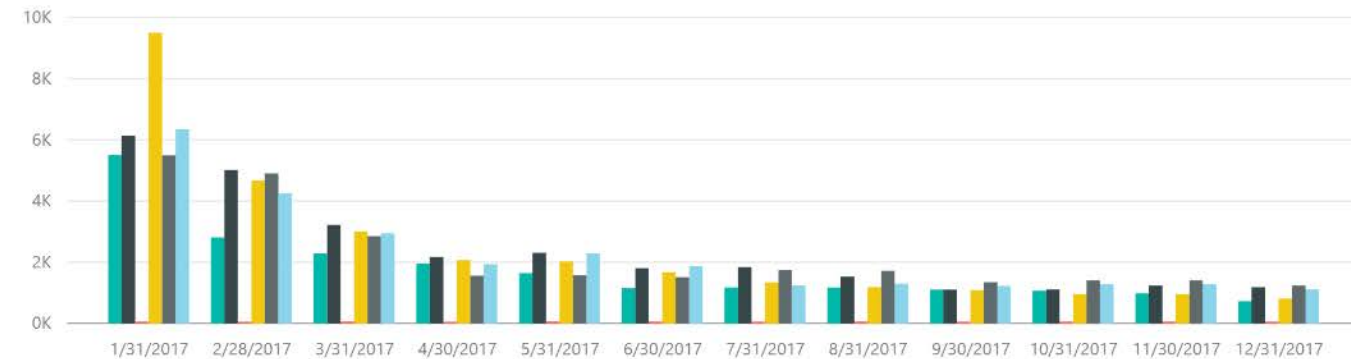
134.03K

Total Allocation Cost

21.24M

Allocation Hours by Month and Role

Investment Role Architect Business Analyst DBA Developer Project Manager Test Engineer



Allocation Cost by Month and Role

Investment Role Architect Business Analyst DBA Developer Project Manager Test Engineer





# CA PowerBI – Project/Program – Status

# of Change Requests

14

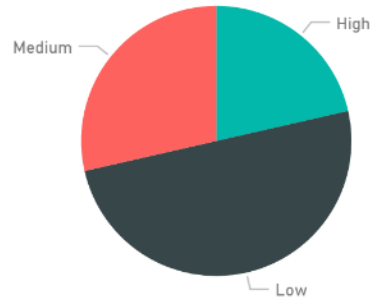
# of Approved Change Requests

1

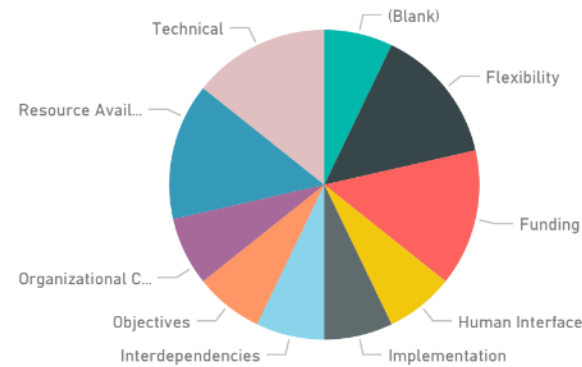
# of Open Change Requests

13

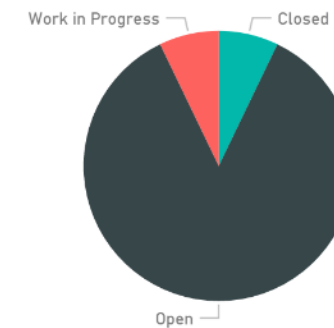
Change Requests by Priority



Change Requests by Category



Change Requests by Status



Change Request Name	Project Name	Change Request Owner	Change Request Priority	Change Request Category	Change Request Stat...
Change Request 1	Restructure NA Procurement Process	Thomas, Brian	High	Organizational Culture	Open
Development Phase Extension Request	Web Application Enhancement	Sutherland, Joy	High	Flexibility	Open
Funding for contractors	Online Web Portal Program	Martin, Paul	High	Funding	Open
Additional equipment	Online Web Portal Program	Granger, Paula	Low	Technical	Open
Additional Sales Analytics	eCommerce Portal	Martin, Paul	Low	Objectives	Closed
Change Request 1	A Fantastic Project	Thomas, Brian	Low	Human Interface	Open
Change Request 1	Restructure LatAm Procurement Process	Thomas, Brian	Low	Interdependencies	Open
Funding Issue - request additional funds	Minimal Online Shopping Site	Granger, Paula	Low	Funding	Open
Implementation risk	BI Analytics	Olney, Pam	Low	Implementation	Open
Resource risk	Credit Card Processing Enhancement	Miller, Rosie	Low	Resource Availability	Open
Additional resources	Online Web Portal Program	McCarthy, John	Medium	Resource Availability	Open



# CA PowerBI – Project/Program – Status

# of High Priority Issues

2

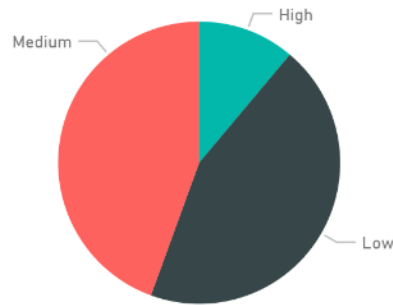
# of Resolved Issues

4

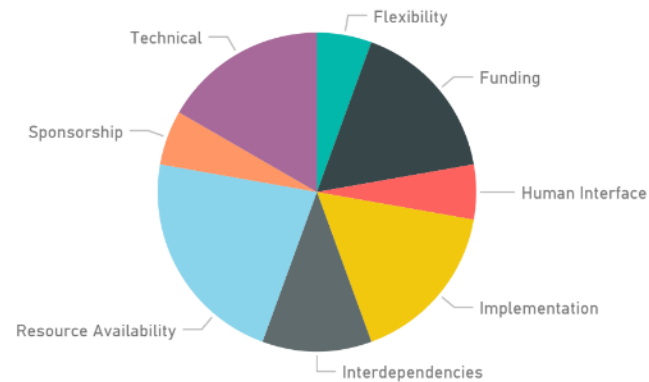
# of Open Issues

14

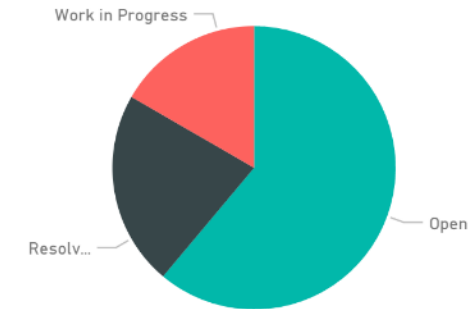
Issues by Priority



Issues by Category



Issues by Status



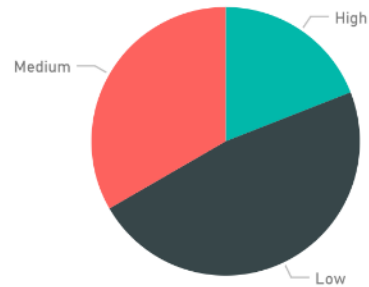
Issue Name	Project Name	Issue Owner	Issue Priori...	Issue Category	Issue Status	Issue Resolved Date	Issue Target Res...
Dependent on Datamart performance	Web Application Enhancement	Sutherland, Joy	Low	Interdependencies	Work in Progress		1/1/2017
Funding is being reduced	Web Application Enhancement	Berry, Jason	Medium	Funding	Resolved	6/28/2016	11/18/2016
Issue 1	Restructure NA Procurement Process	Thomas, Brian	Medium	Funding	Open		12/4/2016
Issue 1	Restructure LatAm Procurement Process	Thomas, Brian	Medium	Resource Availability	Open		12/4/2016
Portlet for Customer Accounts	Online Web Portal Program	Morris, Tom	Medium	Implementation	Resolved	10/21/2015	4/19/2016
Resource conflicts	Online Web Portal Program	Johnson, Eric	Medium	Resource Availability	Resolved	5/14/2008	3/13/2016
Database version upgrade	Online Order Performance Improvements	Morris, Tom	High	Technical	Work in Progress		12/11/2016
Tests were done, but not matched hardware	Online Order Performance Improvements	Morris, Tom	Low	Technical	Work in Progress		12/27/2016
Issue 1	New Branding Initiative - NA Region	Thomas, Brian	Low	Human Interface	Open		11/3/2016

# CA PowerBI – Project/Program – Status

# of High Priority Risks

4

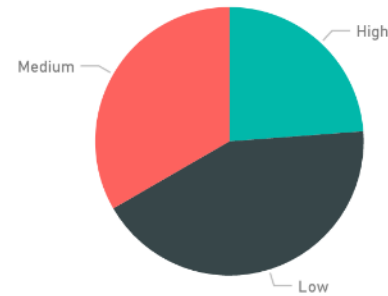
Risks by Priority



# of High Probability Risks

5

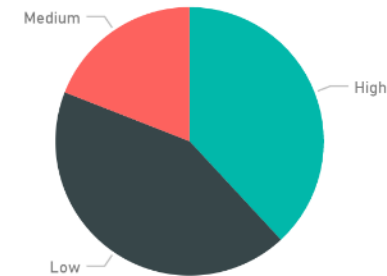
Risks by Probability



# of High Impact Risks

8

Risks by Impact



Risk Name	Project Name	Risk Owner	Risk Category	Risk Priority ▲	Risk Probability	Risk Impact	Risk Target Resolution Date
Dependent on Datamart performance	Web Application Enhancement	Sutherland, Joy	Interdependencies	High	Medium	Medium	2/16/2017
Insufficient capacity may impede proper sizing of teams to meet milestone...	Online Web Portal Program	Granger, Paula	Resource Availability	High	Medium	Medium	4/12/2016
Poorly Defined Requirements	Web Application Enhancement	Sutherland, Joy	Sponsorship	High	High	High	12/31/2016
Reduction of Funding	New Branding Initiative - NA Region	Thomas, Brian	Funding	High	Medium	High	12/13/2016
Can switching technology increase performance?	Online Order Performance Improvements	Morris, Tom	Technical	Low	Low	Low	12/1/2016
Funding Risk	Minimal Online Shopping Site	Administrator, Syste...		Low	Low	Low	2/17/2017
Global Agreement	Restructure NA Procurement Process	Thomas, Brian	Interdependencies	Low	Low	Low	12/13/2016
Implementation risk	BI Analytics	Olney, Pam	Implementation	Low	Medium	High	12/3/2016
Java vs .NET performance	Online Order Performance Improvements	Morris, Tom	Technical	Low	Low	Low	11/21/2016
Network and bandwidth issues may occur at a critical point in program	Online Web Portal Program	Martin, Paul	Technical	Low	Low	High	4/19/2016
No budget	eCommerce Portal	Martin, Paul	Funding	Low	Low	Low	10/23/2016

# CA PowerBI – Project/Program – Health

CIO Alert Projects

- ☐ No  
☒ Yes

Product

- ☐ Fulfillment  
☒ Online Orders  
☐ Online Store  
☒ Social Media

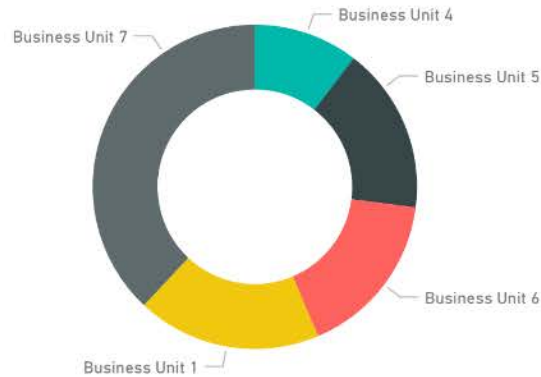
Budget	Actuals	Forecast	Variance	Variance %
\$1.19M	\$800.00K	\$920.12K	(\$85.93K)	-7 %

% Projects Complete	Project Cycle Time	% Outcomes Realized	Target Benefit	Realized Benefit
63 %	70	38 %	\$10.00M	\$5.00M

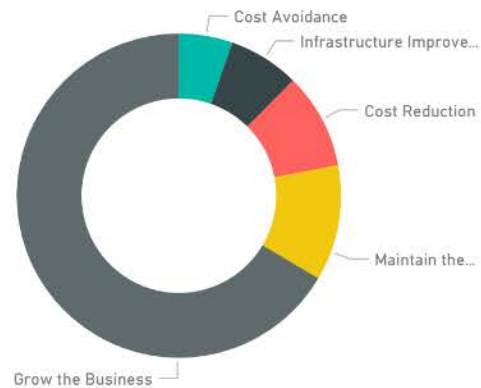
Project Name	Stage	Status	Schedule	Alignment	Risk	Issues	CRs	Complete	Outcome Realized	Resource Alloc	Planned Cost	Product
Return Authorization	Launch	◆	◆	◆	⚠	◆	◆	Yes	No	984	\$258,720	Online Orders
Order Confirmations	Development	◆	◆	⚠	⚠	◆	✖	No	No	1344	\$192,400	Online Orders
Import LinkedIn Profile	Launch	⚠	◆	⚠	⚠	◆	◆	Yes	No	944	\$169,920	Social Media
Integrate Social into Shopping Experie...	Development	✖	◆	◆	✖	✖	✖	No	Yes	1200	\$168,000	Social Media
Build read-write API for handling Orders	Launch	◆	◆	⚠	⚠	✖	◆	Yes	Yes	1032	\$134,160	Online Orders
Connect to Snapchat	Testing and Validation	◆	✖	⚠	✖	◆	◆	No	Yes	736	\$122,688	Social Media
Link to Instagram	Launch	◆	◆	◆	◆	⚠	◆	Yes	No	704	\$119,680	Social Media
Order Suggestions	Launch	◆	◆	◆	⚠	✖	◆	Yes	No	768	\$111,360	Online Orders
<b>Total</b>										<b>7712</b>	<b>\$1,276,928</b>	



Budget to Forecast Cost Variance by Portfolio



Budget to Forecast Variance by Goal



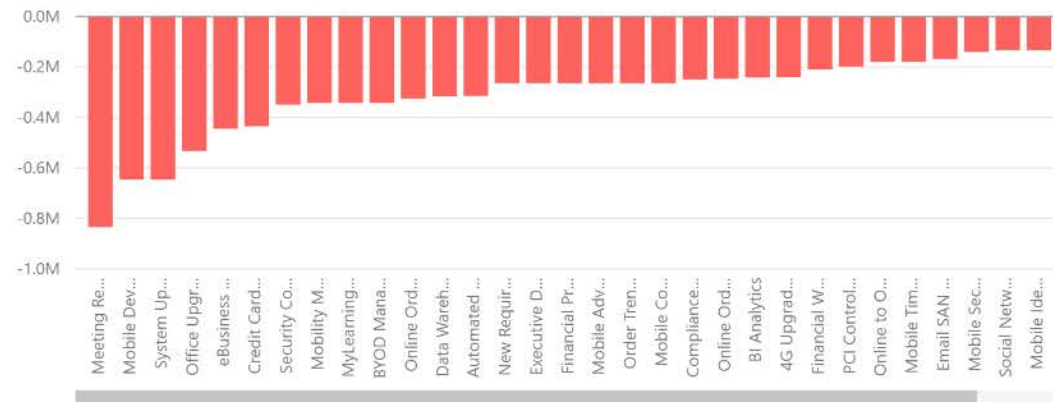
Projects over Budget

34

Over Budget by \$

-14.98M

Budget to Forecast Variance



Investment Name	Investment Manager	Max of Total Forecast Cost	Max of Total B...	Max of Total Budget to ... ▲
Meeting Reservation Portal	Tanner, Paul	834,950.00	0.00	-834,950.00
Mobile Device Management (MDM) Deployment	Paxton, Robyn	646,260.00	0.00	-646,260.00
System Upgrade Release 14	Paxton, Robyn	646,260.00	0.00	-646,260.00
Office Upgrade	Tanner, Paul	533,300.00	0.00	-533,300.00
eBusiness Mobile Network	Paxton, Robyn	445,000.00	0.00	-445,000.00
Credit Card Security Improvements	Reed, Henry	435,000.00	0.00	-435,000.00
Security Compliance	Sutherland, Joy	349,200.00	0.00	-349,200.00
Mobility Management Services	Tanner, Paul	343,020.00	0.00	-343,020.00
MyLearning Mobile Pilot	Tanner, Paul	343,020.00	0.00	-343,020.00
BYOD Management	Tanner, Paul	343,020.00	0.00	-343,020.00
Online Order Entry	McCarthy, John	325,500.00	0.00	-325,500.00

## Portfolio

- ☐ Business Unit 1
- ☐ Business Unit 2
- ☐ Business Unit 4
- ☐ Business Unit 5
- ☐ Business Unit 6
- ☐ Business Unit 7

## Goal

- ☐ Cost Avoidance
- ☐ Cost Reduction
- ☐ Grow the Business
- ☐ Infrastructure Improvement
- ☐ Maintain the Business

- ☐ External Labor
- ☐ Internal Labor

- ☐ 2018
- ☐ 2017

- ☐ January
- ☐ February
- ☐ March
- ☐ April
- ☐ May
- ☐ June
- ☐ July
- ☐ August
- ☐ September
- ☐ October
- ☐ November

## Total Spend

27.22M

## Total Capital Cost

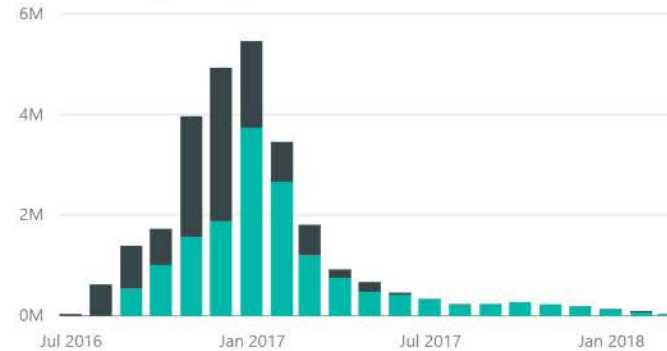
15.94M

## Total Operating Cost

11.28M

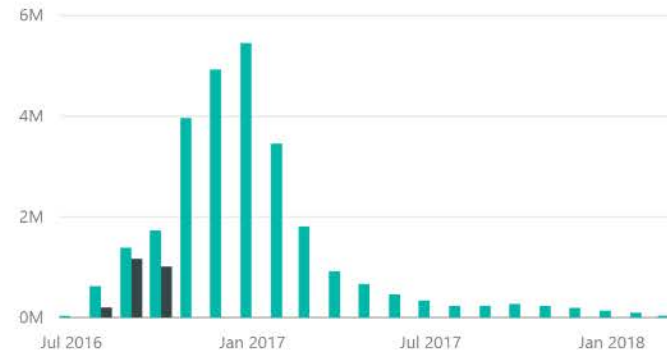
## CapEx and OpEx by Fiscal Period

Plan Cost Type ● Capital ● Operating



## Plan vs. Actual by Fiscal Period

Plan Cost ● Actual Cost



## Plan Cost by Goal and CapEx / OpEx



## Effort by Stage and CapEx / OpEx



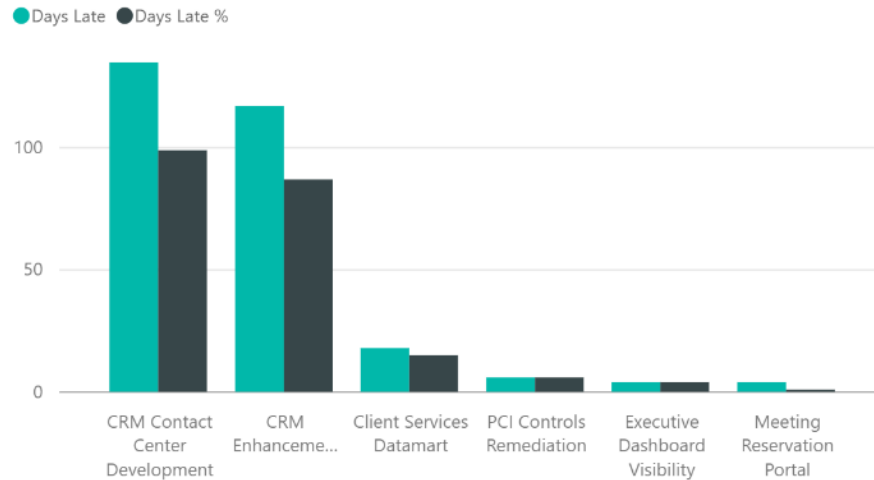
## Portfolio Name

- ☐ Business Unit 1
- ☐ Business Unit 4
- ☐ Business Unit 5
- ☐ Business Unit 6
- ☐ Business Unit 7

