



rego*U*niversity 2019

SAN DIEGO

Stage Gating

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Introductions

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



Agenda

- What are Stage Gates / Phase Gates
- Sample Stage Gate Process
- Open Mic
- Tracking Gates in Clarity PPM – OOTB Options
- Tracking Gates in Clarity PPM – Configuration Options
- Open Mic
- Rego Best Practices
 - Option 1: Data Tracking
 - Option 2: Workflow and Data Tracking
- Summary

Introduction

How do companies track stage gates within Clarity PPM?

This session will review some best practices for tracking, monitoring, and approving stage gates within Clarity PPM.

We will discuss pros and cons of various options to help you select the best method for your company.

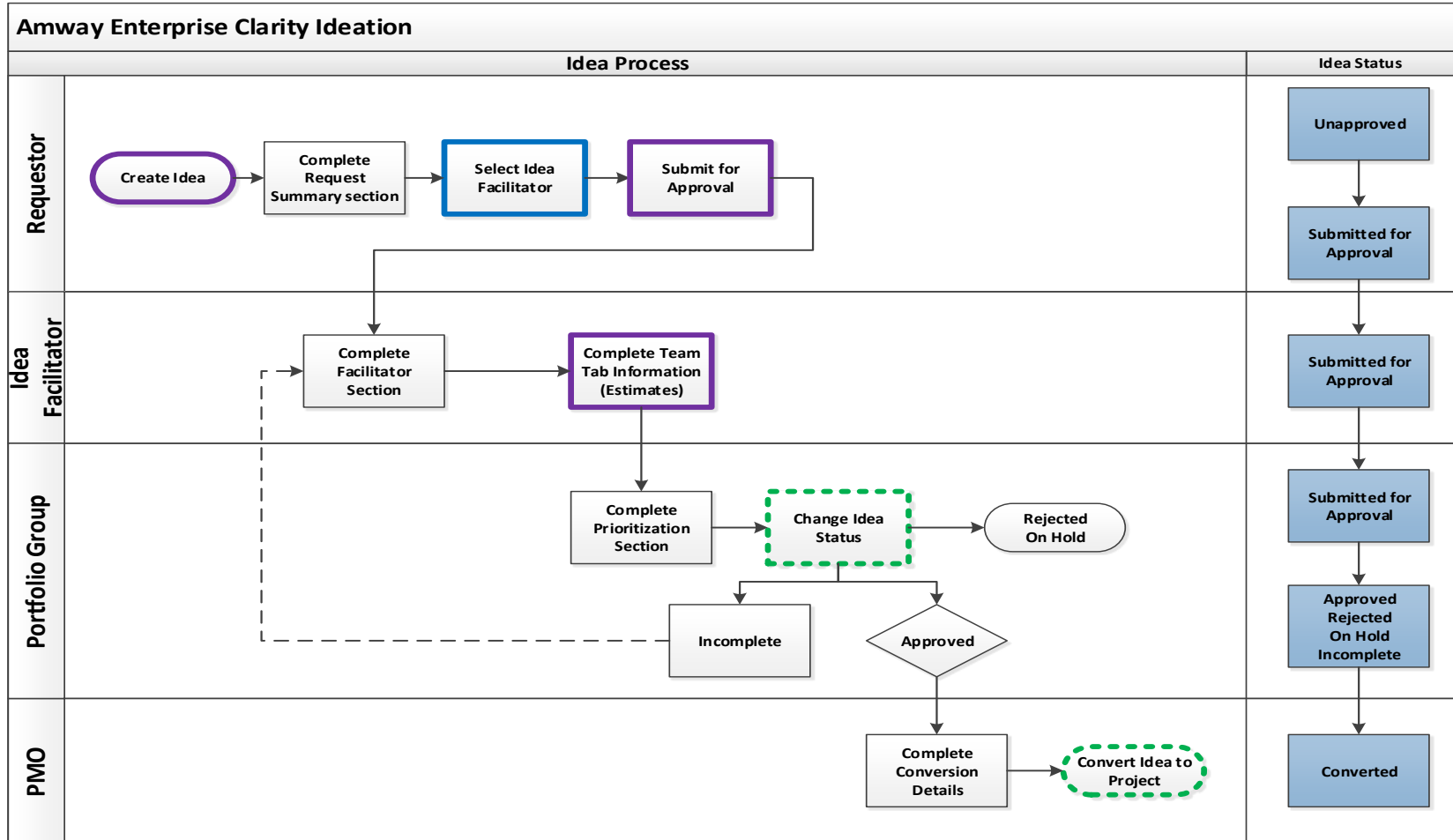
Definition

- What is a Stage or Phase Gate?
 - A phase–**gate** model, also referred to as a phase–**gate** process, is a project management technique in which an initiative or project is divided into **stages** or phases, separated by **gates** (milestones or decision points)
 - Establishing a stage gate model includes defining:
 - Gates – at what points in the idea/project lifecycle are we stopping for reviews?
 - Criteria for gate reviews (Entrance and Exit Criteria)
 - Deliverables
 - Outputs or artifacts
- Leveraging gates during a project lifecycle is a critical best practice process.
 - Based on the size and maturity of your organization, the process may be manual, partially automated or fully automated

Why Do Companies Use Stage-Gates?

- Standardization
 - Ensure PMs use a consistent, best practice methodology
- Governance
 - Improve the quality of reporting data, and overall project management by enforcing gate reviews and approvals
- Maturity
 - Mature the organizations project management practices

Sample Idea Stage Gate Process



——— = Email Notification
 ——— = Date/Time Stamp
 - - - - - = Both Email & Time Stamp

Open Mic

- How does your company use Stage or Phase Gates?
 - Ideation
 - Project Lifecycle
