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ANNUAL CONFERENCE 2016

Building Successful IT Governance, Portfolio, and Project Management Processes

Michael Hites • Kelly Block • Cynthia Cobb

Abstract

Join this seminar to focus on the human and technical aspects, considerations, and barriers when implementing an IT governance process. Learn how to design a strategic governance process to fit your organization and how to develop the processes and tools for portfolio and project management to support the governance process and successfully execute projects.

Learning Objectives

- Determine considerations, options, and barriers for implementing IT governance

- Design IT governance to fit your own institution

- Explore the design and implementation of portfolio and project management

Workshop Overview

1. Integration of IT Governance and Portfolio and Project Management for Success

2. IT Governance in Higher Education

3. Portfolio and Project Management Implementation

Eight group exercises

Group Exercises

1. Reflections on challenges and successes with IT Governance and PPM

2. Build an IT Governance model

3. Design your PPMO: Facilitate ITG

4. Design your PPMO: Resource Management

5. Design your PPMO: Manage portfolio and center of excellence

6. Work forecasting and time entry

7. Your project management experiences
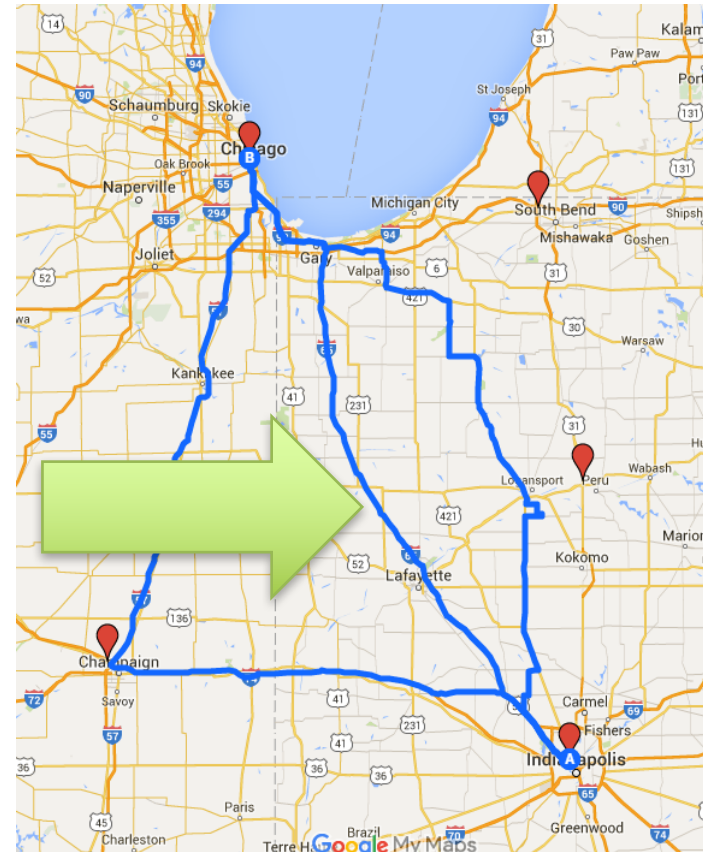
8. Building your team

Workbook Contents

1. Presentation

2. Exercises

3. Supplemental information

    1. Select IT governance references (Educause, ECAR, PMI references)

    2. Example materials such as charter, reports, resource forecast

    3. Project and program management toolkits

IT Planning in Higher Education
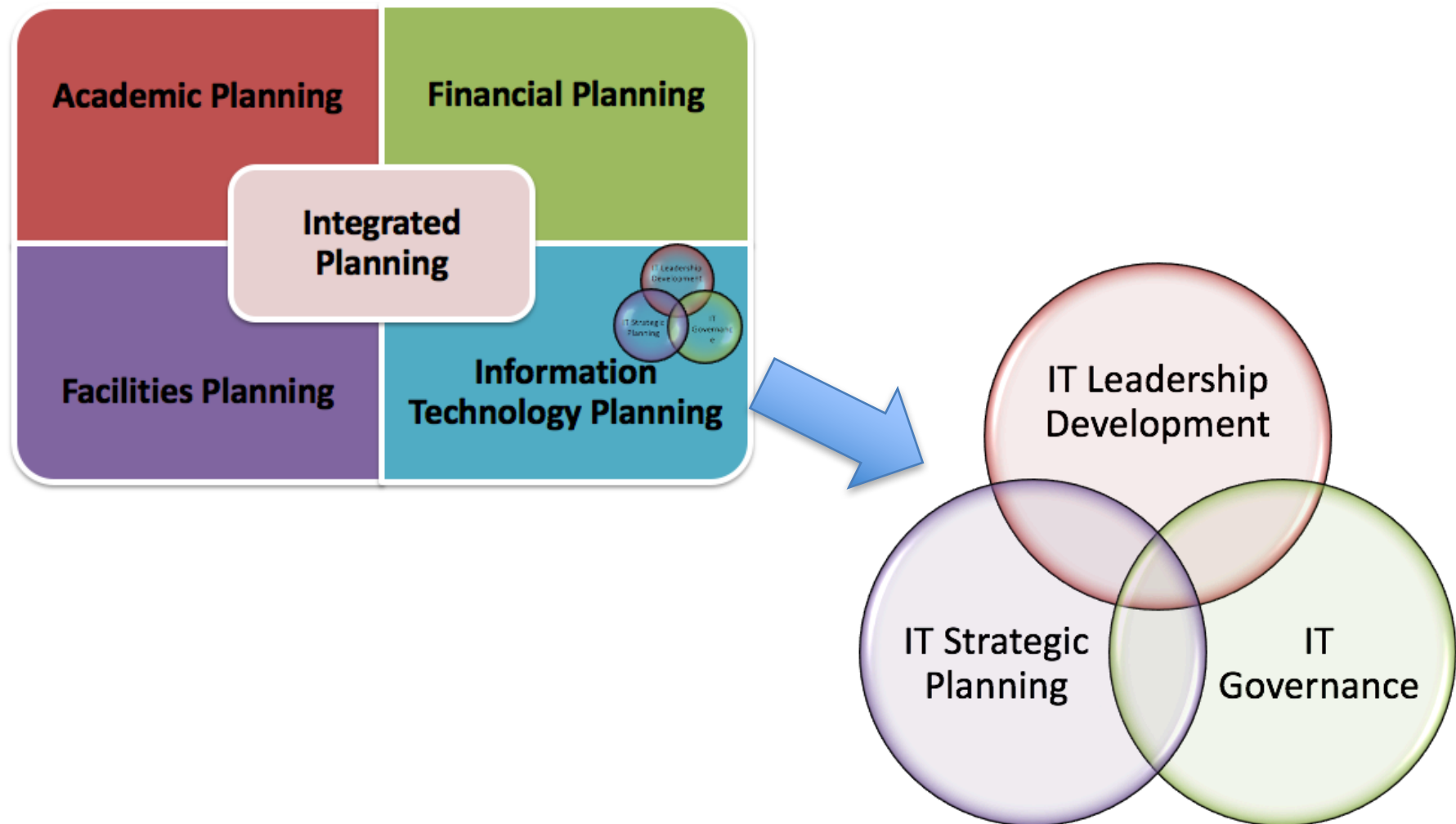
Strategy sets destination; governance provides route

IT Governance

- Who, Why & How to allocate IT resources

- IT Governance defines the processes, components, structures, and participants for making decisions regarding the use of IT
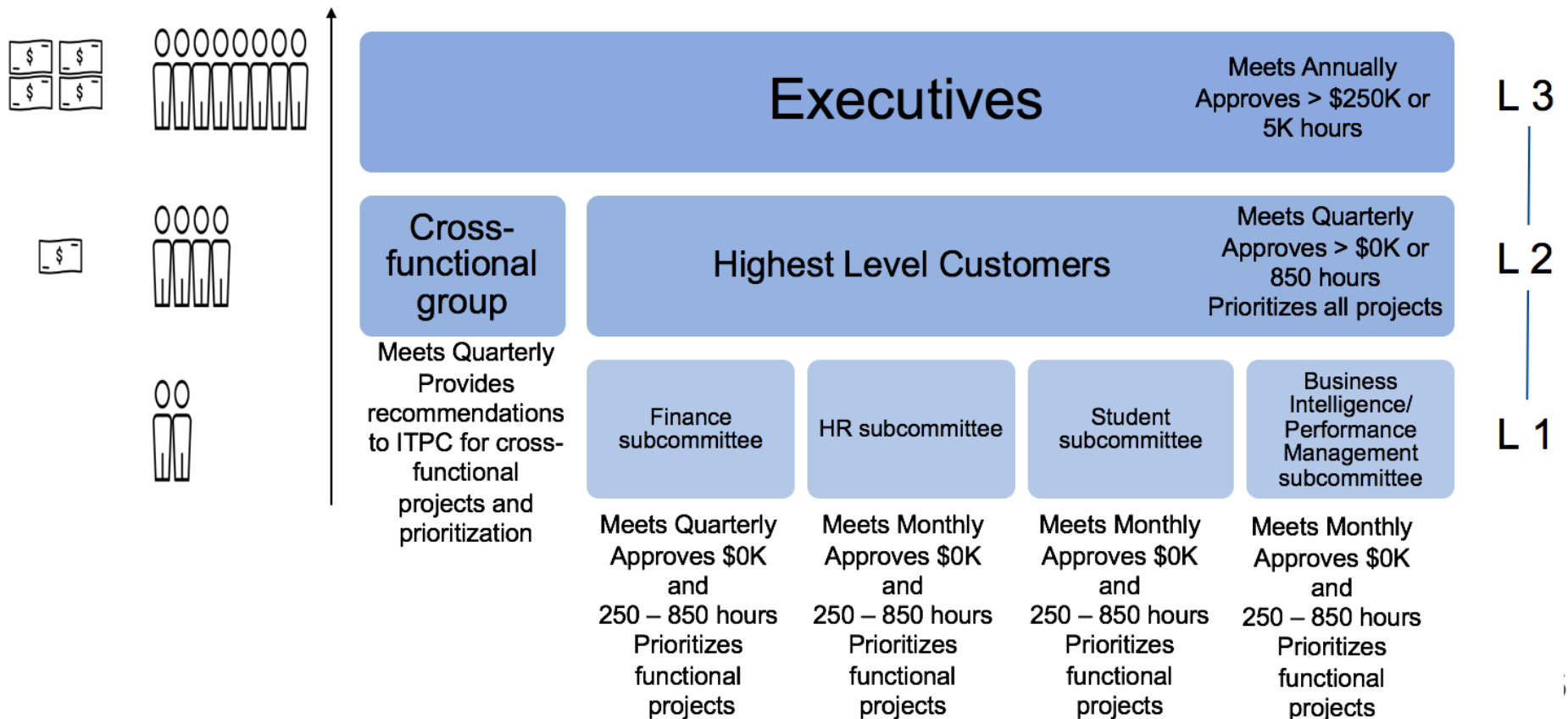
ITG – Available Resources

Some resources for ITG guidance

1. EDUCAUSE Center for Applied Research (ECAR) provides case studies and whitepapers

2. Gartner whitepapers

3. Project Management Institute – Standards for Portfolio Management

4. Supplemental Information for this workshop

ITG – Why is it important?

Decision-making and Transparency

- Provides clearly defined and repeatable process for making decisions

Executives				Meets Annually Approves > $250K or 5K hours	L 3
Cross-functional group	**Highest Level Customers**			Meets Quarterly Approves > $0K or 850 hours Prioritizes all projects	L 2
Meets Quarterly Provides recommendations to ITPC for cross-functional projects and prioritization	Finance subcommittee	HR subcommittee	Student subcommittee	Business Intelligence/ Performance Management subcommittee	L 1
	Meets Quarterly Approves $0K and 250 – 850 hours Prioritizes functional projects	Meets Monthly Approves $0K and 250 – 850 hours Prioritizes functional projects	Meets Monthly Approves $0K and 250 – 850 hours Prioritizes functional projects	Meets Monthly Approves $0K and 250 – 850 hours Prioritizes functional projects	

ITG – Why is it important?

Strategic Alignment of Enterprise and IT

- How do you know if you are aligning IT projects and resources towards strategic initiatives and goals?

