

Maturity Portfolio Planning | What to Aspire To

Your Guides: Rob Greca and Jen Scarlato

Introductions

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



Agenda

- Introduction
- An Approach
- Other Best Practices
- Alternative tools

Introduction

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The Challenge

“Portfolio Management” is often the primary motivator for using a tool like CA PPM

- however -

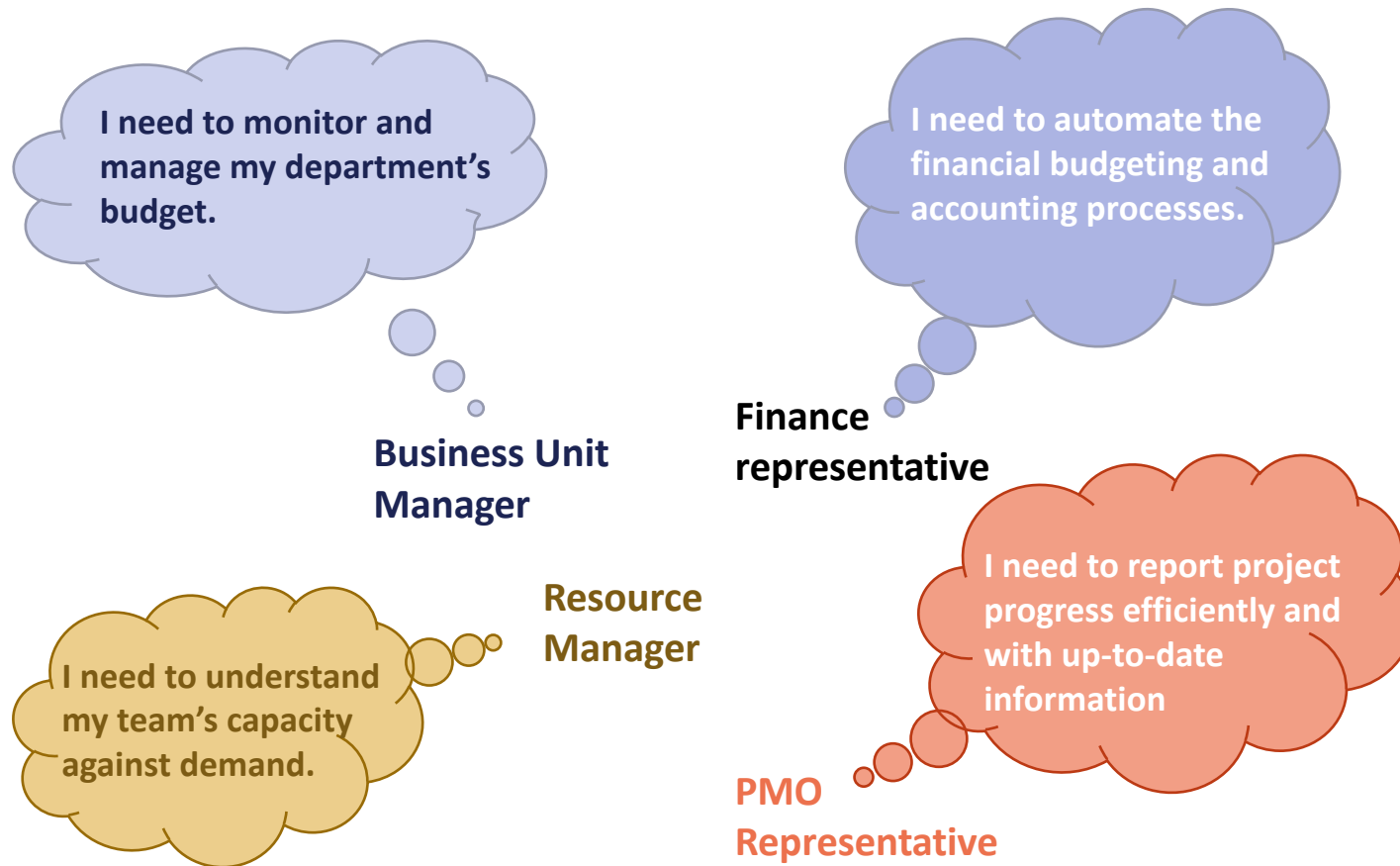
It's not uncommon that an organization is not realizing the full potential for Portfolio Management

Open Mic

- Who feels their organization does Portfolio Management well?
- Who is struggling? What are you struggling with?
- What does Portfolio Management mean for your organization?

The first question!

- Is your organization aligned on what it wants to achieve with **Project Portfolio Management**



Industry standard definitions

"Project Portfolio Management is the centralized management of one or more portfolios that enable executive management to **meet organizational goals and objectives** through efficient decision making on portfolios, projects, programs and operations."

- The new PMI standard for portfolio management.
Paper presented at PMI® Global Congress 2006—
EMEA, Madrid, Spain. Newtown Square, PA: Project
Management Institute.

"Portfolio management is the coordinated management of one or more portfolios to **achieve organizational strategies and objectives.**"

— PMI's *Standard for Portfolio Management* 3rd Ed.

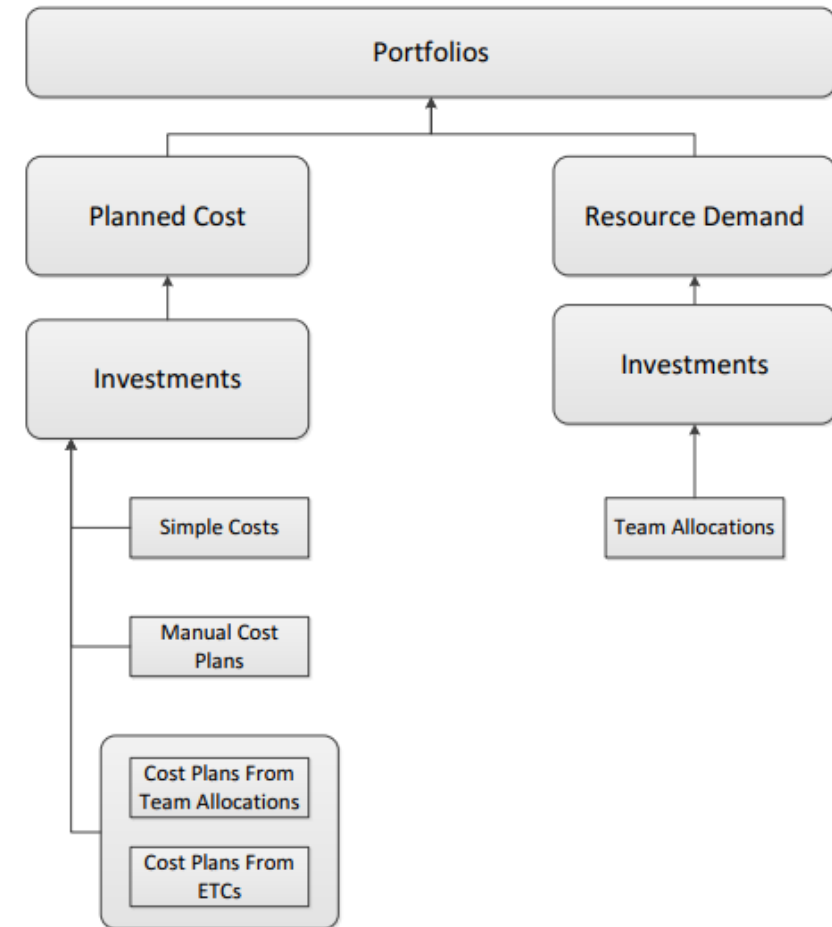
Portfolio Management – From CA's Perspective