 - New Product Development
 - R & D
- Where do you track Stage Gate questions/answers, information, approvals, approved \$, etc? in Clarity PPM or in documents?
- Does your company incorporate formal or informal Stage or Phase gate reviews.
 - Quality Checks
 - Audit mechanisms
- What about Agile or Hybrid Agile/Waterfall? Does your company use Stage or Phase gates for these?

Tracking Gates in Clarity PPM: OOTB Options

- Stage Field
 - There is an OOTB stage field on the project and idea objects.
 - You can set the overall stage of the investment within this field. It can be manually set or you can change the values based on a process
 - You can have multiple Stage methodologies, such as SLDC and DMAIC.
- Charge Code
 - Since the introduction of the “cost type” attribute, we have seen a number of companies use the charge code attribute on project and task to represent the stage/phase of a project.
 - Because it is a field on task, you can gather task metrics on the time by phase of a project.
 - This represents the stage of time tracked, but does not help to track “gate” information
- Milestones
 - Within the project plan, you can setup milestones for each stage gate approval
 - Using OOTB baselines, you can track the baseline gate approval date and the actual stage signoff
 - Often we see a milestone “type” for stage gate approval

Tracking Gates in Clarity PPM: Config Options

- Investment Sub-object
 - Every new investment automatically creates a set of sub-object stage gates
 - The sub-object contains fields like approvers, target dates, approved amounts, and other fields to determine if the gate should be passed
 - The object can route through an approval and sometimes snapshots the financial or resource information on the project (current NPV, benefits, costs, budget, etc)
- Investment Fields and Subpage
 - Create a subpage for all gate information or one subpage per gate and add gate related fields
 - Have subpages show up or hide based on the gate you are in

Open Mic

- Which method do you use?
- Any lessons learned?

