

regoUniversity 2019

SAN DIEGO

Idea/Demand/ Project
Management |
Best Practices

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Introductions

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



Open Mic

- The goal of identifying and implementing best practices is to have a successful demand/portfolio management implementation. What do you think success looks like?
- What Prevents Success?
- For those that have a successful implementation of demand/portfolio management – what are some of your best practices?

Some Rego Thoughts...

What is Success

- Accurate data
- Complete data
- All demand captured in PPM
- Demands map to strategic objectives
- Objective scoring
- Investment decisions made using agreed-upon metrics
- No other tools used to evaluate demand (Excel, SharePoint)

Stumbling Blocks

- Accurate financial and resource data in projects
- Goldilocks for demand – what is the right amount of data
- Business users are not in ServiceNow
- Over-engineering demand process

Some Rego Best Practices: Demand Management

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Idea Best Practices

- Keep it clean and simple
- Ideas should have a low barrier to entry
- The goal should be to get your end users to enter their needs and requirements using their own words
- Consider having a submitter and a requestor field (in cases where an individual is submitter on behalf of another)
- Do not overwhelm them with fields and classifications that they do not understand
- Decide who and process by which Ideas will be accepted as demands
- Be sure there is a communication process for informing Idea submitters/Requestors of decisions made
- Ensure ideas are necessary and point of entry is not just a demand

Gathering Demand Best Practices

- Implementing Annual Planning Drives Standardization of Forms and Required Data Points. Defining attributes that will be used to prioritize investments will help capture the required reporting requirements from Idea to Demand to project.
- Two main methods exist for gathering demand:

All User Entry Model

Pro

- Transparent Disposition of All Ideas

Con

- Duplicate Ideas
- Frivolous Entries
- Effort to Review/Reject

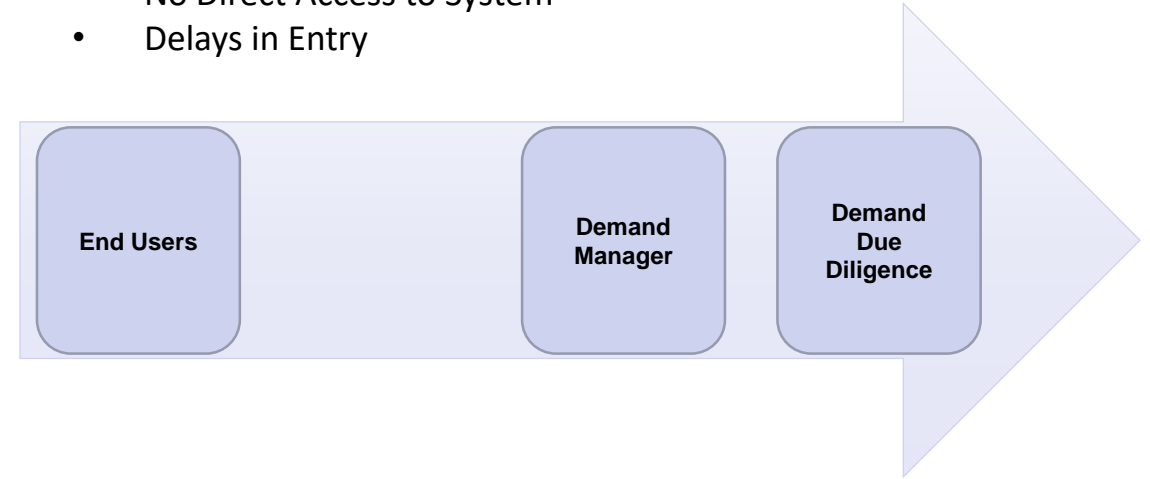
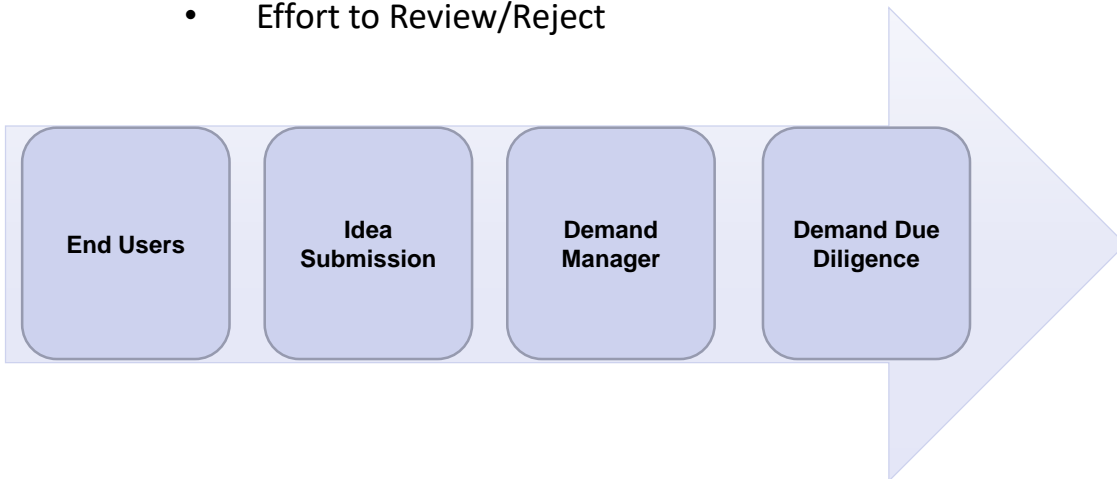
Moderated Entry Model