- You have a tool that enables industry standard objectives as well as
 - Provides budgeting capabilities
 - Provides resource capacity data points
 - Portfolio health reporting information
 - And more

The question now is...

[Assuming we have alignment on our portfolio management objectives] **How do we make sure we're getting the most value from CA PPM for Project Portfolio Management**

CA PPM's data structure for Portfolio Management



An Approach

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- [illegible]

DIFFICULTY

Open Mic

- What types of data (project/costs/resources) have been easy or difficult for your organization to maintain?
- Is it possible to deploy a tool without having alignment and understanding of our processes? Has anyone been able to do this?

Step 2 – Using CA PPM: Create Awareness

- If your organization is lower on the maturity curve and still struggling with data reliability and/or adoption...
- Focus your efforts on the basics
- Do a reality check on whether you are trying to go too fast

Create awareness through reporting
Encourage data integrity

Project Name	Project Stage	Project Mgr's Overall Assessment	% Aligned for Success (a'100-b')c'd)	% Business Satisfaction (a)	% Hard Delinquencies (b)	% Cost Aligned to Baseline (c)	% Schedule Aligned to Baseline (d)
🔍 ⏪ 1 2 ⏩ 🔄							
ACI e-Platform Canadian Border Clearance	Build	🟩	👉 77	🟩 95	🟩 7	🔴 89	🟩 91
Amtrak Service Replacement	Closeout	🟩	👉 93	🟩 95	🟩 5	🟩 100	🟩 98
App Dev 2012, Refresh 2018 with MS, MS 2.0	Design	🟩	👉 100	🟩 95	🟩 0	🟩 106	🟩 100
App Dev 2012, MS, MS Consolidation 10	Planning	🟩	👉 92	🟩 95	🟩 0	🟩 105	🟩 93
Blending Machine Install and Integration to SPS	Build	🟩	👉 83	🟩 95	🟩 6	🟩 101	🟡 86

Use Action Items to encourage process adherence
Encourage adoption

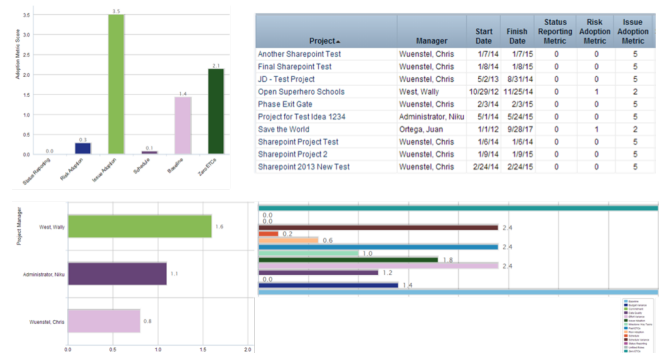
Dear Josh Lane,

Here is the timesheet for David Matlock for the time period of 08/26/2017 - 09/01/2017

Task	Start	Stop	Hours	Rate	Total	Cost	Default
Acme Development Project	08/26/17	08/27/17	3	3	3	3	3.0
Acme Development Project	08/28/17	08/29/17	3	4	4	1	1.0
Acme Development Project	08/30/17	08/31/17	3	1	3	1	1.0
Acme Development Project	09/01/17	09/01/17	3	2	3	1	1.0
Acme Development Project	09/02/17	09/02/17	3	1	4	1	1.0
Total			15	11	15	5	5.0

Approve Return

Report on adoption metrics
Understand adoption



Step 3 – CA PPM Portfolio Mgmt Approaches

Simple

- Investment data – simple grouping of projects

Medium

- Grouping of projects with either planned costs or resource data

Complex

- Project, financial, and team data to provide a deep-dive into what is/is not possible from a resource, timeline and cost perspective

Best Practices

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Building Portfolio Content

- Portfolios can contain all investment types in CA PPM
- There is no limit to the number of investments that a portfolio can contain (v14.2+)
- Investments should be aligned with organizational goals and objectives
- Investments should have common features that allow for the organization to group them in some way to manage them more effectively
- Be quantifiable: Measure, rank, prioritize



Best Practice

- When starting out, focus on a subset of investments to understand how you will optimize your portfolio
- Consider how to group the investments together. What ties them together within a portfolio
- Focus on key investments in the organization, and ensure that the data in the investments is accurate so that the right decisions are made when prioritizing the portfolio
- Remember that portfolio data is only as current as the last portfolio synch. Have a clearly communicated portfolio synch schedule

Including Ideas

- It is common to include Ideas in portfolios to track upcoming demand
- However, keep in mind that when an Idea is converted to a Project, they will both carry costs
- It is important to remove the Idea from the portfolio, or to build in a rule that will exclude Ideas that have been converted from being brought in
- If an Idea is going to be converted into multiple Projects, and those Projects are not converted at the same time, things can get tricky!



