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Maturity Portfolio Planning | What to Aspire To

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Introductions

- Take 5 Minutes

- Turn to a Person Near You

- Introduce Yourself

- Business Cards

Agenda

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

Introduction

The Challenge

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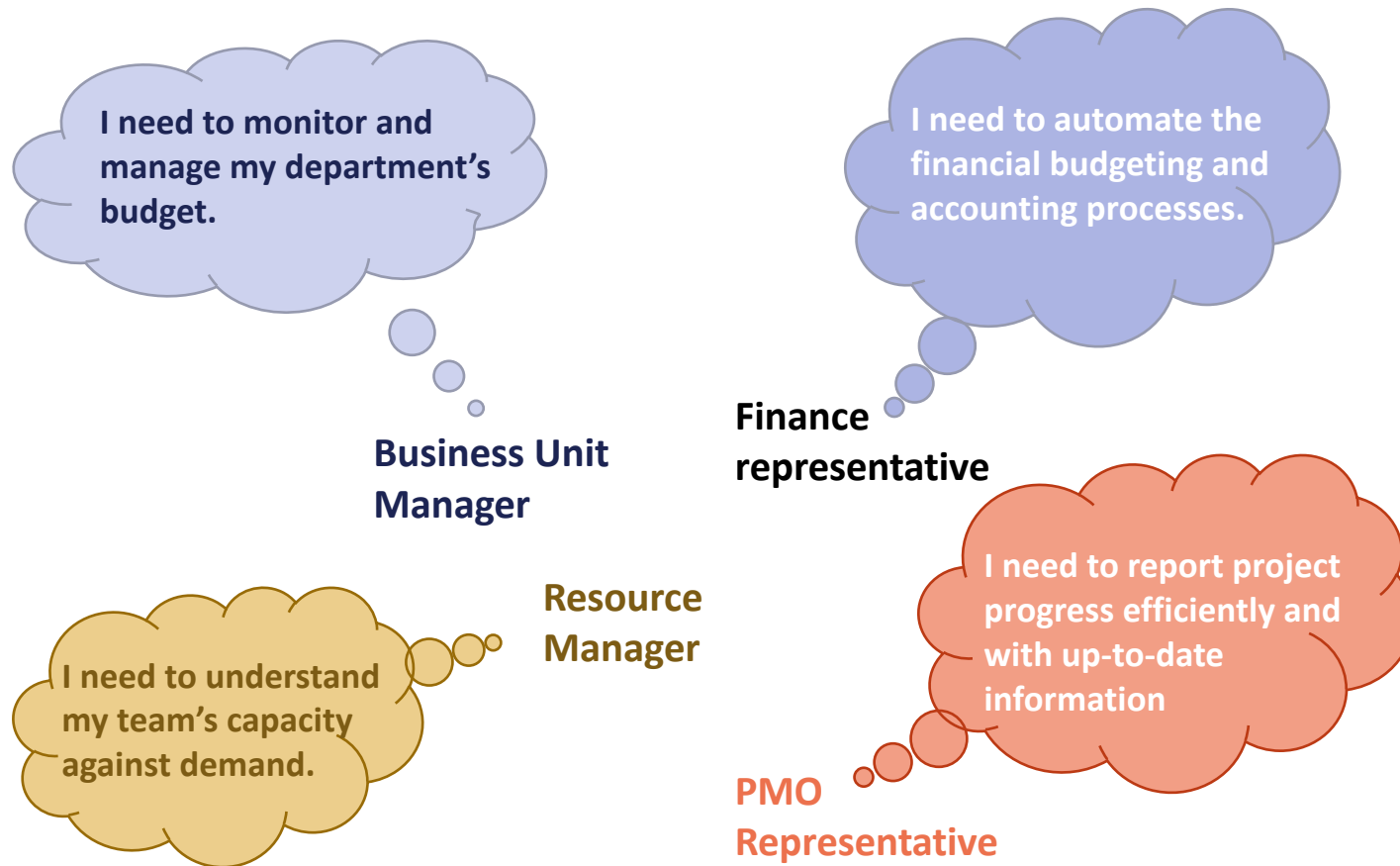using a tool like CA PPM

- 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**

I need to monitor and manage my department's budget.