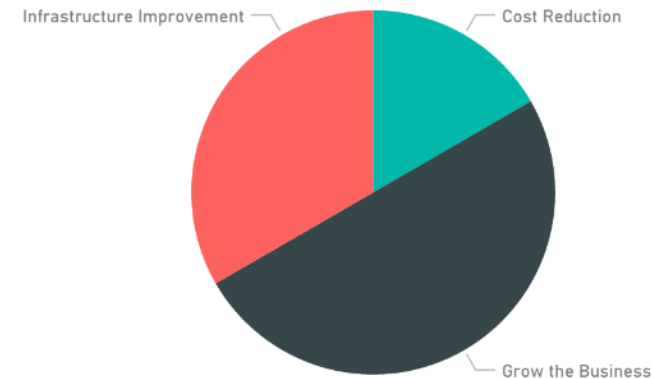
## # of Late Projects

6

## Late Projects



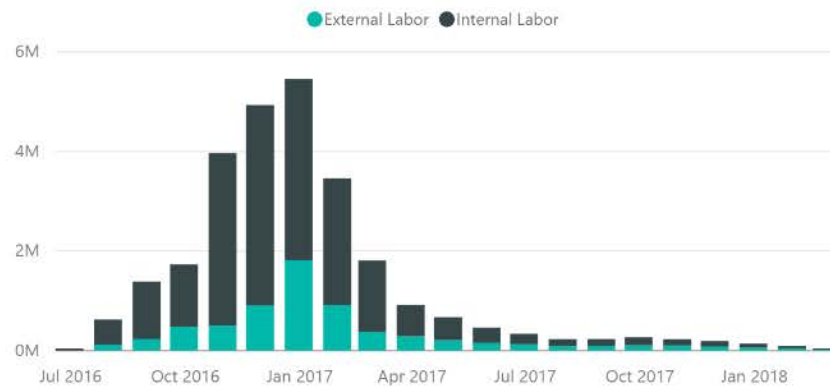
## Late Projects by Goal



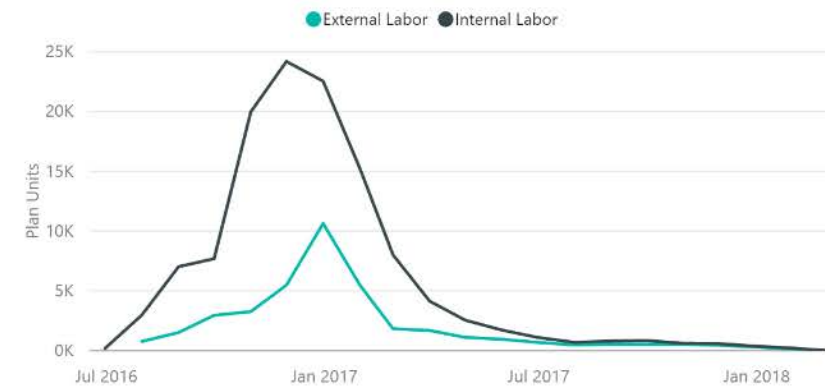
Investment Name	Investment Manager	Goal	Stage	Start Date	Finish Date	Baseline Start ▼	Baseline Finish	Days Late	Average of Days Late %
PCI Controls Remediation	Reed, Henry	Infrastructure Improvement	Initiation	11/14/2016	3/9/2017	11/14/2016	3/3/2017	6	6.00
Client Services Datamart	Martin, Paul	Infrastructure Improvement	Planning	10/14/2016	2/8/2017	10/14/2016	2/2/2017	18	5.00
Executive Dashboard Visibility	Berks, Paul	Cost Reduction	Building	10/14/2016	2/6/2017	10/14/2016	2/2/2017	4	4.00
Meeting Reservation Portal	Tanner, Paul	Grow the Business	Initiation	10/14/2016	4/17/2018	10/14/2016	4/13/2018	4	1.00
CRM Enhancements	Riviera, Alex	Grow the Business	Closing	8/15/2016	12/23/2016	7/5/2016	11/14/2016	117	29.00
CRM Contact Center Development	Riviera, Alex	Grow the Business	Building	7/15/2016	12/12/2016	6/14/2016	10/28/2016	135	33.00
<b>Total</b>								<b>284</b>	<b>17.67</b>

Portfolio	Calendar Year	Total Spend	Internal Labor Cost	External Labor Cost	Internal Labor Hours	External Labor Hours
<input type="checkbox"/> Business Unit 1 <input type="checkbox"/> Business Unit 2 <input type="checkbox"/> Business Unit 4 <input type="checkbox"/> Business Unit 5 <input type="checkbox"/> Business Unit 6 <input type="checkbox"/> Business Unit 7	<input type="checkbox"/> 2018 <input type="checkbox"/> 2017 <input type="checkbox"/> 2016	27.22M	20.49M	6.73M	121.46K	39.28K

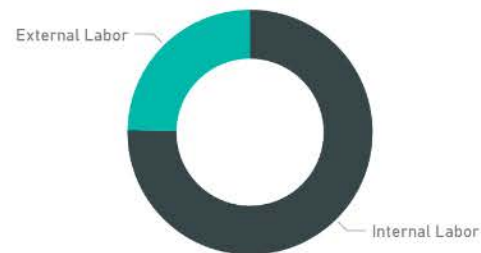
Internal vs. External Labor Costs by Fiscal Period



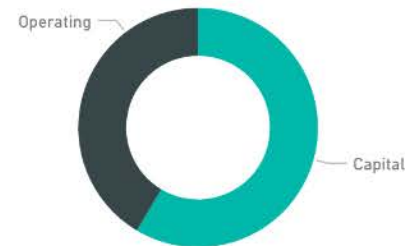
Internal vs. External Units (Hours) by Fiscal Period



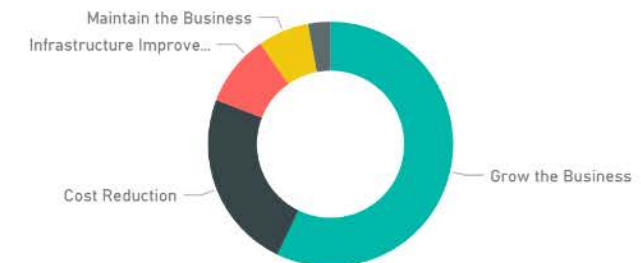
Plan Cost by Plan Transaction Class



Plan Cost by Plan Cost Type



Plan Cost by Goal





# of Investments

101

Total Cost

27.13M

Total CapEx

13.60M

Total OpEx

13.53M

Total Benefits

51.23M

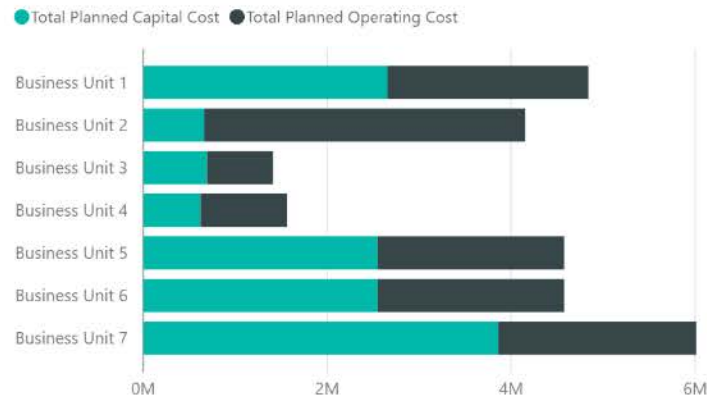
# High Priority Risks

4

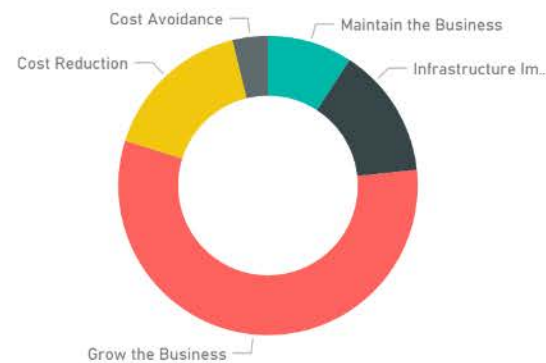
# of Late Projects

6

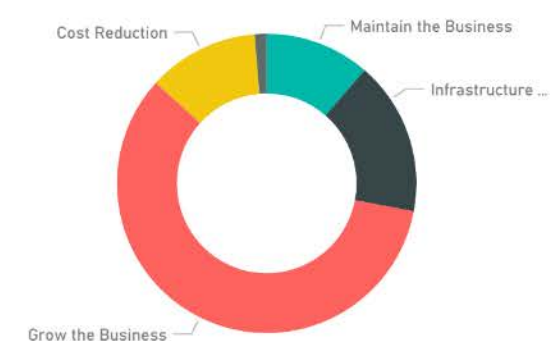
CapEx and OpEx by Portfolio



Cost by Goal



Hours by Goal



Investment Name	Investment Manager	Investment Type	Goal	Total Planned Cost	Total Planned Capital Cost
4G Upgrade Readiness	Reed, Henry	Project	Infrastructure Improvement	719,880.00	373,680
AP Architecture Consolidation	Martin, Paul	Idea	Infrastructure Improvement	500,000.00	100,000
Automated Security Enhancements	Berks, Paul	Project	Grow the Business	943,200.00	474,000
BI Analytics	Riviera, Alex	Project	Grow the Business	726,000.00	280,800
BrightStor HSM Hierarchical Storage Manag...	Miller, Veronica	Asset	Cost Avoidance	30,000.00	0
BYOD Management	Tanner, Paul	Project	Cost Avoidance	343,020.00	228,600
CA Wily Introscope	Lewis, Paul	Asset	Infrastructure Improvement	20,000.00	0
CA Wily Portal Manager	Lewis, Paul	Asset	Infrastructure Improvement	175,000.00	125,000
Client Services Datamart	Martin, Paul	Project	Infrastructure Improvement	656,400.00	247,200
Cloud Computing Enhancements	Martin, Paul	Idea	Grow the Business	500,000.00	50,000
<b>Total</b>				<b>27,126,660.00</b>	<b>13,595,840.00</b>

Total Planned Cost by Goal and Stage

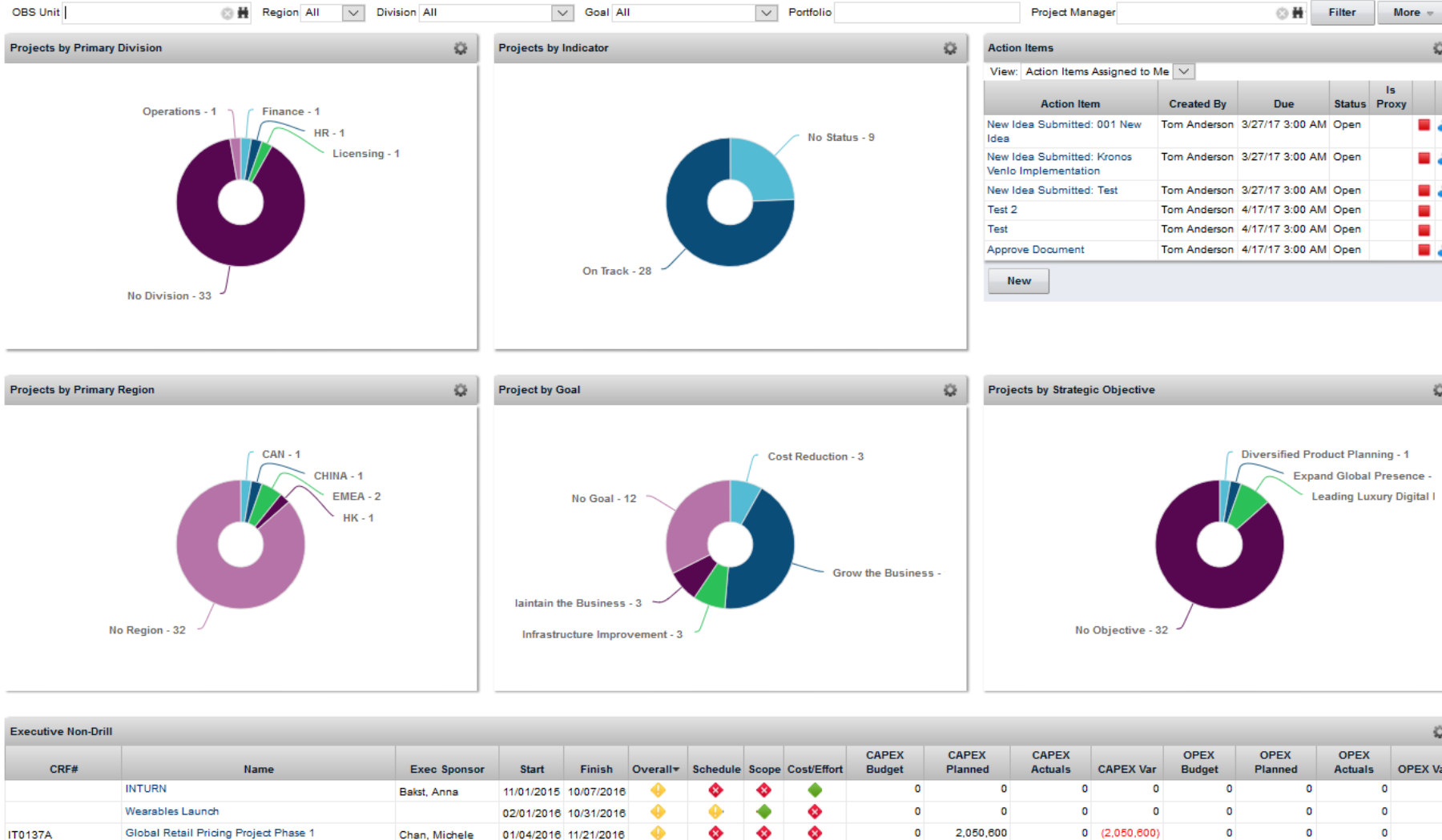


# Samples: RegoXchange



*regoUniversity* 2017



# Rego Xchange – Executive Dash

## Executive Dashboard: Executive Dashboard



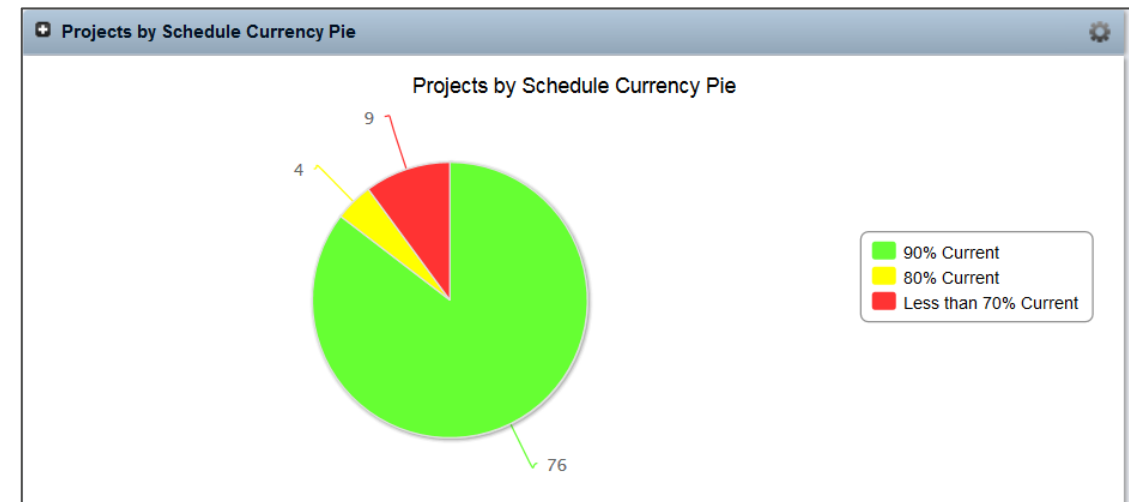
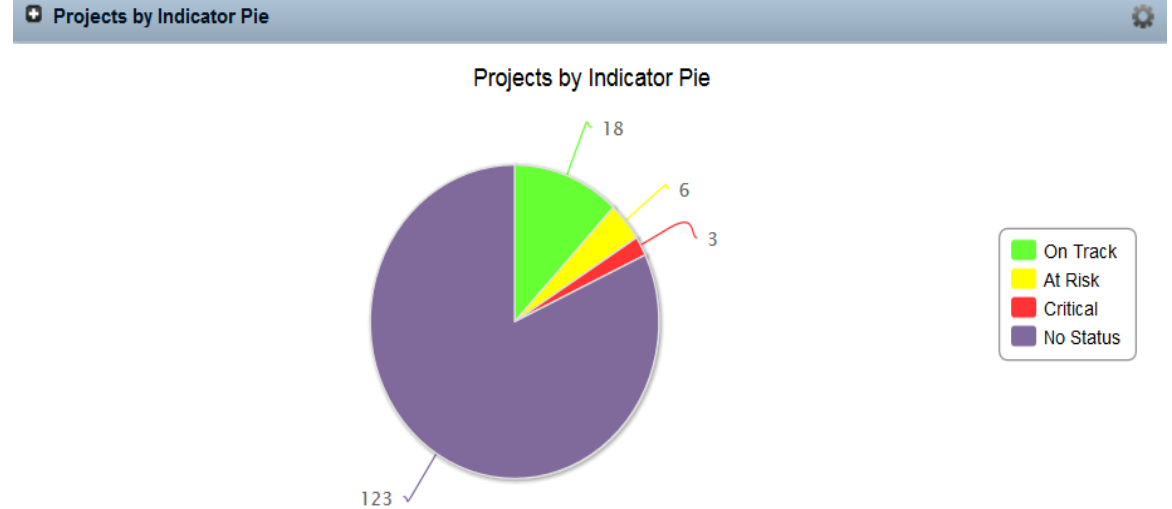
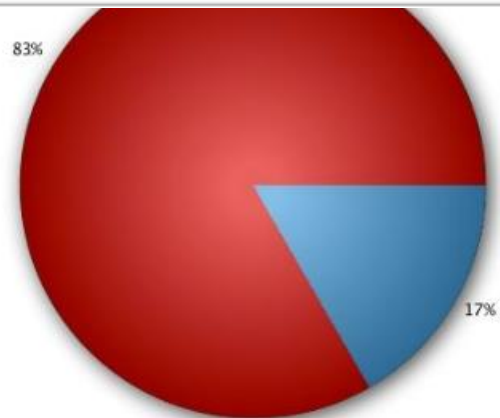
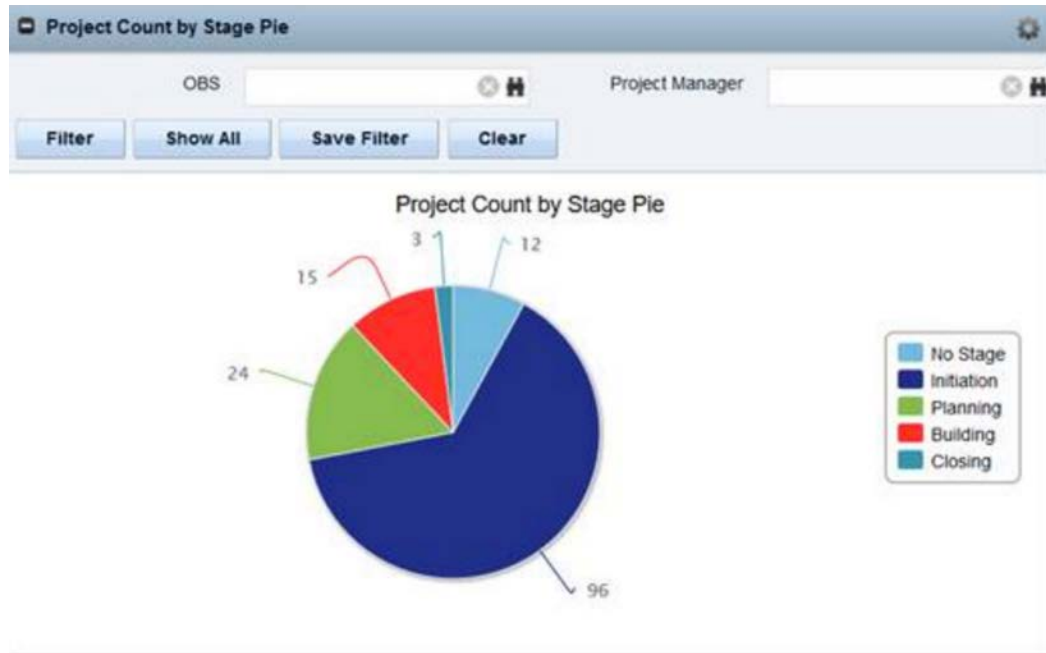
**Executive Dashboard**