Best Practice

- Include Ideas so that you can track upcoming demand on cost and resources
- Remember to have a plan for when Ideas get converted to projects.
- If an Idea has actual costs, and those costs are to be deducted from the portfolio targets, you don't want to delete the ideas from the portfolio as this is money that was already spent. The planned costs in the idea will need to be reduced once the idea is converted

Master Projects and Programs

- You can add master projects as well as programs
- If you include the master project/program and you include one of its children, the costs and demand from the added child is subtracted from its parent. – No double counting.
- The children of master projects/programs are not automatically brought into the portfolio
- There is no hierarchy view of a master project/program and its children in the portfolio—all investments are flattened in the hierarchy



Best Practice

- Include Master Projects, or Programs when the following is true:
 - All of the costs/demand is included as a part of the targets in the portfolio
 - The Program and Master Projects can be treated as a single entity and prioritized as a single entity
- Include Children of Master Projects or Programs if:
 - The costs must be split within a program across multiple portfolios
 - The children need to be prioritized independently of one another
 - *NOTE: Including children can get tricky. It is important to have a solid plan for how to handle child investments within the portfolio.*

Tool Alternatives

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Strategic Planning Module in CA PPM

CA's Strategic Planning Module

- Top-down planning
- A module specifically designed to capture higher-level items such as:
 - Strategic objectives
 - Capabilities
 - Initiatives
 - Etc.
- Can be linked to any Investment object so that decision-makers understand how those items contribute to strategic objectives

The screenshot displays the 'Strategic Item List' in the CA PPM system. The interface includes a navigation bar with 'HOME', 'ADMINISTRATION', and 'FAVORITES'. A filter is set to 'System Default'. The table lists various strategic items, each with a checkbox, name, ID, parent item, and several performance metrics (Indicator Status, Item Status, Issue Score, Accumulated Risk Score) along with an 'Active' status indicator.

	Name	ID	Parent Item	Indicator Status	Item Status	Issue Score	Accumulated Risk Score	Active
<input type="checkbox"/>	Achieve IT Process Excellence	SI0023	Continuous Improvement	100.0%	Green	Green	Green	✓
<input type="checkbox"/>	Adopt IT Best Practices	SI0037	Continuous Improvement	95.4%	Green	Green	Green	✓
<input type="checkbox"/>	Automate Processes	SI0012	Create the Foundation for Growth	69.2%	Red	Green	Green	✓
<input type="checkbox"/>	Create new Sources of Revenue	SI0007	Maximize Profitability	77.2%	Red	Green	Green	✓
<input type="checkbox"/>	Create new Sources of Revenue	SI0007-01	Maximize Profitability	77.2%	Red	Green	Green	✓
<input type="checkbox"/>	Create the key competencies and skills	SI0016	Prepare and Motivate our Workforce	85.0%	Yellow	Green	Green	✓
<input type="checkbox"/>	Deliver quality IT Services	SI0022	Quality	94.8%	Yellow	Green	Green	✓
<input type="checkbox"/>	Digitization of Our Work	SI0105	4: Platform Growth Opportunities	0.0%	Grey	Green	Green	✓
<input type="checkbox"/>	Enable sales channels	SI0017	Improve Operating Margins	57.4%	Black	Green	Green	✓
<input type="checkbox"/>	Enforce compliance with Specifications	SI0014	Create the Foundation for Growth	85.6%	Yellow	Green	Green	✓
<input type="checkbox"/>	Enhance customer experience	SI0009	Delight the customer	68.4%	Red	Green	Green	✓
<input type="checkbox"/>	Enhanced Acquisition	SI0084		0.0%	Grey	Green	Green	✓
<input type="checkbox"/>	Enhanced Acquisition	SI0106		0.0%	Grey	Green	Green	✓
<input type="checkbox"/>	Foster a climate of innovation and efficiency	SI0015	Prepare and Motivate our Workforce	101.1%	Green	Green	Green	✓
<input type="checkbox"/>	Improve Delivery process	SI0018	Customer Experience	100.0%	Green	Green	Green	✓
<input type="checkbox"/>	Improve Development Effectiveness	SI0038	Training	100.0%	Green	Green	Green	✓
<input type="checkbox"/>	Improve IT Operations staff effectiveness	SI0025	Training	68.5%	Red	Green	Green	✓
<input type="checkbox"/>	Increase Demand Throughput	SI0036	Productivity	60.0%	Black	Green	Green	✓
<input type="checkbox"/>	Increase Productivity	SI0008	Maximize Profitability	97.2%	Green	Green	Green	✓
<input type="checkbox"/>	Increase Revenue from Existing Sources	SI0006	Maximize Profitability	97.4%	Green	Green	Green	✓

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Buttons: Save, New Strategic Item, Delete

Displaying 1 - 20 of 54

CA's Strategic Planning Module

- A strategic item
 - Similar to an investment object, but contains information relevant for a higher-level strategic item
- Can be configured for your processes

The screenshot displays the 'CA PPM' interface for a 'Strategic Item: Achieve IT Process Excellence - General - Properties'. The interface includes a navigation bar with tabs like HOME, ADMINISTRATION, FAVORITES, and a sub-menu with options like Properties, Top-Down Planning, Portfolio, Risks, Setup, Strategic Map, Dashboard, Risk Analysis, and Processes. The 'Properties' tab is active, showing the 'General' section for the item 'Achieve IT Process Excellence' (ID: SI0023). The description is 'Achieve excellence in our IT processes'. The item level is 'Strategic Goal', the strategic plan is '2016 IT Plan', and the parent item is 'Continuous Improvement'. The item is active, with a BSC perspective of 'Internal Processes', owner, weight of 1, and item status of 'On Target'. The plan status is 'Active Plan'. The issue score is 0, risk score is 15, and accumulated risk score is 15. The indicator monitoring section shows a status of 100.000000% from direct indicators and child items. The related plan information shows a related plan of '2016-2021 Strategic Planning' and a parent item on the related plan of 'Enforce compliance with Spec'. The direct indicators section shows a related indicator of 'IT Emergency Changes'.