Summary of AITS Current Progress Towards Strategic Goals as of June 30, 2016

Progress	Critical	Waiting on Someone	Off Target	Not Started	Deferred	On Target	Achieved
Goal	0	0	1	0	0	37	1
Team 1	1	0	5	0	1	18	12
Team 2	0	0	0	1	3	13	1
Team 3	0	0	0	0	0	20	1
Team 4	0	0	0	0	0	20	0
Team 5	0	0	0	0	8	23	1
Team 6	0	0	3	2	2	14	3

ITG – Why is it important?

Resource Allocation and Management

- Competition for pooled resources and collaboration encourages decisions towards projects of the most value

MANDATORY AND CUSTOMER REQUESTED PROJECT HOURS
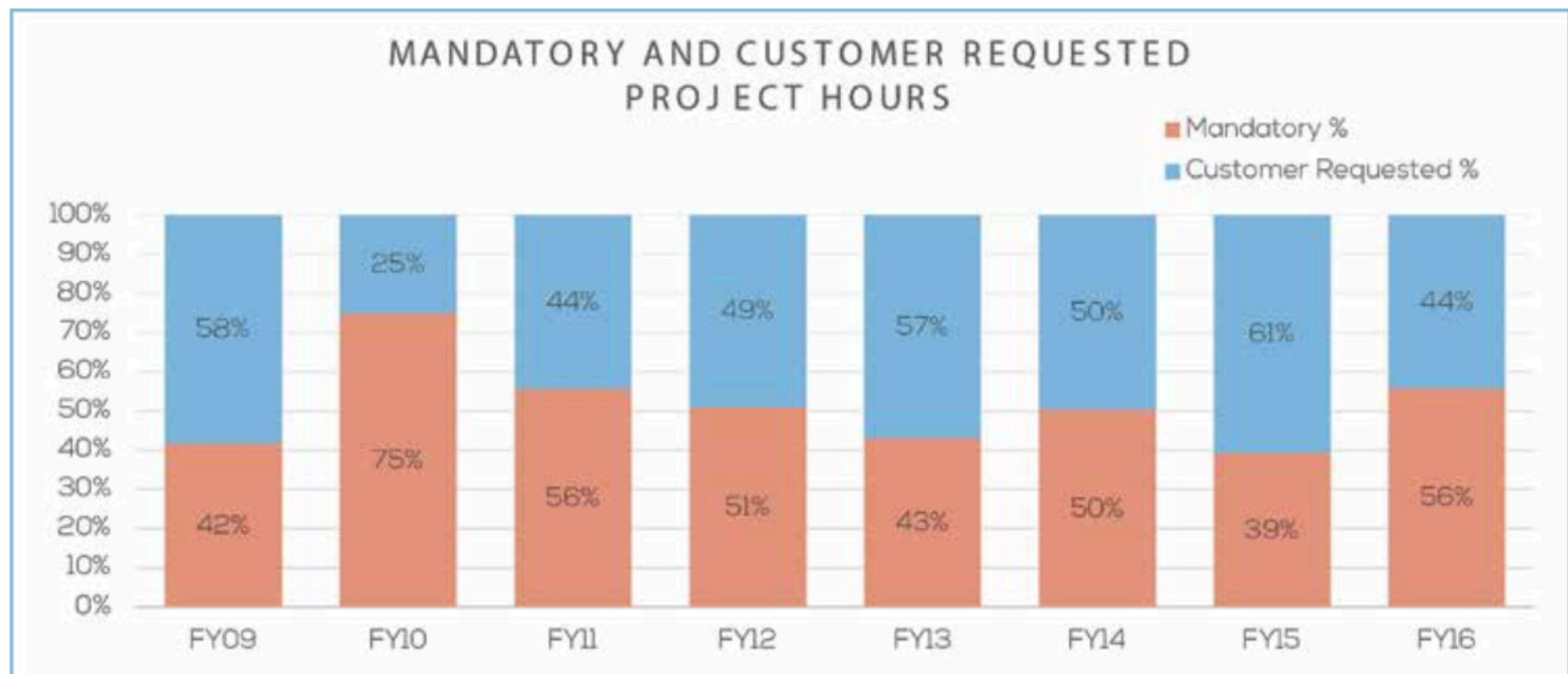
ITG – Why is it important?

Performance Management

- Measure project/service performance to budget/schedule and success against objectives
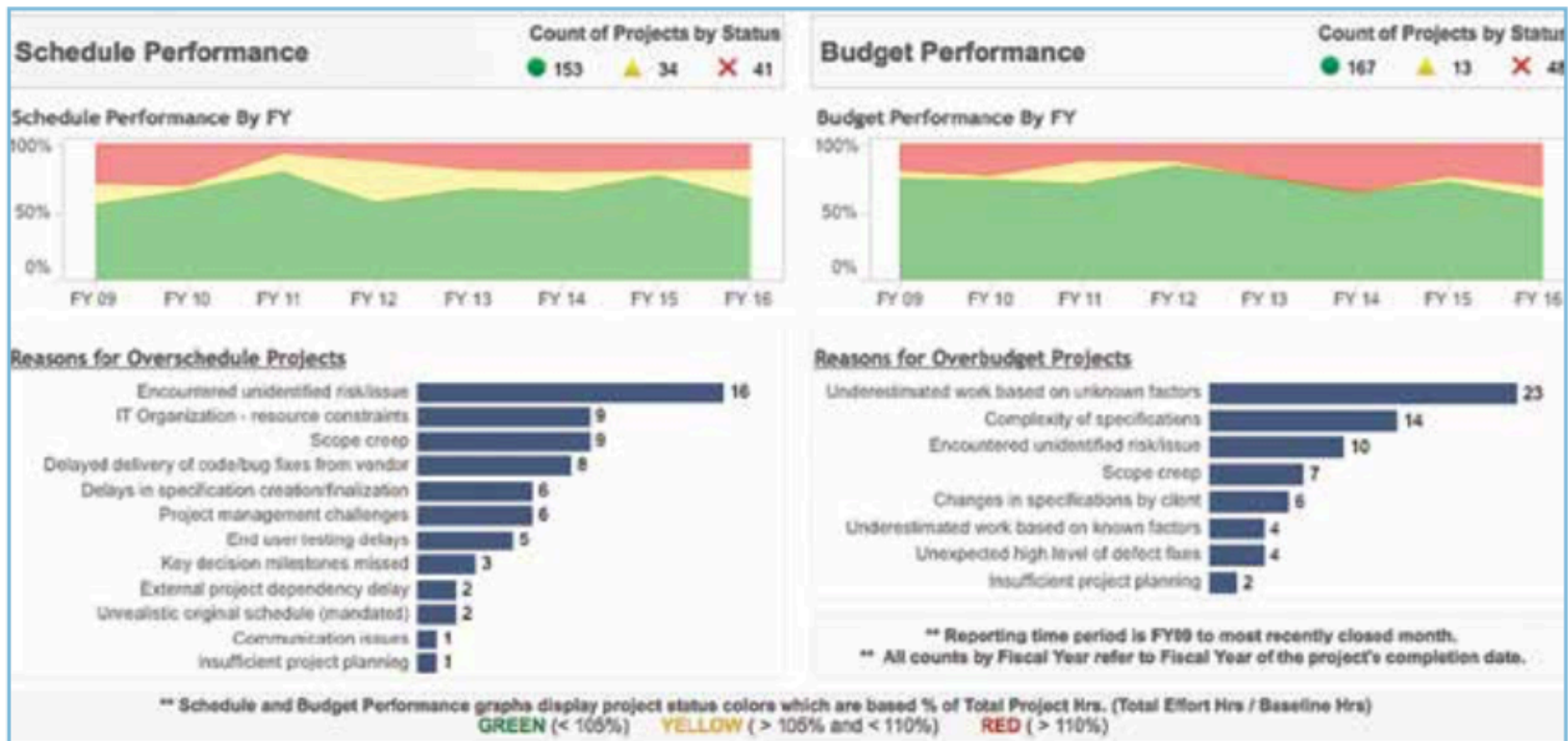
ITG – Why is it important?

Collaboration

- Opportunities for vertical and horizontal collaboration and communication encourages better decisions and improves relationships

ITG – Why is it important?

Standards and Policy
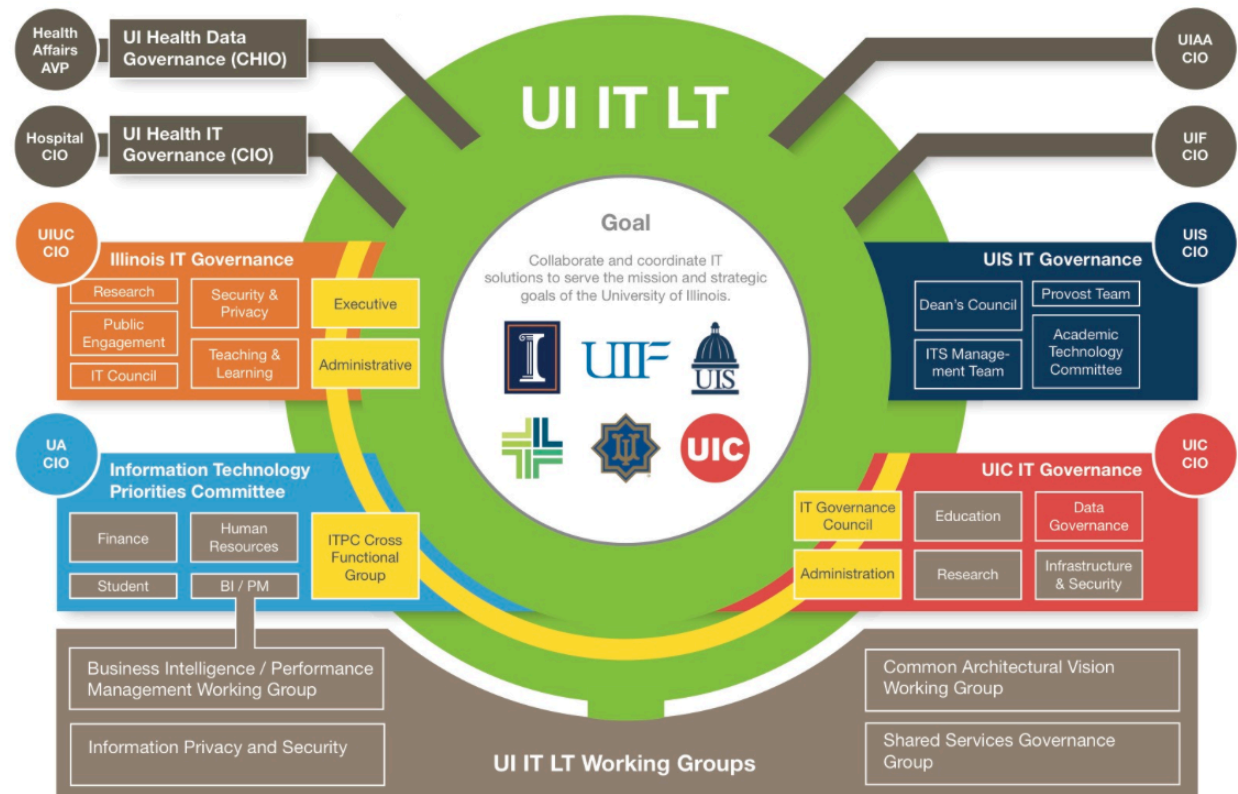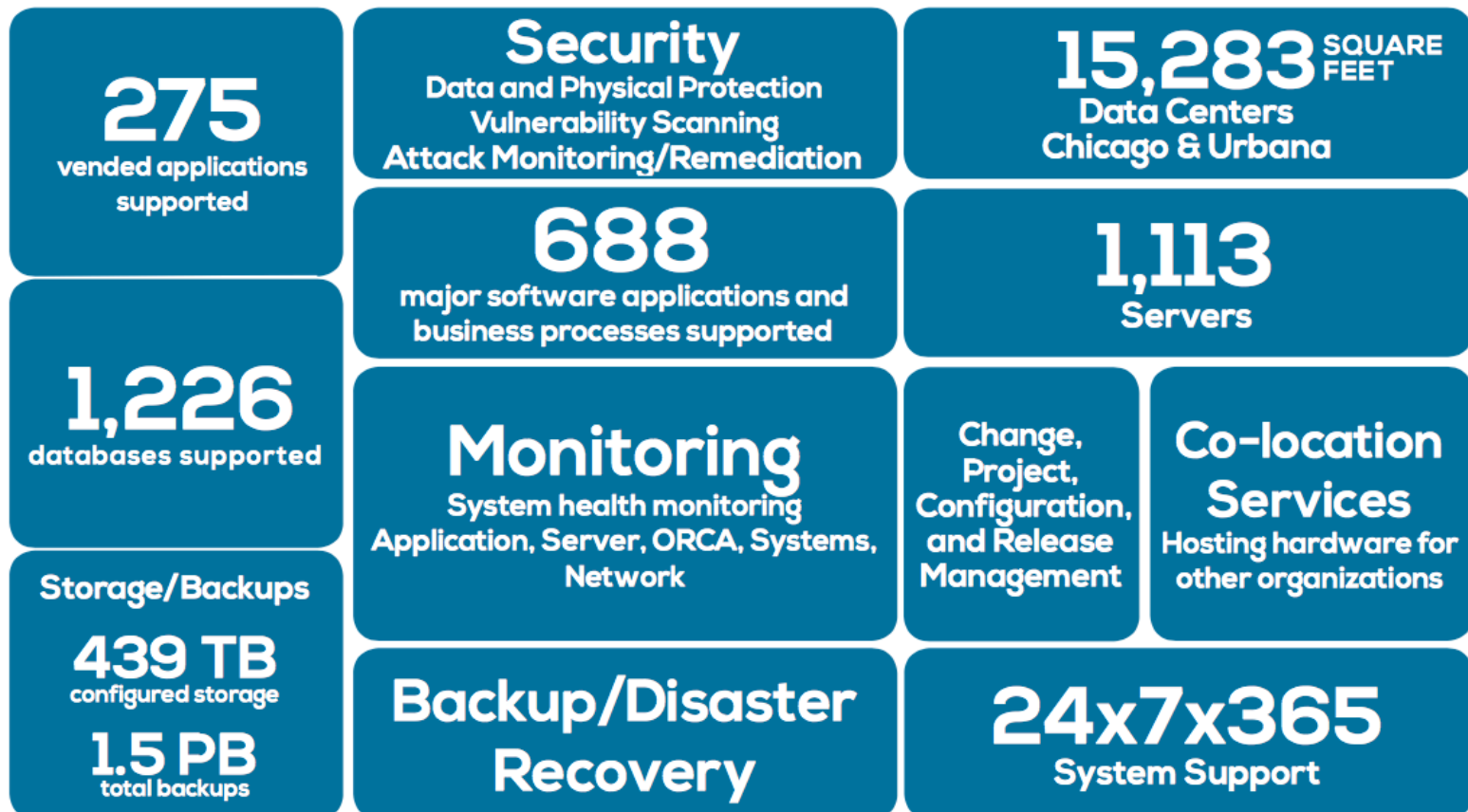
- Enhances opportunities for shared use, reuse, integration, and interoperability of technologies