Project OBS: Department:Development  

Project Manager ID:   

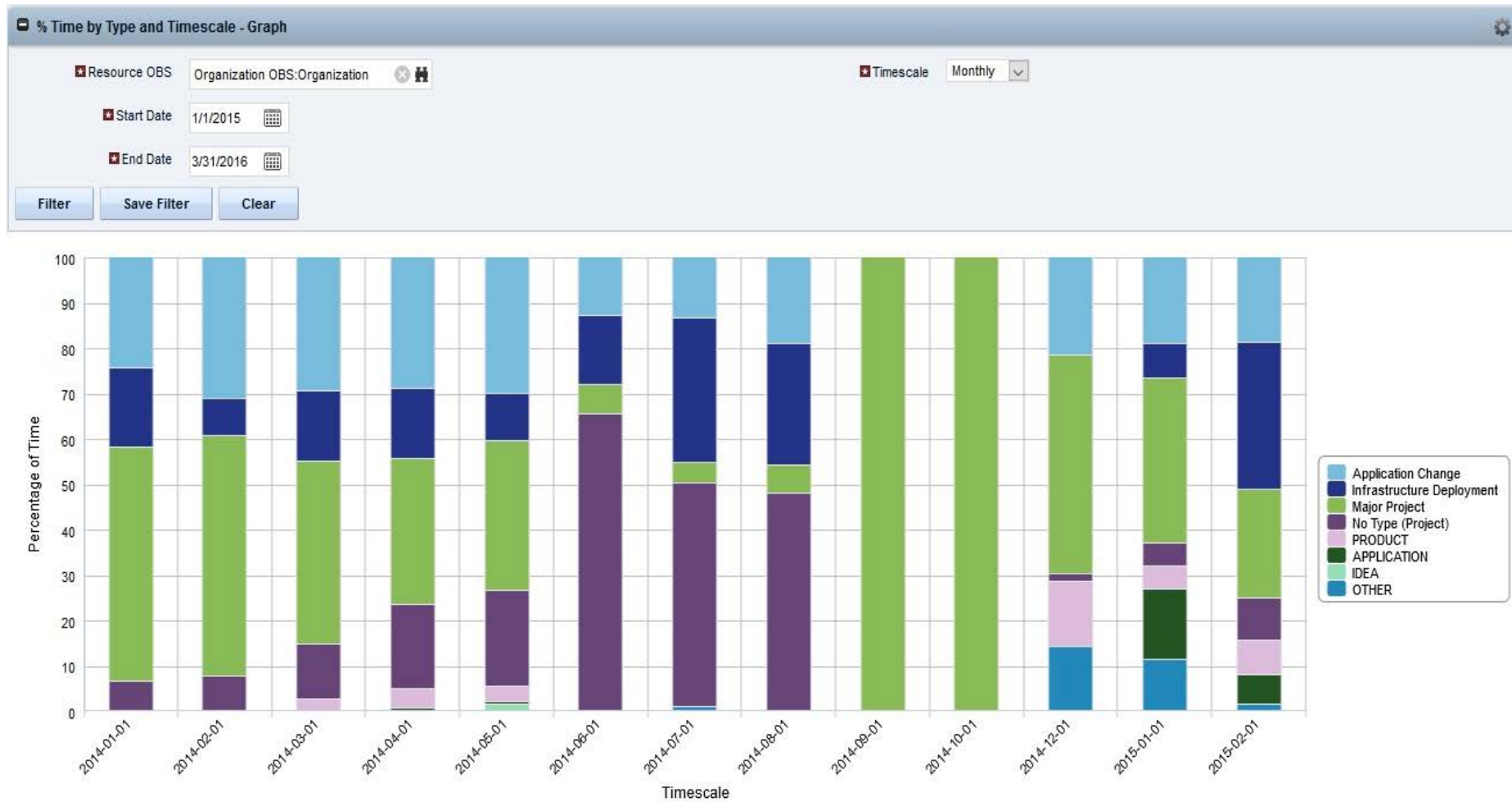
Name	ID	Overall Status	Schedule Status	Scope Status	Cost/Eft Status	Late AI	Late Issues	Late Risks	Late Tasks	Late Milestones	Sched Var	Effort Var	Hrs Past Base	Days Over Base
Computer System Analysis	PRJ9019					2	2	2	5	1	0	0	0	0
Consumer Reviews	PRJ909					0	2	2	3	0	0	(64)	(656)	0
Fitness Porgram	prj04					1	0	0	3	1	0	(191)	(1,056)	0
Test Deletion Process	PRTTestDeletionProces					0	0	0	0	0				0
Dave Test	dtest					0	0	0	3	1	19	44	0	0

Displaying 1 - 5 of 5








# regoXchange – Time By Type



RM Governance

Resource OBS   

Resource Manager   

OBS Mode

[Filter](#) [Show All](#) [Save Filter](#) [Clear](#)

Resource	Availability Hours (2 Weeks)	Allocation Hours (2 Weeks)	Allocation vs Availability (2 weeks) %	Assignment Hours (2 Weeks)	Allocation vs Assignment (2 weeks) %	Availability Hours (4 Weeks)	Allocation Hours (4 Weeks)	Allocation vs Availability (4 weeks) %	Assignment Hours (4 Weeks)	Allocation vs Assignment (4 weeks) %	Availability Hours (8 Weeks)	Allocation Hours (8 Weeks)	Allocation vs Availability (8 weeks) %	Assignment Hours (8 Weeks)	Allocation vs Assignment (8 weeks) %
Administrator, Niku	80	0	▲	0	▲	160	0	▲	0	▲	240	0	▲	0	▲
Doe, John	80	0	▲	0	▲	160	0	▲	0	▲	240	0	▲	0	▲
Zywiec, David	80	0	▲	0	▲	160	0	▲	0	▲	240	0	▲	0	▲
Wuenstel, Chris	80	160	●	80	▲	160	320	●	160	▲	240	480	●	240	▲
Admin, PMO	80	0	▲	0	▲	160	0	▲	0	▲	240	0	▲	0	▲
Hensel, Ross	80	8	▲	8	■	160	16	▲	16	■	240	24	▲	24	■
Hackney, Ron	80	0	▲	0	▲	160	0	▲	0	▲	240	0	▲	0	▲
Trainor, Pat	80	0	▲	0	▲	160	0	▲	0	▲	240	0	▲	0	▲
Kent, Clark	80	160	●	160	■	160	320	●	320	■	240	480	●	480	■
Alfred, Al	80	8	▲	8	■	160	16	▲	16	■	240	24	▲	24	■

# Rego Xchange – Resource Utilization

**OBS Utilization Percentage**

☒ OBS Type: Organization OBS

☒ Start Date: 2/1/2015

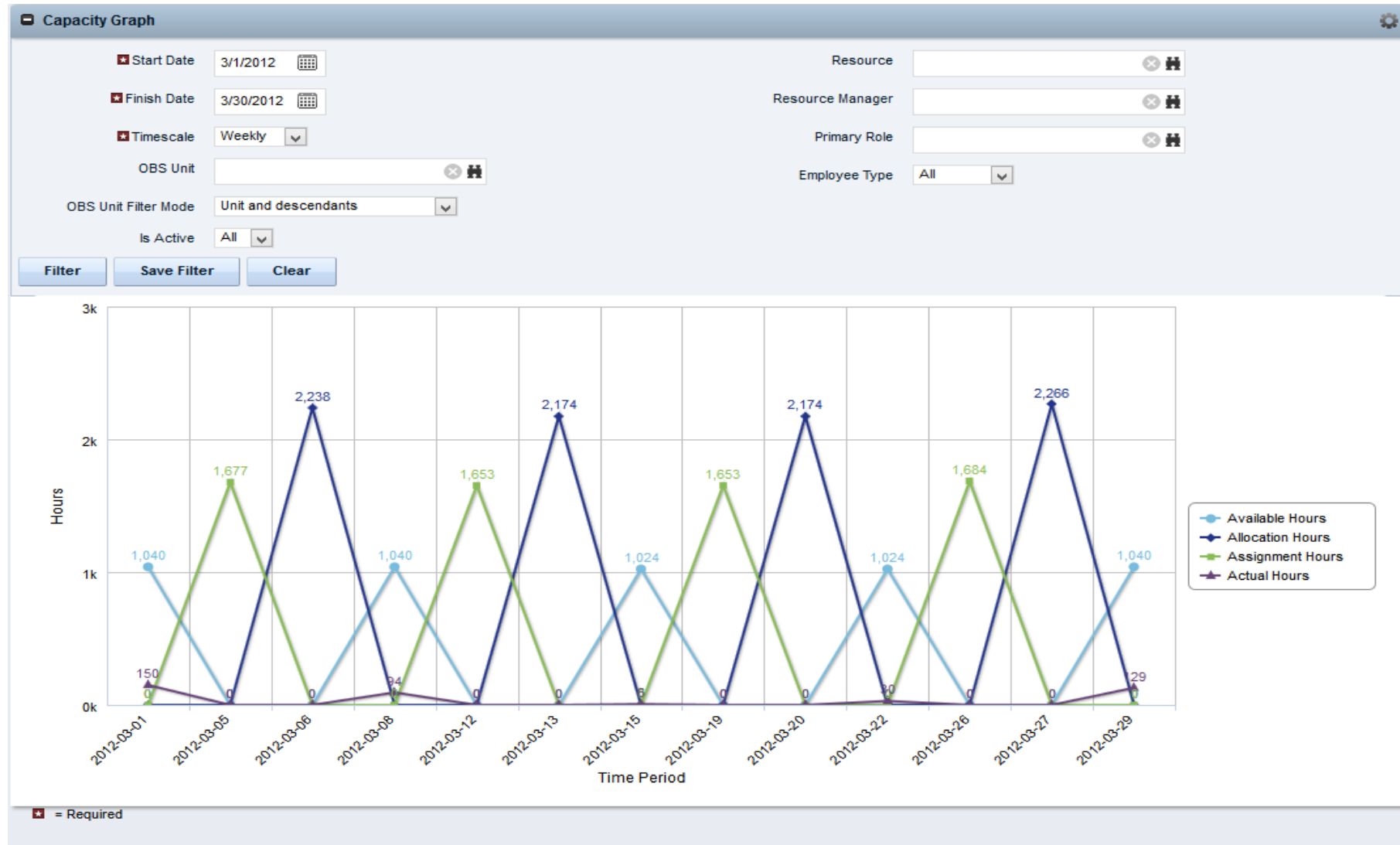
☒ Finish Date: 5/31/2015

Resource Open for Time? All

	02/01/2015			03/01/2015			04/01/2015			05/01/2015		
OBS Unit	Actuals	Availability	Utilization Percentage	Actuals	Availability	Utilization Percentage	Actuals	Availability	Utilization Percentage	Actuals	Availability	Utilization Percentage
Organization	292	3,164	9%	0	3,406	0%	0	3,192	0%	0	3,024	0%
Business	114	1,892	6%	0	1,998	0%	0	1,912	0%	0	1,848	0%
Finance	82	612	13%	0	598	0%	0	528	0%	0	504	0%
HR	0	320	0%	0	352	0%	0	352	0%	0	336	0%
Payroll	0	160	0%	0	176	0%	0	176	0%	0	168	0%
Sales	32	320	10%	0	344	0%	0	328	0%	0	336	0%
IT	138	632	22%	0	704	0%	0	576	0%	0	504	0%
Business Intelligence	0	160	0%	0	176	0%	0	176	0%	0	168	0%
Clarity Group	48	312	15%	0	352	0%	0	224	0%	0	168	0%
Development	96	320	30%	0	352	0%	0	352	0%	0	336	0%
HelpDesk	0	160	0%	0	176	0%	0	176	0%	0	168	0%
Project Management	0	780	0%	0	858	0%	0	858	0%	0	819	0%

☒ = Required

# regoXchange: Allocation-Availability-Actual

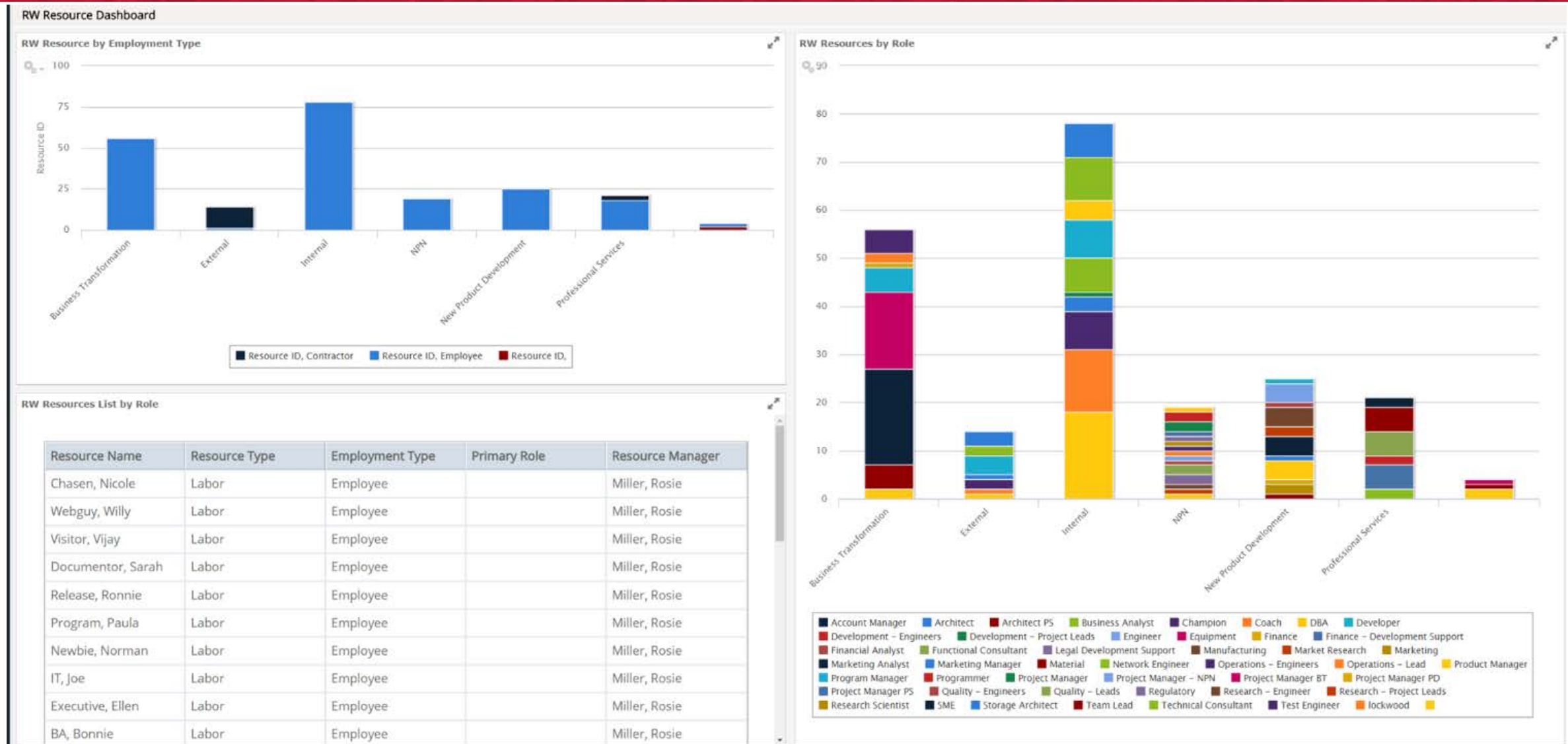


# Samples: Custom Dashboards

*rego*University 2017



# Resource Management



# Resource Management

## Resource OBS Filter

## Overtime Heatmap

Resource Name	Week41	Week42	Week43	Week44
Dhar, Sankhadeep	40	40	44	40
Evans, Nick	40	50	55	64
Hayes, Justin	40	35	30	30

## Unfilled Demand

Investment Name	Role Name	Staffing OBS	December	November	October
Automated Security Enhancements	Architect		50	45	10
	Business Ana...		10	20	50
CRM Enhancements	Architect		60	50	40
eCommerce Portal	Business Ana...		20	31	10
	Test Engineer		20	10	11

## Task List

Investment	Task Name	Assigned To	Days...	Due Date
CRM Enhancements	Deployment Phase G...	Evans, Nick	34	7/1/16
eCommerce Portal	Planning Phase Gate ...	Evans, Nick	32	5/9/16
eCommerce Portal	Initiating Process Co...	Dhar, Sankhadeep	29	3/1/16

## Risk List

Investment	Risk	Assigned To	Due Date	Is Late
eCommerce Portal	Objectives Risk	Dhar, Sankhadeep	12/10/16	0
CRM Enhancements	New enhancements req...	Dhar, Sankhadeep	7/20/16	1
eCommerce Portal	Focal point for changes	Evans, Nick	12/1/16	0
CRM Enhancements	Enhancements could af...	Hayes, Justin	7/13/16	1
Automated Security Enhancements	Base Architecture	Evans, Nick	10/20/16	1

## Issue List

Investment	Issue	Assigned To	Due Date	Is Late
eCommerce Portal	More RAM required	Dhar, Sankhadeep	11/1/16	1
CRM Enhancements	Java scripts running on...	Evans, Nick	12/10/16	0
Automated Security Enhancements	Enhancements could af...	Hayes, Justin	1/1/17	0



Persona: Resource Manager

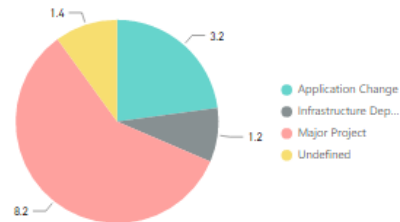
### Filter:

Allows you to filter based on Resource OBS and see different levels of the organization (Include units and decedents)

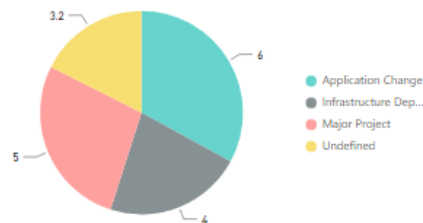
### KPIs/Metrics Tracked:

1. Total Headcount - Employee, Consultant, Contractor Ratio
2. Assigned Labor vs. Unfilled Roles by project
3. Capacity (available, allocation, assignment, actuals)
4. Assigned Risks/Issues
5. Upcoming Unfilled Demand (next 3-6 months)
6. Allocation distribution vs Actuals by project type.
7. Overtime Trending Report (who is consistently working overtime)
8. Resource count by investment

## Allocation by Project Type



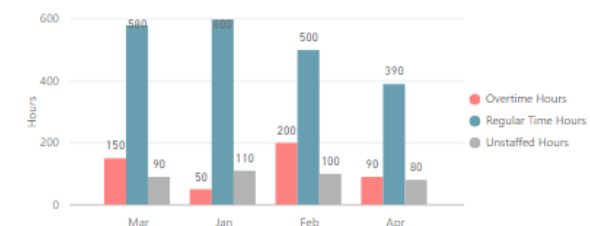
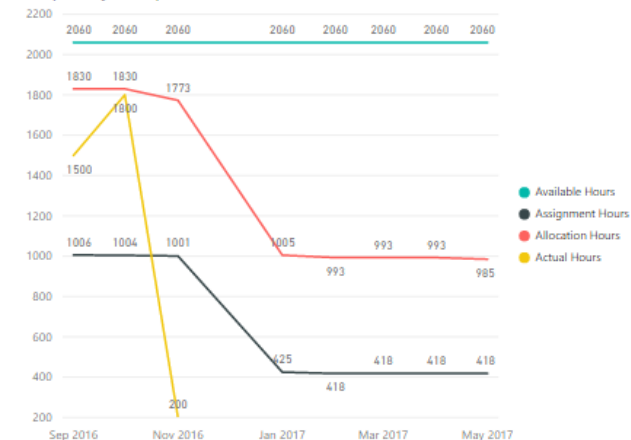
## Actuals by Project Type