CA's Strategic Planning Module

- An Executive Dashboard
 - Showing how metrics are being aggregated and contributed

CA PPM

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HOME ADMINISTRATION FAVORITES

Strategic Indicator List

Filter: None

Name	ID	Indicator Description	Sign	Level	Current Target	Current Measurement	Last Measurement Status	Indicator % Status	Indicator Status	Accumulated Issue Score	Active
% Increase in Membership Growth	I0063		↑	1	10.0000	12.0000	Far from Target	120.0%	◆	◆	✓
# of critical talent gaps filled	I0064		↑	1	15.0000	12.0000	Below Target	80.0%	◆	◆	✓
# of KPIs defined per division/team/role	I0068		↑	1	150.0000	200.0000	Exceeded Target	133.3%	◆	◆	✓
% of teams with reviewed and aligned KPIs	I0067		↑	1	50.0000	25.0000	Slightly Below Target	50.0%	◆	◆	✓
# of users	I0070		↑	1	50,000.0000	20,000.0000	On Target	40.0%	◆	◆	✓
% Projects with Sponsor Sign Off	I0024	% of projects where business sponsor signs off	↑	1	99.8000	95.0000	On Target	95.2%	◆	◆	✓
Automation Index	I0010	% automated processes	↑	1	39.0000	27.0000	Below Target	69.2%	◆	◆	✓
Average IT Demand Close Days	I0031	Average IT Demand Close Days measures our speed in solving business issues and requests	↓	1	10.0000	14.0000	Slightly Below Target	60.0%	◆	◆	✓
Backoffice Employee Training Index	I0043	Average Training hours per Quarter per Back office employee	↑	1	20.0000	21.0000	Above Target	105.0%	◆	◆	✓
Brand value	I0008	Brand value as assessed by external consultancy firm	↑	1	550,000,000.0000	451,403,680.0000	Slightly Below Target	82.1%	◆	◆	✓
Business User Training Index	I0052	Average Training hours per Quarter per Business User	↑	2	56.0000	46.0000	Slightly Below Target	82.1%	◆	◆	✓
Customer Satisfaction Index	I0002	Customer Satisfaction Index	↑	1	95.0000	65.0000	Slightly Below Target	68.4%	◆	◆	✓
Departments with ISO 9002 Certification	I0012	# of departments with ISO 9002 certification	↑	1	65.0000	40.0000	Below Target	61.5%	◆	◆	✓
Direct Sales Employee Training Index	I0042	Average Training hours per Quarter per Direct Sales employee	↑	1	80.0000	63.0000	Below Target	78.8%	◆	◆	✓
Efficiency Ratio	I0007	Efficiency Ratio compares Operating Expenses with Revenue	↓	1	36.0000	37.0000	On Target	97.2%	◆	◆	✓
Employee Satisfaction Index	I0013	Employee Satisfaction Index	↑	1	92.0000	93.0000	Above Target	101.1%	◆	◆	✓
Employee Training Index	I0015	Average Training hours per Quarter per employee	↑	3	48.0000	41.0000	Slightly Below Target	85.4%	◆	◆	✓
Formal Education Index	I0014	Average employee Formal Education (in Years)	↑	1	12.0000	10.2000	Slightly Below Target	85.0%	◆	◆	✓
Increased customer satisfaction with digital experiences (VOC)	I0069		↑	1	75.0000	70.0000	Slightly Below Target	93.3%	◆	◆	✓
IT Budget Variance versus Plan	I0020	% Variation from Budget to Plan for IT Operations	↓	1	1.0000	1.0000	On Target	100.0%	◆	◆	✓

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Save New Strategic Indicator Delete

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CA's Strategic Planning Module

- Viewing how projects contribute
 - Understand project health from the perspective of strategic objectives

CA PPM Technologies

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HOMEADMINISTRATIONFAVORITES

Strategic ReviewStrategic Plan ReviewTop-Down Portfolio PlanningStrategic ProjectsStrategy RisksIndicator HierarchyIndicator DetailsEvaluation Cycle Results

Strategic Review: Strategic Projects

Strategic PlanG - Strategic Transformation InitiativesFilterMore

Strategic Plan with Projects

Strategic Item / Project	ID	Description	Item Status	Overall Alignment	Risk	Days Late	Schedule %	Cost Var %	Effort Var %	Issue	Change
G - Strategic Transformation Initiatives	SI0077					24					
1: Talent & Performance Management	SI0078					24					
1a. Critical Talent Acquisition & Development	SI0082					24					
Assess mission of Talent Acquisition & LOD, conduct comprehensive review of curr	PR000029					24					
Create Talent Philosophy to set principles for management of Human Resour	PR000028					24					
Identify and Implement Culture Chg Plan	PR000034					0					
Implement Talent Acquisition Tool	PR000032					0					
Support filling of critical talent gaps (i.e., leaders and COE specialists)	PR000030					0					
1b. Enterprise Performance Management Overhaul	SI0083					0					
2: Programmatic Capability Upgrades	SI0081					0					