Pro

- Ideas are Vetted before Entry in System
- Reduced Duplication
- Reduced Effort

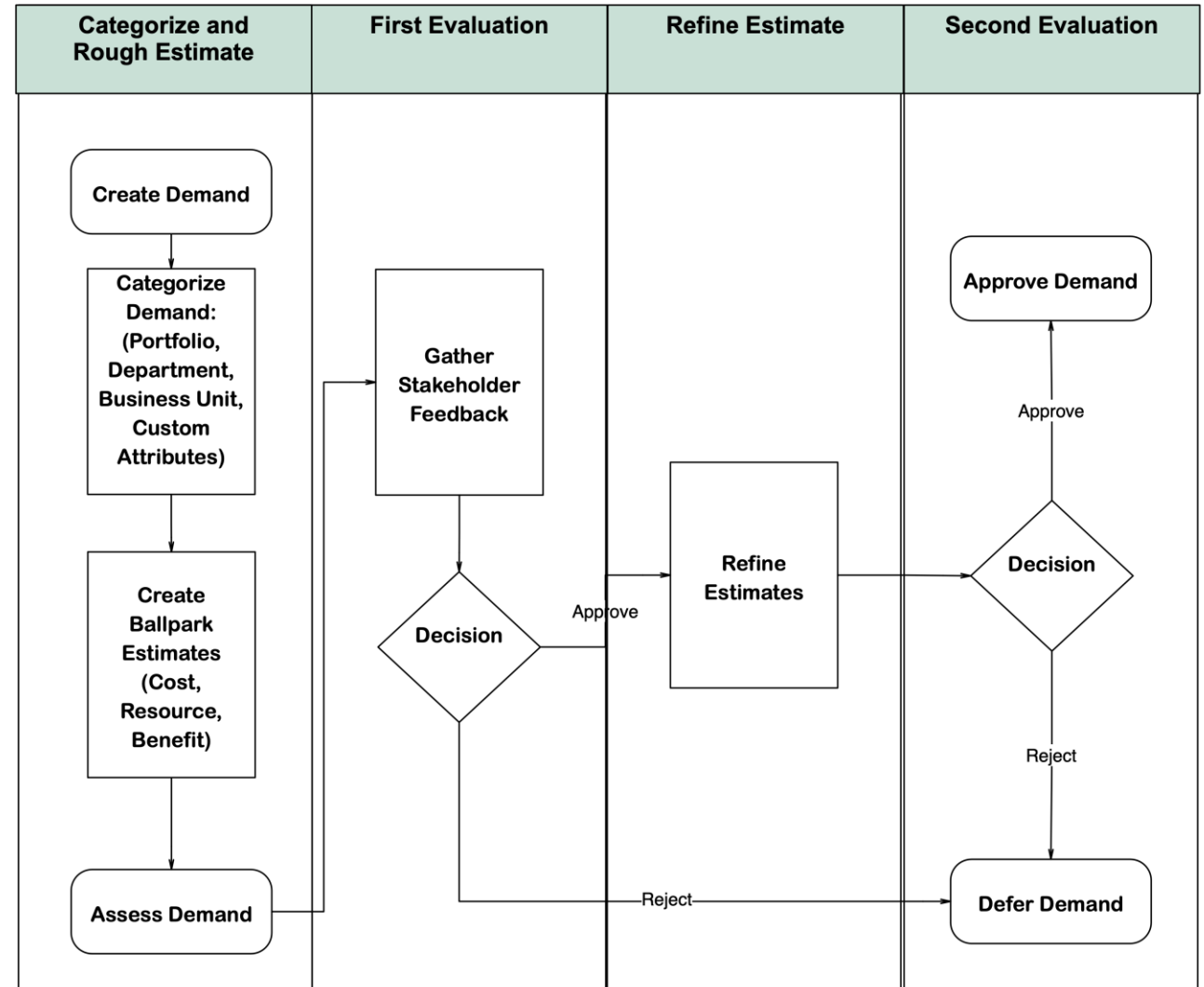
Con

- No Direct Access to System
- Delays in Entry



Demand Due Diligence Best Practices

- Build a custom process to align to your organizational needs.
- Simple approvals work best.



Demand Data Entry Best Practices

- Differentiate Annual Planning from Standard Idea Intake: Custom Type Fields (Annual Planning, Project, Application, Service, Support Project)
- Use the OOTB portfolio categorization fields, goal, strategy, etc.
- Duplicate only those Demand fields on the Project object that will provide value during the execution process OR will be needed in the annual planning cycle for carry-over projects
- Capture additional fields that would assist in portfolio planning

Demand Financial Estimate Best Practices

- Keep it light – you do not have enough information at this stage to have accurate costs
- Don't try to fully mimic finance business case excel sheet – maybe import?
- Be consistent on the types of costs you plan to forecast (i.e. labor/non labor)
- Be consistent at the level you capture estimates

Some Rego Best Practices: Project Management

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Overall Project Management Best Practices

- Deploy project management functionality in waves – focusing on the data needed for a status report first. The most common path is:
 - Project information, Key milestones, Status
 - Risks, issues, Changes, Financial Plan
 - Detailed Schedules
- Within each of these areas, we have some best practices we will cover in the next set of slides