## My Resource Count by Project

Project Name	Project Manager	Project ...	Project S...	Project FI...	Tea...	Mana...	% Ma...
Clean Waterhouse	Dhar, Sankhadeep	Approved	8/21/2015	11/20/2018	5	1	20
Computer Syste...	Dhar, Sankhadeep	Approved	8/21/2015	12/4/2019	3	2	67
Consumer Revie...	Dhar, Sankhadeep	Approved	4/7/2016	9/4/2020	6	3	50
Create Webcam ...	Hayes, Justin	Approved	4/7/2016	10/17/208	2	1	50
Fitness Program	Dhar, Sankhadeep	Approved	6/27/2015	9/28/2017	4	3	75

## Capacity Graph



## PPM Dashboard

Select All

Midwest

Northeast

Southeast

West

**46.74M**

Planned Capital

**6.50M**

Planned Expense

**36.29M**

Funded Capital

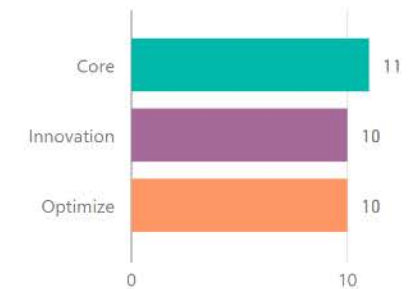
**4.82M**

Funded Expense

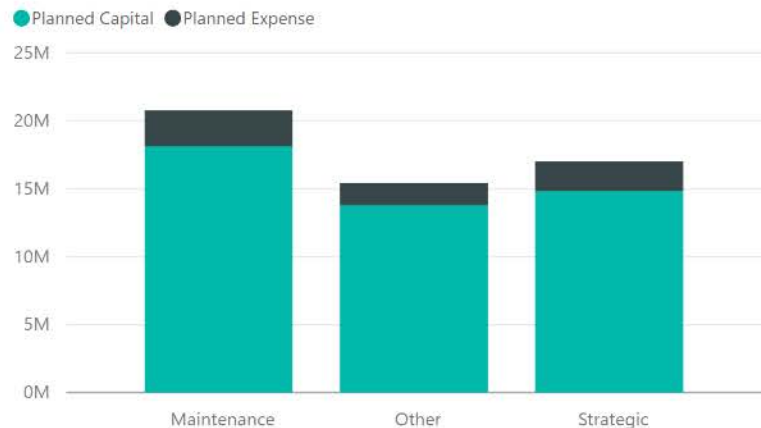
Planned Capital and Actual Capital



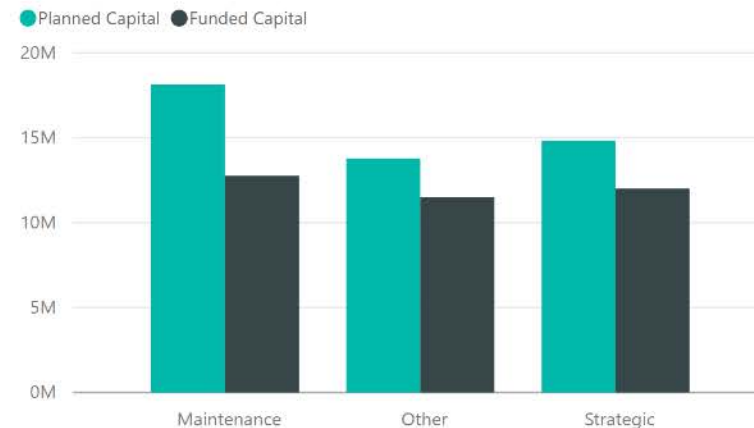
Count of Goal by Goal



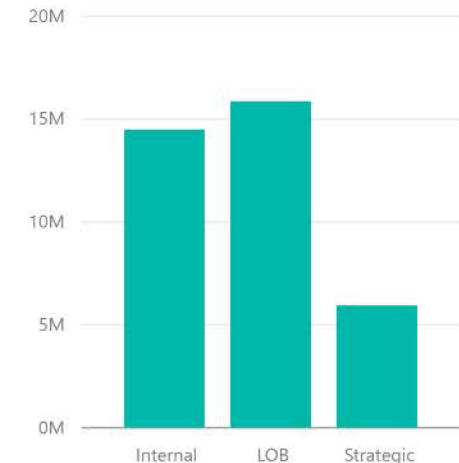
Planned Capital and Planned Expense by Category



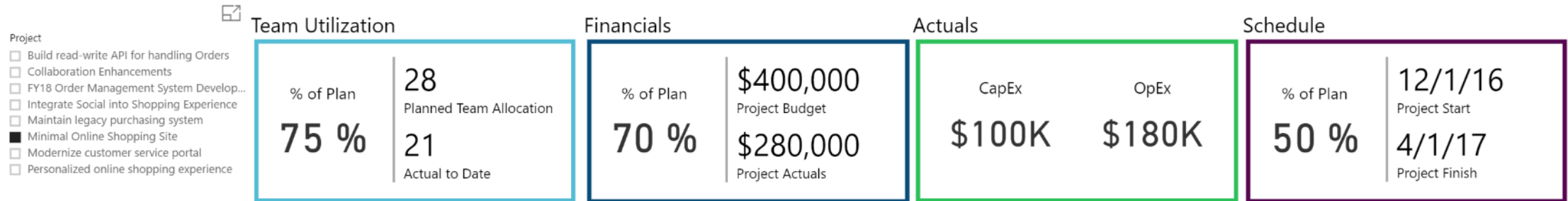
Planned Capital and Funded Capital by Category



Funded Capital by Funding Category

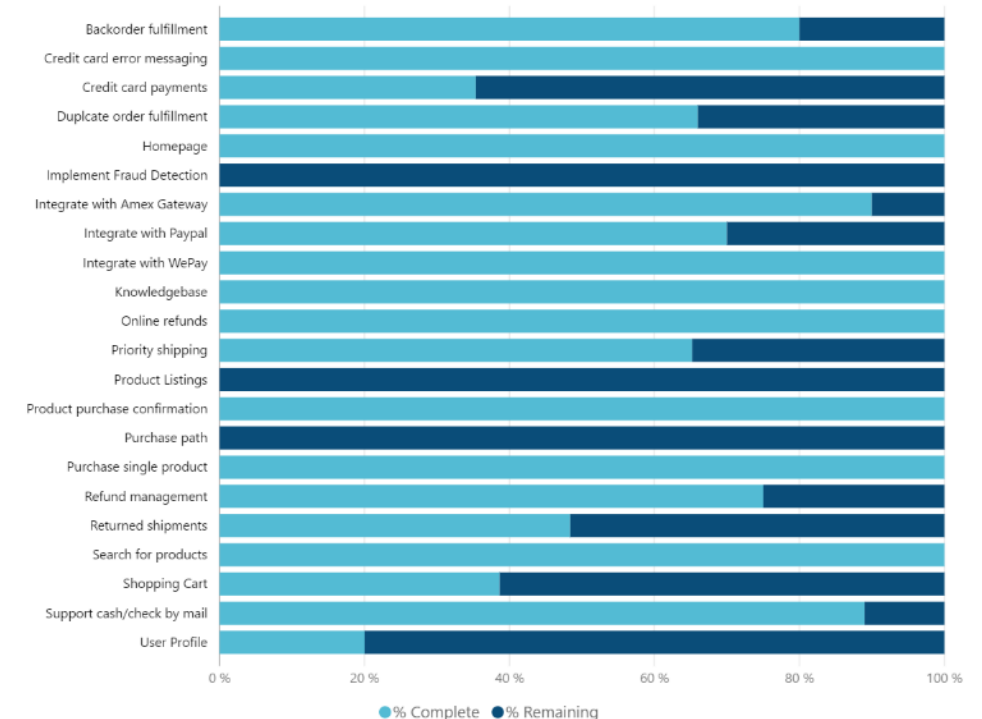


# Project Management



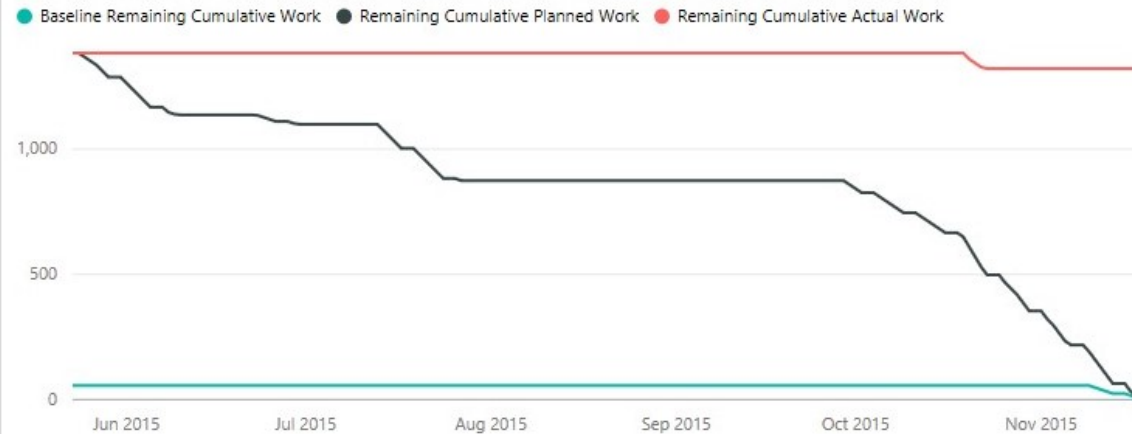
Feature	Feature ID	Est. Storypoints	Storypoints Accepted	% Complete	Actuals	Actual Cost	Start	Finish
Backorder fulfillment	F37	50	40	80 %	0	\$0	12/15/16	5/29/17
Credit card error messaging	F24	80	80	100 %	0	\$0	12/15/16	5/29/17
Credit card payments	F9	82	29	35 %	199	\$29,922	1/21/17	3/25/17
Duplicate order fulfillment	F38	60	40	66 %	0	\$0	12/15/16	5/29/17
Homepage	F46	12	12	100 %	218	\$32,754	1/21/17	2/21/17
Implement Fraud Detection	F28	0	0	0 %	0	\$0	4/16/17	5/23/17
Integrate with Amex Gateway	F35	100	90	90 %	0	\$0	12/15/16	5/29/17
Integrate with Paypal	F18	100	70	70 %	0	\$0	12/24/16	1/24/17
Integrate with WePay	F19	70	70	100 %	0	\$0	2/19/17	4/3/17
Knowledgebase	F45	23	23	100 %	240	\$35,925	1/21/17	2/21/17
Online refunds	F17	60	60	100 %	0	\$0	12/15/16	1/24/17
Priority shipping	F11	23	15	65 %	132	\$19,871	1/21/17	3/22/17
Product Listings	F25	0	0	0 %	0	\$0	5/4/17	5/29/17
Product purchase confirmation	F47	10	10	100 %	231	\$34,712	1/21/17	2/21/17
Purchase path	F10	90	0	0 %	0	\$0	2/7/17	3/28/17
Purchase single product	F44	18	18	100 %	169	\$25,354	1/21/17	2/21/17
Refund management	F20	80	60	75 %	0	\$0	2/16/17	3/19/17
Returned shipments	F48	31	15	48 %	190	\$28,470	1/21/17	2/21/17
Search for products	F49	4	4	100 %	182	\$27,368	1/21/17	2/21/17
Shopping Cart	F1	44	17	39 %	119	\$17,874	1/21/17	3/19/17
Support cash/check by mail	F36	78	70	89 %	0	\$0	12/15/16	5/29/17
User Profile	F23	25	5	20 %	185	\$27,750	1/21/17	4/29/17
<b>Total</b>					<b>1865</b>	<b>\$280,000</b>		

% Complete and % Remaining by Feature

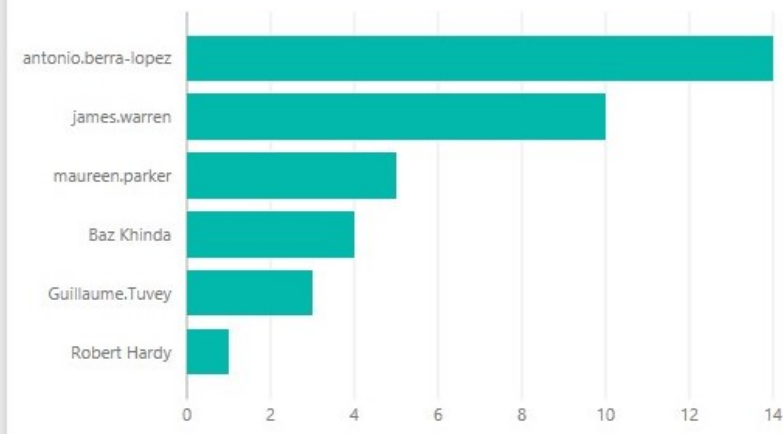


# Program Management

Baseline Remaining Cumulative Work, Remaining Cumulative Planned Work, Remaining Cumulative Actual Work  
IN THE PAST SIX MONTHS



Projects Not Updated in the Last Month or with Incomplete Work in the Past  
BY OWNER



Active Issues

8

Active Risks

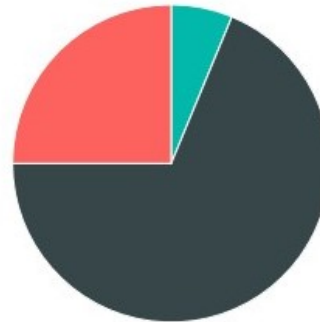
16

Active Issues  
BY PRIORITY



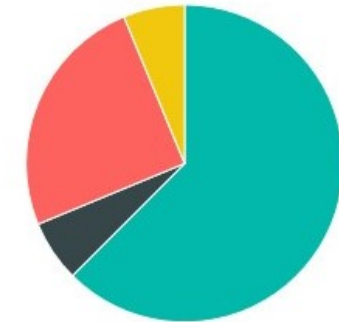
Priority (2) Medium (1) High

Active Risks  
BY PROBABILITY



Probability 0.10 1.00 3.00

Active Risks  
BY IMPACT



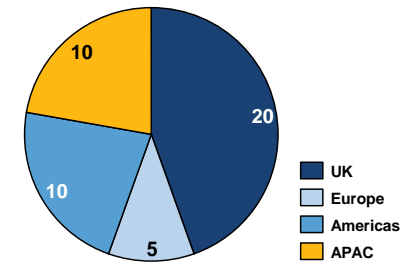
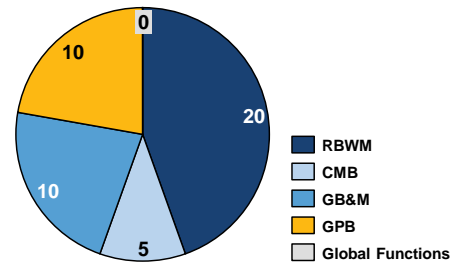
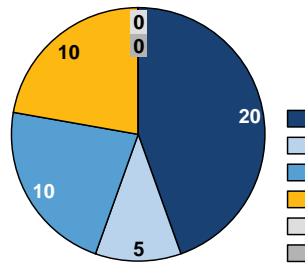
Impact 1.00 2.00 3.00 7.00



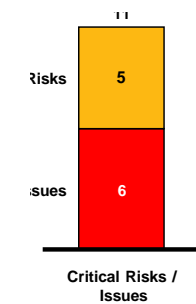
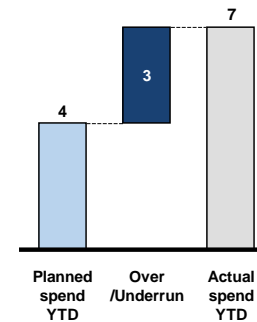
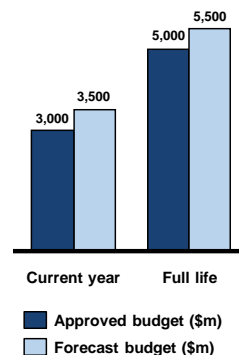
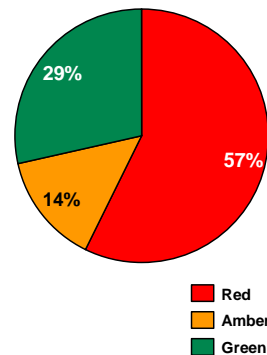
## Portfolio Dashboard – Key Metrics

Top 200 Priority Programmes (30 April, 2012)

Report Criteria:		Data Availability (% of programmes)
Programme Priority	High priority only	Programme categories 100%
Investment Category	All	Programme RAGs 100%
Business Partner	All	Programme Budget 100%
Region	All	Programme Spend 100%
Approval status / stage	Approved	Programme Risks/Issues 100%

