



rego*U*niversity 2019

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Resource/Portfolio  
Management | Best Practices

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# Introductions

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



# Format of This Session

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- In the next set of slides, Rego has compiled a set of best practice points related to Resource Management and Portfolio Management.
- It may seem choppy, because it is.
- Each slide is a different best practice point, so there is not a “flow” between slides in many cases.

# Some Rego Best Practices: Resource Management



Let Rego be your guide.

# What is the Problem we are Trying to Solve?

1. We don't know who is working on what at an enterprise level.
2. I keep hearing we don't have enough people to do all the work – is this true? How would I know?
3. Resource planning and forecasting is ad hoc, via spreadsheets, via multiple systems, difficult to get a clear picture beyond the next few weeks.
4. I don't have visibility into resource issues ahead of time, only when conflicts arise NOW.
5. We always seem to be in fire-fighting mode when it comes to who's working on what.



# Resource: Some Rego Thoughts...

## What is Success

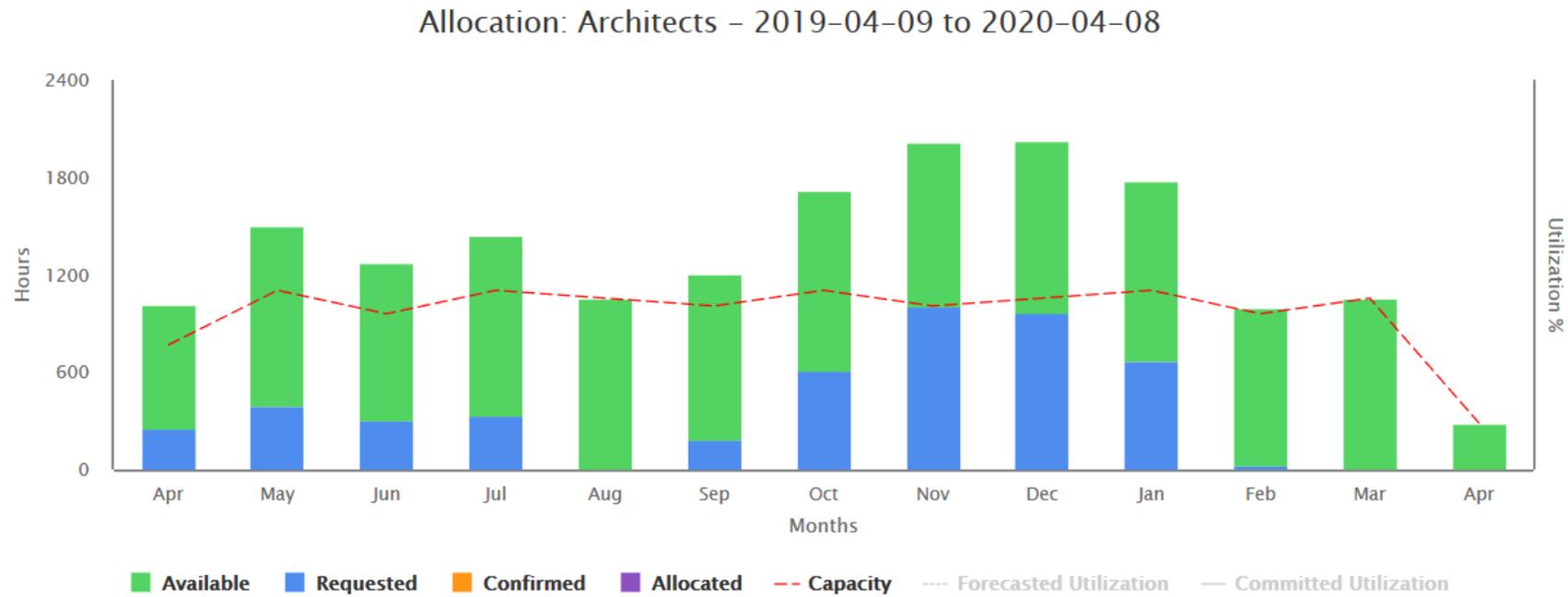
- Accurate data – resource plans capture the right information
- Complete data – resource plans exist for most/all resource needs
- All resource management decisions and flows captured in PPM
- No other tools used to book or plan resource needs (except what-if planning)