275 vended applications supported

1,226 databases supported

Storage/Backups
439 TB configured storage
1.5 PB total backups

Security
Data and Physical Protection
Vulnerability Scanning
Attack Monitoring/Remediation

688 major software applications and business processes supported

Monitoring
System health monitoring
Application, Server, ORCA, Systems, Network

Backup/Disaster Recovery

15,283 SQUARE FEET
Data Centers
Chicago & Urbana

1,113 Servers

Change, Project, Configuration, and Release Management

Co-location Services
Hosting hardware for other organizations

24x7x365 System Support

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ITG – Why is it important?

Transparency

- Clear understanding where IT decisions are made

- Understanding of cost distribution and roll-ups

- Clear understanding of where services are offered and how to access them

Projects by the Numbers

Investment

3:1 ROI
project benefits vs. costs

$1.4M
FY15 funding

79,473
UA actual project hours FY15

ITPC Projects to Date

513 reviewed

445 approved

65 rejected/withdrawn

$23M funding

395 completed

53 in progress/in queue

$50M contributed labor costs

Projects in Progress and Queue at 7/1/15

16 Finance
13 Student
12 Technology
10 HR
1 BI/PM
1 Research Admin

86,700 approved FY15 AITS project hours in queue

**53%** increase in project backlog from FY10 to FY15

Customer Requested v. Mandatory

37/16

EDUCAUSE Center for Applied Research ECAR Research Study 5, 2008 - FINDINGS

- Positive factors for ITG effectiveness:
    - Active design of ITG
    - Ability of ITG participants to describe ITG accurately
    - Frequency of participation, providing input, taking part in decision making
    - ITG involvement in formal project review
    - ITG involvement in institutional budgetary process
    - Incorporation of measurement and review in ITG

Do you need ITG?

Review and Select

Collect Ideas

Rolling Prioritization

Now what **?**
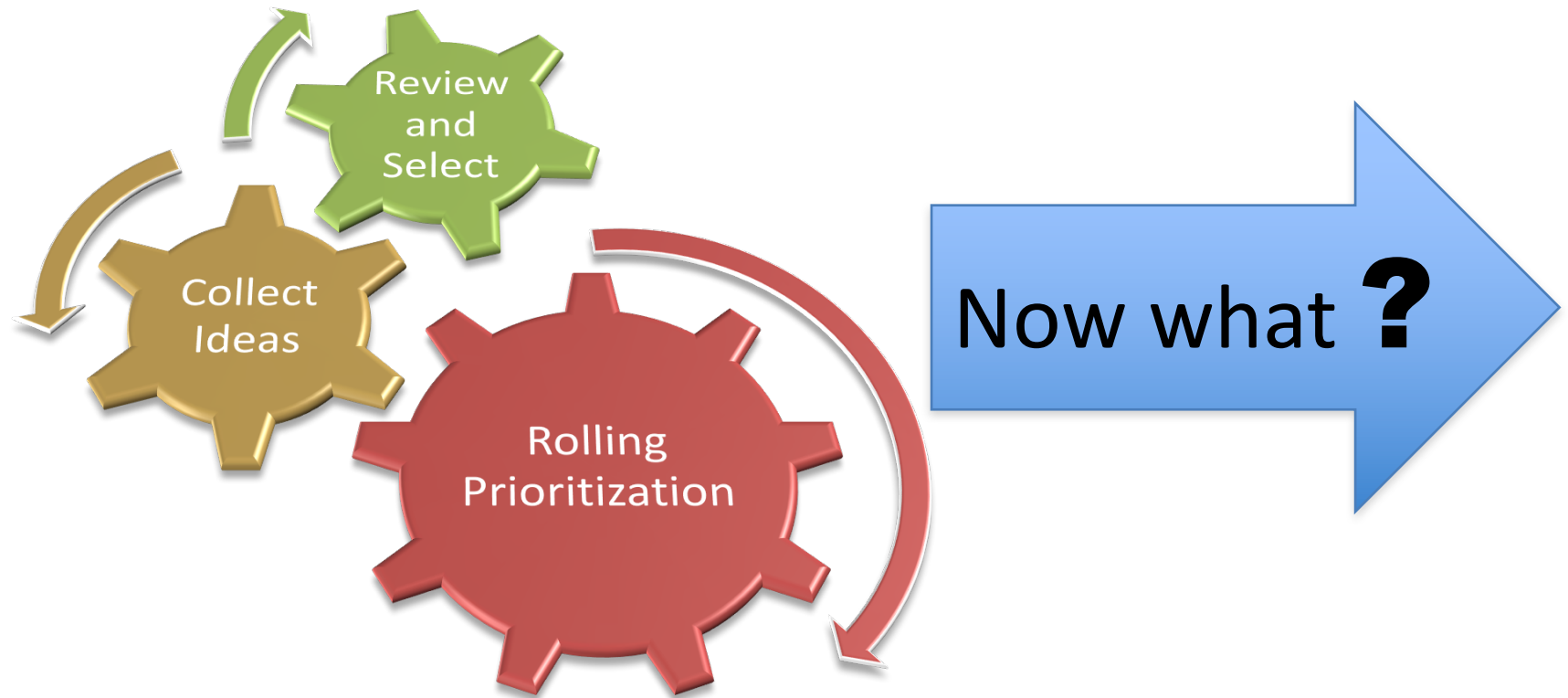
Making it work

- How do you drive the ITG process?
- What information is required for the participants?
- How do we execute the things that ITG approves?
- Who's going to work on the initiatives and when?
- How do we track the status and performance for these initiatives?

Making it work: Portfolio and Project Management

- Facilitate ITG
- Manage schedule and resources
- Monitor and control portfolio
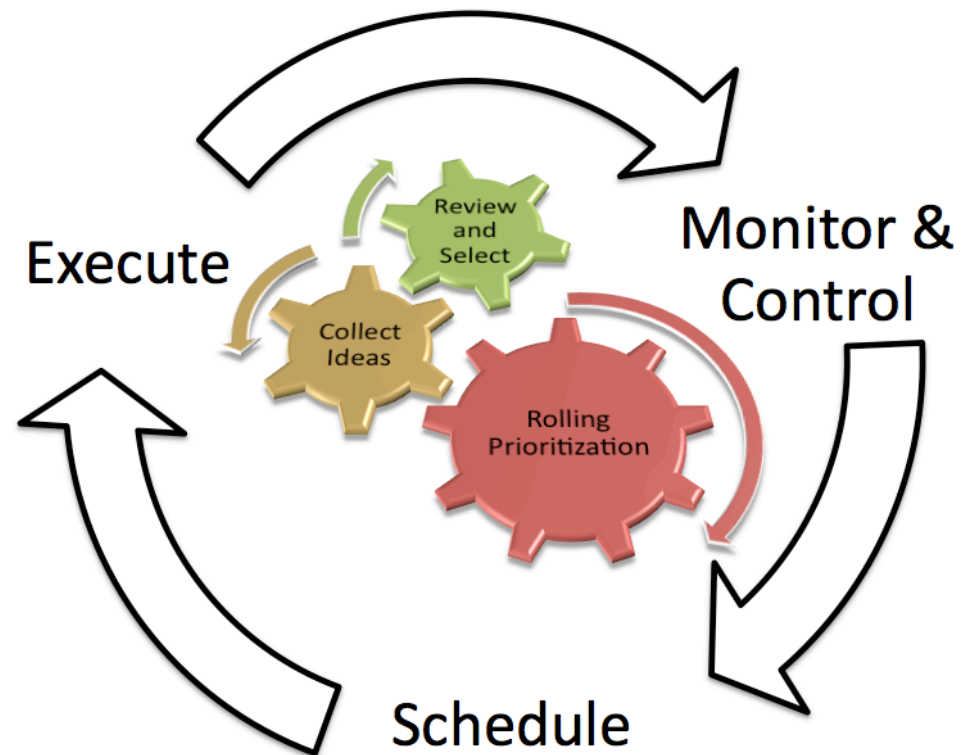- Project management center of excellence
- Project execution

Execute

Monitor & Control

Schedule
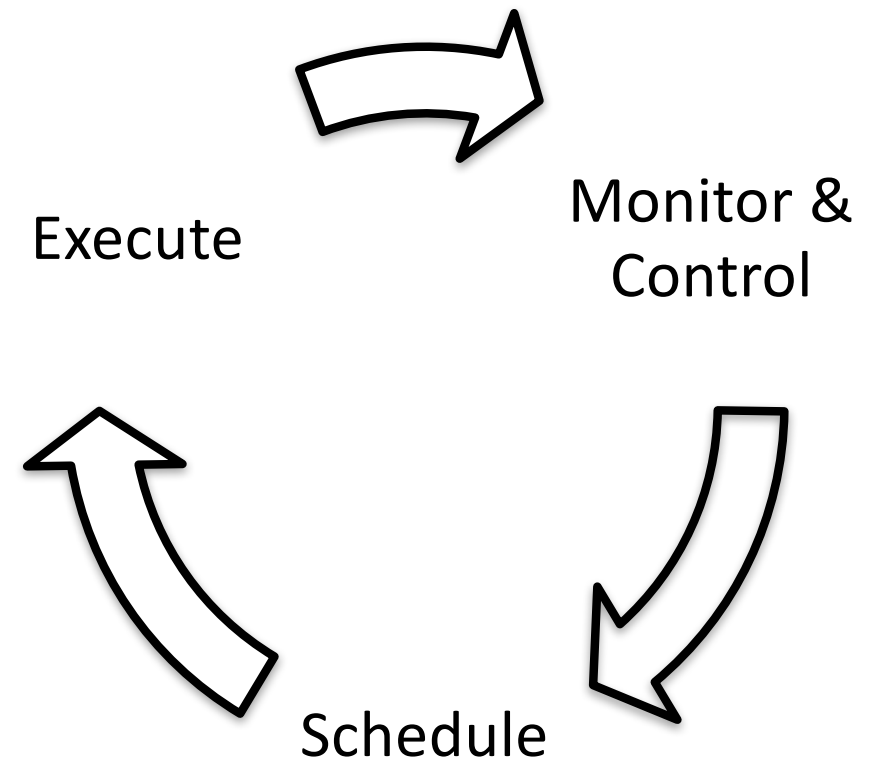
+project management center of excellence

Governance, Portfolio and Project Management (GPPM)

In order to be most successful, you need all of the pieces.