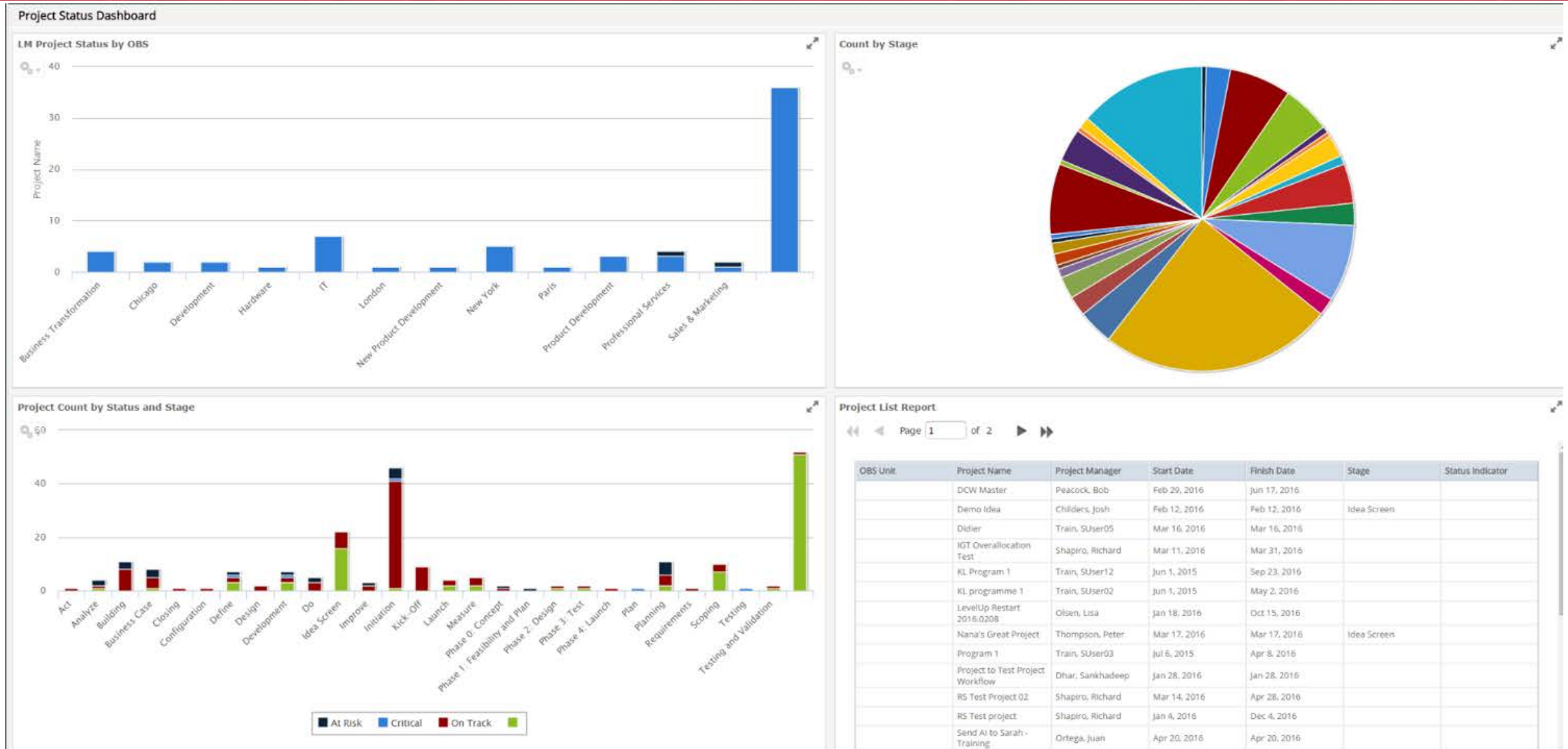


### Portfolio status (approved in-flight initiatives)

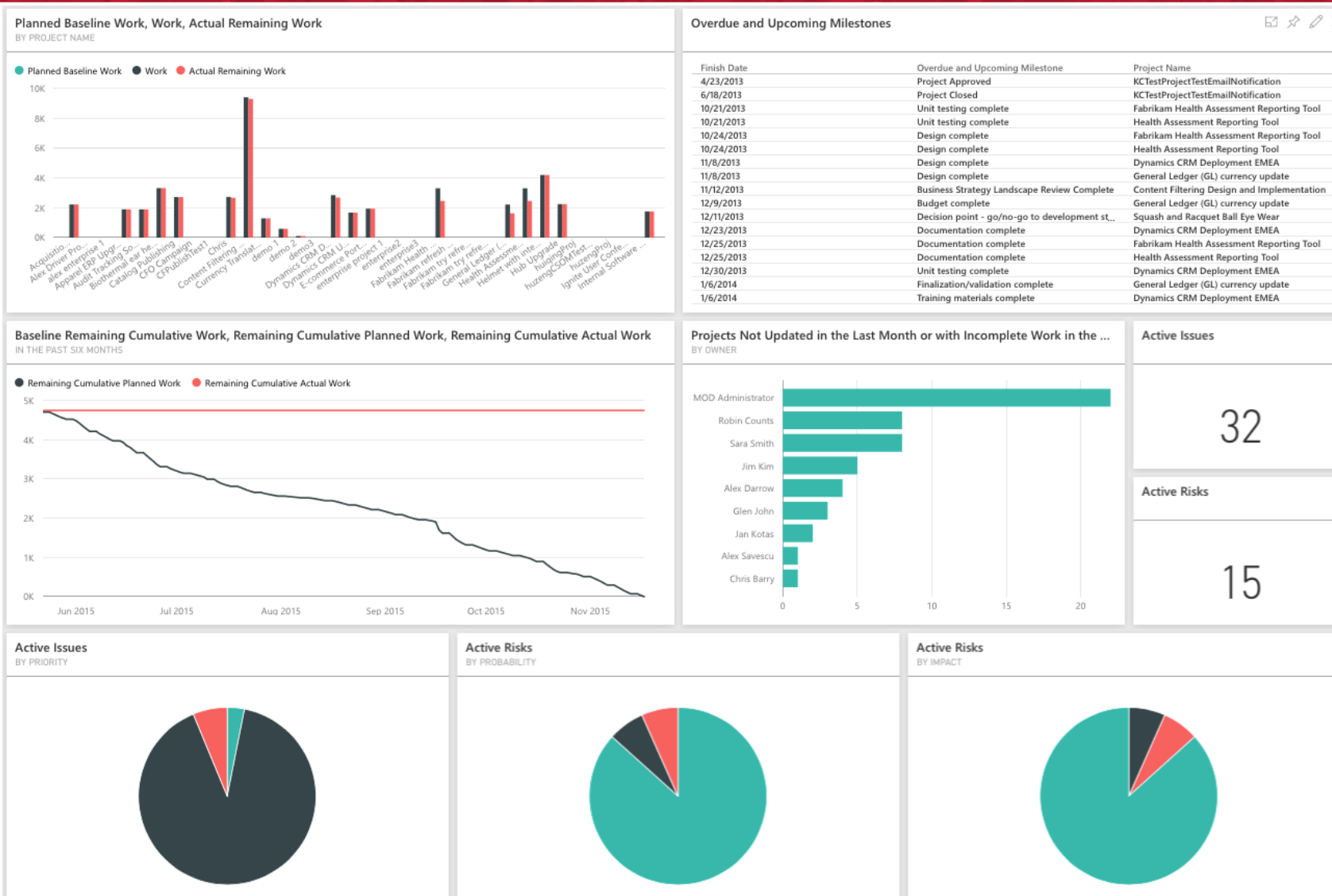


Details provided separately

# Portfolio Management



# Portfolio Management



# Portfolio Management

## STRATEGIC PORTFOLIO

### Portfolio Cost



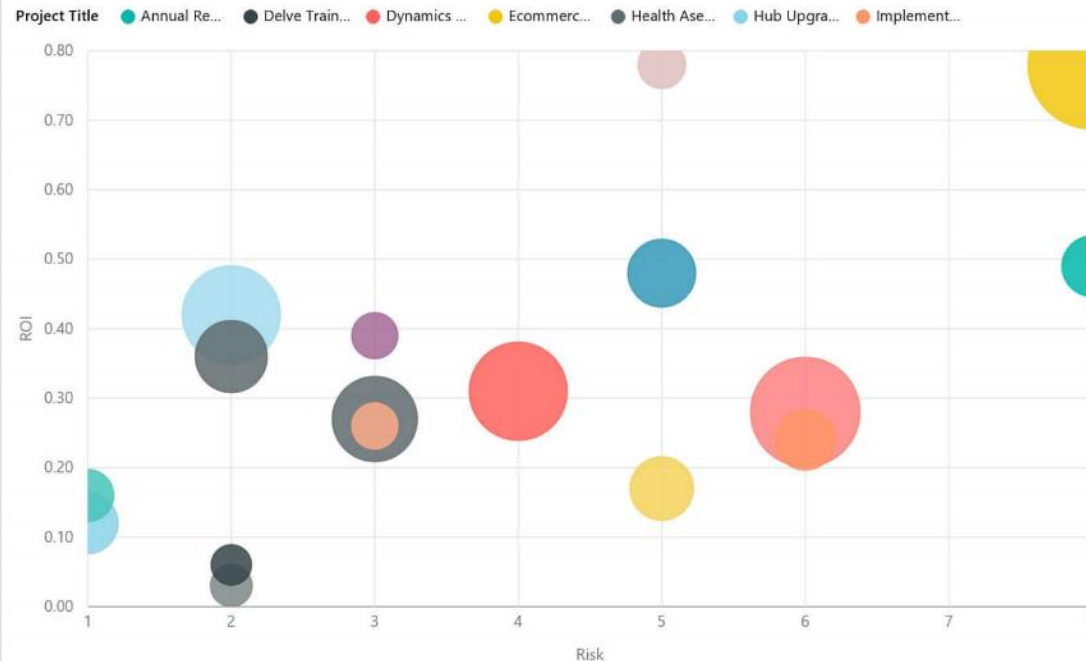
### Portfolio ROI



### Portfolio Risk

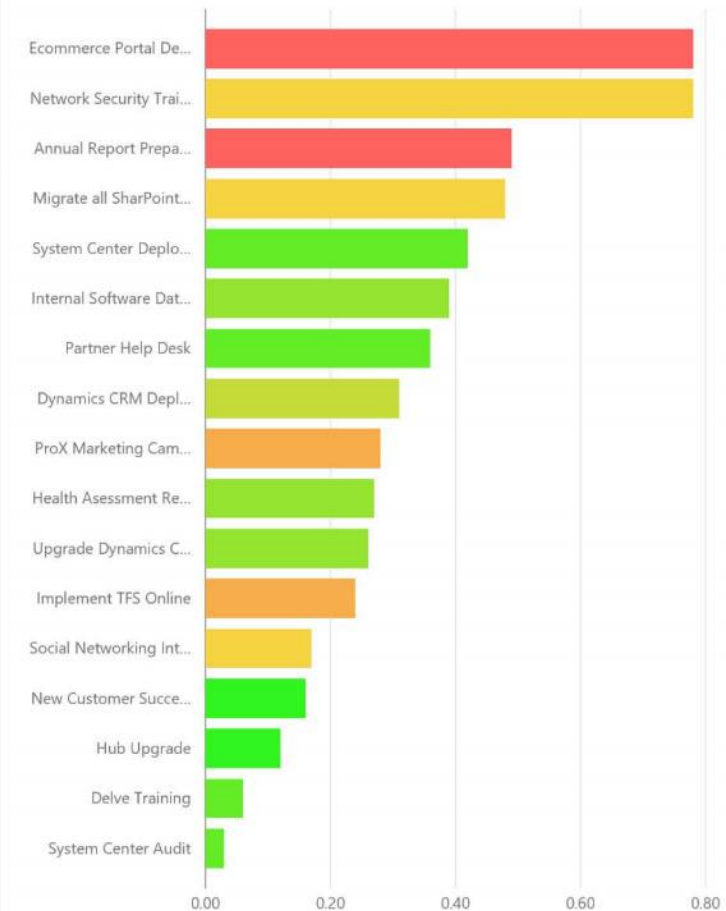


### Portfolio Strategic Bubble Chart



### Project ROI

(COLORED BY RISK)



# Portfolio Management

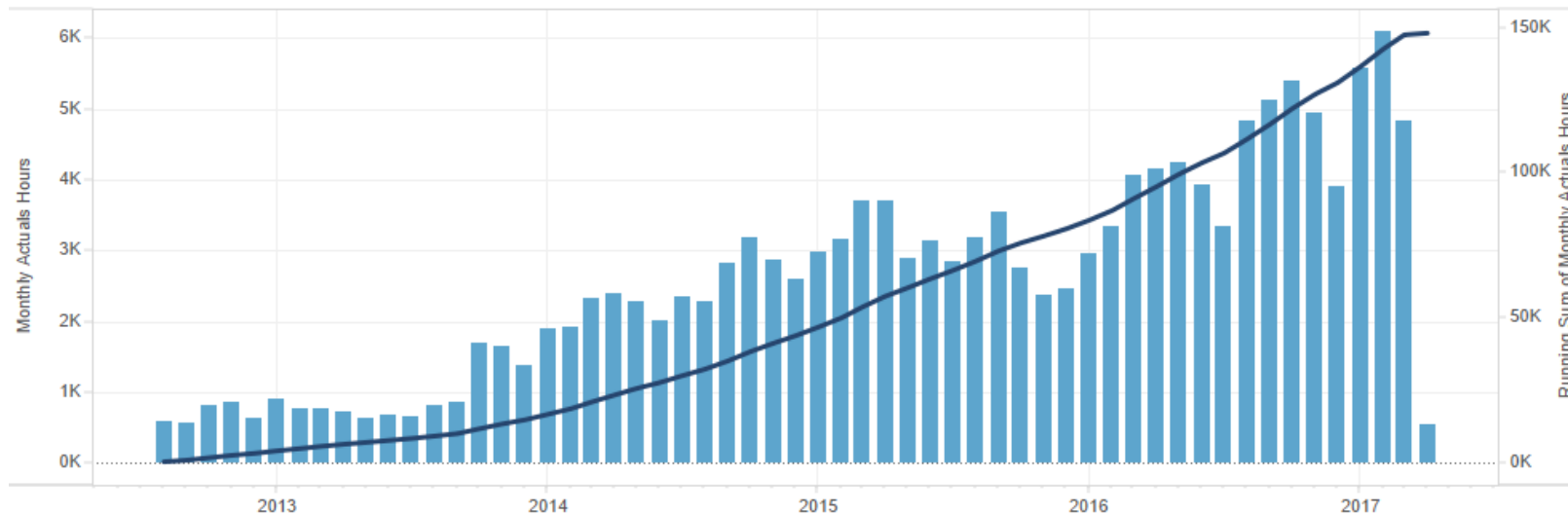
ITPC Active Project Scorecard

Project Name	Scheduled Finish Date	Project Mgr Name	Project Status as of Date	Project Status Comment	ETC Hours	Total Effort %	Schedule Status	Budget Status	Barrier Status
IAM Phase 2 Subproject	4/20/2020	Cobb, Cynthia	1/9/2017	This is a subproject of IT..	41,949	92%			
ITPC-0359 DARwin Upgrade to u.achieve	8/31/2017	Molitor, Christina	4/5/2017	All show stopper issues ..	242	448%	✗	✗	▲
ITPC-0368 Athletics NCAA CAI	7/3/2017	Neuhauser, Michelle	3/31/2017	No update this month.	399	75%	✗	●	●
ITPC-0375 Identity and Access Management (I..	2/3/2025	Cobb, Cynthia	3/9/2017	SiteMinder has been up..	3,017	55%	●	●	●
ITPC-0412 Online Course Catalog	8/31/2018	Fritchey, Daryl	3/31/2017	UIUC: UIUC CIM Cours..	245	98%	✗	●	▲
ITPC-0421 Employee Training Infrastructure A..	5/31/2017	Velazquez, Robyn	4/3/2017	A script and scoring she..	61	102%	✗	✗	●
ITPC-0442 GCO: Federal Financial Report Mod..	3/13/2017	Hill, Edward	2/1/2017	This was migrated to pro..	13	125%	✗	✗	●
ITPC-0463 Analysis and Implement PPACA Mo..	6/30/2017	Presson, Sherri	4/1/2017	Analysis and developme..	66	112%	▲	●	●
ITPC-0465 START myResearch	11/14/2018	Molitor, Christina	4/5/2017	AITs is working closely ..	34,741	104%	●	●	●
ITPC-0466 HireTouch Data Acquisition Phase ..	6/30/2017	Williamson, Tanya	4/3/2017	Received feedback from..	2,147	101%	●	●	●

Project Actual Hours Over Time  
ALL

Actual Hours by Resource (Select a Resource Name to Filter)  
All

Monthly Actuals Hours  
Overall Actual Hours





# Risk Management

## Risks

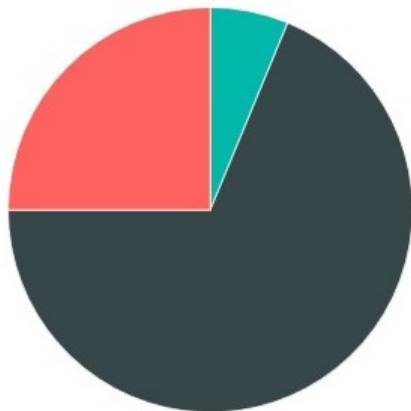
11/18/2015 9:10:00 AM

16  
Total Active Risks

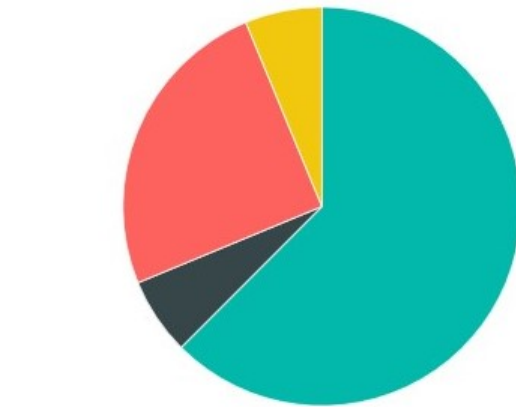
1  
Total Postponed Risks

(Blank)  
Risks Closed

Total Active Risks by Probability



Total Active Risks by Impact

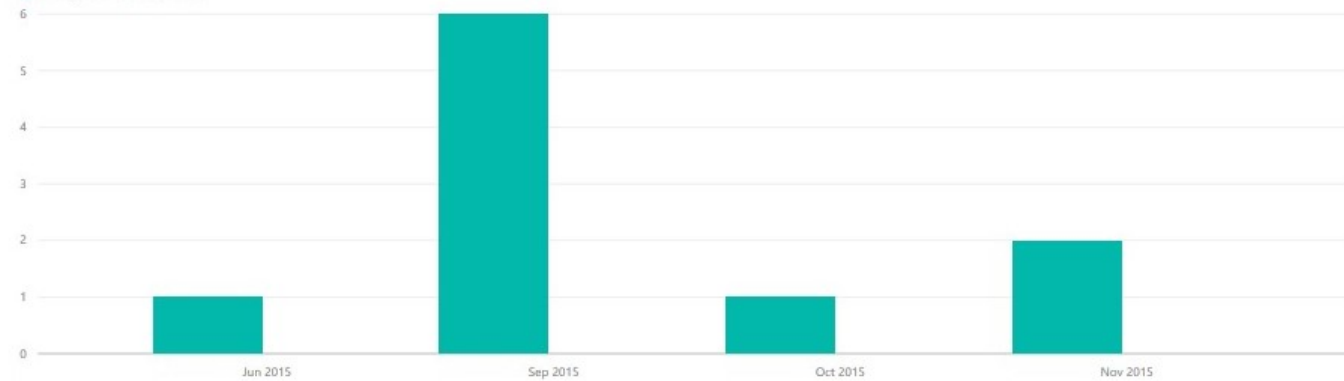


Probability 0.10 1.00 3.00

Impact 1.00 2.00 3.00 7.00

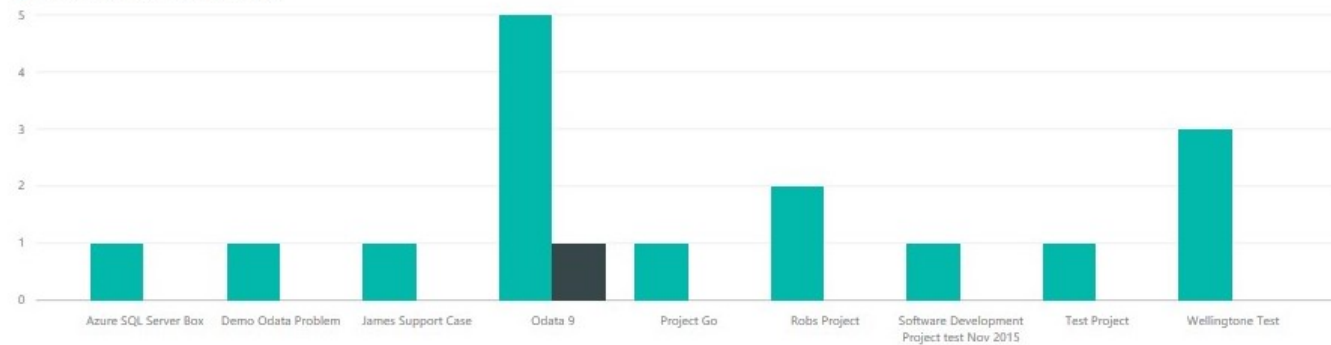
Risks Opened and Risks Closed by Month

Risks Opened Risks Closed

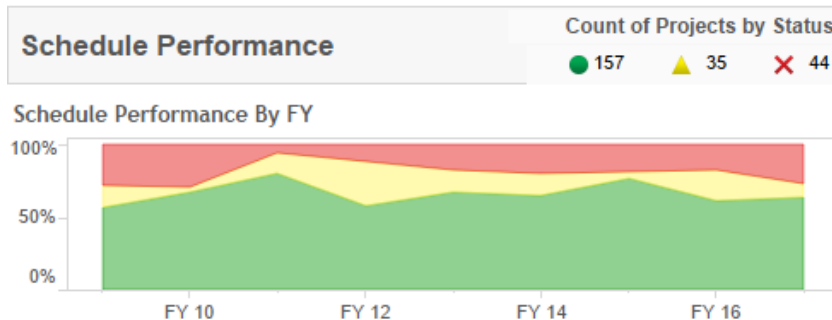
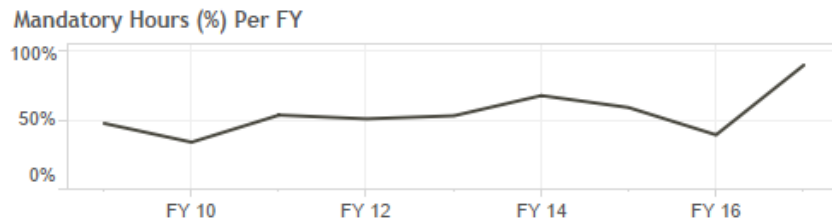
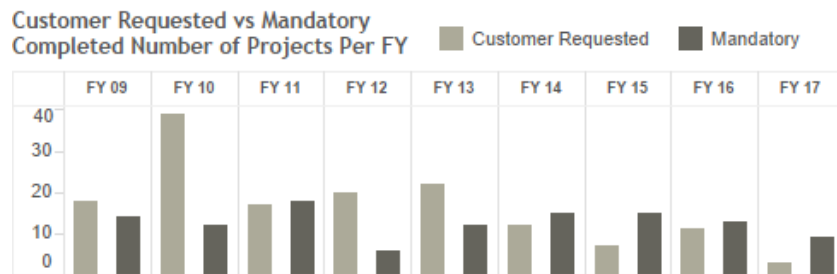
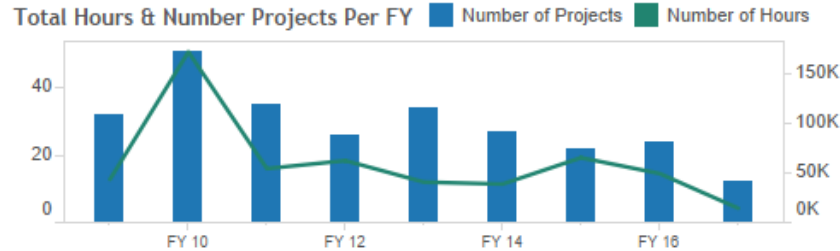