## Stumbling Blocks

- Entering resource plans
- Updating resource plans
- Confirming and Allocating resources
- Lack of standards when it comes to operational work, work type definitions
- All resources you need to plan for are not in ServiceNow

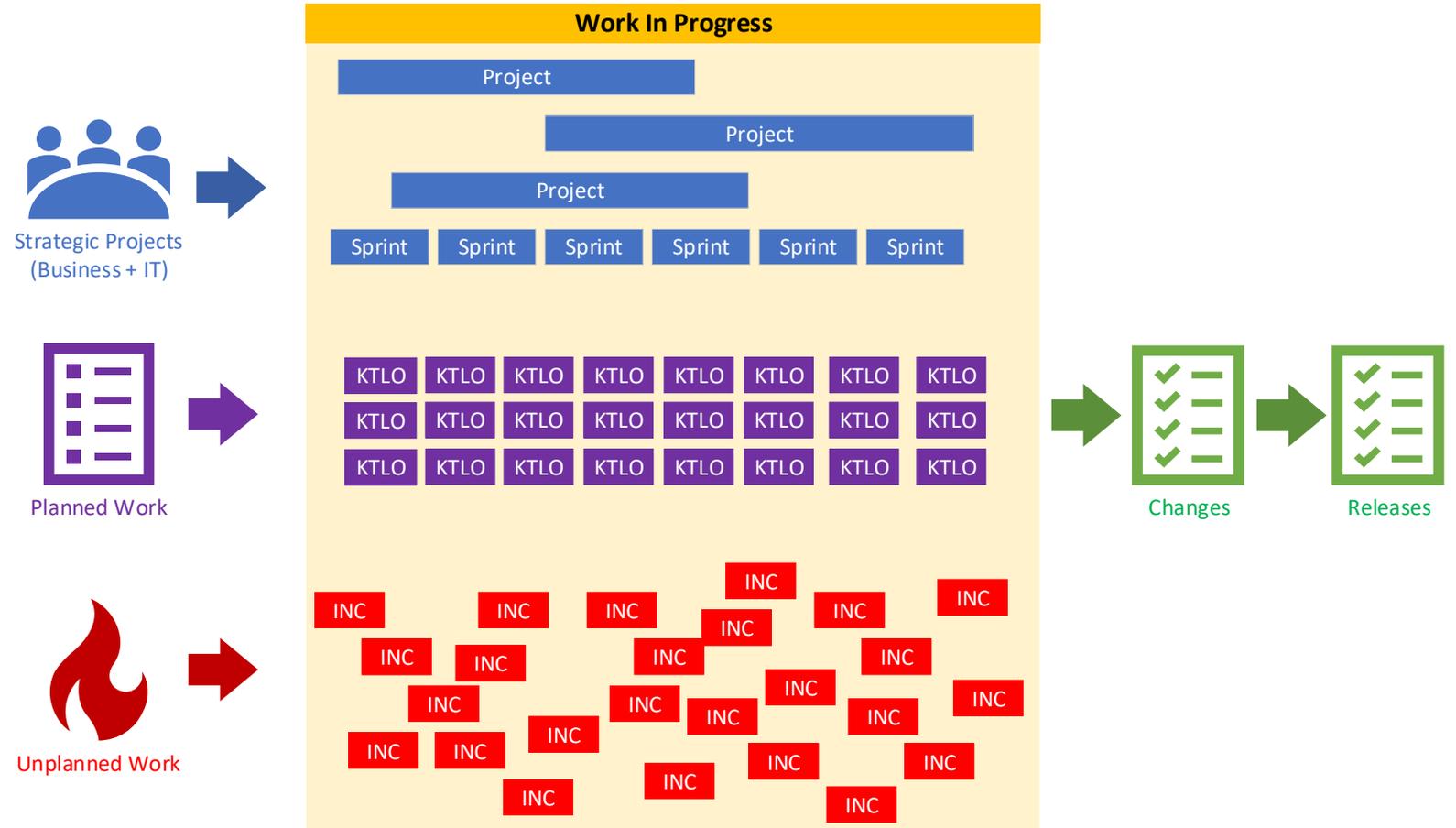
# First, Determine What Decisions Will Be Made From RM