Business Unit Manager

I need to automate the financial budgeting and accounting processes.

Finance representative

I need to understand my team's capacity against demand.

Resource Manager

I need to report project progress efficiently and with up-to-date information

PMO Representative

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

Step 1 – People/Process

- Confirm stakeholders aligned on objectives!!!

- How thorough and reliable is your data?
  - Some level of detail for Projects/Costs/Resources is needed for Portfolio Management

- Are your processes understood clearly and followed consistently? – if so...

- Update your roadmap/plan based on the answers to the previous questions
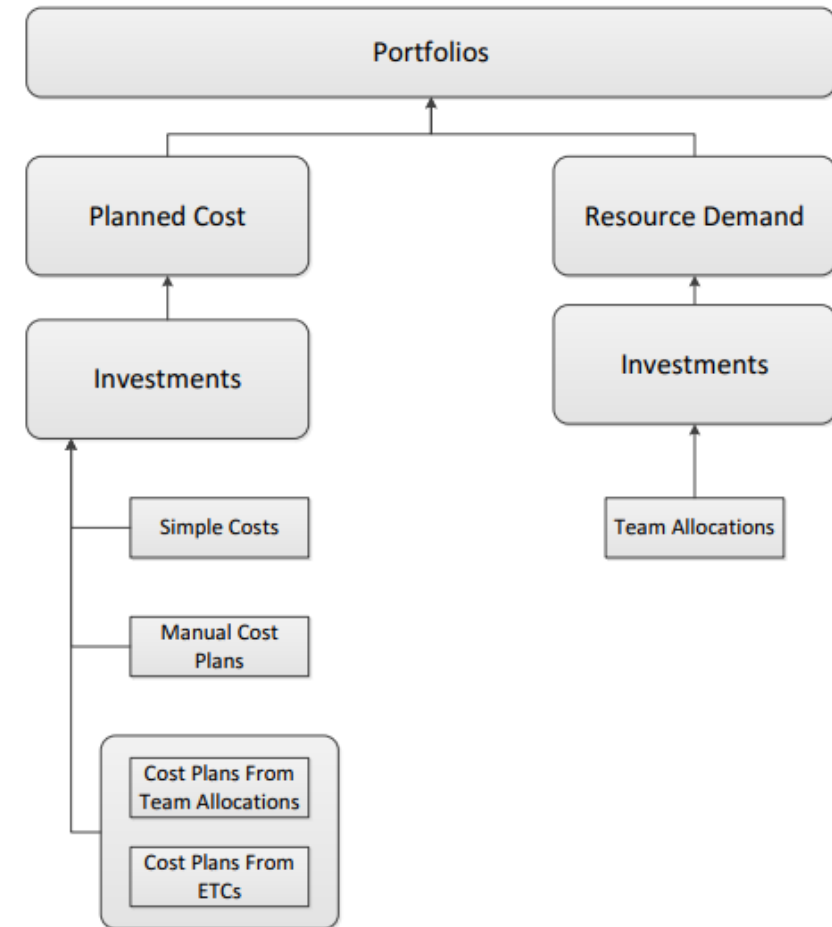
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Open Mic

- 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

Use Action Items to encourage process adherence
Encourage adoption

Report on adoption metrics
Understand adoption
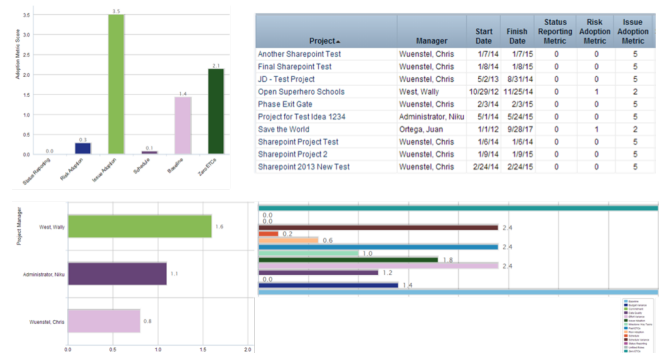
Step 3 – CA PPM Portfolio Mgmt Approaches