Total Active Risks and Total Postponed Risks by Project Name

Total Active Risks Total Postponed Risks



# Executive Dashboards

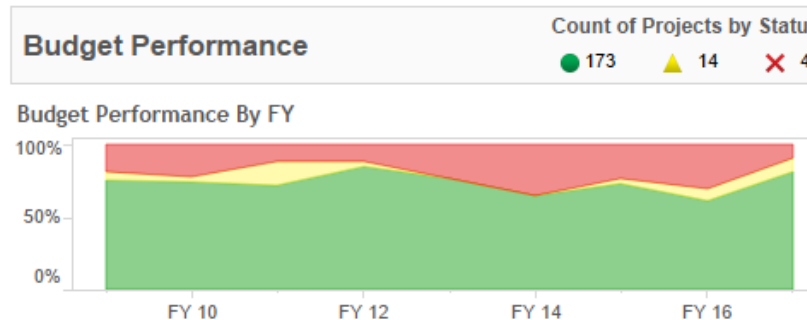


**Number of Project Hours Per FY By Area**

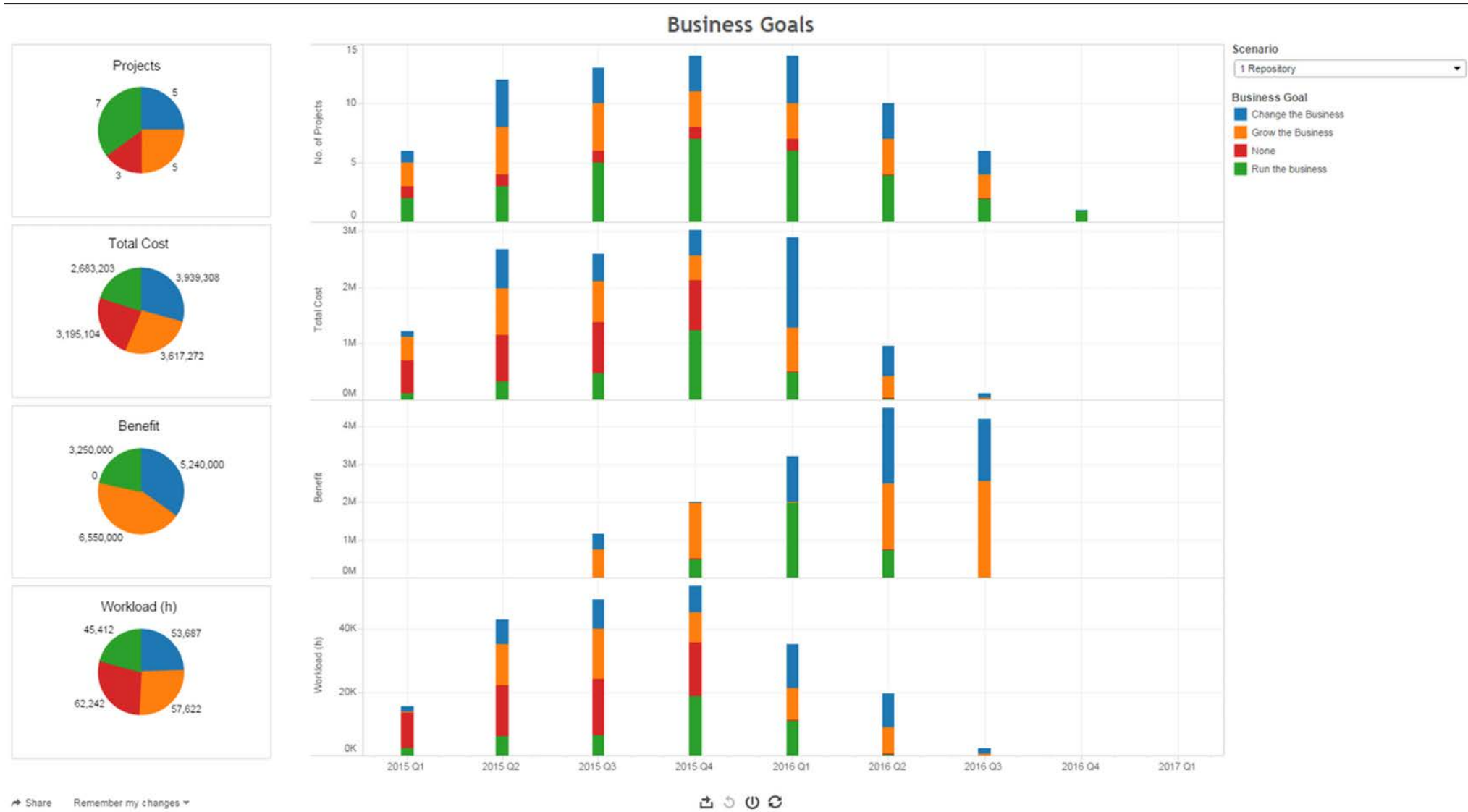
	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
HR	9,560	101,333	8,440	25,856	11,213	12,693	10,390	3,912	7,746
Finance	8,709	20,410	19,938	12,115	9,281	11,868	26,639	24,268	52
Student	6,272	5,714	8,922	1,615	7,159	2,116	2,863	13,288	1,905
Technology	19,016	44,859	17,216	22,951	12,862	7,622	11,944	3,800	4,760
BI PM					306	2,854	13,631	4,291	
Other		0				1,743			

**Number of Projects Per FY By Area**

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
HR	4	9	3	6	7	5	3	2	2
Finance	11	14	12	10	11	13	7	9	1
Student	9	12	9	3	9	4	4	6	4
Technology	8	14	11	7	6	3	4	5	5
BI PM					1	1	4	2	
Other		2				1			



# Executive Dashboards



# Samples: Rego Adoption Metrics

*regoUniversity* 2017

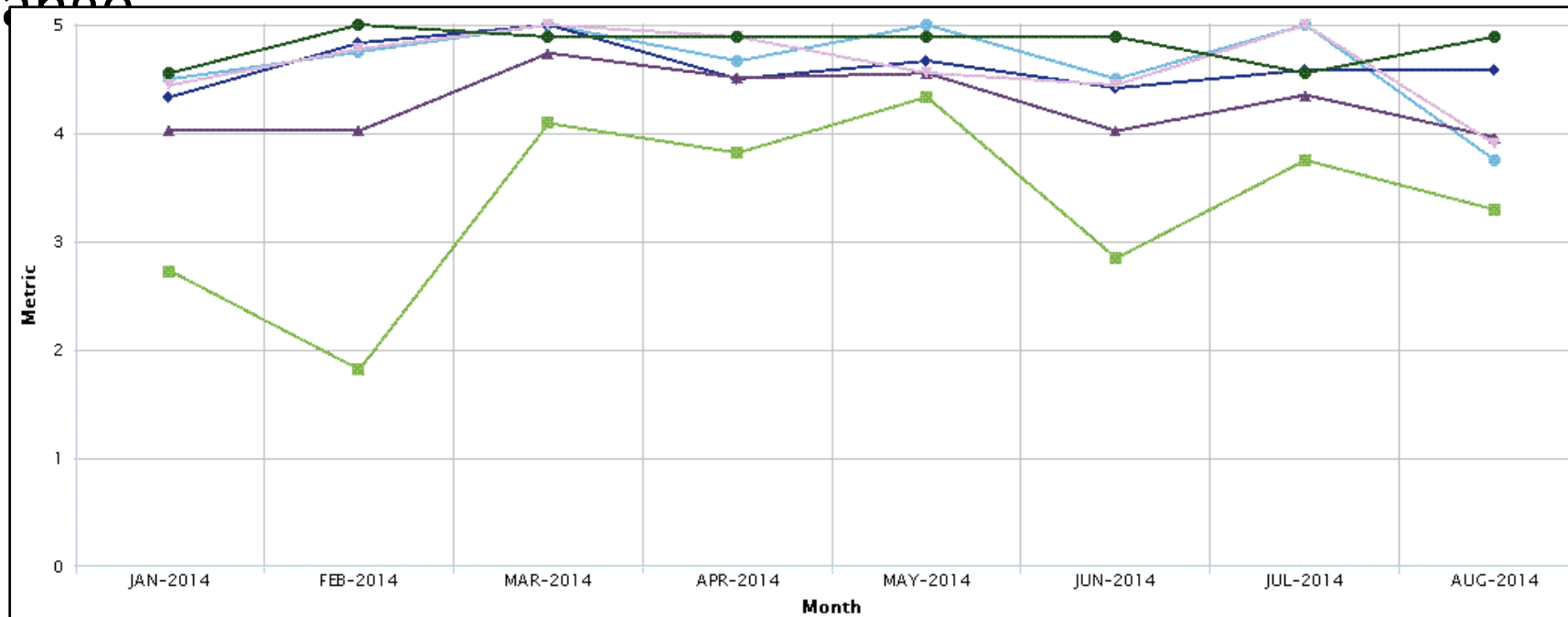
# Adoption Metric Framework Levels

- The Adoption Metrics Framework is based on criteria built using a set of scoring levels that will drive maturity.
- Scoring Levels range from 0 to 5
  - 5 – data is of high quality, latest information available
  - 4 – repeatable consistent use with improved data
  - 3 – regular use with consistent data
  - 2 – regular use but inconsistent data
  - 1 – ad hoc or inconsistent use
  - 0 – minimal or no compliance
- To implement the adoption metrics, custom attributes are created on either the project object or the resource object and each metric holds a score that is calculated based on thresholds



# Adoption Metric Trending -Views

- This portlet pulls monthly trending snapshots for the full complement of metrics displayed in line graph form. This view can be filtered by OBS or by a date range



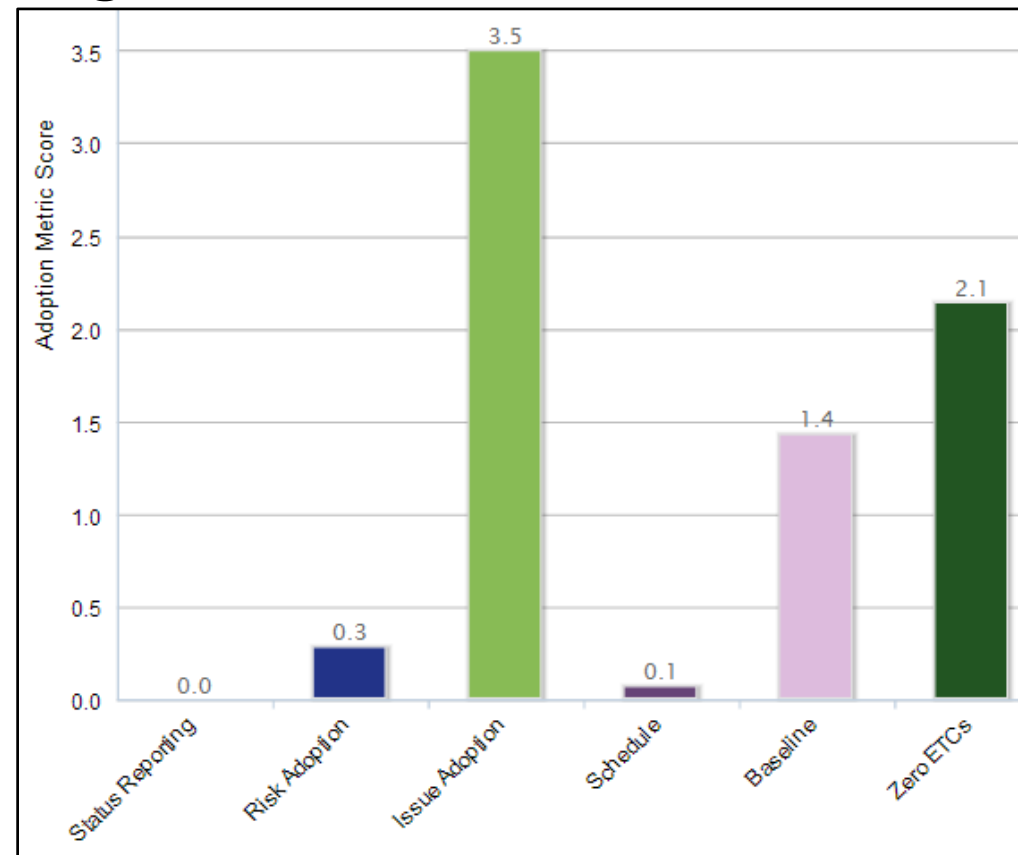
# Project Adoption Metrics

The following slides describes in more detail the individual metrics used to provide data from within the Project Object. The metrics include:

- Project Status Reporting
- Project Risk Adoption
- Project Issue Adoption
- Project Schedule
- Project Baseline
- Project Zero ETC's
- Project Past ETC's
- Project Milestone/Key Tasks
- Project Schedule Variance
- Project Effort Variance
- Project Budget Variance
- Project Unfilled Roles
- Project Data Quality
- Project Commitment

# Project Metrics - Portlet

- This portlet displays all the project metrics in a column graph view based on the level of the Organization Breakdown Structure chosen.



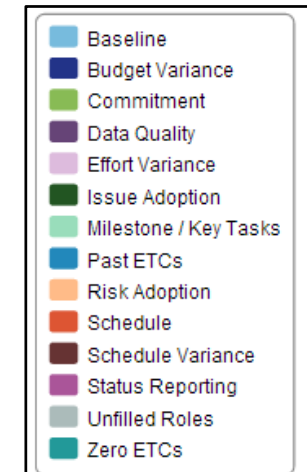
# Project Metrics Details - Portlet

- This portlet displays numeric values for all of the project adoption metrics in a row format. This view can be filtered on Organizational Breakdown Structure, Project or Manager.

Project ▲	Manager	Start Date	Finish Date	Status Reporting Metric	Risk Adoption Metric	Issue Adoption Metric
Another Sharepoint Test	Wuenstel, Chris	1/7/14	1/7/15	0	0	5
Final Sharepoint Test	Wuenstel, Chris	1/8/14	1/8/15	0	0	5
JD - Test Project	Wuenstel, Chris	5/2/13	8/31/14	0	0	5
Open Superhero Schools	West, Wally	10/29/12	11/25/14	0	1	2
Phase Exit Gate	Wuenstel, Chris	2/3/14	2/3/15	0	0	5
Project for Test Idea 1234	Administrator, Niku	5/1/14	5/24/15	0	0	5
Save the World	Ortega, Juan	1/1/12	9/28/17	0	1	2
Sharepoint Project Test	Wuenstel, Chris	1/6/14	1/6/14	0	0	5
Sharepoint Project 2	Wuenstel, Chris	1/9/14	1/9/15	0	0	5
Sharepoint 2013 New Test	Wuenstel, Chris	2/24/14	2/24/15	0	0	5

# Project Metrics by OBS

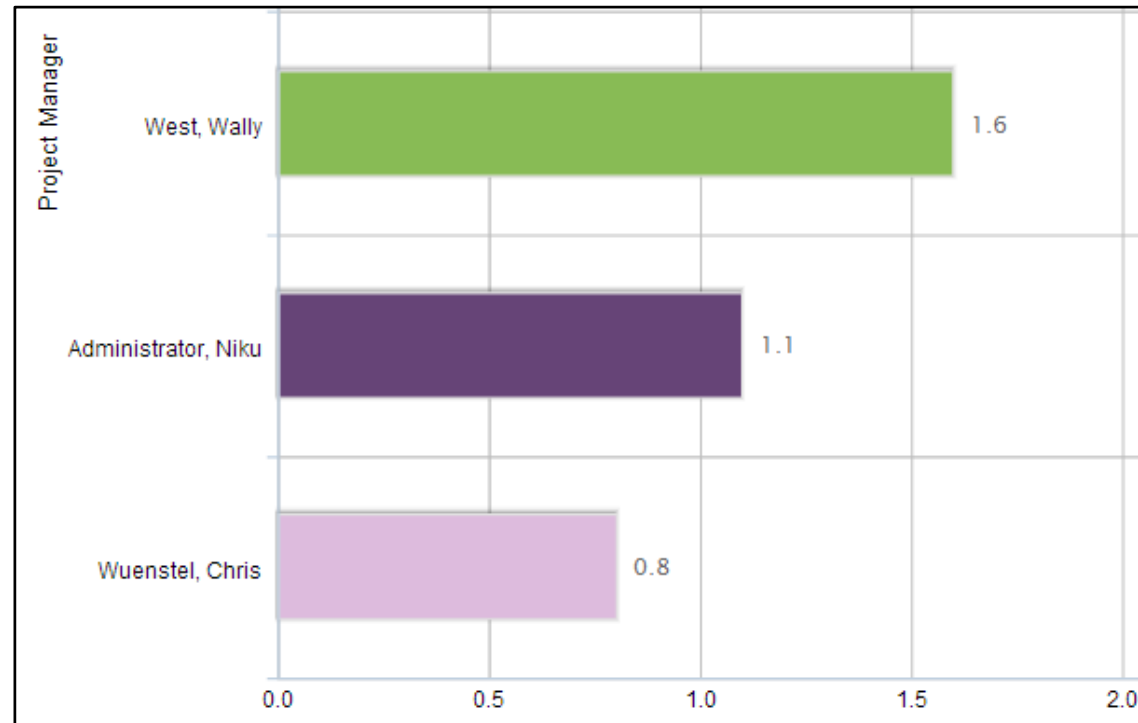
- This portlet displays all the metrics or a specific metrics in row graphical format based on filtering by the Organizational Breakdown Structure level and/or to a specific metric.





# Project Lowest/Highest Adopters

- This portlet provides a view into which resource managers have the highest or lowest adoption scores by looking at an average overall score for all Resource metrics or by an individual metric.



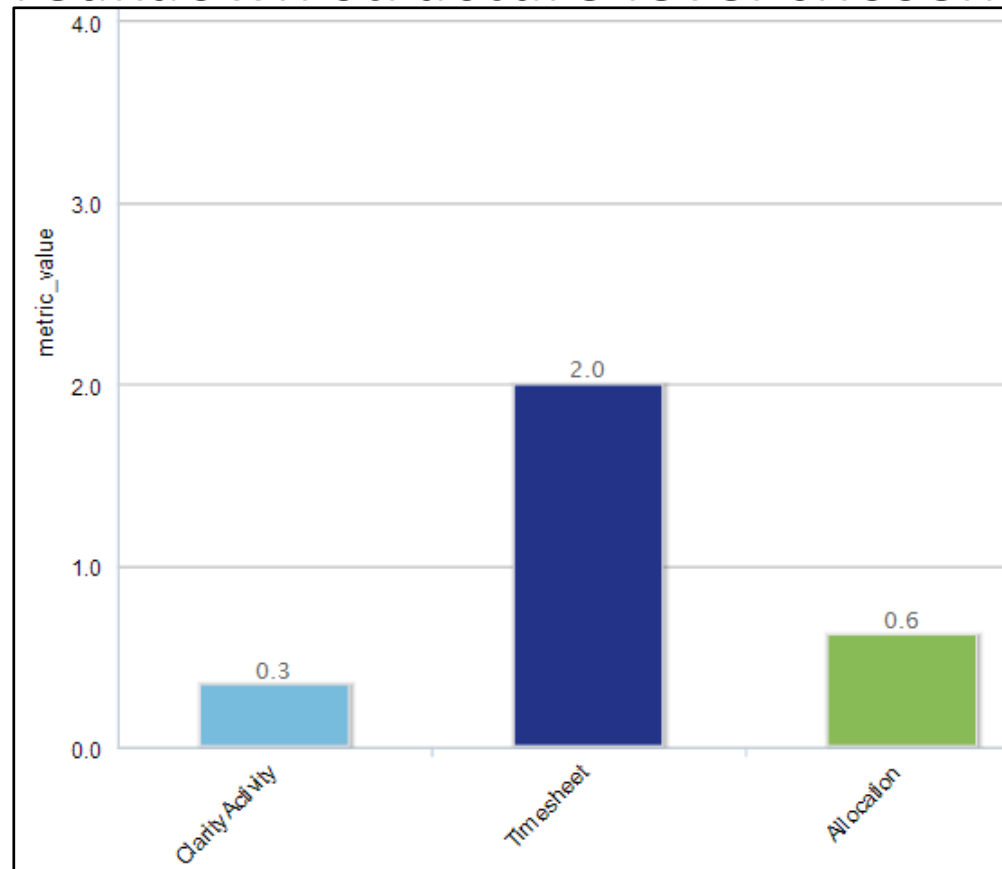
# Resource Adoption Metrics

The following slides describes in more detail the individual metrics used to provide data from within the Resource Object. The metrics include:

- Resource CA PPM Usage
- Resource Timesheet
- Resource Allocation
- Resource Actual Utilization
- Resource Allocation Date in the Past
- Resource Data Quality
- Resource Commitment

# Resource Metrics - Portlet

- This portlet displays all the resource metrics in a column graph based on the Organization Breakdown structure level chosen.