- IT Governance

- Portfolio Management

- Project Management

+project management center of excellence

Group Exercises

1. Reflections on challenges and successes with IT Governance and PPM

2. Build an IT Governance model

3. Design your PPMO: Facilitate ITG

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5. Design your PPMO: Manage portfolio and center of excellence

6. Work forecasting

7. Building your PM team

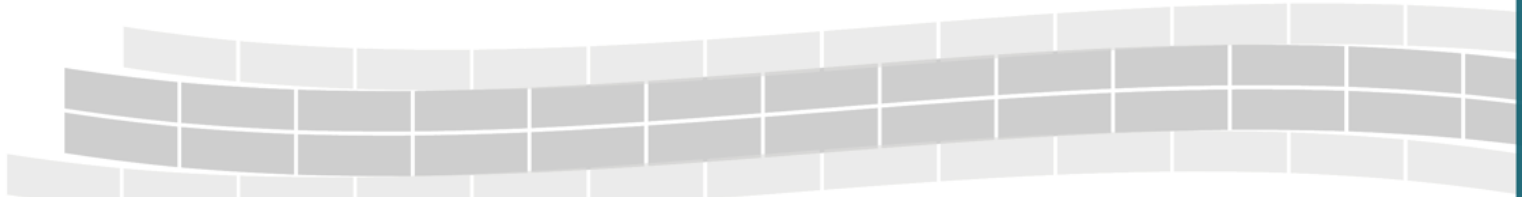8. Your project management experiences

Group Interactive Activity

Challenges and Successes with ITG and PPM

Group discussion on participant's challenges and successes with IT Governance and PPM – 15 minutes

Reflect on the current state of IT Governance, Portfolio, and Project Management at your institution.

- What works well?
- What are areas for improvement?
- How would you like to see things change?

Challenges and Successes with IT Governance and PPM

What works well?

Challenges and Successes with IT Governance and PPM

What are areas for improvement?

Challenges and Successes with IT Governance and PPM

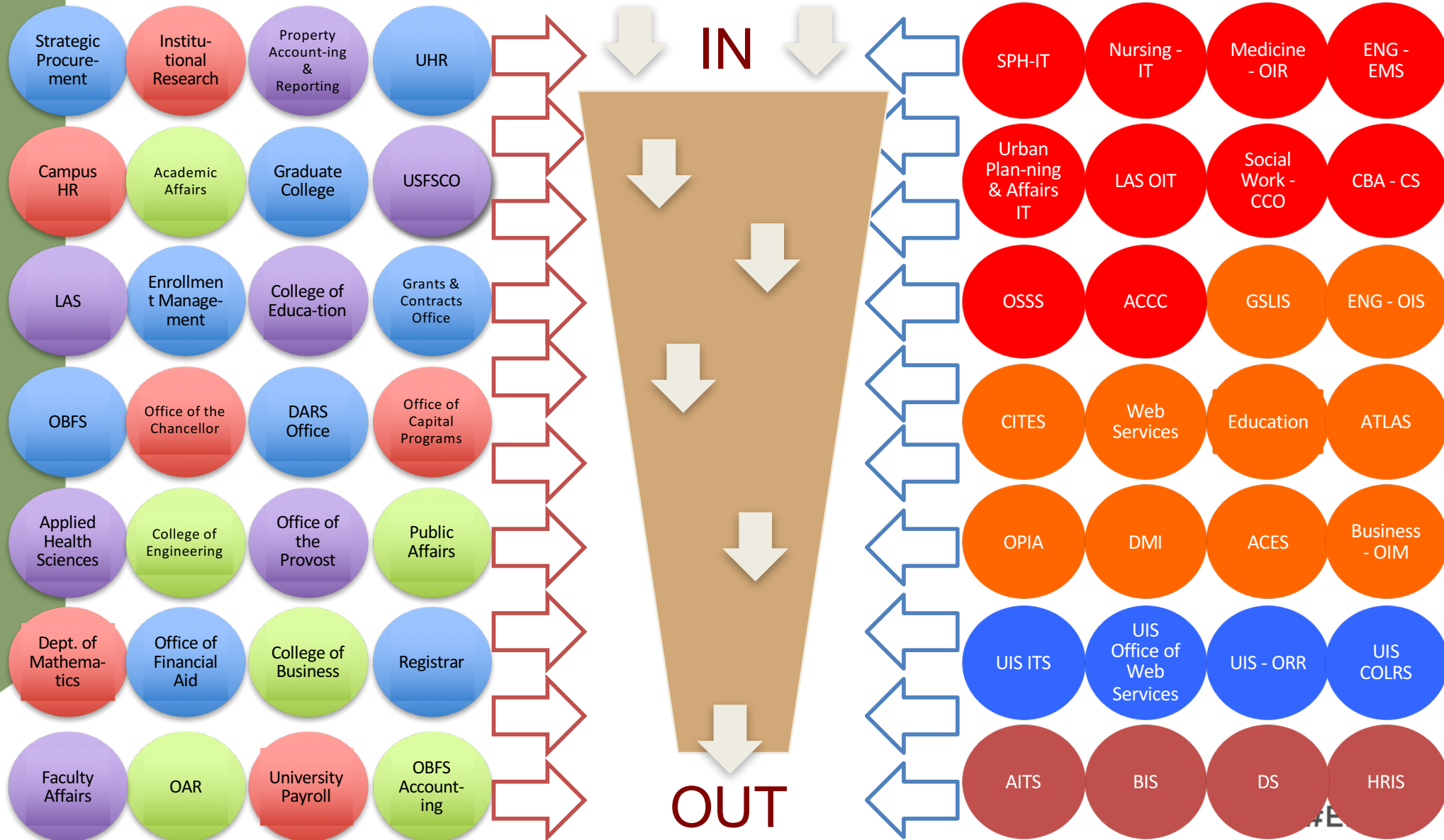# How would you like to see things change?

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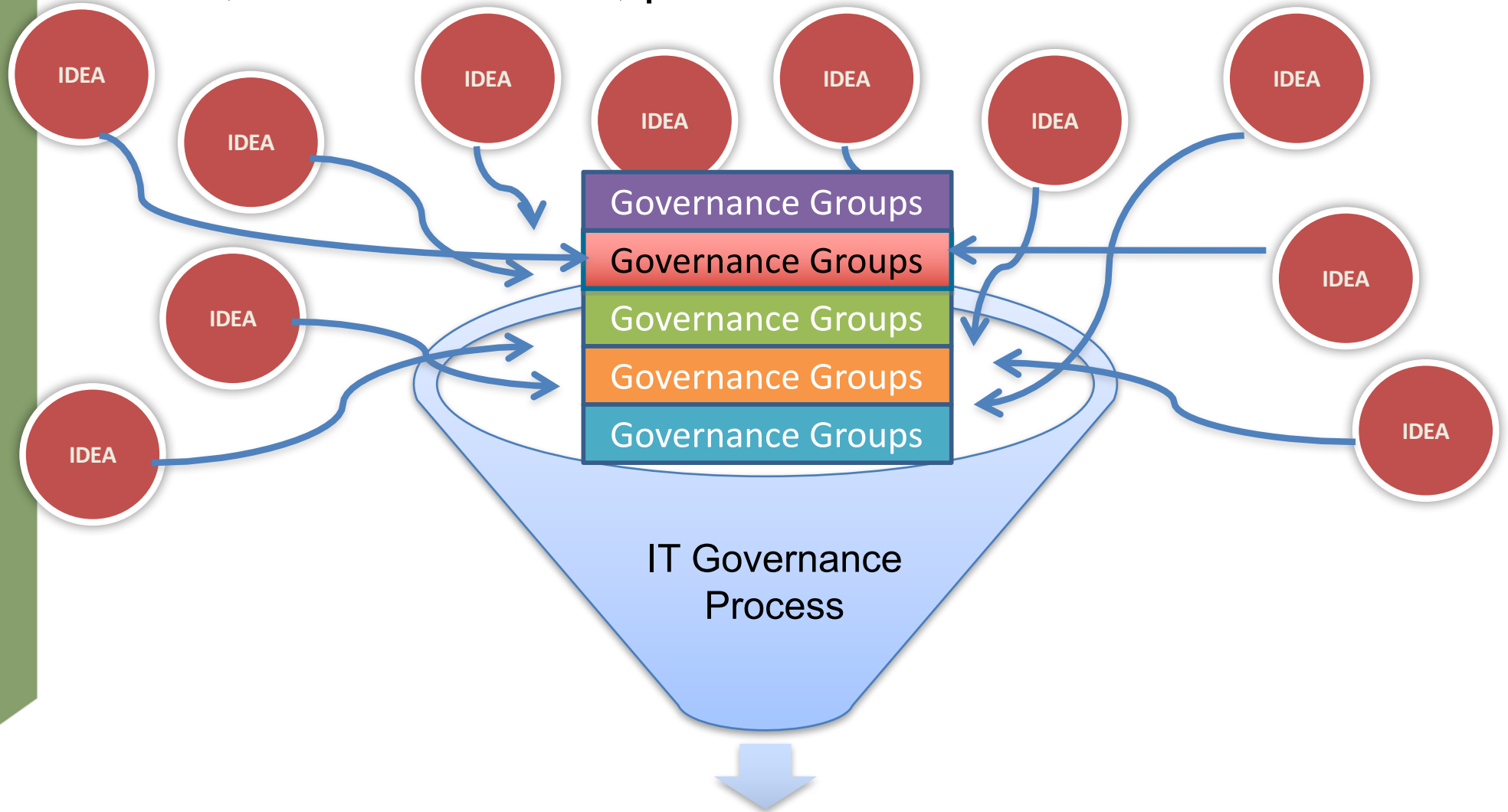
IT Governance
in Higher Education

Scope of Customers and Providers for IT

Requires a repeatable, rational process to collect ideas, select initiatives, prioritize

IDEA IDEA IDEA IDEA IDEA IDEA IDEA

IDEA IDEA IDEA

IDEA IDEA

Governance Groups
Governance Groups
Governance Groups
Governance Groups
Governance Groups

IT Governance Process

Approved Initiatives and Priorities

ITG – Considerations

- Size and shape of the organization
  - Community college
  - Small / medium college
  - Large multi-campus university
- Structure of IT and the funding model
  - Centralized
  - Decentralized
  - Somewhere in between
- Scarcity and competition for limited resources – What is your level of demand?

ITG – Considerations

- Scope of governance
  - Academic focused – colleges, instructors & students
  - Research IT
  - Administrative IT
  - A mixture
- Desired levels of control and transparency
- Value placed on IT by stakeholders.
- Endorsement and empowerment by non-IT people

ITG Components – Building the model

A Framework for Discussion: A university-level framework from the University of Illinois is presented as an example to facilitate further discussion. This model provides a framework for a governance model, but is not intended to suggest a final form. The model is complex because it includes many elements of governance and relates them to each other. Not all elements need to be included in a successful governance implementation but, if they are, the model shows how they are connected.