Rego Best Practice

- **Option 1** (If you simply want data tracking)
 - Leverage the investment fields to track stage gate information
 - TIP: Use Stage field in conjunction with Type and Category
 - TIP: Lookup for Stages is called Investment Type
 - Have stage-specific subpages with display conditions so they don't appear until the phase is active
 - Lock the OOTB stage field and control with process based on subpages
 - Capture stage gate dates using milestones

Option 1 Screenshots (1 of 3)

The screenshot displays a web application interface with a navigation bar at the top containing tabs for Properties, Team, Hierarchy, Processes, and Audit. The main content area is titled '0.1 Scoring'. A dropdown menu is open over the 'Properties' tab, showing options: 0.0 Draft, 0.1 Scoring (highlighted), and a sub-menu with 'Full View', 'Resource', 'Group', and 'OBS Unit'. The form below includes several sections:

- Annual Operating Plan (AOP) or Long Range Business Plan (LRBP)?**: Yes
- What area of the Enterprise does this initiative contribute to?**: Multiple Divisions and/or single Market
- Which Business Capability Segment does this initiative best align with?**: Standard
- Business Capabilities Definition:** <http://departmentconnect.intranet.local/sites/EADM/Docs/Documents/Enterprise%20Referenc>
- This initiative will result in:** Direct support or enrich distributor and/or consumer experience and will provide
- Financial Benefit**
 - The Business Value Template estimates this initiative to be:** Business Value falls: \$50,001 - \$250,000 US
- Risk and Complexity**
 - This initiative will result in:** Major transformation to people/process/technologies - INTRODUCE or ELIMINATE
- Submission**
 - Submit for Approval

At the bottom, there are three buttons: Save, Save And Return, and Return.

Option 1 Screenshots (2 of 3)

Properties	Team	Hierarchy	Processes	Audit
Main	Properties	Access to this Idea		
Dependencies	0.0 Draft	Full View		
	0.1 Scoring	Resource		
	0.2 Idea Approval	Group		
	0.3 Estimating	OBS Unit		

3 Estimating

(* BSA Assigned to help process this request)

Corporate IT Hours

Corporate Business Hours

Regional, Market or Affiliate IT Hours

Regional, Market or Affiliate Business Hours

Internal Outsourced Hours

Application/Technology

High-Level Approval

tailed Estimate Information

Proposed Start Date

Proposed Finish Date
 (* Dates proposed by business?)

Team Tab Completed with Roles?
 (* Validate Role (or Resource) allocations are complete)

If BV was changed, was Score updated?
 (* Validate the overall score is correct or updated to be correct)

Final Business Value

Score is Valid?
 (* Validate scoring was done correctly)

Request Details are Valid?
 (* Validate scope was filled out entirely by requestor)

Estimation Status

Option 1 Screenshots (3 of 3)

Properties ▾	Team	Hierarchy	Processes	Audit
Main	Properties	Access to this Idea		
Dependencies	0.0 Draft	Full View		
	0.1 Scoring	Resource		
	0.2 Idea Approval	Group		
	0.3 Estimating	OBS Unit		
	0.4 Prioritizing			

Priority Score Has Been Reviewed w/ Business?

Resources Outside IT Executing Organization Are Needed? (* Yes/No drives which committee is needed)

Steering Committee Information

Local Steering Committee Decision?

Cross-Functional Steering Committee Decision?

Portfolio Decision?

Portfolio Decision Comment

Rego Best Practice

- Option 2 (If you want workflow approvals and snapshot data)
 - Leverage the sub object to store snapshot of key data
 - Lock the OOTB stage field and control with process based on subpages
 - Capture stage gate dates using milestones

TIP: Avoid creating a single, large, complex process with a single start and finish. This makes administration much more difficult. Instead build multiple, smaller processes, where the termination of one process initiates the next.

Option 2 Screenshots

Portfolio: Enterprise Practice Portfolio - Pending Ideas and Projects

Open Review Gates

Type: All

Review Scheduled: [Calendar] to [Calendar]

Approval Group: [Dropdown]

Status: New, Scheduled

Power Filter: [Build Power Filter]