- Over/ under allocation and utilization rates
- Compare planned to actuals for better estimating in the future
- Identify potential resource/team bottlenecks

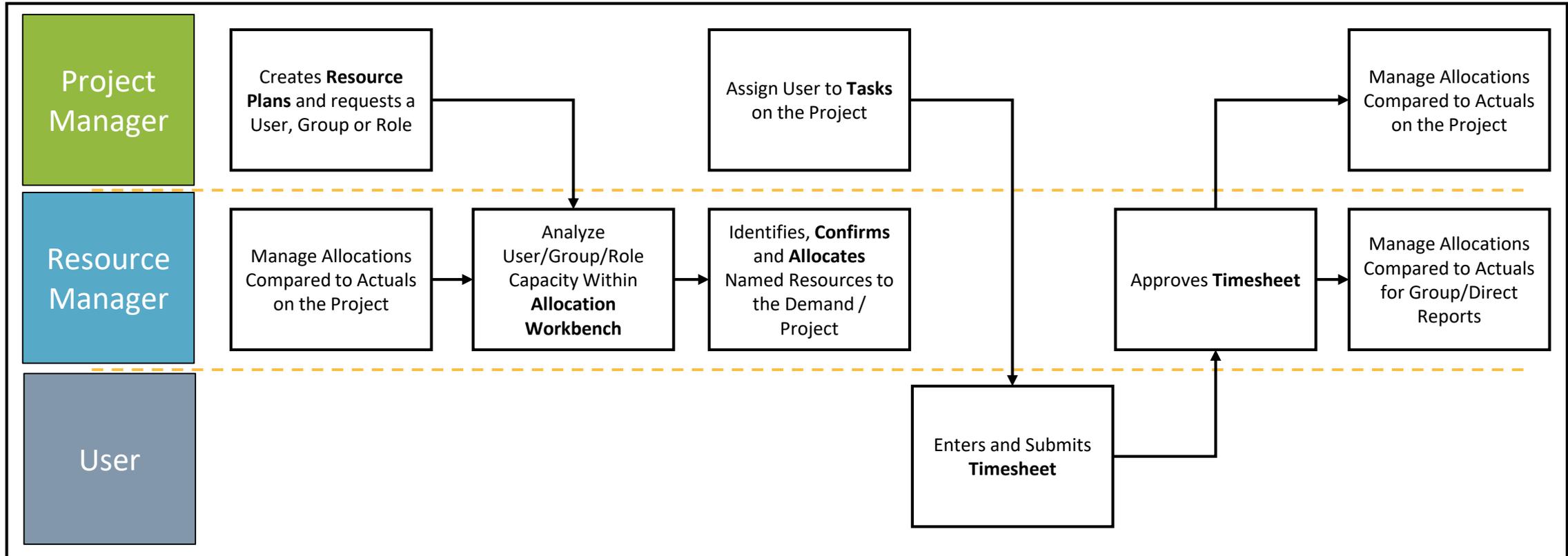


# Second, Define the Work

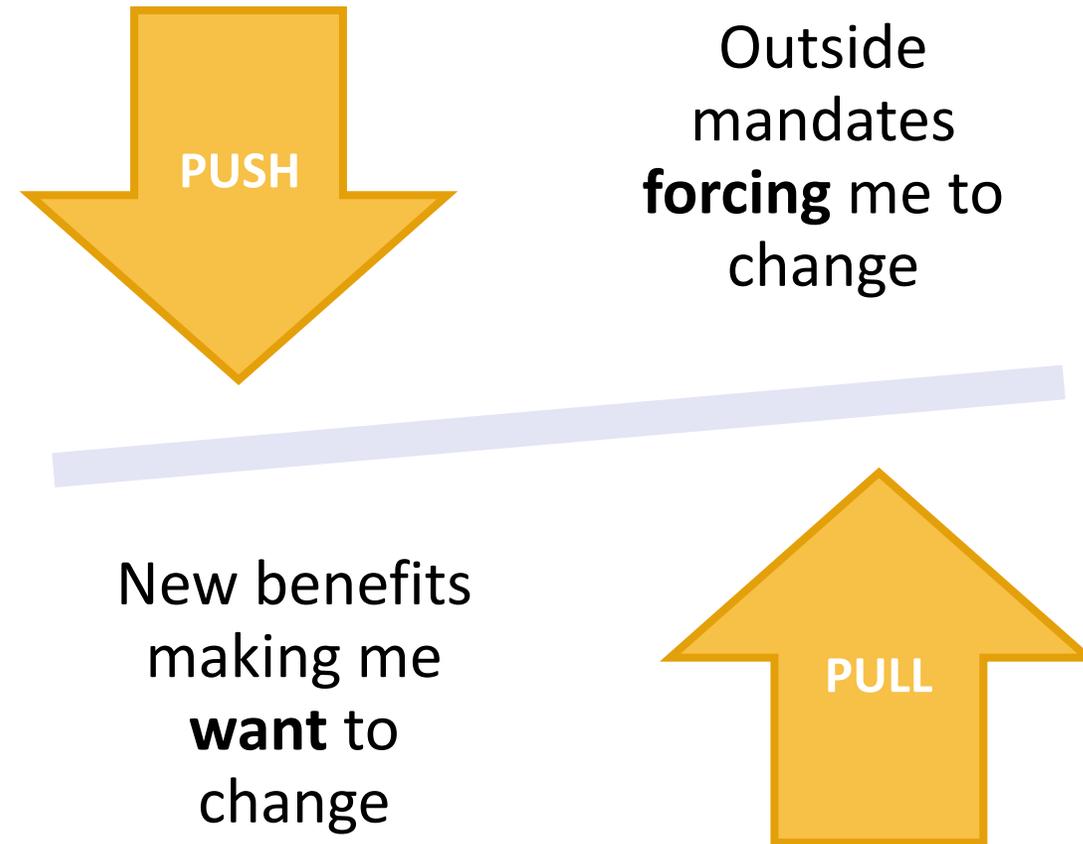
- 1. Planned Work
- 2. Unplanned Work
- 3. Strategic Projects



# Finally, Define Your Process



# DO NOT Ignore Organizational Change Management



# Push

## Common Points of Resistance

- *Another* mandate from above
- More work for me and I'm already busy
- I already KNOW what my team is working on (why do YOU need to know)
- Skunkworks projects might become visible now

## Ideas to Reduce Resistance

- Outline decisions that will be made from formal RM on the executive level and how their effort using RM tools and process helps
- Show the data being used and decisions being made (transparency)
- Lowest possible impact to RM's daily life
- Encourage team managers to use Operational Resource Plans for projects that will make them better at what they do (bring skunkworks into the open)

# Pull

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## **Common Points of Resistance**

- The tool/ process is too difficult to use
- If I have to do something more or something different, what's in it for me?

## **Ideas to Reduce Resistance**

- Beyond functional training, show how the tool/ process makes my job better (quality)
- Beyond functional training, show how the tool/ process makes me do my job faster/ easier (efficiency)
- Establish a Core Team for each area affected by RM - listen to your end users on what's working, what's not, and address those issues! Core Teams are main inputs into the tool/ process backlogs.