ITG Components – Higher Education Examples

- http://oregonstate.edu/admin/itsc/it-governance-structure

- http://www.uta.edu/oit/it_governance/overview.php

- http://www.itpc.uillinois.edu/

- http://www.nextgen.umich.edu/governance/governance-chart.php

- http://www.uvic.ca/shared/shared_about/GovernanceUpdate2010.ppt

ITG Model Components – University example

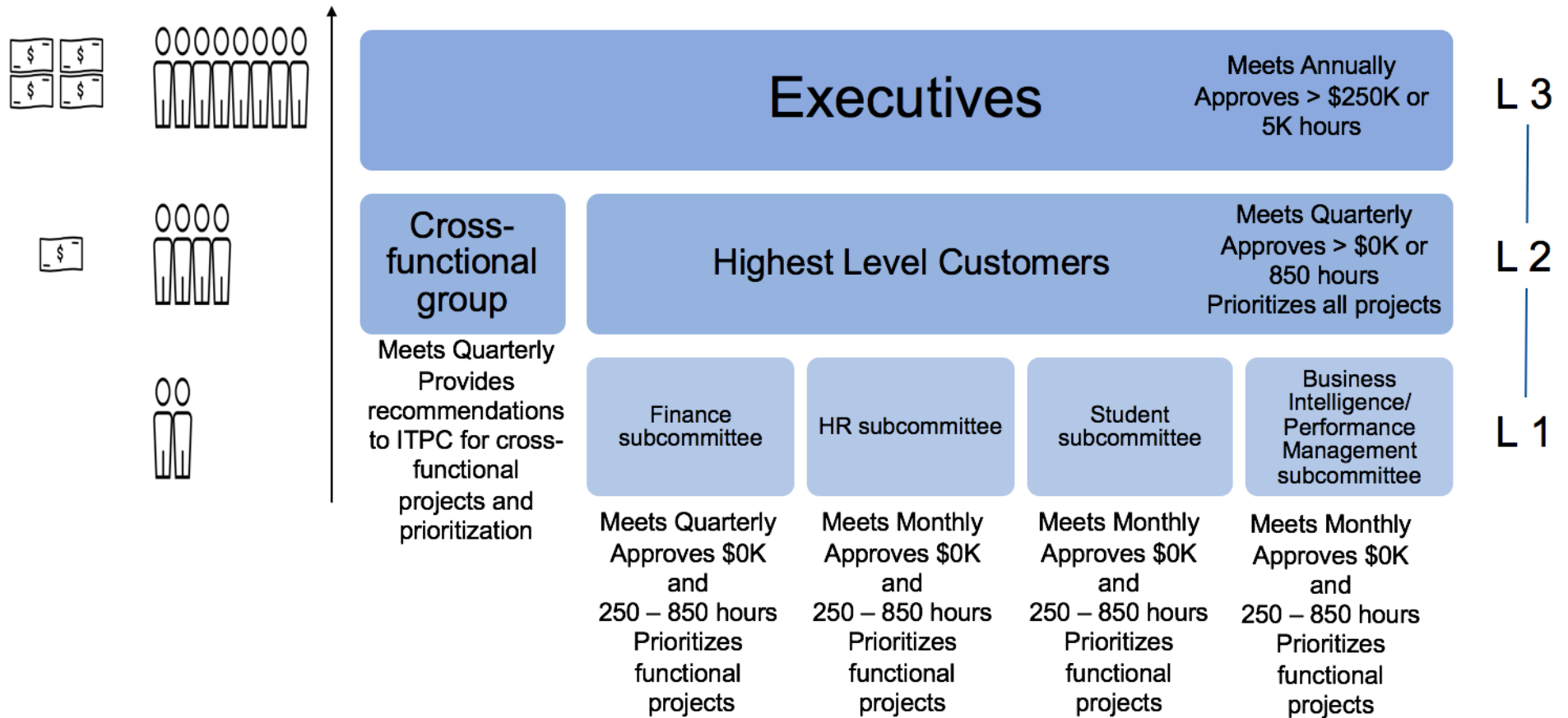# ITG Model Components – Campus
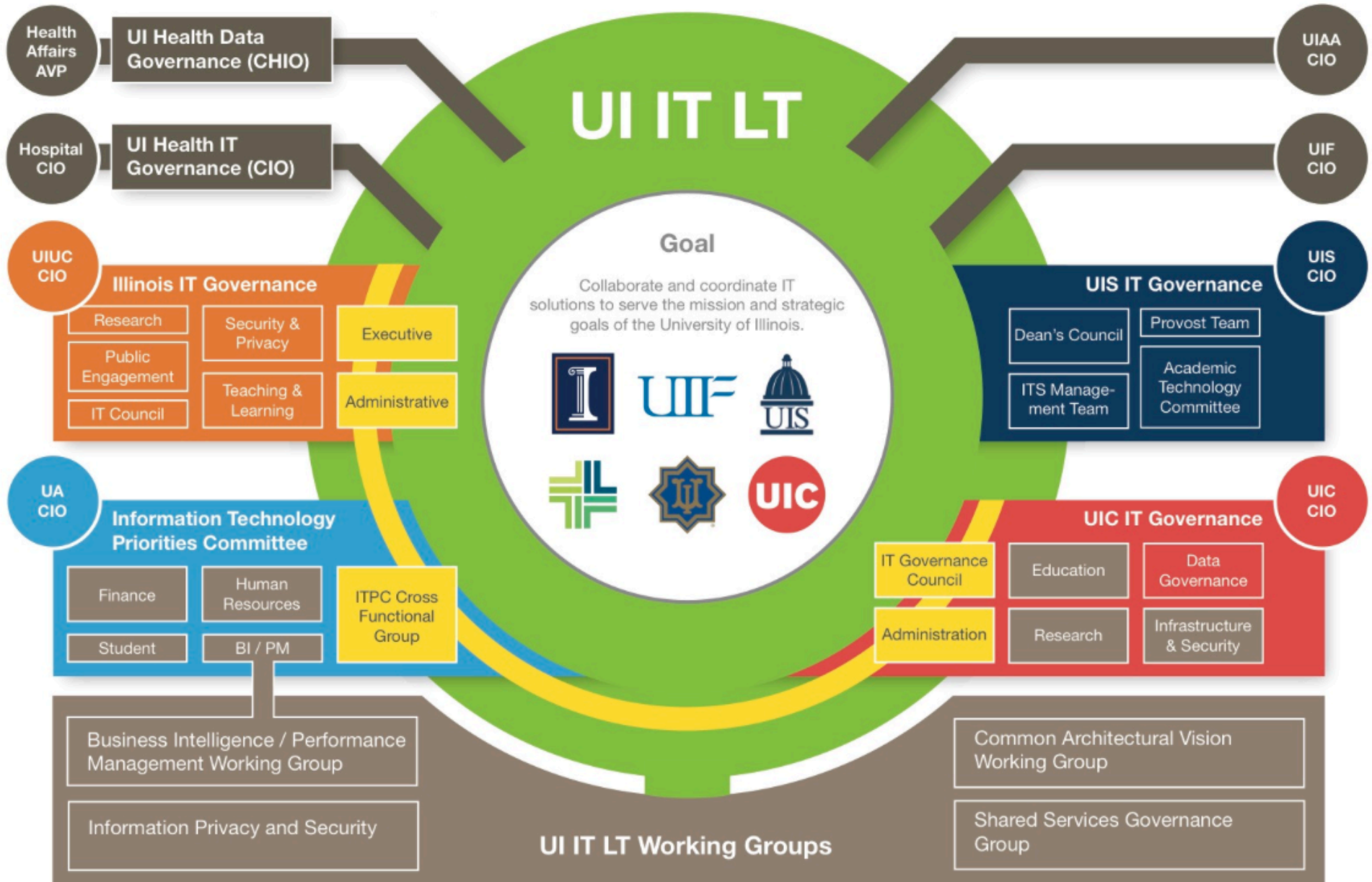
UIC IT Governance Model
(Draft)
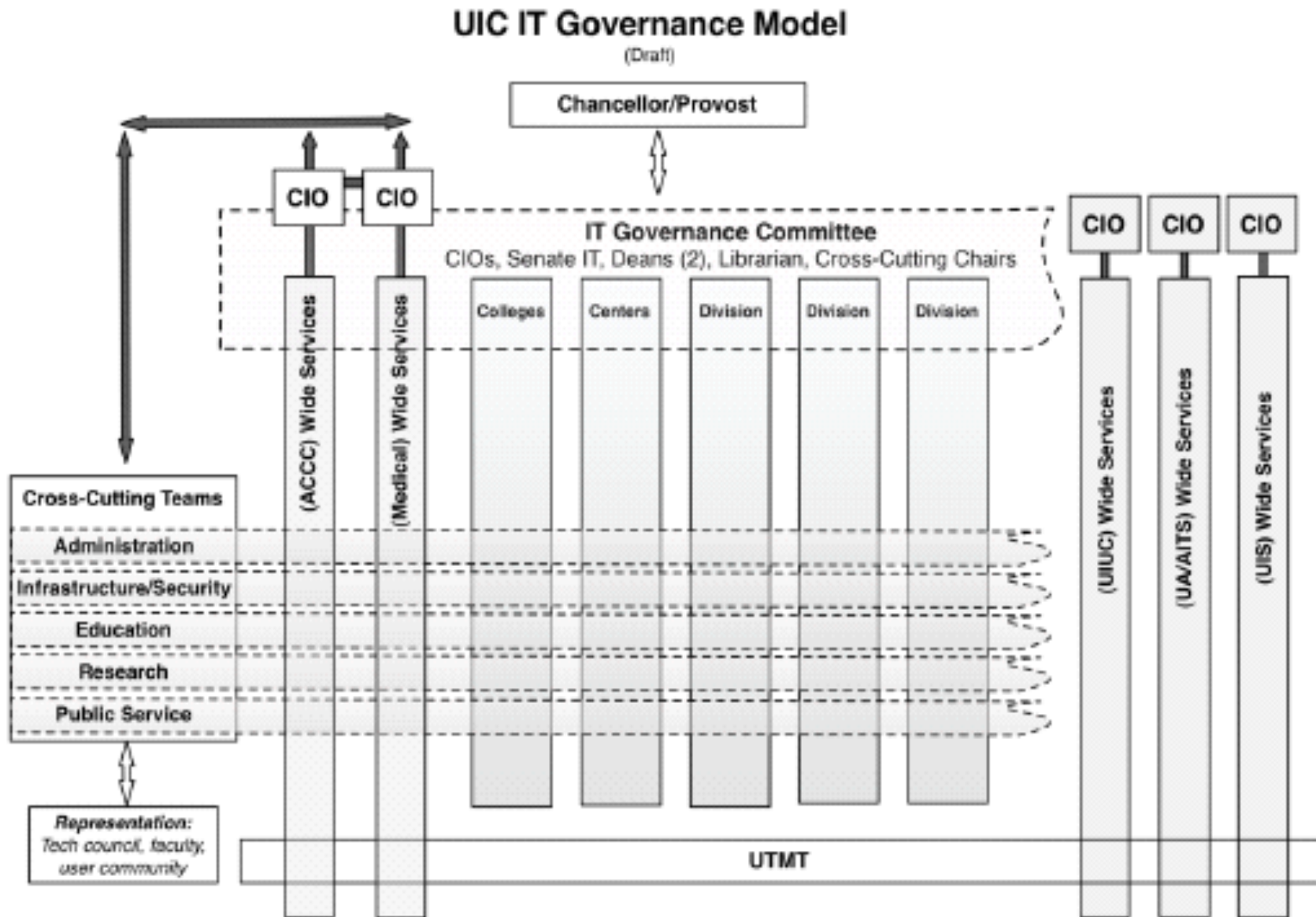
ITG Model Components – Campus example
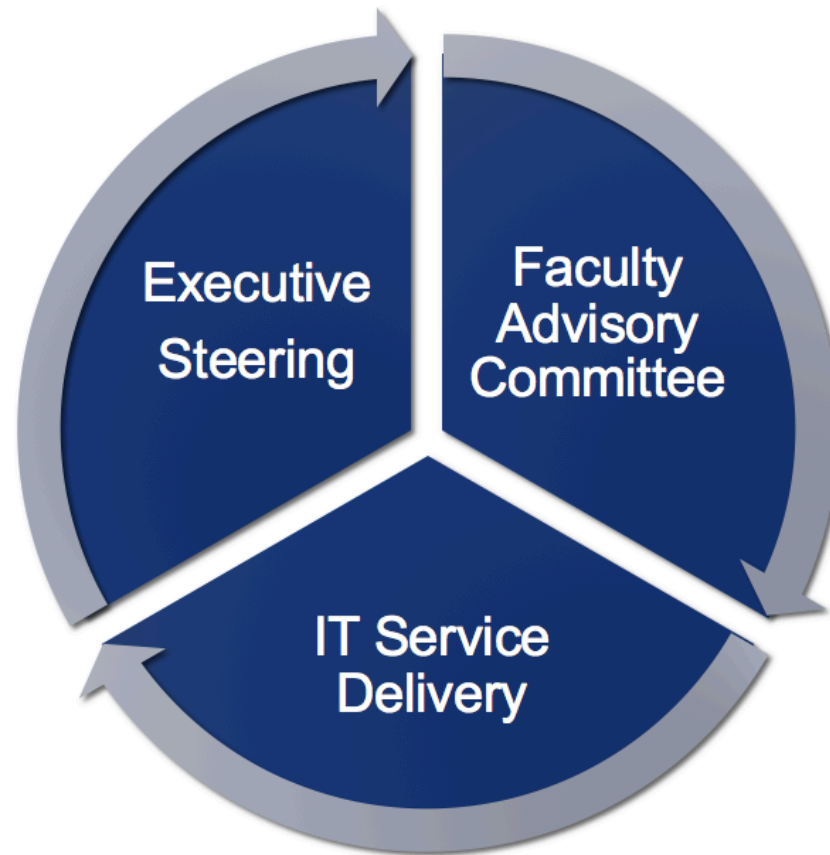
ITG Model Components – IT for Supporting University Business Processes example
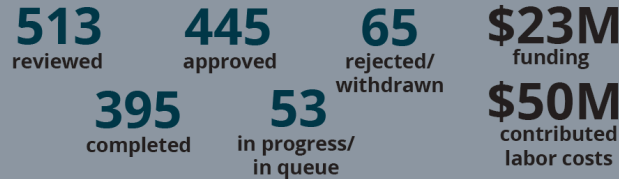
IT Governance Who/What/When