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

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

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

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

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CA's Strategic Planning Module

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

CA's Strategic Planning Module

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

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
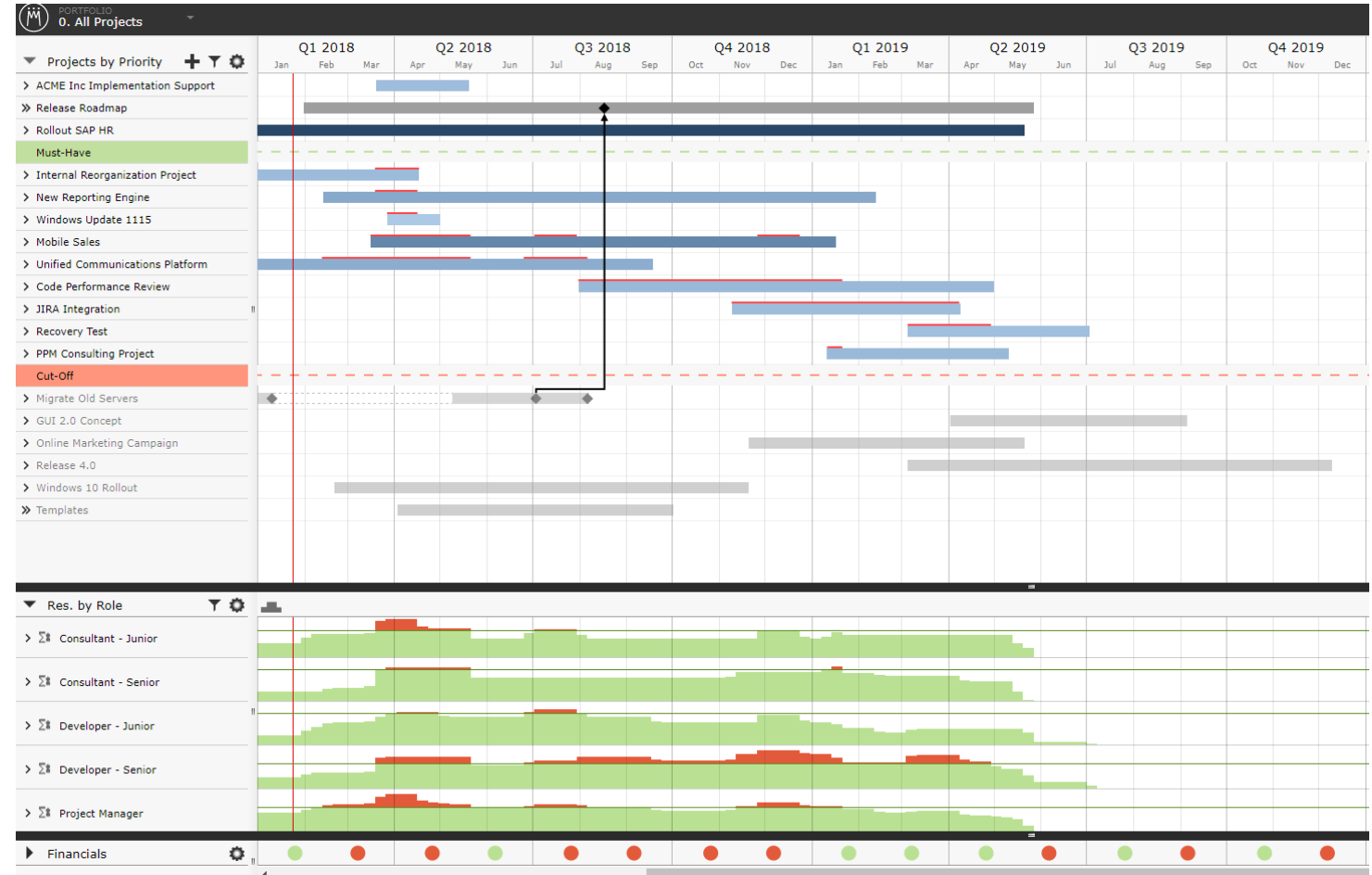
Meisterplan