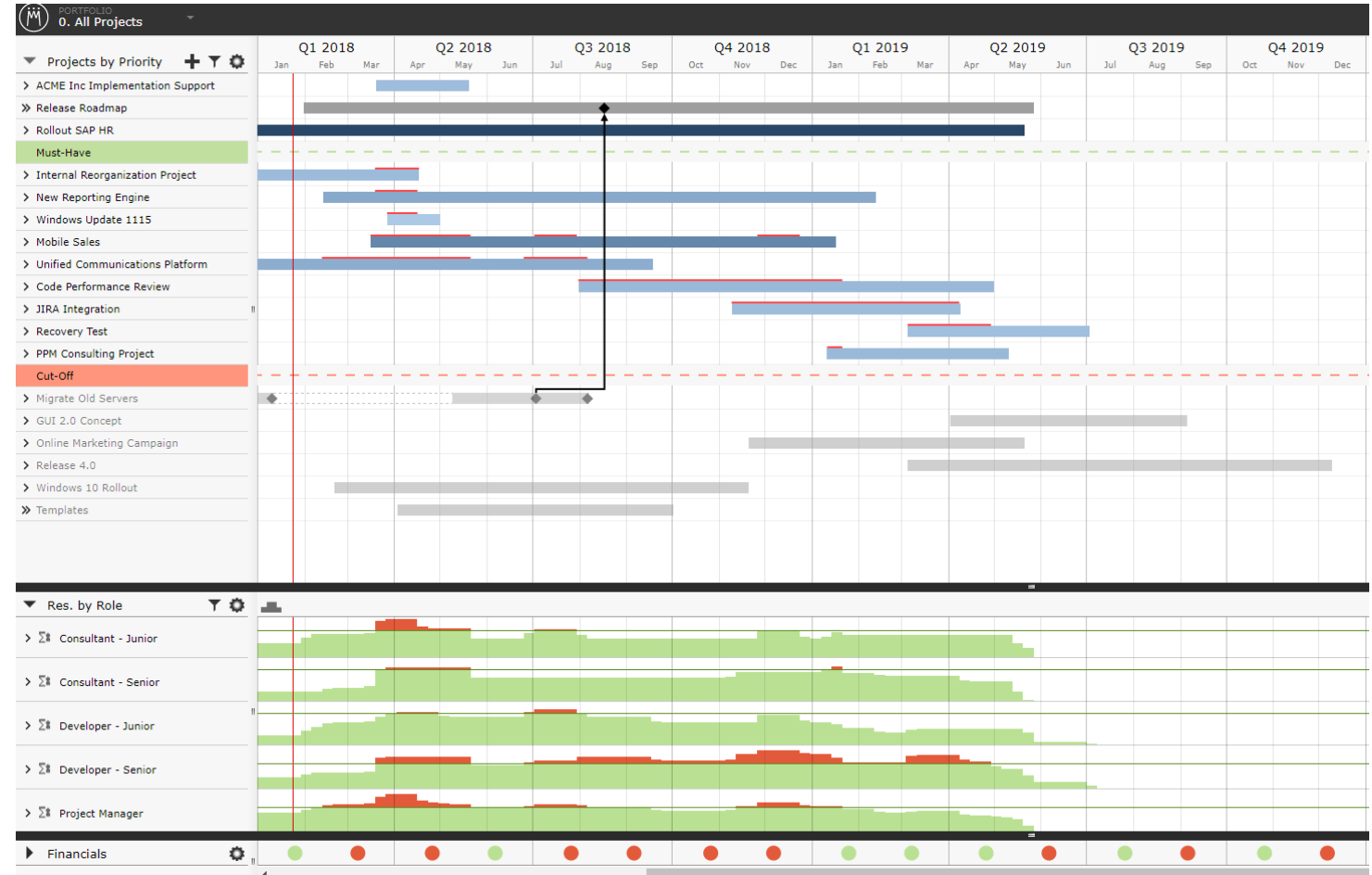
Strategic Plan Roadmap

Strategic Item / Project	ID	Stage	Schedule Start	Schedule Finish	Days Late (Max)	Strategy Roadmap											
						2018				2019				2020			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
G - Strategic Transformation Initiatives	SI0077		1/19/16	1/19/20	24	G - Strategic Transformation Initiatives											
1: Talent & Performance Management	SI0078		1/10/17	3/1/19	24	1: Talent & Performance Management											
1a. Critical Talent Acquisition & Development	SI0082		1/10/17	3/1/19	24	1a. Critical Talent Acquisition & Development											
Assess mission of Talent Acquisition & LOD, conduct comprehensive review of curr	PR000029		8/6/17	12/31/17	24												
Create Talent Philosophy to set principles for management of Human Resour	PR000028		10/1/17	12/31/17	24												
Identify and Implement Culture Chg Plan	PR000034		5/19/17	1/19/19	0	Identify and Implement Culture Chg Plan											
Implement Talent Acquisition Tool	PR000032		1/19/18	3/1/19	0	Implement Talent Acquisition Tool											
Support filling of critical talent gaps (i.e., leaders and COE specialists)	PR000030		1/10/17	8/10/18	0	Support filling of critical talent gaps (i.e., leaders and COE specialists)											
1b. Enterprise Performance Management Overhaul	SI0083		1/19/17	9/19/18	0	1b. Enterprise Performance Management Overhaul											
2: Programmatic Capability Upgrades	SI0081		1/19/16	1/19/20	0	2: Programmatic Capability Upgrades											
4b - Accelerating Updates to Our Digital Solutions	SI0111		1/19/16	1/19/20	0	4b - Accelerating Updates to Our Digital Solutions											
Web 2.0	PR000036		1/19/16	1/19/20	0	Web 2.0											

Meisterplan

Meisterplan

- Quickly perform what-if analysis
 - Drag projects and immediately see the impact to resources and financials
- Create scenarios
- Powerful reporting
 - Tableau standard reports or
 - Connect to your own BI tools



Meisterplan

- Powerful configuration options
 - Perform an overall auto-schedule of your roadmap
 - Add Project Phases on the fly
 - Configure Finance Categories

The image displays two overlapping screenshots of the Meisterplan configuration interface, showing various settings for account, histogram, general, and project phases.

Account Settings

- Username: admin
- Access Level: Administrator
- Full Name: Administrator, Meisterplan
- Language: English
- Locale: English - United States

Histogram Settings

- Minimum row height in histogram: small
- Histogram scale type:
 - ☒ Individual scale for each row
 - ☐ Unified scale for all rows

General Settings

- Week display in timeline:
 - ☒ First day of week
 - ☐ Week (W)
- Over-allocation threshold: [Slider]
- Notifications: ☒ Show notifications for changes

Auto-Schedule

- ☐ Show Auto-Schedule

Global Settings

- Currency: USD (\$)
- Person Day in Hours: 8.00
- Planning Horizon in Years: 3
- Improvement: ☒ Allow for anonymous usage evaluation to improve Meisterplan

Project Phases

+ Add Phase

Name	Source
Initiation	Meisterplan
Planning	Meisterplan
Execution	Meisterplan
Close	Meisterplan