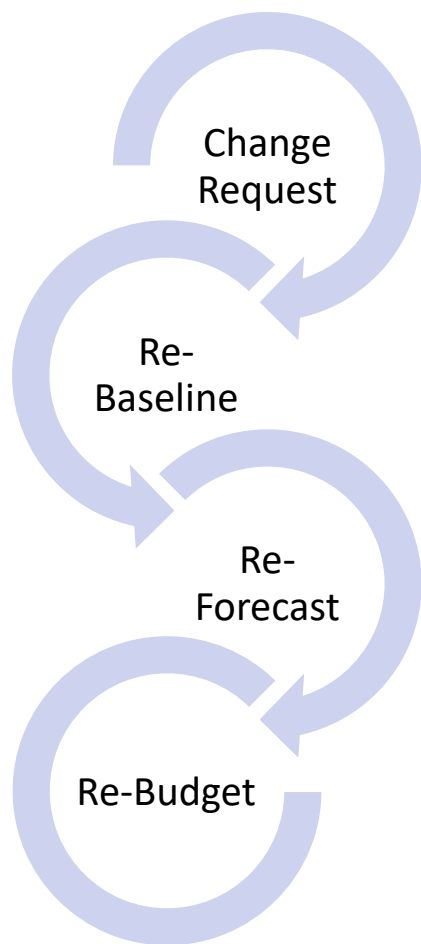
Status Reporting Best Practices

- Minimize the fields to fill out – too many fields and too much complexity will drive inaccurate data
- Get a set of reports that executives use – Jaspersoft, PowerBI, or another reporting tool. Status needs to be driven from the tool
- Have a key project storyboard like report that can be run both scheduled or directly from the status report list or project
- Even better, use the OOB project status report provided in the Project Workbench

Issue/Risk Best Practices

- Ensure these are in SNOW and not SharePoint or Excel. If you need them elsewhere, build an excel or SharePoint integration
- Minimize the fields to fill out – too many fields and too much complexity will drive inaccurate data
- Assign a responsible person who will monitor/provide solutions

Change Request Best Practices



An approved Change Request should drive creating new Baseline, new Cost Plan and new approved Budget if needed.

Project Enterprise Integration Bus

Project Tasks (7) Sub Projects Stories Requirements Resource Plan (6) Cost Plans (7) Benefit Plans (1) Project Budget (1) Baselines Status Reports (5) Risks (3) Issues (3) Decisions Actions

Project Change Requests (2) Stakeholders Time Cards (45) Expense Lines (49) Enhancements Ideas

Project Change Requests **New** Go to Number Search 1 to 2 of 2

Parent = PRJ0021205

Number	Title	Category	Impact	Priority	State
PCR0010190	Additional sprint request for development	Resource	3 - Low	4 - Low	Pending
PCR0010191	Require some additional resource	Resource	3 - Low	4 - Low	Pending

Actions on selected rows...

Scheduling Best Practices

- PPM must have at least the key dates / milestones to enable status reporting and variances.
- No silver bullet on scheduling tools
 - Console requires some training and/or de-programming for MSP gurus
 - MSP has issues in large plans and error handling

Notification Best Practices

- Use notifications for specific actions needed, you do not want to over communicate... too many emails become white noise
- Emails can provide direct links into SNOW for an action
- Some popular notifications
 - Project manager stale information – issues, risks, status, financial plan, schedule that is out of date. This is a reminder to send a PM weekly so they remember to update
 - Project concerns – summary email with potential issues – resources overallocated, close to going over budget or hours, schedule variances
 - Team member assignments

Financial Plan Best Practices

- Cost Plans
 - Set Cost Plan Update Policy – weekly? Bi-weekly?
 - If actuals and budgets are in another application, consider an interface to keep data synced
- Budget Plans
 - Align Budget and Baseline processes
 - Control Budget Plan rights or have an approval workflow
- Benefit Plans
 - Include Hard and Soft Benefits
 - Only use if there will be someone monitoring and holding sponsor to account, else, it is unnecessary data entry
 - Only use if you are okay with system NPV, etc. – otherwise attach company business case document
 - Use the data for benefit realization

Financial Actuals Best Practices

- Include both labor and non-labor financials. If you are missing one, then *SNOW* cannot really be used for project financial variances
- Interface if you can to pull in financial actuals

Financial Implementation Best Practices

- Keep Things as Simple as Possible
- Spend Time on the Full Architecture – Now and Future
- SNOW is Not the Company Financial System of Record – it is a Management System
 - SNOW may never match general ledger 100%
- Start With Required Outputs and Work Backward
- Involve the Finance Team
- Involve your Compliance team – what are needed for audits?
- Integrate to Avoid Duplicate Entry

Rate Best Practices

Internal Labor Rates in order of ease of maintenance:

1. One default blended rate
2. Resource group blended rate
3. Labor rate cards
 1. Best used for external service providers
 2. Can be used to assign a rate type for OT, Holiday pay, etc. when appropriate

Questions?



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