# Implementation Best Practices

1. You don't need a high degree of precision to make effective resource management decisions. The more precision you attempt to get, the more time and effort will be required. There is a point of diminishing returns.
2. If you've never done something like resource management which takes a bit of coordination and consistency across many groups and functions, it would be best to take a **crawl, walk, run** approach—start simple and then build it out further only if it makes sense.
3. Resource management is more about **building effective and rather regimented processes**: similar to Agile approaches.
4. Define soft vs hard booking time horizons. Expect it to evolve. Example:
  1. Soft booking = 30-90 days from now
  2. Hard booking = today – 30 days from now
5. Establish SLAs on response to booking requests.

# Crawl – Walk - Run



- Initial set of reports and processes
- Analyze data to improve compliance issues
- Train RMs and PMs
- Create Framework for formal RM (Pilot?)



- Formalize RM – roles and responsibilities
- Analyze data to improve integrity issues
- Finalize reports and processes
- Continually mentor RMs (and PMs) on tools and process



- Assist in resolving staffing issues
- Setup continual improvement cycle with end users
- Expand compliance and integrity monitoring to time tracking

# Open Mic

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For those that have a successful implementation of resource management, what are some of **your** best practices?

# Some Rego Best Practices: Portfolio Management

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# Portfolio: Some Rego Thoughts...

## What is Success

- Accurate data
- Complete data
- All Demand captured in ServiceNow
- Projects/ Demands map to Portfolios and strategic objectives
- Objective scoring, ranking
- 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/ Demands
- Goldilocks for Demand – what is the right amount of data
- Business users are not in ServiceNow
- Over-engineering Demand submission/ approval process
- Annual Planning process

# Idea Data Entry Best Practices

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- Differentiate **Annual Planning** from **Standard Idea Intake**: Custom Type Fields (Annual Planning, Project, Application, Service, Support Project)
- Create simple Idea create screen
- Use the OOTB portfolio categorization fields, goals, strategies.
- Capture additional fields that would assist in portfolio planning (e.g., Target Start – Fiscal Year / Quarter).
- Ensure Demand fields map to Project fields Demand to Project which will help with viewing in the Portfolio Workbench and reports/dashboards.