Filter Show All Save Filter Clear

Portlet Views to manage the different gating steps for both Projects and Ideas

Primary Portfolio	Name	Manager	Type	Status	Gov. Level	Approval Group	Approval Person(s)	Review Scheduled
Enterprise Practice Portfolio	JD Test Project	Administrator, Clarity	Approval to Plan	New	3 - Department/Division	Education	Consulting, Rego	3/30/12
	Clinical Departmental Systems 5-Year Workplans - Phase III		Approval to Initiate	Scheduled	1 - Enterprise Portfolio			3/31/12
Enterprise Practice Portfolio	JD Test ID - Updated version 4/10	Test, Project Manager	Approval to Initiate	New	1 - Enterprise Portfolio	Practice	Test, Portfolio	4/11/12
Enterprise Practice Portfolio	jd test		Approval to Initiate	New	1 - Enterprise Portfolio	Education	Test, Portfolio	4/17/12
Enterprise Practice Portfolio	4/11 Call Review	Administrator, Clarity	Assessment	New	1 - Enterprise Portfolio			4/18/12
Enterprise Practice Portfolio	Healthcare Associated Infections (CLABSI, CAUTI, SSI)	Administrator, Clarity	Approval to Plan	New	1 - Enterprise Portfolio			
Enterprise Administration Portfo	April Test		Approval to Initiate	New	1 - Enterprise Portfolio			
	Project Test JL	Test, Portfolio	Approval to Plan	New	1 - Enterprise Portfolio			
Enterprise Practice Portfolio	4/11 Call Review	Administrator, Clarity	Approval to Proceed	New	1 - Enterprise Portfolio			
Enterprise Practice Portfolio	4/11 Call Review	Administrator, Clarity	Approval to Plan	New	1 - Enterprise Portfolio	Education		
Enterprise Practice Portfolio	Healthcare Associated Infections (CLABSI, CAUTI, SSI)	Administrator, Clarity	Endorsement	New	1 - Enterprise Portfolio			

Displaying 1 - 11 of 11

Idea: General Idea Submission - Create Review Gate

General

Gate Status: New

Gate Type: Approval to Initiate

Governance Level: 1 - Enterprise Portfolio

Review Scheduled: 5/5/2012

Review Completed: [Calendar]

Review Group: Practice

Review Person(s): Administrator, Clarity

Save Save And Return Return

Required

New Idea Stage Gate is created

Option 2 (b)

The screenshot displays the PPM (Project Performance Management) software interface. It features a navigation menu with options like Home, Administration, and Favorites. The main content area is divided into several sections:

- Properties**: A dropdown menu showing options like Main, Subprojects, Dependencies, Baseline, and Estimating.
- Project: Gate Management - Properties - Main - Project Gate Control**: A section titled "Project Gates Available" with a list of gates and their inclusion status (checked/unchecked):
 - Include G2 - Approved CHT?
 - Include G3 - Business Case Validation?
 - Include G4 - Approved Business Rgm's?
 - Include G5 - Cost Validation?
 - Include G6 - Go-No_Go?
 - Include G7 - Approved CAF?
 - Include G8 - Approved CLO?
- Project: Gate Management - Properties - Main - Gate 1 - Strategic Assessment and Concept**: A section with a filter set to "System Default" and a table showing gate statuses.

<input type="checkbox"/>	Publish Status	Name	Gate Status
<input type="checkbox"/>	Published	Gate 1 - Strategic Assessment and Concept	Approved
<input type="checkbox"/>	In Progress	Gate 1 - Strategic Assessment and Concept	Not Assessed

At the bottom of the interface, there are buttons for **Save**, **New**, **Delete**, and **Return**.

Option 2 (b)

Master Gate Schedule						
Project Name	Next Project Gate	Gate 1 Forecast Date	Gate 2 Forecast Date	Gate 3 Forecast Date	Gate 4 Forecast Date	G
Test Plan Project	1 - Strategic Assessment and Concept	11/26/15				
Gate Management	4 - Project Charter	11/30/16	12/30/16	2/28/17	3/31/17	
Steph - Clean MSP Project Test	3 - Business Case and General Readiness					

Summary

- Clarity is a perfect place to track stage gate information – amounts approved, approved by, etc
- There are many options to configure Clarity for use – be sure to select one that meets your needs and provides automation
- Process is essential – you need a defined business process in place before you automate or track data in Clarity

Questions?



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- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Name = **regoUniversity**
- Course Number = **Session Number**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



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