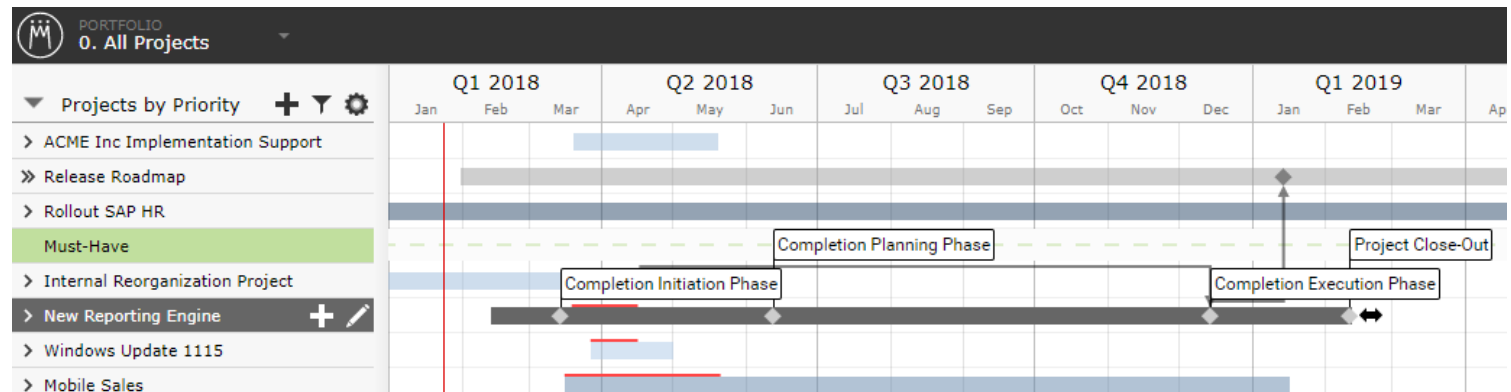
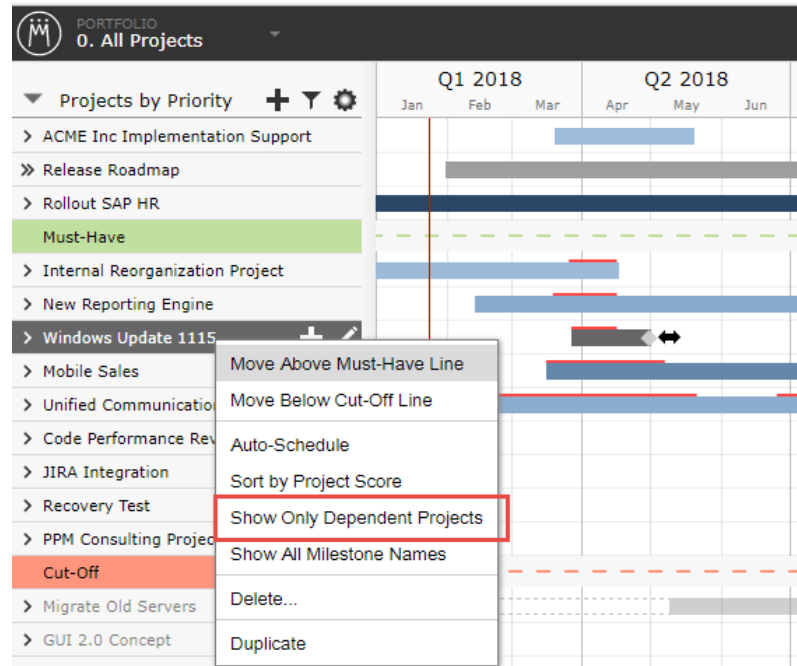
Finance Categories

+ Add Category

Name	Source
------	--------

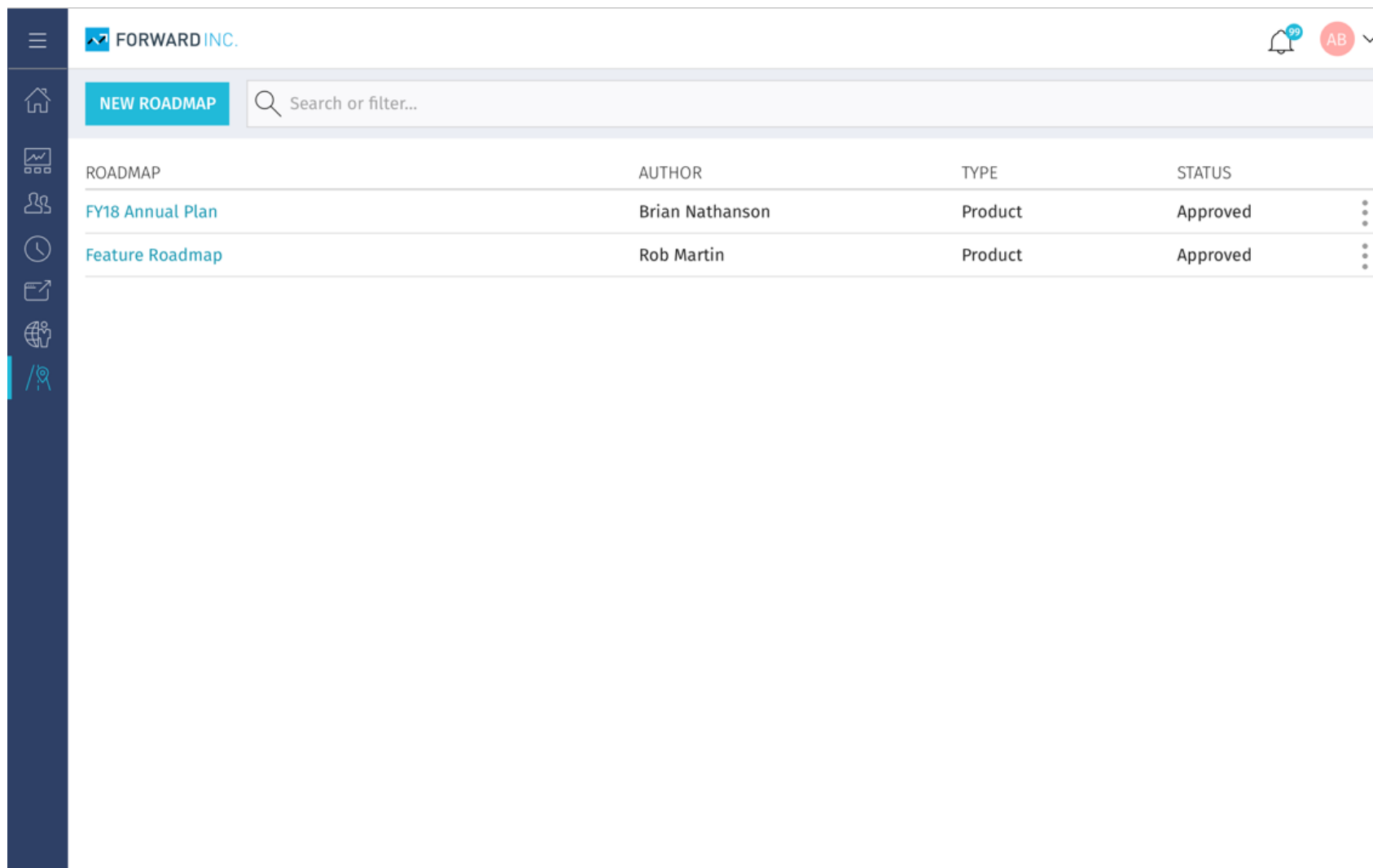
Meisterplan

- Some of my favorite new features
 - Show Only Dependent Projects
 - Show Milestone names on the timeline



CA's new Roadmapping Feature

CA's new Roadmapping functionality



FORWARD INC.