# Gathering Ideas: Two Options

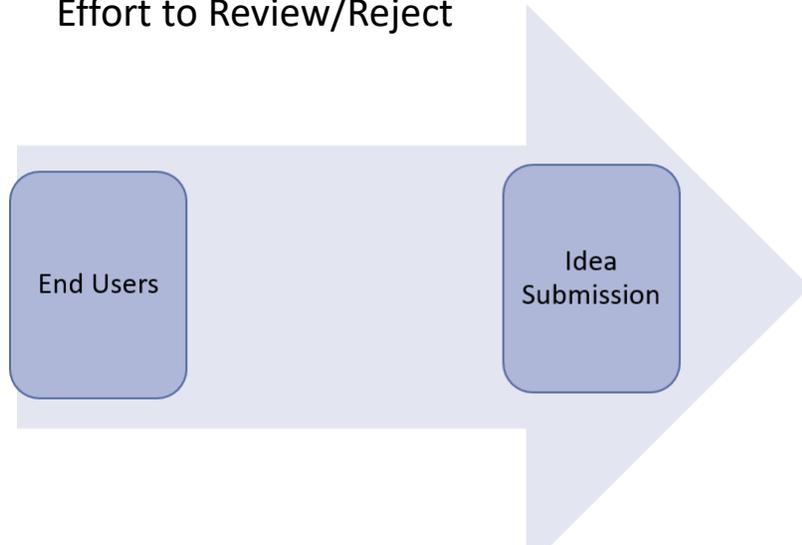
## All User Entry Model

### Pros

- Transparent disposition of all Ideas

### Cons

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



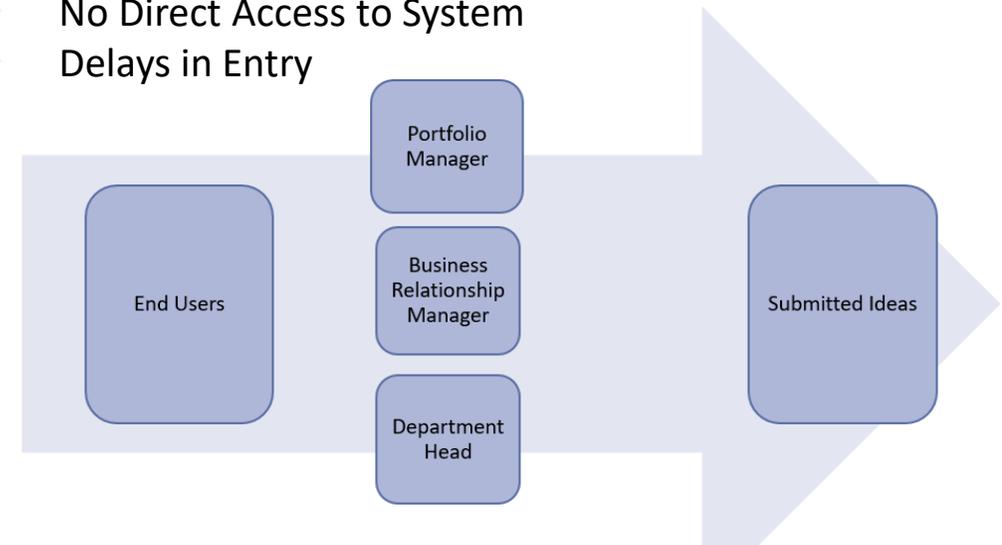