Customer Requested Projects in Queue (additional regulatory and mandatory projects)
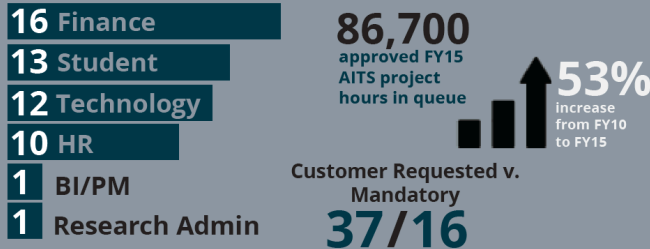
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- **1** Research Admin

86,700 approved FY15 AITS project hours in queue

53% increase from FY10 to FY15

Customer Requested v. Mandatory **37/16**

1. ITPC-0306 Banner Relationship Management (BRM) Implementation
2. ITPC-0353 Learning Management Systems (LMS) Banner Integration
3. ITPC-0363 UAFR: FOAPAL Maintenance Web Application
4. ITPC-0367 Service Desk Management Front-end
5. ITPC-0368 Athletics NCAA CAI
6. ITPC-0370 Costing Application Analysis
7. ITPC-0374 Enterprise Academic Leave Tracking and Reporting
8. ITPC-0375 Identity and Access Management (IAM)
9. ITPC-0398 UAFR: Surplus Warehouse Inventory System
10. ITPC-0408 GCO: Sponsor Remittances
11. ITPC-0412 Online Course Catalog
12. ITPC-0421 Employee Training Infrastructure Analysis
13. ITPC-0428 PARIS Prior pay adjustments
14. ITPC-0429 Vendor Portal
15. ITPC-0435 UPB: Database Analysis
16. ITPC-0438 DRES Integrated IT Solution Analysis
17. ITPC-0441 Implement Banner 9 (Banner XE) Events Management
18. ITPC-0442 GCO: Federal Financial Report Modification
19. ITPC-0444: Finance Reports Distribution
20. ITPC-0447 CCFD System Enhancements
21. ITPC-0449 UAFR: Banner Feeder Application
22. ITPC-0453 Analysis and Implementation of iBuy data into the EDW
23. ITPC-0461 New Hire Redesign Implementation
24. ITPC-0462 HR and Payroll Legacy Databases - Equivalent Access Analysis
25. ITPC-0464 Position Tracking System for Civil Service Employees
26. ITPC-0466 HireTouch Data Acquisition Phase 2 – Custom Forms Data
27. ITPC-0467 Automated Grade Change Process
28. ITPC-0468 Ad Astra UIC Unit Pilot
29. ITPC-0469 Finance Reports Distribution Role Application
30. ITPC-0471 Implement ICS Data into the EDW
31. ITPC-0472 UAFR: Investment Income Distribution Application Rewrite
32. ITPC-0480 Preferred Name Analysis
33. ITPC-0483 Tableau License Expansion
34. ITPC-0491 DRES Integrated IT Services Implementation
35. ITPC-0492 UAFR: Account Code Search Application
36. ITPC-0493 UOCPRES: Capital Project Management System
37. ITPC-0494 UAFR: Biennial Inventory System
38. ITPC-0495 Emergency Notification Service
39. ITPC-0496 NetID Length Expansion
40. ITPC-0497 Multi-Factor Authentication
41. ITPC-0498 Retro Pay
42. ITPC-0499 AITS: Message Enable XCFOAPAL Application
43. ITPC-0502 Employee Training Infrastructure Implementation
44. ITPC-0503 Document Management Service Analysis
45. ITPC-0504 Student CRM Implementation

ITG Components – Building the model

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ITG Components – Building the model
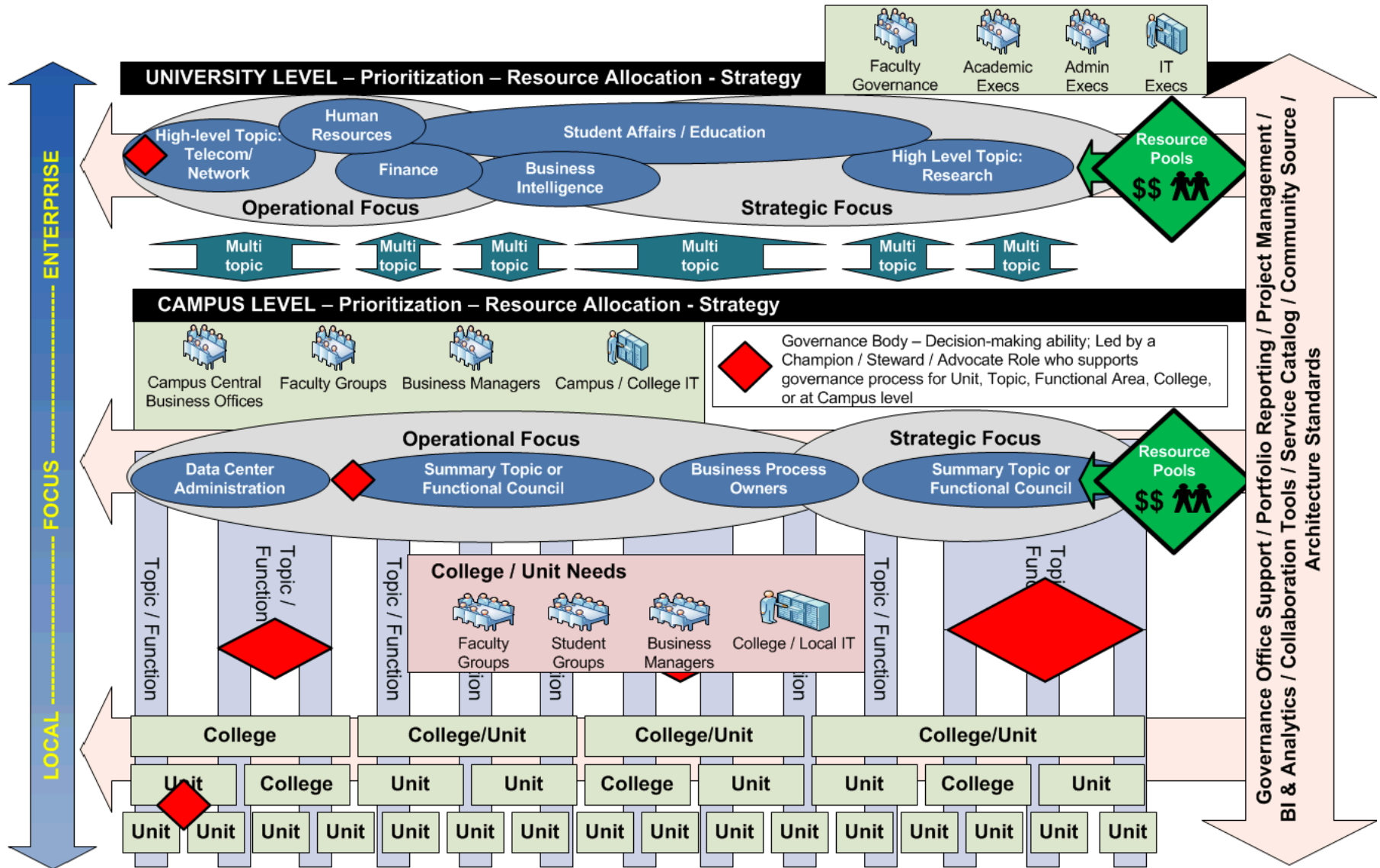
ITG Components – Building Blocks for Model
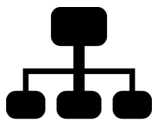
Focus

- **Purpose and Scope:** What is it that needs to be governed? What are your institutional priorities?

- **Participants:** Who should participate? Who should advise and who should make decisions? What are the key roles to identify? How are they interconnected?

- **Decision-making:** What decisions are made at the different levels/groups? What resources will be allocated via the process?

- **Structure:** What are the layers to the governance structure? How are they interconnected?

- **Communication and Coordination:** Who will work behind the scenes to facilitate the process?

Build an IT Governance Model
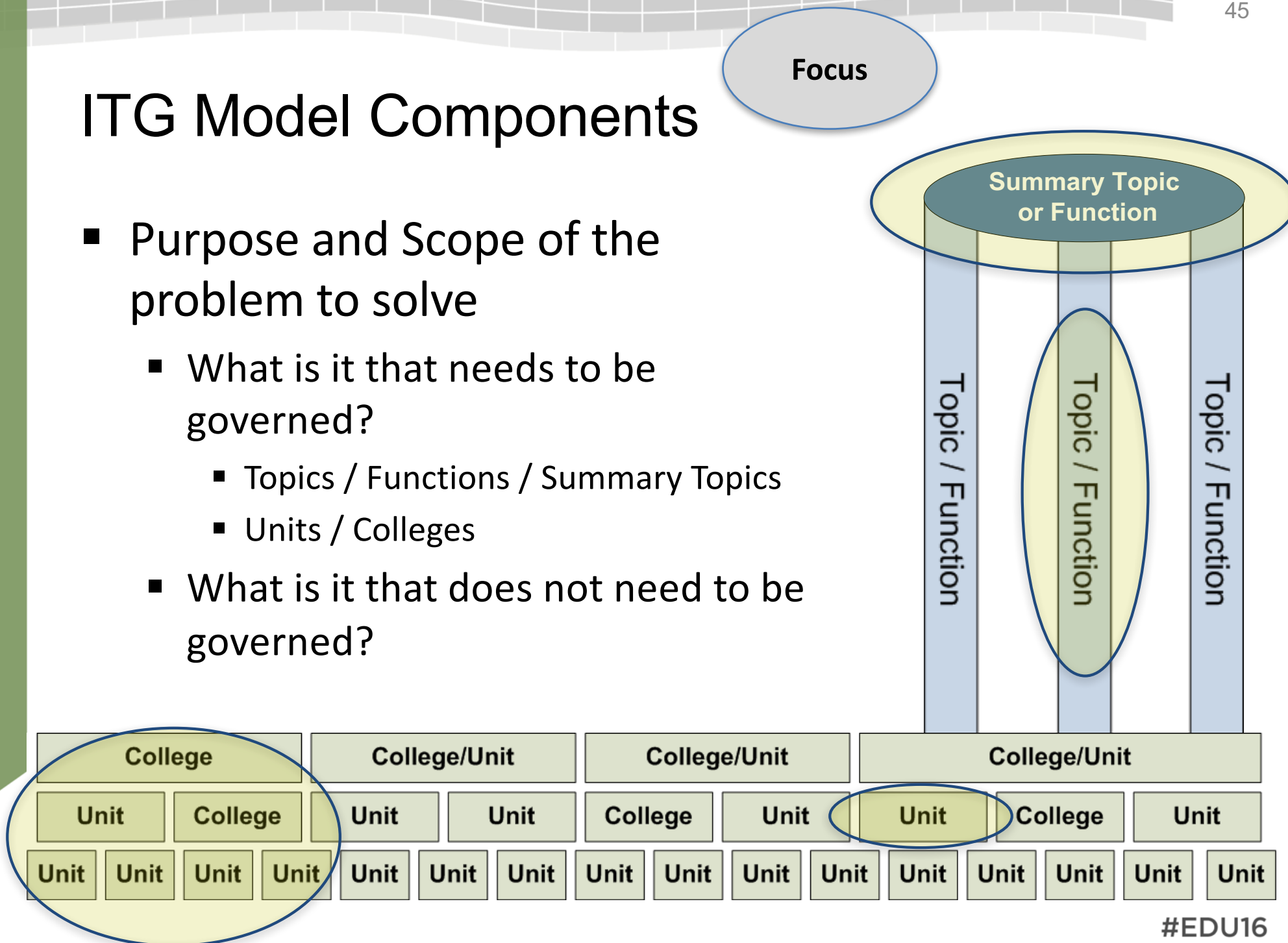## Group Interactive Activities