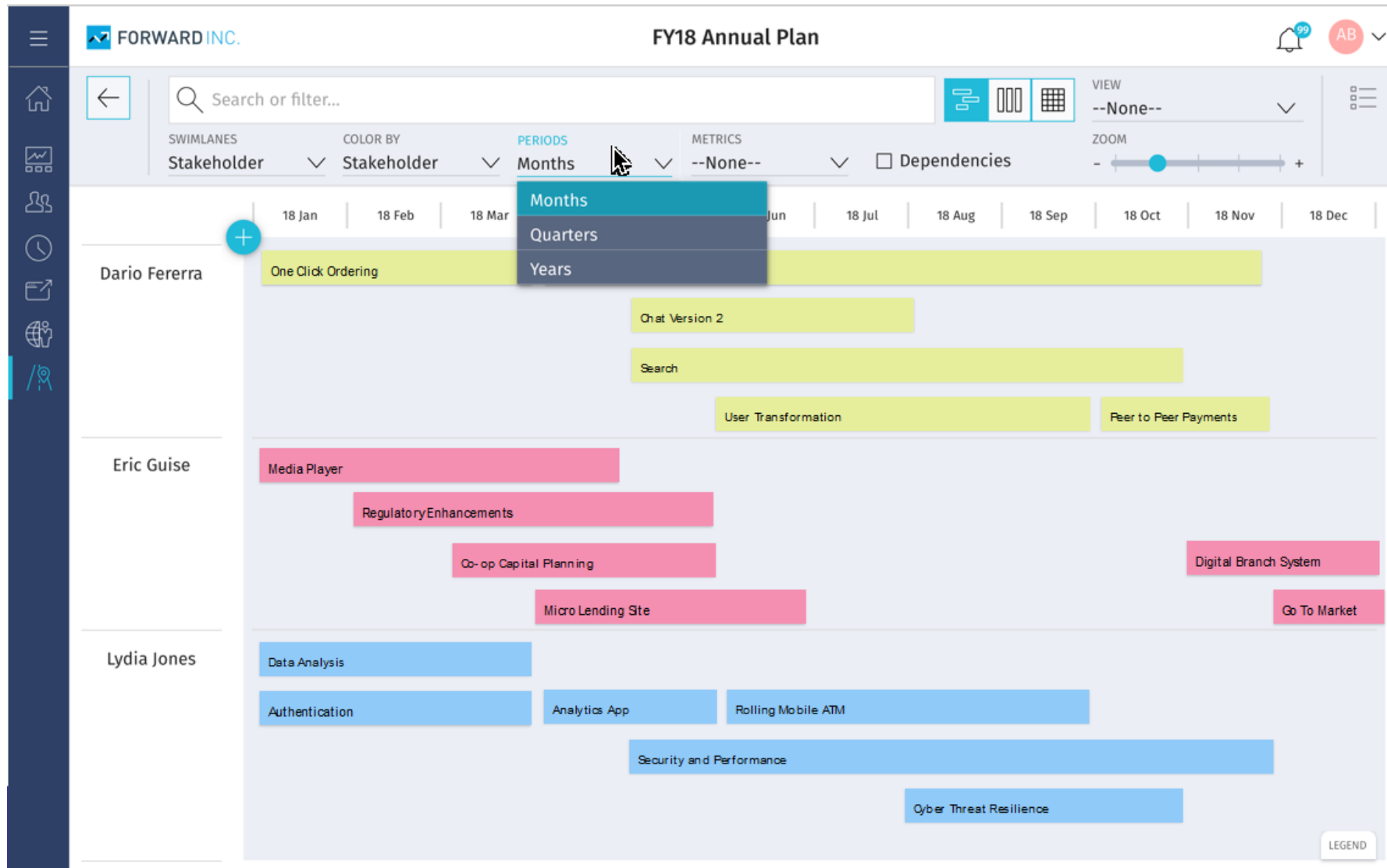
NEW ROADMAP

Search or filter...

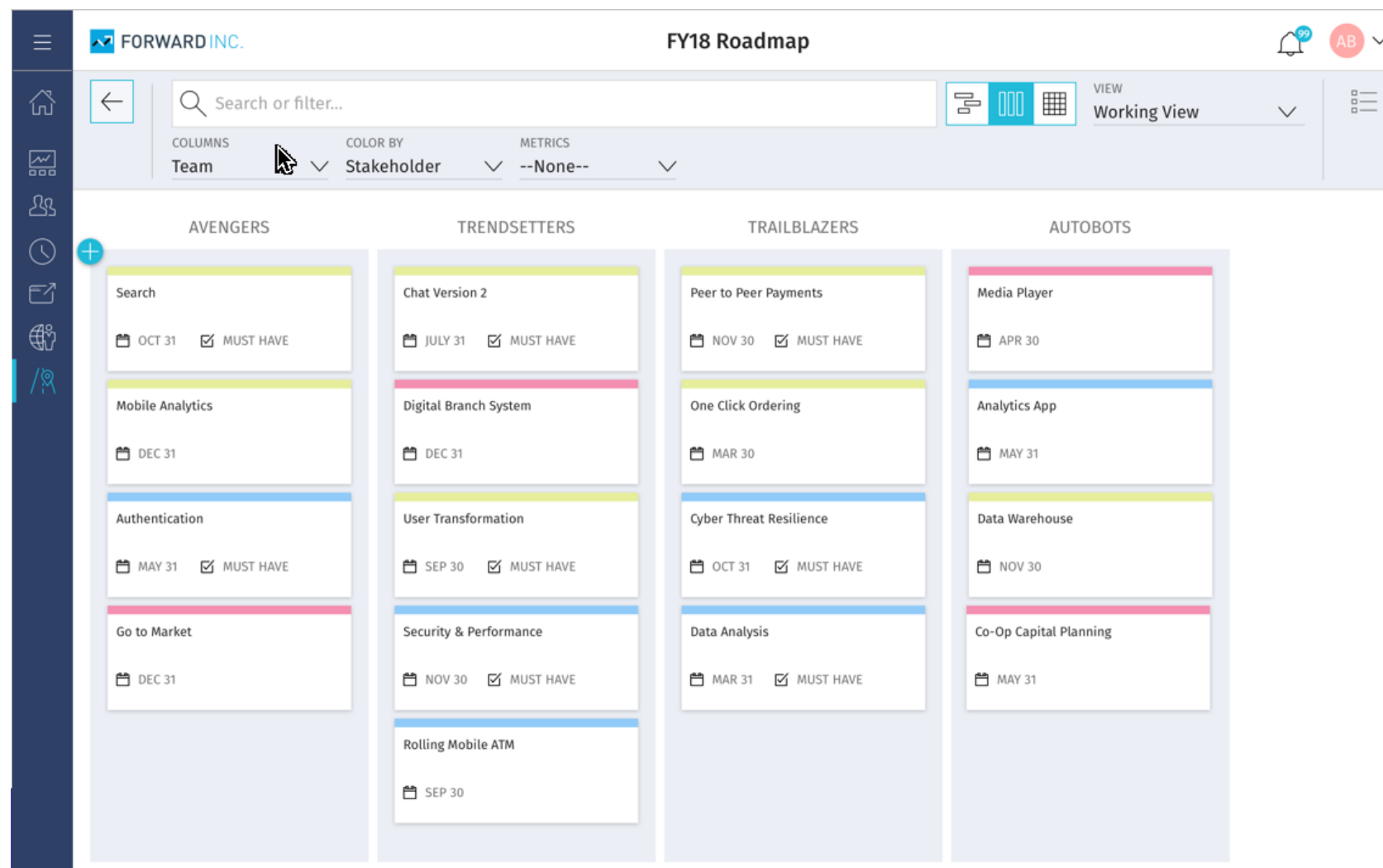
ROADMAP	AUTHOR	TYPE	STATUS
FY18 Annual Plan	Brian Nathanson	Product	Approved
Feature Roadmap	Rob Martin	Product	Approved