## Moderated Entry Model

### Pros

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

### Cons

- No Direct Access to System
- Delays in Entry



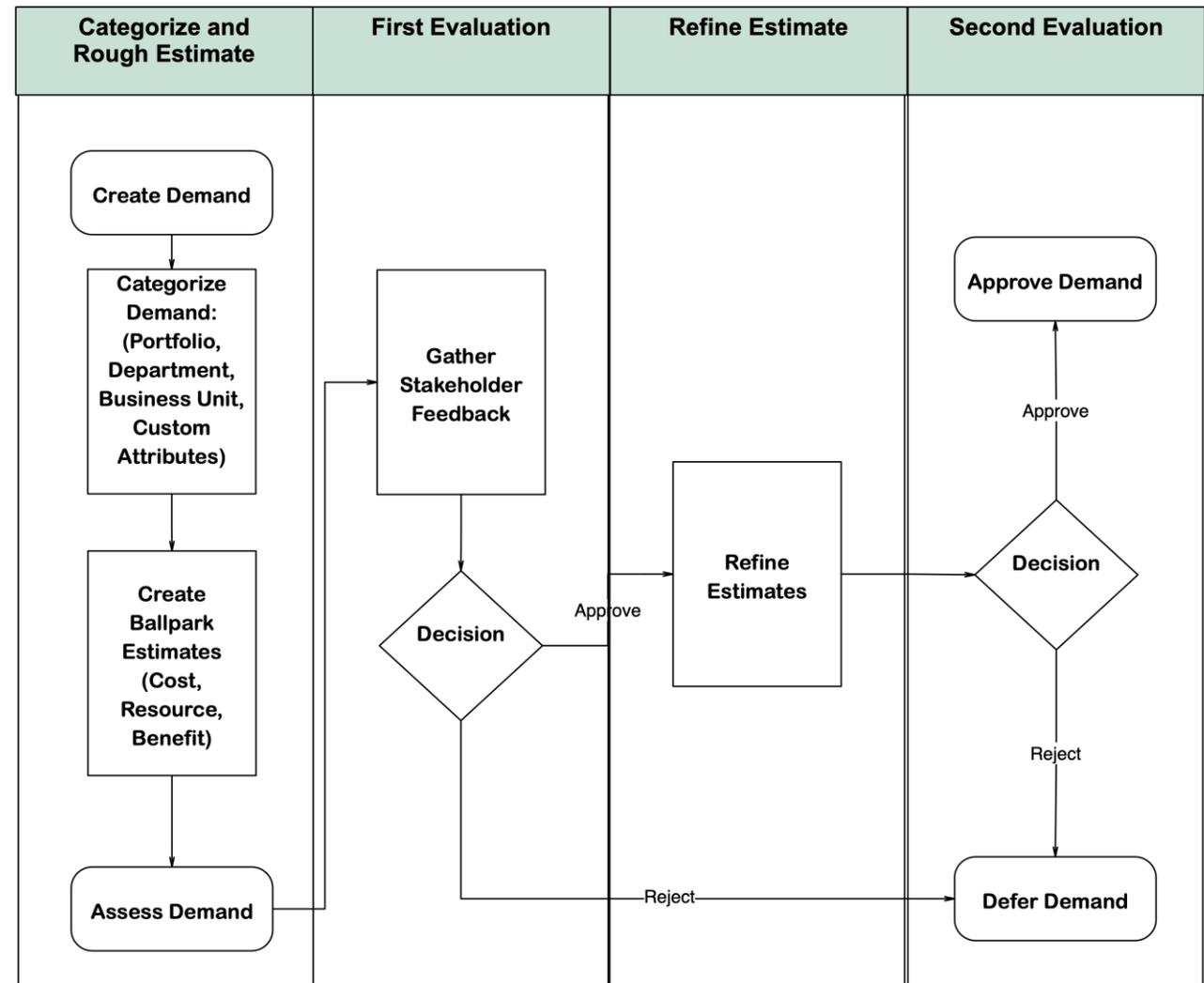
# Demand Financial Estimate Best Practices