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

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Meisterplan

- Some of my favorite new features
  - Show Only Dependent Projects
  - Show Milestone names on the timeline
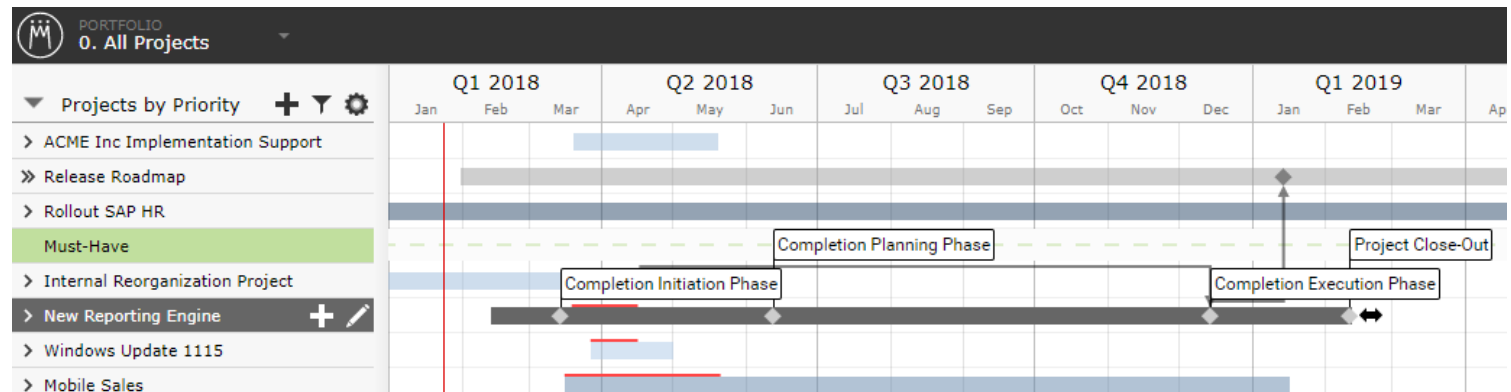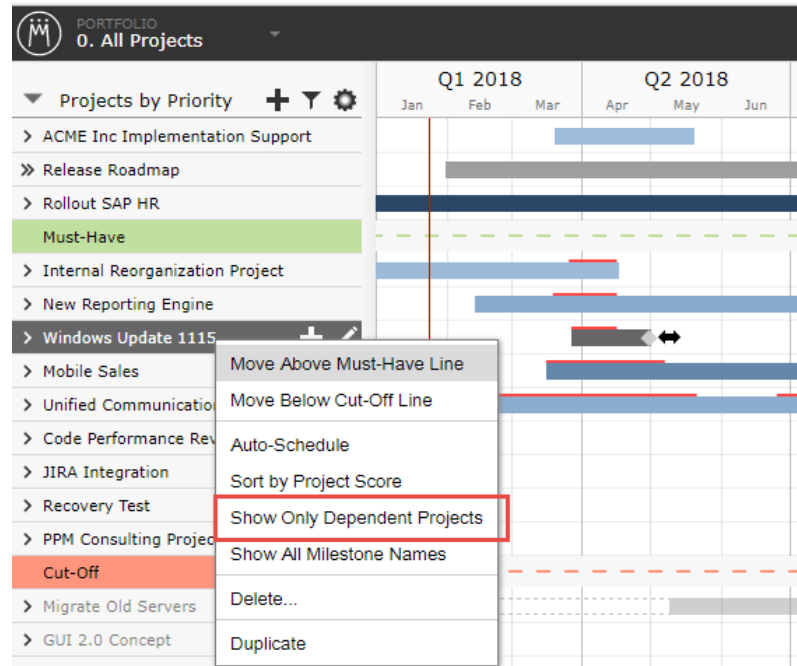
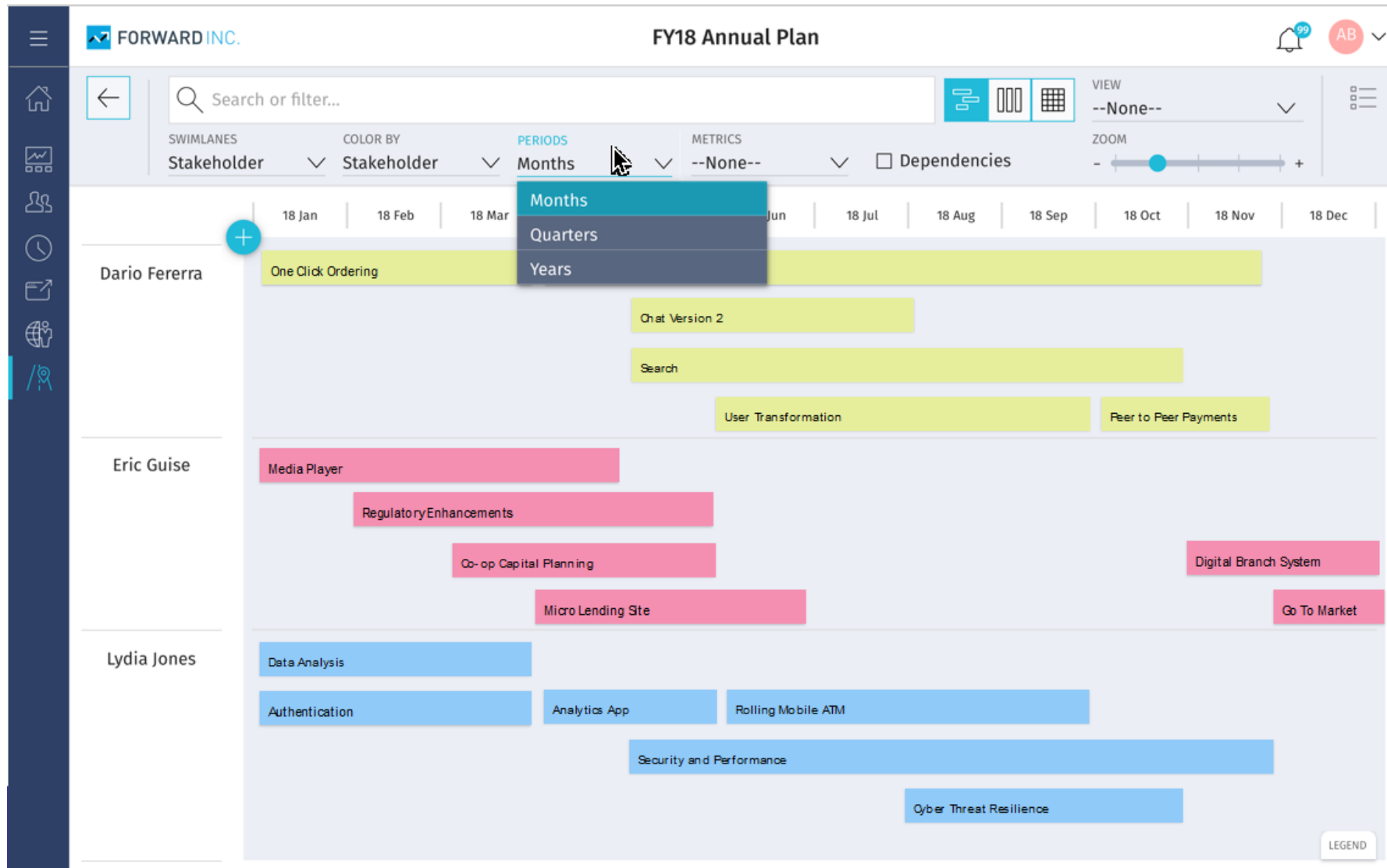# CA's new Roadmapping Feature
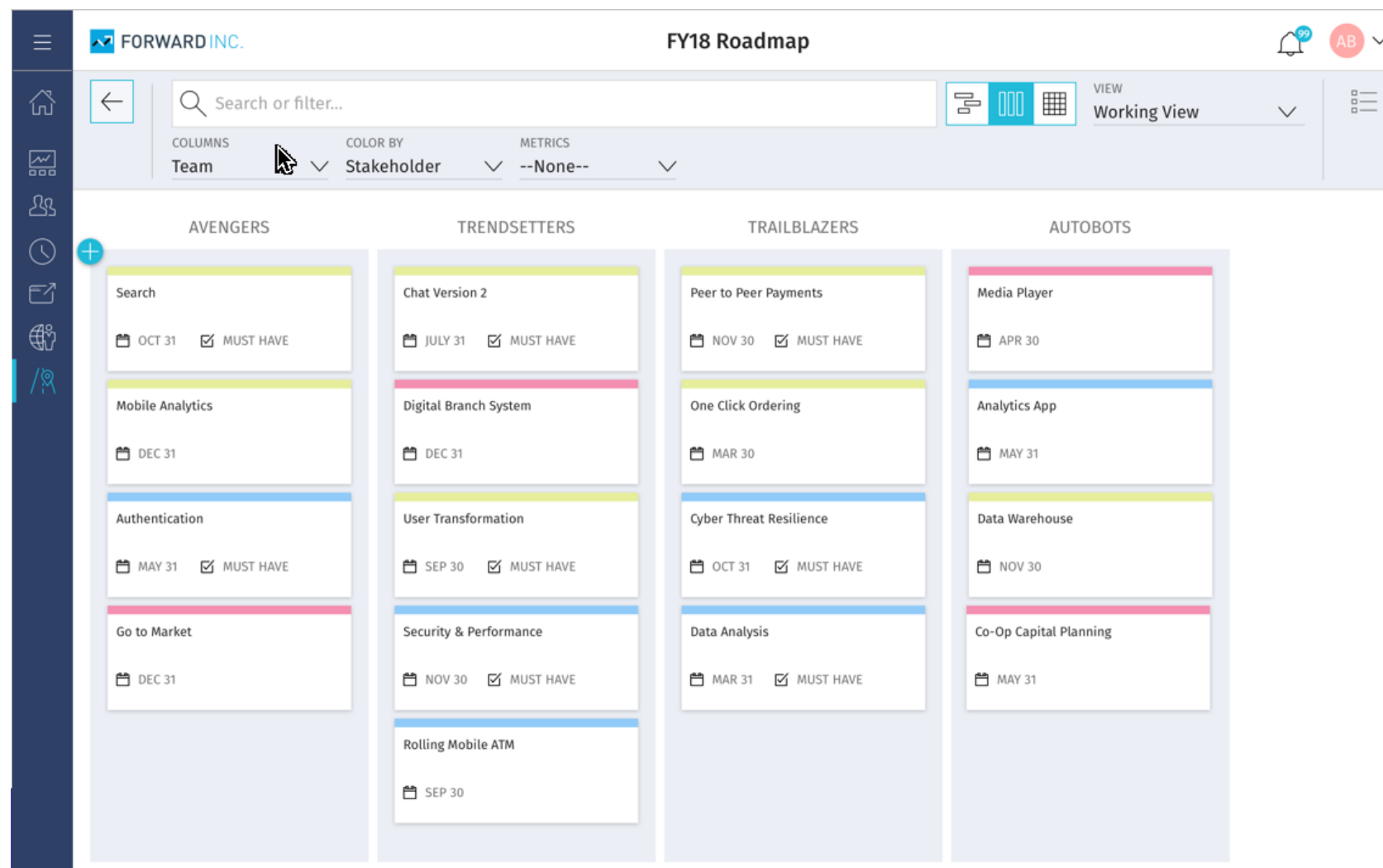
CA's new Roadmapping functionality

CA's new Roadmapping functionality

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CA's new Roadmapping functionality

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

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