CA's new Roadmapping functionality

30



CA's new Roadmapping functionality



CA's new Roadmapping functionality

FORWARD INC. **FY18 Roadmap** 99 AB VIEW --None--

Search or filter...

CapEx \$14,000,000
IN PLAN \$2,400,000
REMAINING \$11,600,000

OpEx \$7,500,000
IN PLAN \$2,790,000
REMAINING \$4,710,000

Capacity 500
IN PLAN 34
REMAINING 466

MARK IN PLAN

Executive Sponsor Owner Start End Benefit ROI % Total Cost CapEx OpEx Capacity Act

errera Rachel Stevens 5/30/17 10/1/17 5,100,000 27.50% 4,000,000 4,000,000 0 16

ise Rachel Stevens 2/1/17 5/1/17 2,600,000 30.00% 2,000,000 1,400,000 600,000 8

☒ Include Must Haves

In Plan	Rank	Roadmap Item Name	Must Have	Executive Sponsor	Owner	Start	End	Benefit	ROI %	Total Cost	CapEx	OpEx	Capacity	Act
	6	Search		Dario Ferrera	Rachel Stevens	5/30/17	10/1/17	5,100,000	27.50%	4,000,000	4,000,000	0	16	
<input checked="" type="checkbox"/>	5	Media Player V2	Carryover	Eric Guise	Rachel Stevens	2/1/17	5/1/17	2,600,000	30.00%	2,000,000	1,400,000	600,000	8	
	7	Chat Version 2		Dario Ferrera	Ali Ratner	5/15/17	7/31/17	1,800,000	23.29%	1,460,000	1,260,000	200,000	6	0
<input checked="" type="checkbox"/>	8	One Click Ordering	Carryover	Dario Ferrera	Helen Litenaur	1/1/17	3/1/17	900,000	20.00%	750,000	0	750,000	4	0
	9	Analytics App		Lydia Jones	Ali Ratner	4/1/17	6/1/17	725,000	20.83%	600,000	400,000	200,000	3	0
<input checked="" type="checkbox"/>	10	Data warehouse	Top Choice	Dario Ferrera	Rachel Stevens	4/30/17	11/30/17	625,000	13.64%	550,000	0	550,000	2	0
	7	Security & Performance		Lydia Jones	Telulah Bander	5/15/17	11/30/17	3,200,000	42.22%	2,250,000	2,000,000	250,000	6	45,
<input checked="" type="checkbox"/>	8	Authentication	Required	Lydia Jones	Helen Litenaur	1/1/17	3/1/17	1,800,000	20.00%	1,500,000	1,000,000	500,000	4	25,
<input checked="" type="checkbox"/>	5	Regulatory Enhancement	Required	Eric Guise	Helen Litenaur	2/1/17	5/1/17	420,000	7.69%	390,000	0	390,000	16	
	6	Cyber Threat Resilience		Lydia Jones	Telulah Bander	8/1/17	11/1/17	3,000,000	7.14%	2,800,000	2,200,000	600,000	16	30,
	4	Digital Branch System		Eric Guise	Ali Ratner	11/30/17	12/31/17	1,600,000	28.00%	1,250,000	1,250,000	0	20	
	3	Rolling Mobile ATM		Eric Guise	Ali Ratner	6/30/17	9/15/17	1,900,000	26.67%	1,500,000	1,250,000	250,000	40	
	3	User Transformation		Dario Ferrera	Rob Johns	6/30/17	9/15/17	1,800,000	20.00%	1,500,000	1,250,000	250,000	40	
	1	Data Analysis		Lydia Jones	Helen Litenaur	1/1/17	3/30/17	1,500,000	9.09%	1,375,000	0	1,375,000	25	50,
	2	Co-op Capital Planning		Eric Guise	Rob Johns	3/1/17	5/30/17	2,900,000	16.00%	2,500,000	2,000,000	500,000	8	0
	4	Go to Market		Eric Guise	Telulah Bander	11/30/17	12/31/17	950,000	18.75%	800,000	0	800,000	20	
	1	Peer to Peer Payments		Dario Ferrera	Ali Ratner	10/31/17	12/31/17	700,000	16.67%	600,000	0	600,000	25	
	2	Micro Lending System		Eric Guise	Rachel Stevens	4/1/17	6/10/17	3,200,000	11.30%	2,875,000	2,500,000	375,000	8	50,
		Totals						773,214	4	28,700,000	20,510,000	8,190,000	267	201

Even more to consider

Other tools to consider

- Decision Lens
 - Scenario planning
 - Resource capacity planning
 - Prioritization
- TransparentChoice
 - Demand management
 - Project Prioritization
- Agile tools (integration with CA PPM)
 - Create a bi-modal perspective for your portfolio

Thank You For Attending regoUniversity

Instructions for PMI credits

- Access your account at pmi.org
- 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**



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



Phone

888.813.0444



Email

info@regouniversity.com



Website

www.regouniversity.com