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- Keep it light – you do not have enough information at this stage to have accurate costs – remember this is a +/- 100% usually at this stage.
- Don't try to fully mimic finance business case excel sheet – attachments?
- Be consistent on the types of costs you plan to forecast (i.e. labor/non labor, consistent capex/ opex rules).
- Be consistent at the level you capture estimates.

# Idea/ Demand Approval Best Practices

- Build a custom process to align to your organizational needs. But, simple approvals work best.
- Try to weed out Ideas that should not move forward quickly
- When converting to a Demand, inactivate the Idea – ensures Ideas are not revisited again.



# Portfolio Structure Best Practices

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- Portfolios are most effective when aligned with budget roll up and/or P&L responsibilities. Department/ Line of Business is also another possible funding alignment.
- Use Investment Portal to have visibility across different views into all Portfolios.
- Use external tools like **Meisterplan** on top of ServiceNow to have true portfolio hierarchies, portfolio scenarios, and utilize what-if portfolio resource/financial planning.

# Annual Planning Best Practices

- Ensure portfolios are not entered once and left. Portfolio management should involve an annual or quarterly review process.
- Each portfolio should have an owner and the Portfolio Management team should own the overall portfolio used for **annual planning** and **yearly tracking**.
- If your company is planning on funding at the Portfolio Level, that distribution will serve as the **targets** for our portfolio level planning and not be derived from Demand records.
- Focus on your primary throttle
  - Internal resources (SMEs can only do so many projects)
  - Capital Funding

# Portfolio Reporting Best Practices

- Leverage custom configured fields for categorizations on Projects and Demands.
  - How does leadership want to see investments sliced?
  - What will they use to decide which investments are better than others?
  - Configure the Portfolio Workbench and Investment Portal to expose custom fields.
- Create reports and dashboards that mirror your Annual Planning process.
  - Dashboards are easy to create and are great to advance adoption of processes and decisions
  - Remember, reports can be published to external URL's.

# Questions?



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