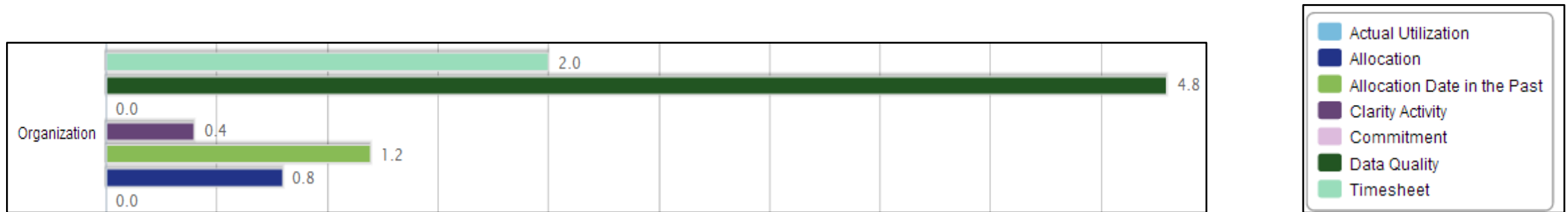
# Resource Metrics Details - Portlet

- This portlet displays numeric values for all of the resource adoption metrics in a row format. This view can be filtered on Organizational Breakdown Structure, Project or Manager.

Resource ▲	Manager	Clarity Activity Metric	Timesheet Metric	Allocation Metric	Actual Utilization Metric
Wachsmann, David	Administrator, Niku	0		0	
warner, mark	Administrator, Niku				
West, Wally	Allen, Barry	0	2	3	0
Woman, Cat	Spiderman, Spidy	0	2	0	0
Woman, Wonder	Kent, Clark	0	2	5	0

# Resource Metrics by OBS

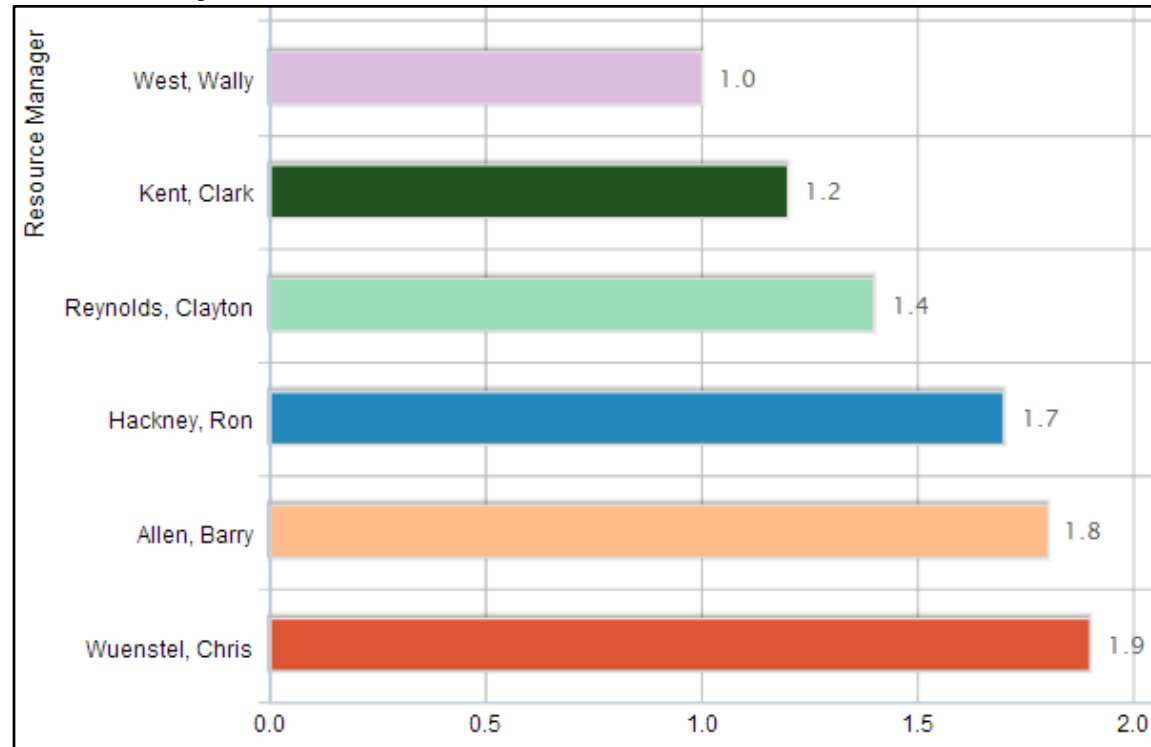
- This portlet displays all or a specific resource metrics in row graphical format filtered on Organizational Breakdown Structure and specific metric.





# Resource Lowest/Highest Adopters

- This portlet provides a view into which resource managers have the highest or lowest adoption scores by looking at an average overall score for all Resource metrics or by an individual metric.



# Summary on Metrics

*rego*University 2017

# Final Thoughts – Metrics.....

- drive behavior
- need to be intuitive
- are validated when aligned with company goals
- provide a means for management to see where help is needed
- can have a finite lifespan
- come and go as business changes
- thrive in simplicity
- are easy to collect and report on
- need a champion
- must be clearly communicated and be kept visible
- are not a way to get people in trouble
- should be removed if they are not effective

# Questions?



*rego*University 2017

Let Rego be your guide.

# Thank You For Attending regoUniversity

## Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certification**
- Click on **Maintain My Certification**
- Scroll down to **Report PDU's**
- Click on Course Training (or other appropriate category)
- Enter **Rego Consulting**
- Enter Activity- **Enter Name of Course**
- Enter **Description**
- Enter **Date Started**
- Enter **Date Completed**
- Provide Contact Person **Name of Person to Contact**
- Provide Contact E-Mail **E-Mail of Person to Contact**
- Enter Number of **PDU's Claimed** (1 PDU per course hour)
- Click on the **I agree this claim is accurate box**
- Click **Submit** button



Let us know how we can improve!  
Don't forget to fill out the class survey.



### Phone

888.813.0444



### Email

[info@regouniversity.com](mailto:info@regouniversity.com)

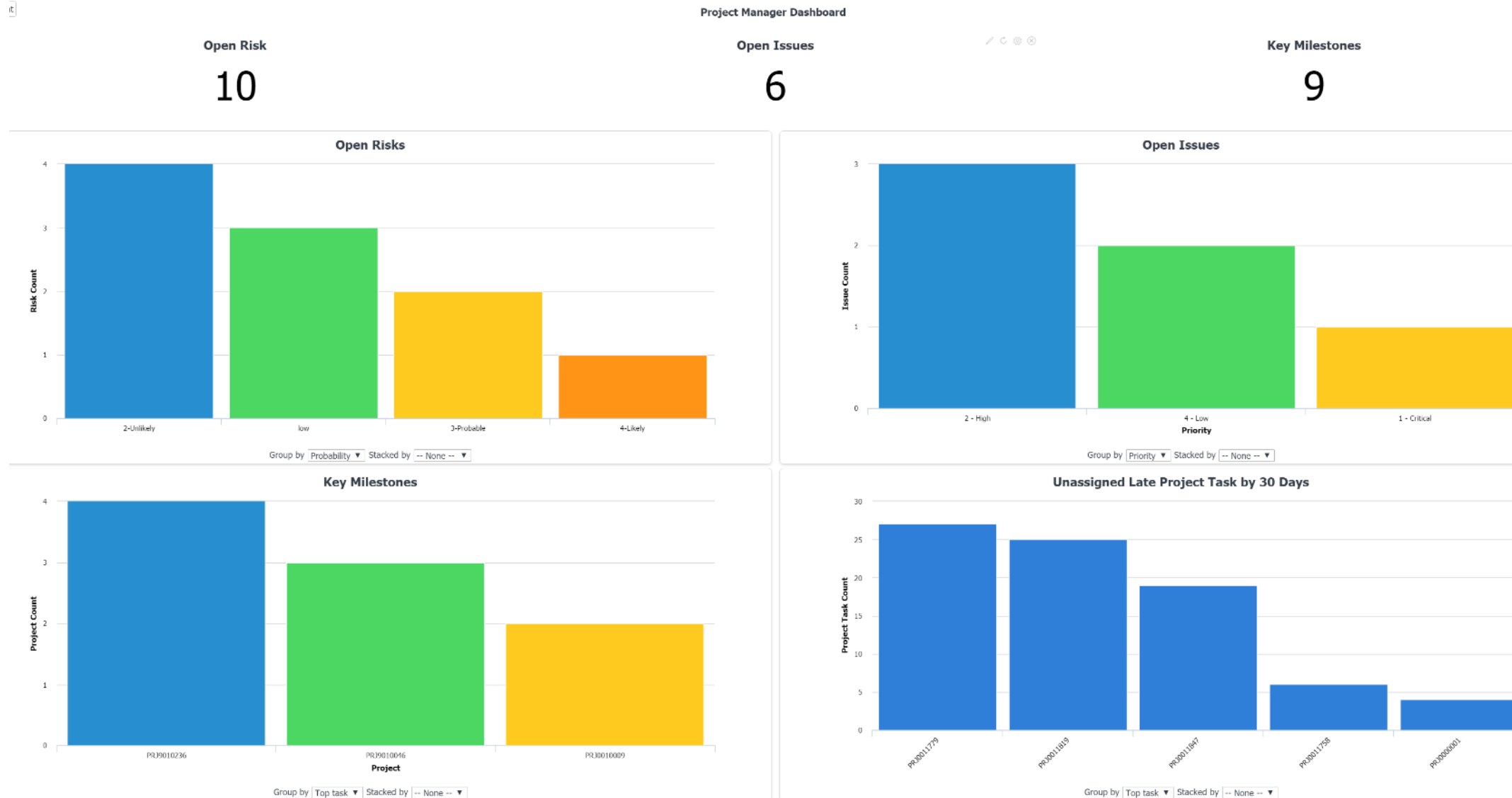


### Website

[www.regouniversity.com](http://www.regouniversity.com)



# Appendix: ServiceNow Dashboards



# Program Management

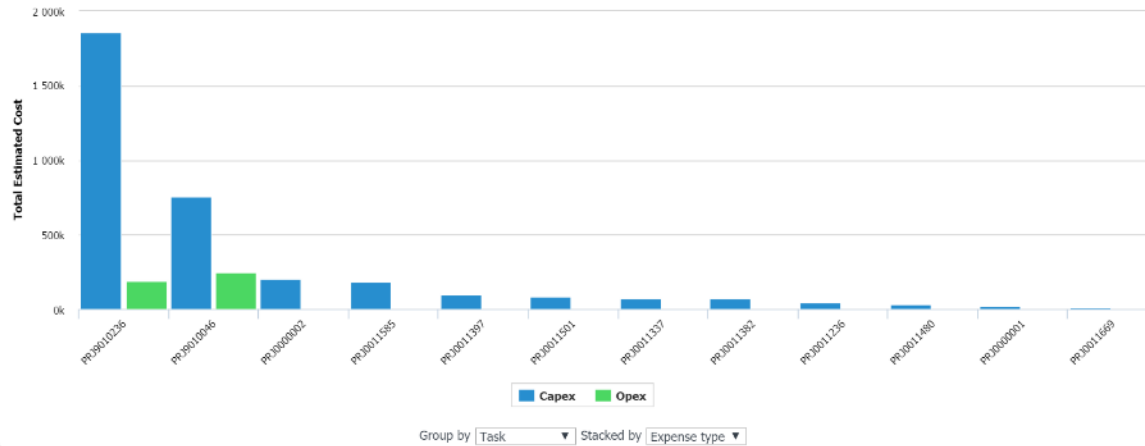
Active Projects

21

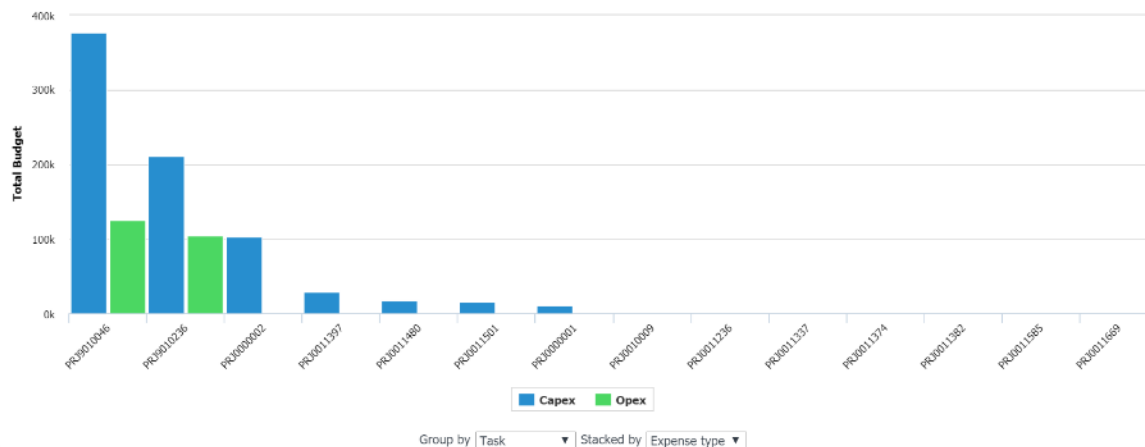
Programs

0

Estimated Cost by Expense Type



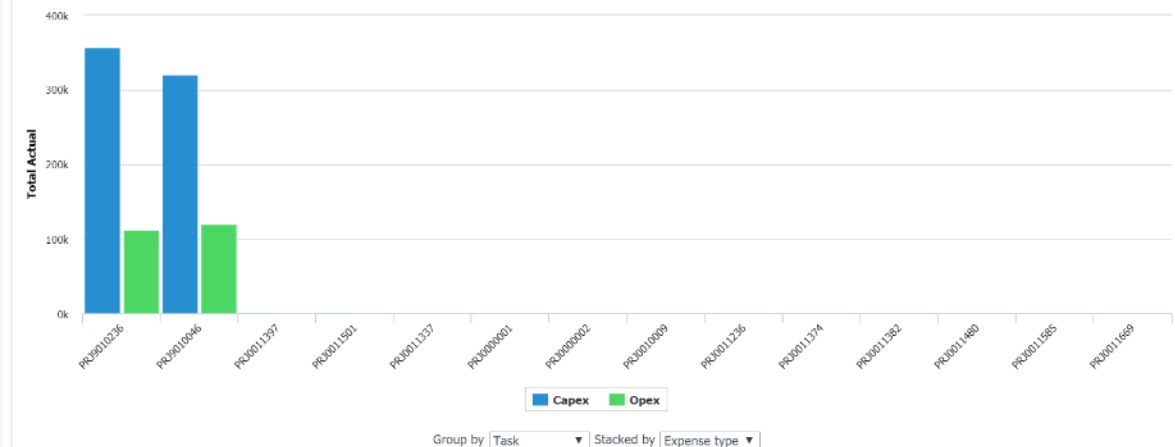
Budget Allocation by Expense Type



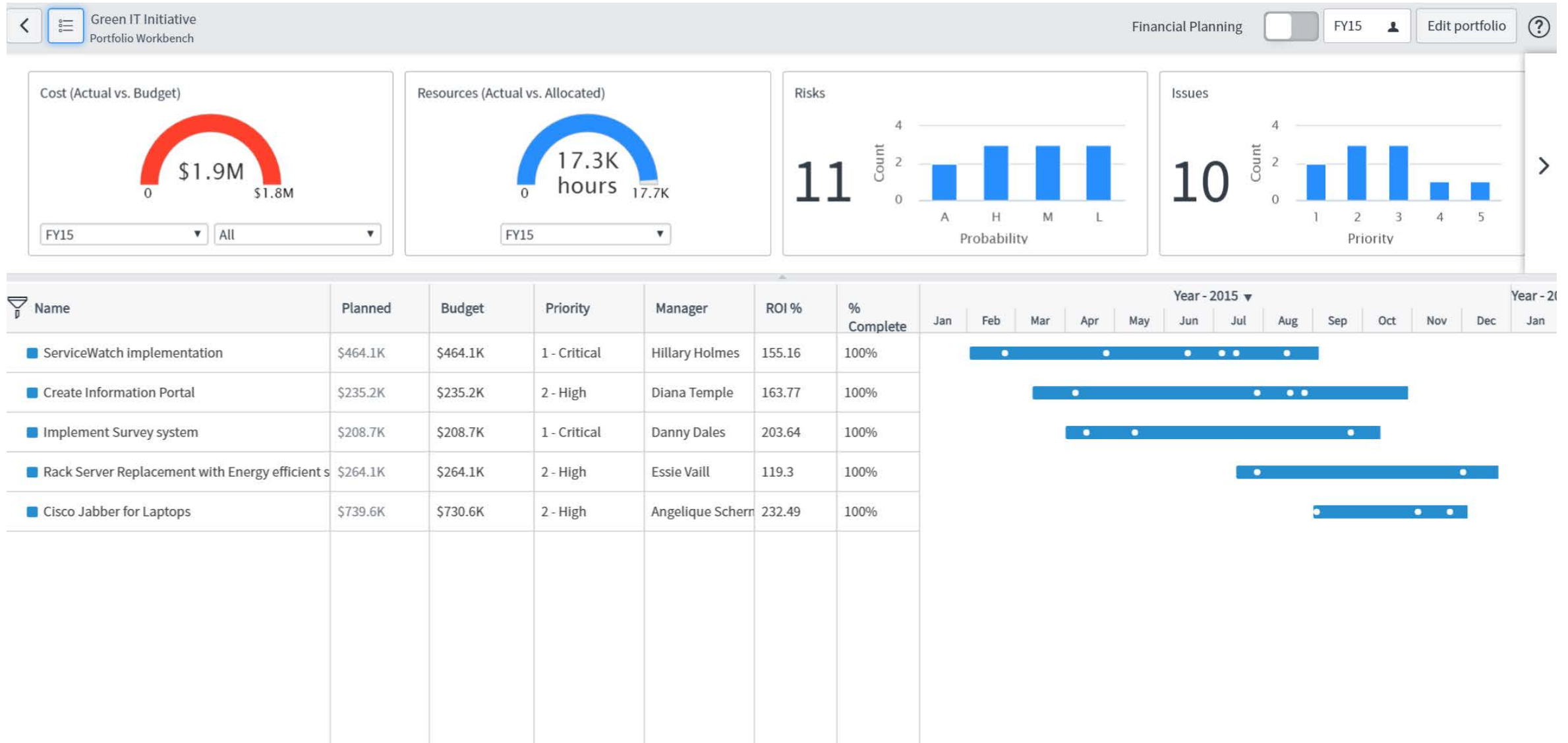
Estimated Cost by Cost Type

PRJ0000001			3,000		8,000	
PRJ0000002			102,600			
PRJ0010009	2,000					
PRJ0011236	15,000		7,850			
PRJ0011337	20,000		16,800			
PRJ0011382	20,000		16,800			
PRJ0011397	20,000		28,200			
PRJ0011480			17,400			
PRJ0011501	20,000		22,125			
PRJ0011585	20,000		69,600			
PRJ0011669			6,000			
PRJ010046		125,000	377,000			
PRJ010236	75,000		850,800	65,800		30,000
External labor Capex						
Hardware Capex						
Hardware Opex						
Labor Capex						
Labor Opex						
Software Capex						
Software Opex						