We will:

- Walk through defining the components for an ITG structure you are interested in building

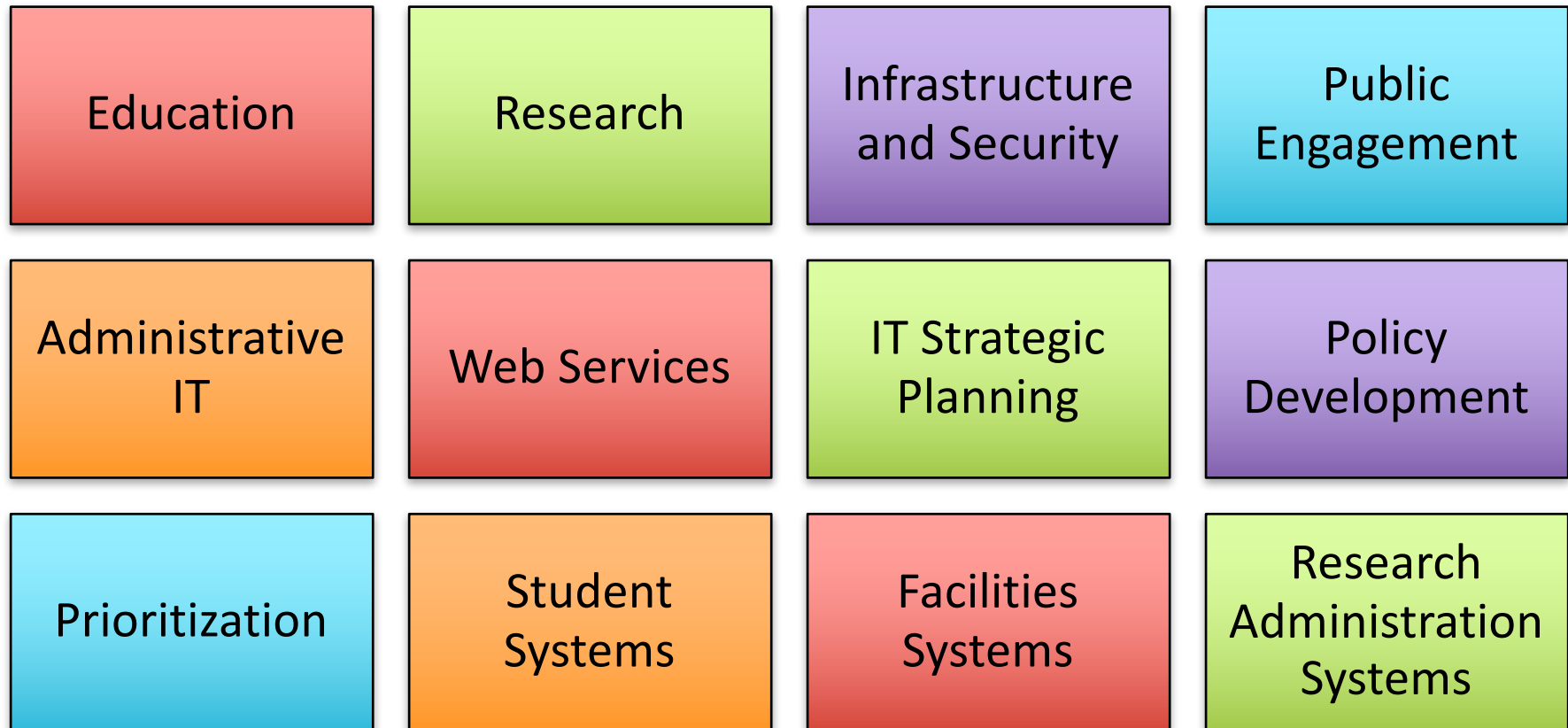- Work with colleagues to discuss your experiences, challenges, and successes with ITG

Workshop Feedback: Actual feedback from ITG design workshops

ITG Model Components

Focus

- Purpose and Scope of the problem to solve
  - What is it that needs to be governed?
    - Topics / Functions / Summary Topics
    - Units / Colleges
  - What is it that does not need to be governed?

ITG Model Components –
What needs to be governed? (examples)

Education	Research	Infrastructure and Security	Public Engagement
Administrative IT	Web Services	IT Strategic Planning	Policy Development
Prioritization	Student Systems	Facilities Systems	Research Administration Systems

ITG Model Components –
What needs to be governed?

Education

- Learning Management Systems
- Instructional Technologies
- Public Labs
- Change Management
- Student Access to Resources
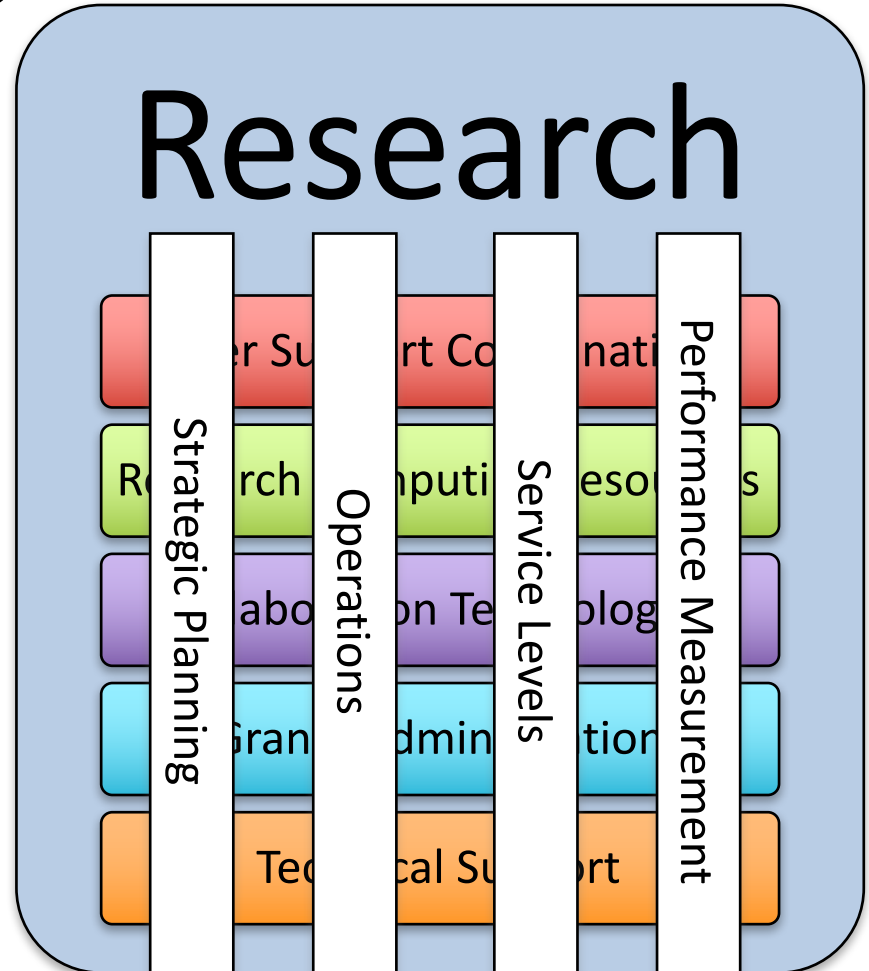
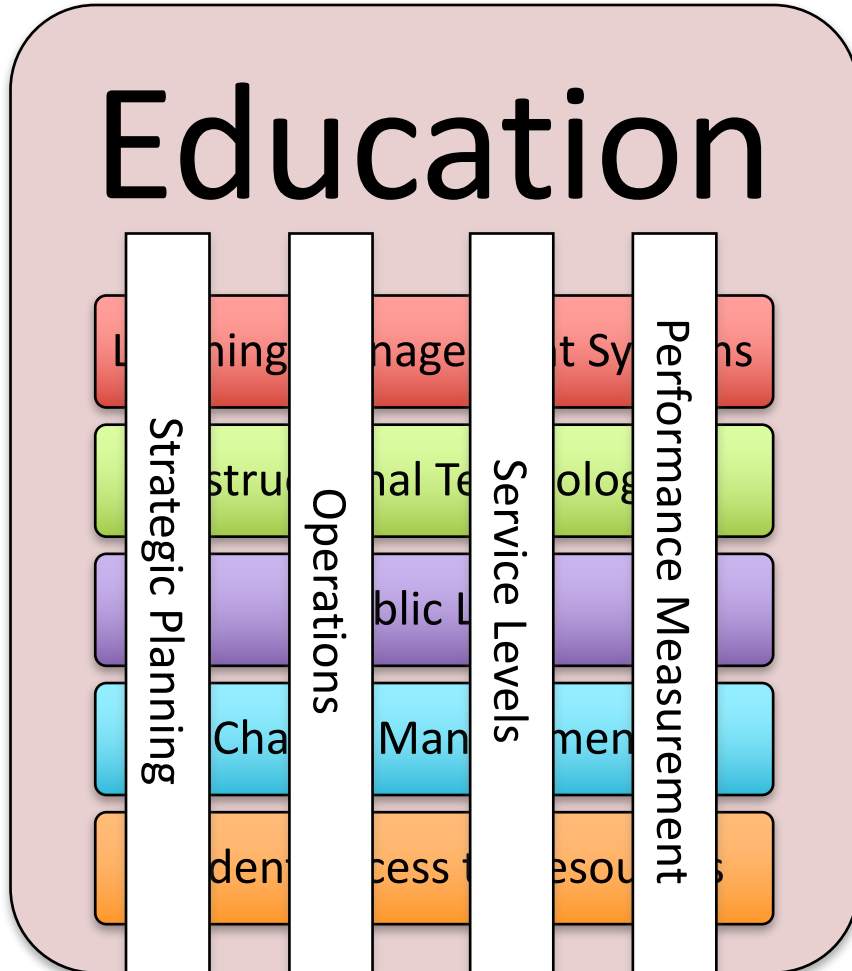**Research**