Actual Cost by Expense Type



# Portfolio Management



# Financial Management

Active Projects

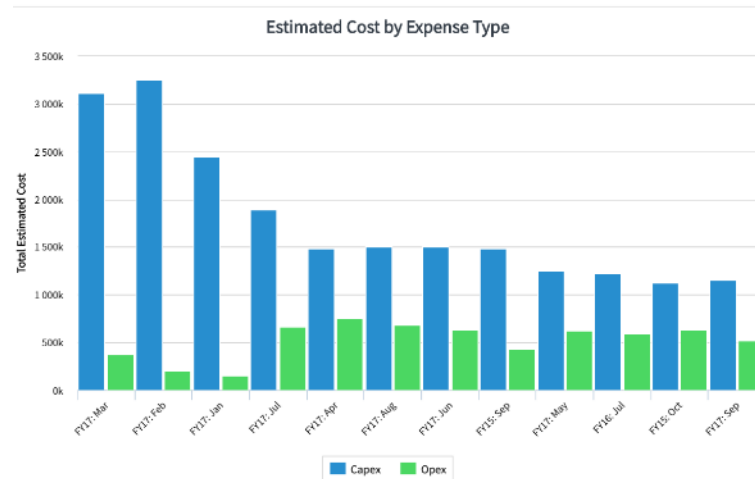
108

Number of Project Managers

26

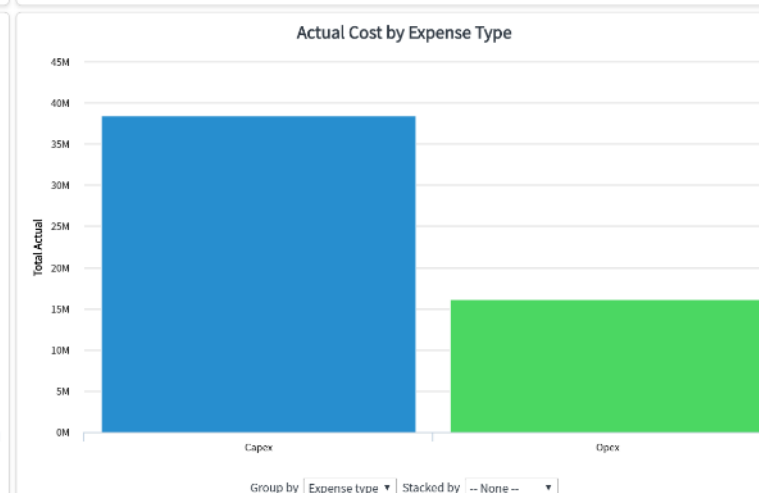
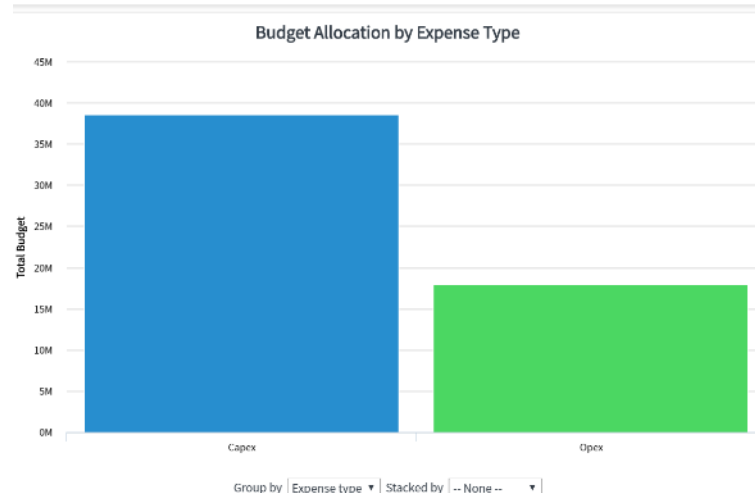
Active Programs

9



Estimated Cost by Cost Type

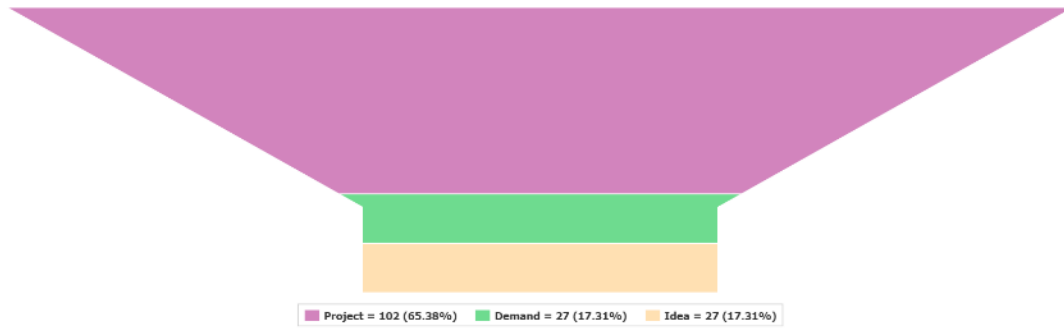
(empty)			12,000		5,000					
Green IT Initiative		144,000	2,248,200	125,000	5,791,000	1,248,800		362,020	440,000	247,625
IT Applications M...	75,000	363,875	1,331,286	345,141	4,617,050	1,543,800	100,000	139,375	191,960	145,000
IT Infrastructure...	70,000	510,375	7,261,750	360,325	3,825,000	1,159,100		63,000	309,500	500,875
IT Operations		553,450	355,030	183,500	4,640,600	493,650		156,700	17,500	697,495
Regulatory and Co...		364,375	578,484	185,057	6,300,150	1,806,800		768,000	342,150	790,446
External labor Capex										
External labor Opex										
Hardware Capex										
Hardware Opex										
Labor Capex										
Labor Opex										
Other Capex										
Other Opex										
Software Capex										
Software Opex										



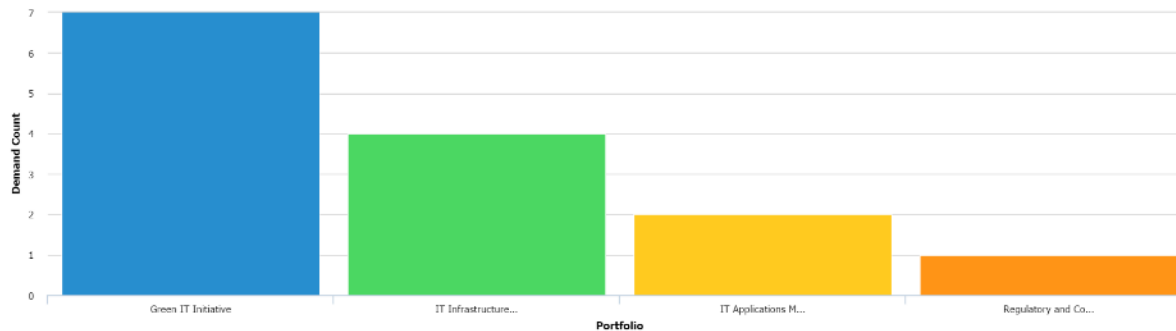


# Executive Dashboards

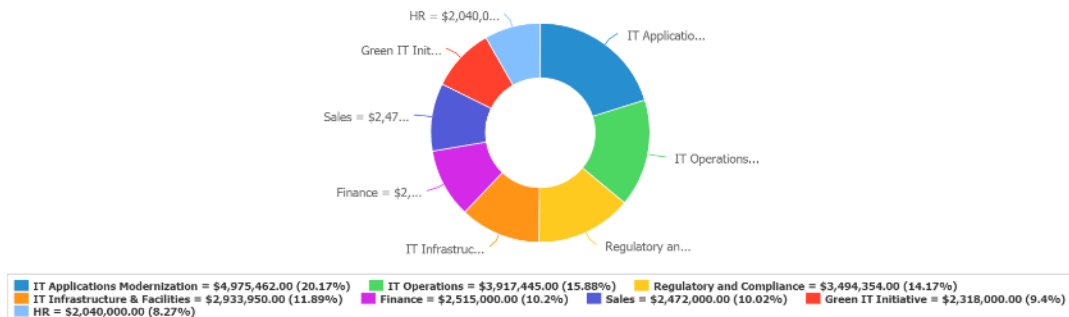
Ideation Funnel (Current Quarter)



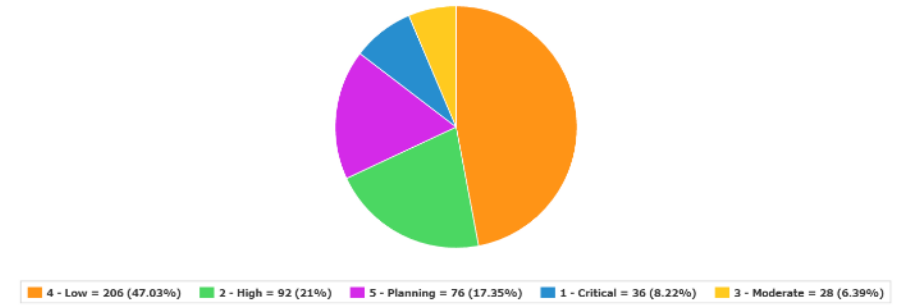
Qualified Demands (Current Quarter)



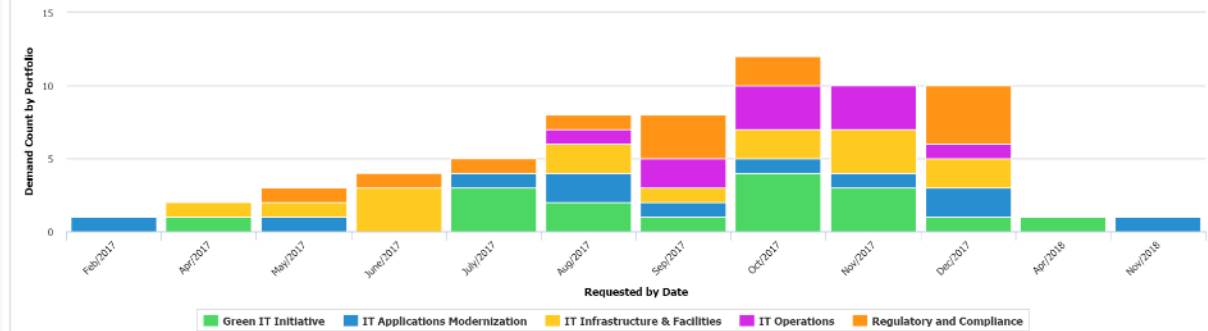
Portfolio Allocation (Prior Quarter)



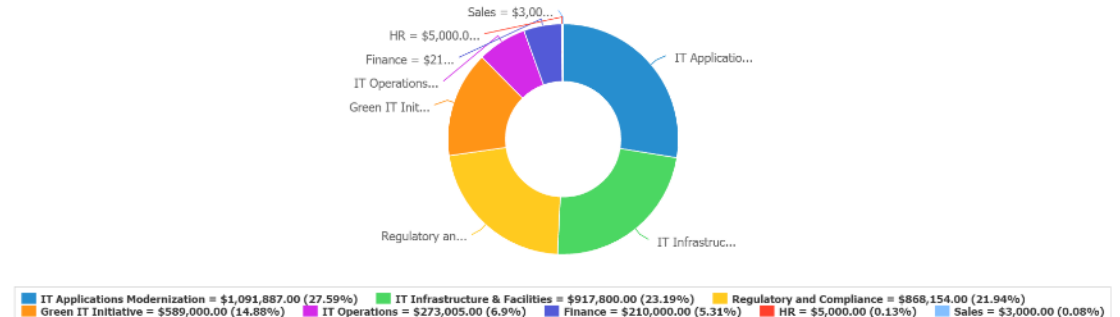
Active Ideas (by Priority)



Demand Pipeline



Portfolio Allocation (Current Quarter)

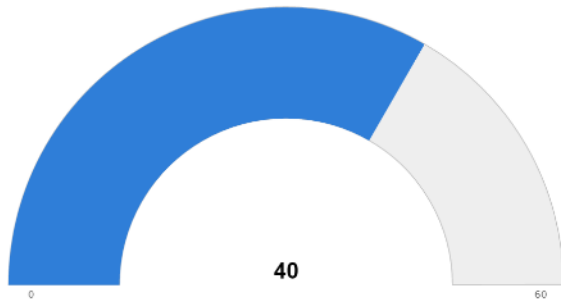


# Executive Dashboards

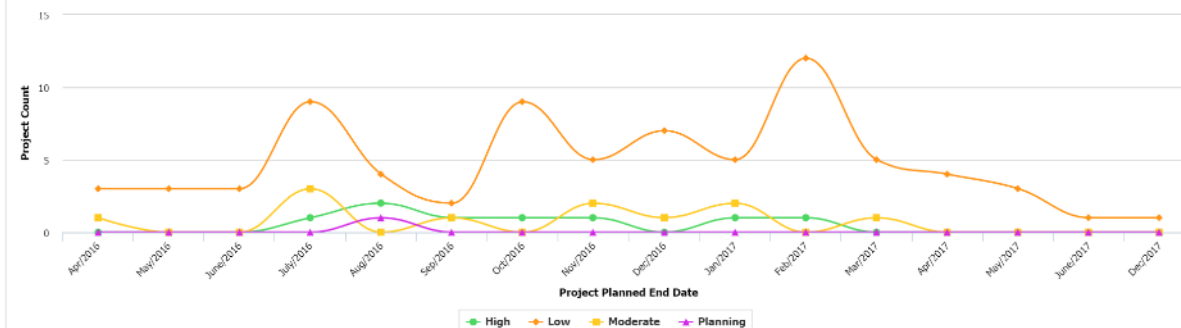
Portfolio and Project Cost Allocations (Prior Quarter)



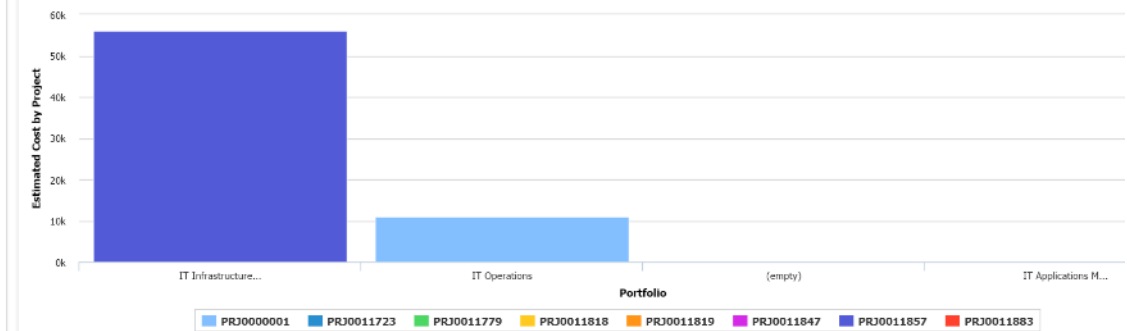
Resource Utilization vs Capacity (Prior Quarter)



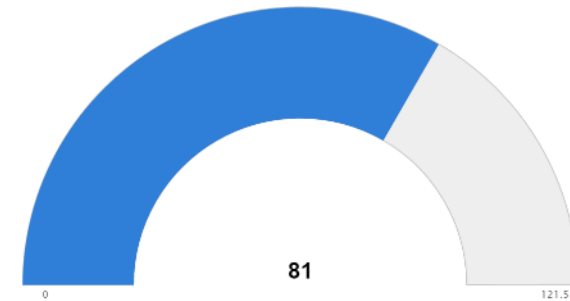
Project Risk (Current Quarter)



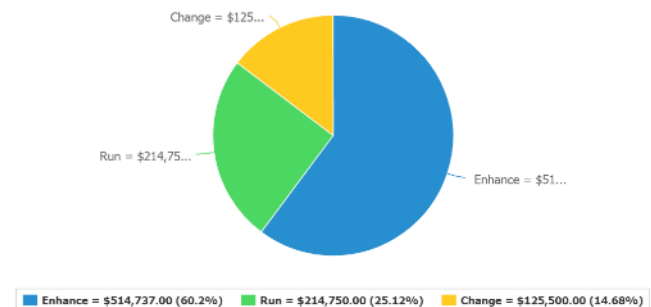
Portfolio and Project Estimated Cost Allocations (Current Quarter)



Resource Utilization vs Capacity (Current Quarter)



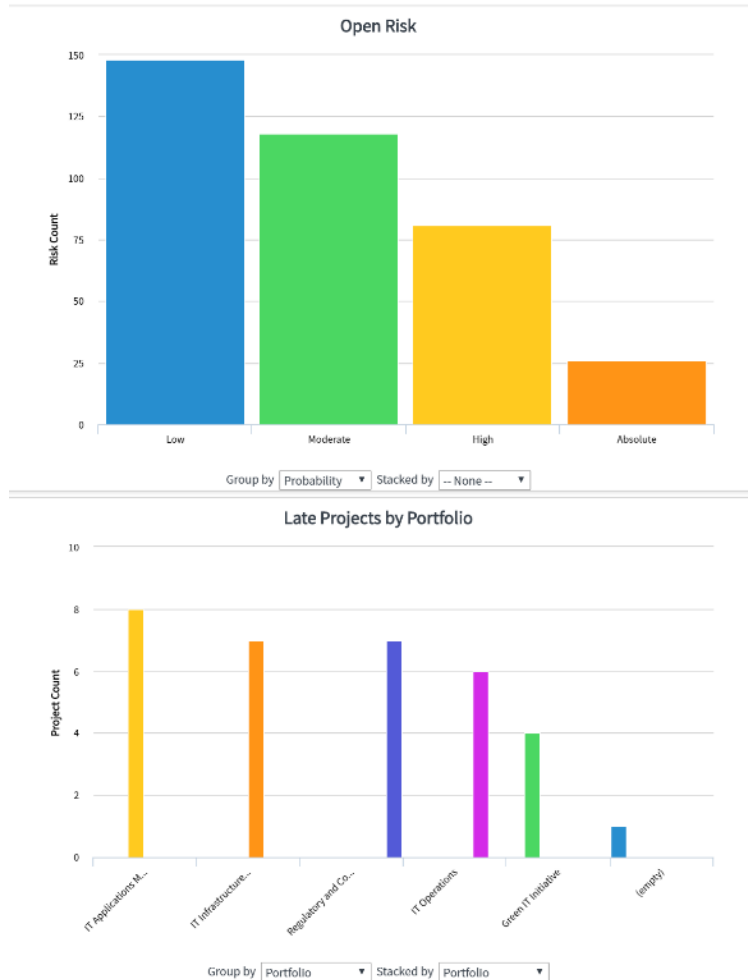
Estimated Costs of Open Risk (Current Quarter)



# Executive Dashboards

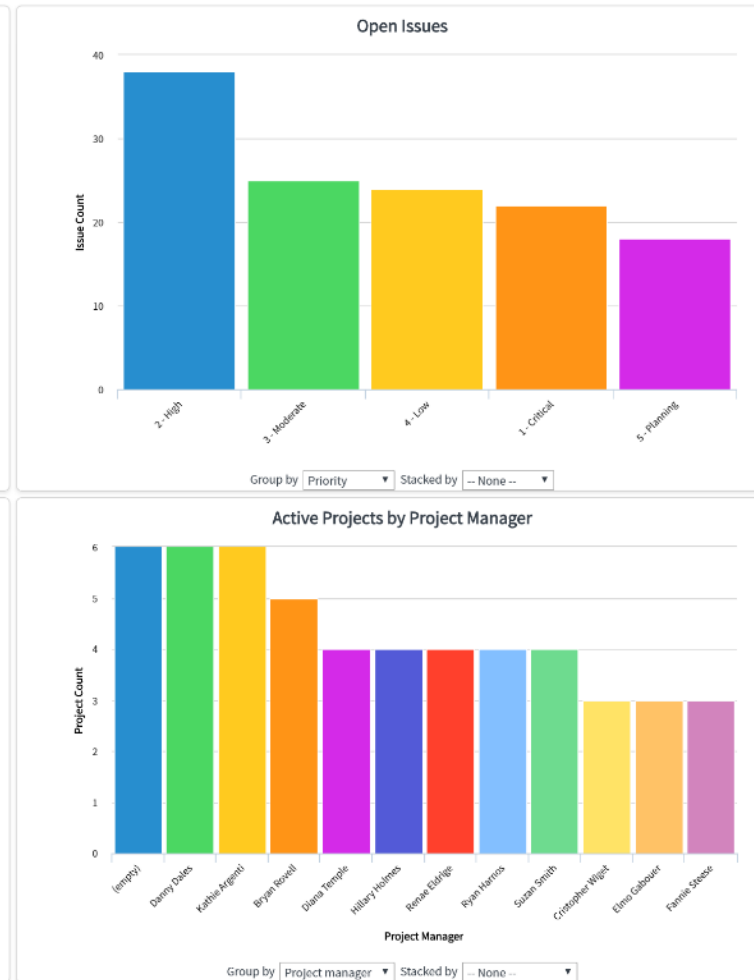
Open Risk

373



Open Issues

127



Active Projects

35