- User Support Coordination
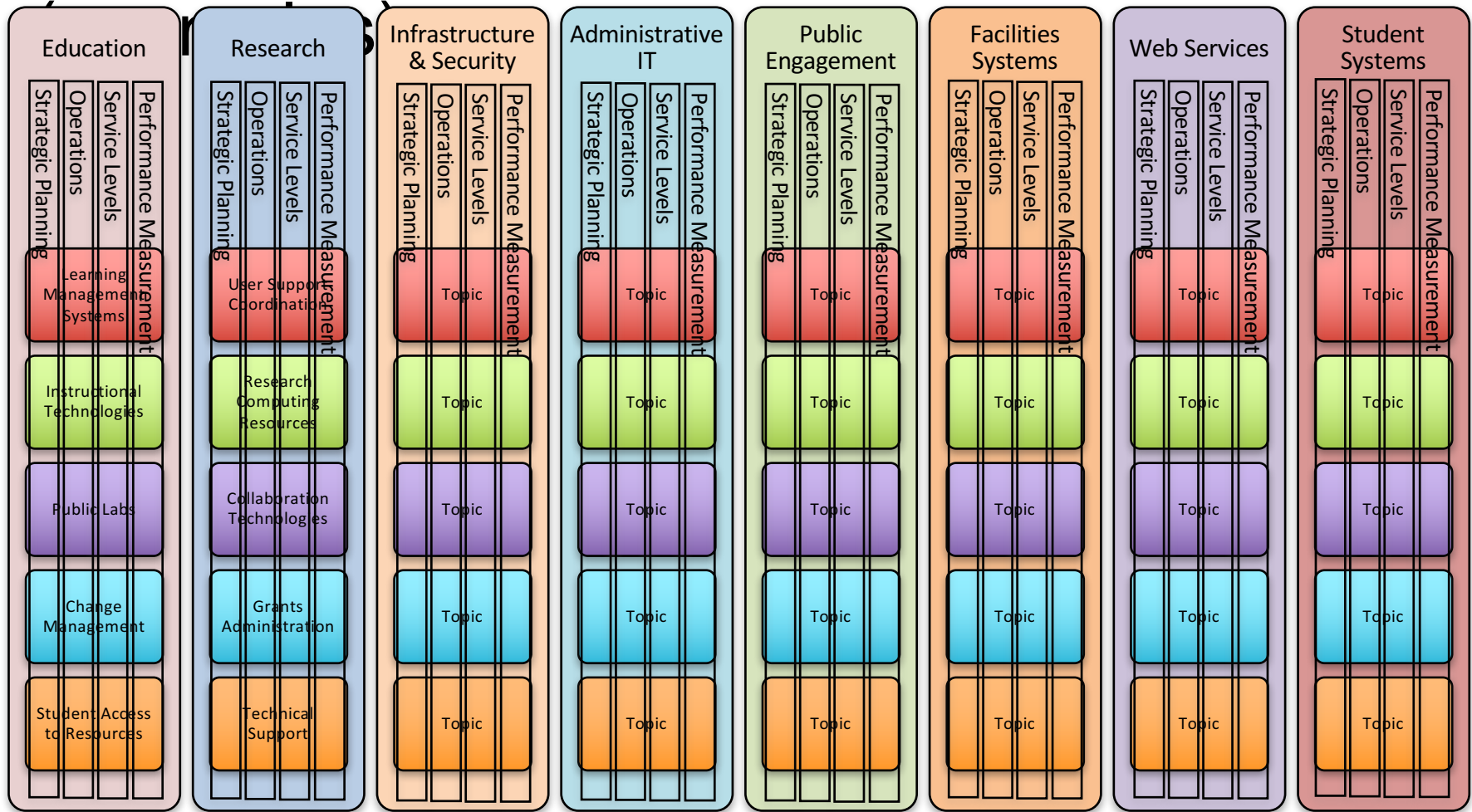- Research Computing Resources
- Collaboration Technologies
- Grants Administration
- Technical Support

ITG Model Components –
What needs to be governed?

Education

- Learning Management Systems
- Instructional Technology
- Public L...
- Change Management
- ...dent ...cess t... ...esources

Strategic Planning | Operations | Service Levels | Performance Measurement

Research

- ...er Support Co...inati...
- Research Computing Resources
- ...aborati...on Technology
- Grant Administration
- Technical Support

Strategic Planning | Operations | Service Levels | Performance Measurement
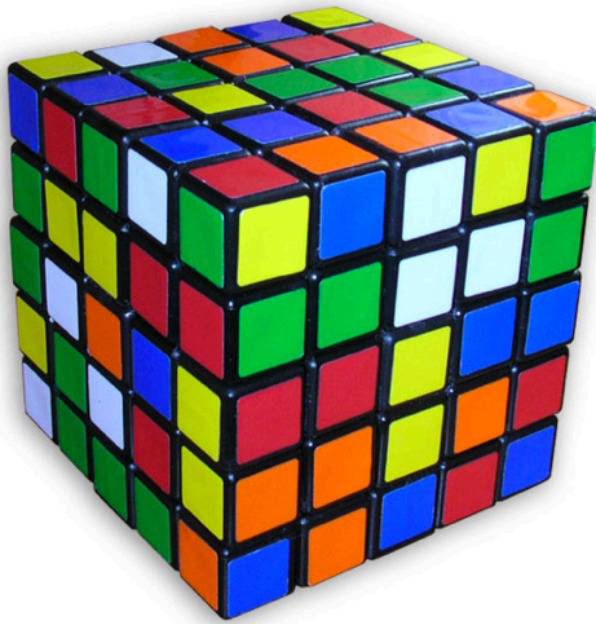
ITG Model Components –
What needs to be governed?

ITG Model Components – Can become complex

IT Governance in 3D

ITG Model Components

Many dimensions to manage and organize

ITG Model Components

## Purpose and Scope of the problem to solve – Example:

Govern IT Projects that Support Business Processes Across the University

- The Information Technology Priorities Committee (ITPC) process functions to provide a common approach to solicit, review, prioritize and execute information technology projects involving University Administration (UA) information technology resources including:
  - Any project that involves resources from a UA unit, or campus based unit that plans to offer an administrative system for the entire campus.
  - Any project that will interface with an Enterprise system.
  - Any project that is administrative in nature, and wishes to utilize funding from the central pool of administrative information technology dollars allocated by the Academic Affairs Management Team (AAMT).

ITG Components – Building the model

Identify the subject matter – may be many pieces, or may be a few.
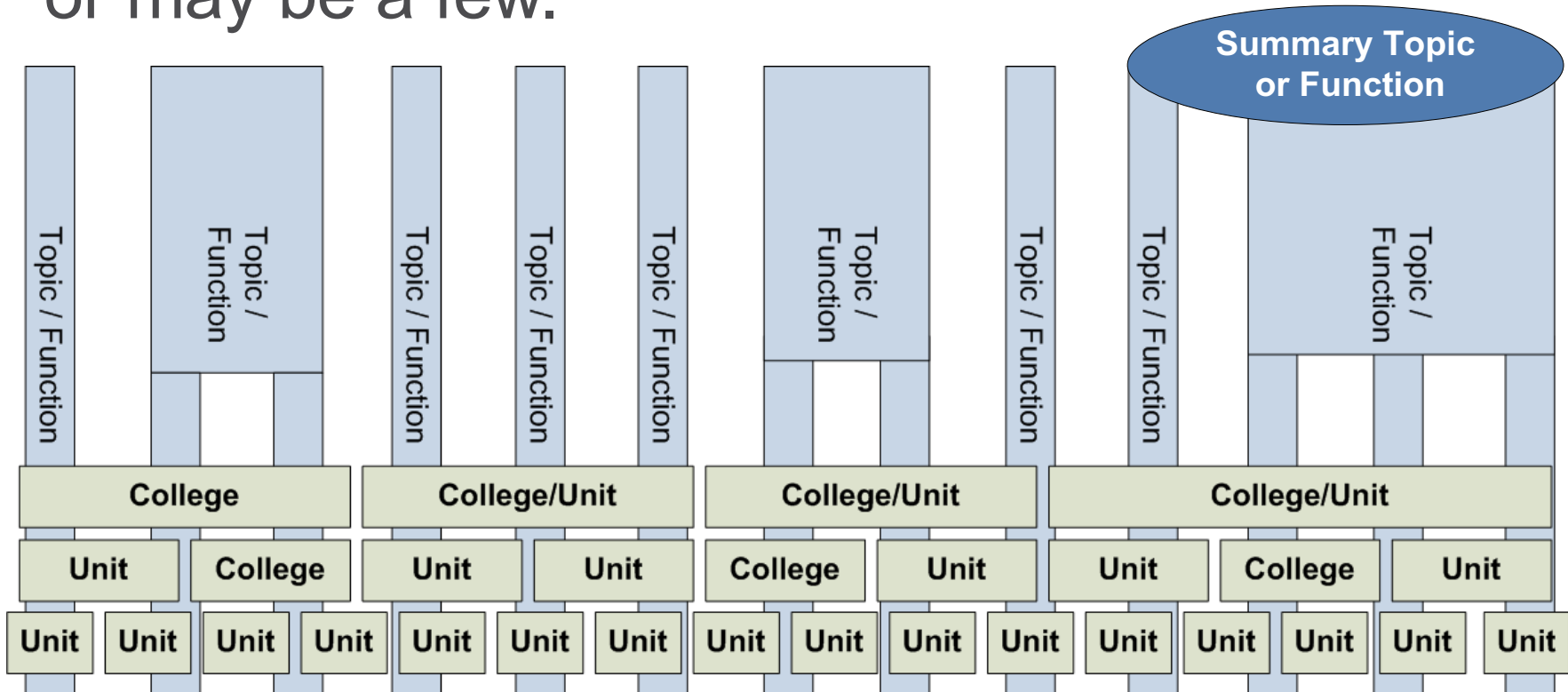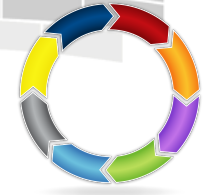
Workshop Feedback:
What is it that needs to be governed?

- Must be an overarching governance structure to guide the various governance components

- Group should not only look at new things, should also consider decommissioning services

- Need service catalogs in order to identify what does/does not exist; gaps and redundancies

- Link governed items/services to strategic university mission driven goals

- Should encourage innovation and embrace some risk

- Connections / coordination / communication throughout

- Clear entrance workflow and process for projects/topics

Building IT Governance

How have you seen IT governance constructed well?

Building IT Governance

What have been barriers you have experienced with ITG?

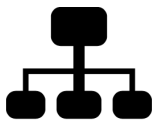# ITG Components –
Building Blocks for Model

Focus

- **Purpose and Scope:** What is it that needs to be governed? What are your institutional priorities?

- **Participants:** Who should participate? Who should advise and who should make decisions? What are the key roles to identify? How are they interconnected?

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- **Structure:** What are the layers to the governance structure? How are they interconnected?
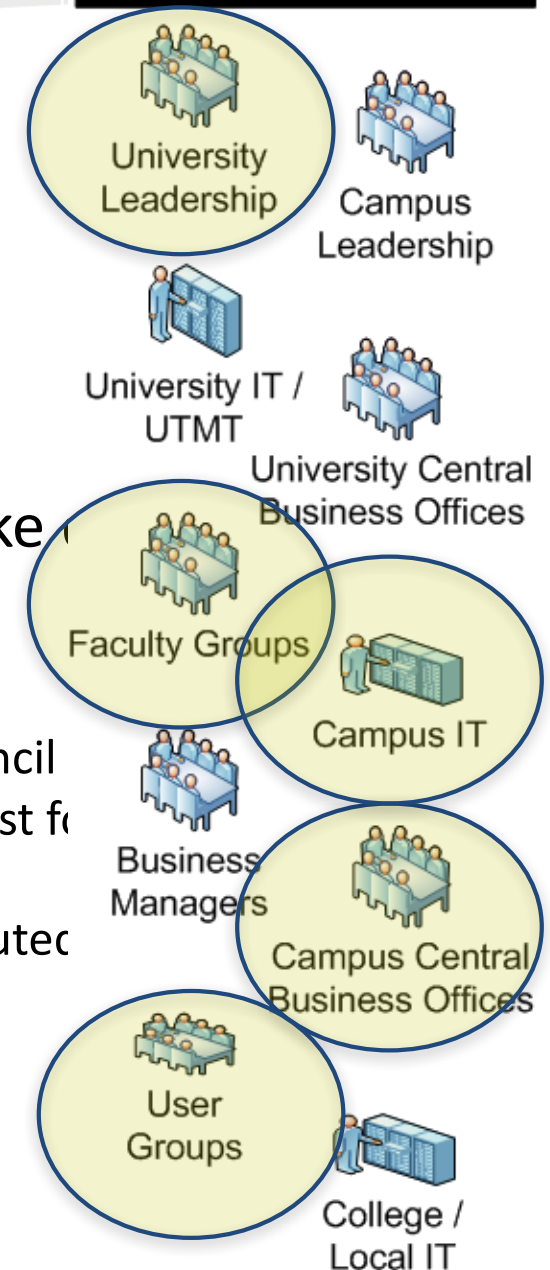
- **Communication and Coordination:** Who will work behind the scenes to facilitate the process?

ITG Model Components

Participants in the process

- Who should participate?

- Who should advise and who should make

  - Existing groups / Positions / Functions

  - Examples:
    - Faculty groups – e.g. Faculty IT Senate, Council
    - Executives – e.g. AVP Finance or Asst. Provost fo
      Affairs
    - Administrative Offices – Central and Distributed
      University HR or Registrar
    - IT Pros – e.g. Director of Decision Support
    - Student groups – e.g. Student Senate

University Leadership

Campus Leadership

University IT / UTMT

University Central Business Offices

Faculty Groups

Campus IT

Business Managers

Campus Central Business Offices

User Groups

College / Local IT

ITG Participants - Why is it important?

Who Chooses?

- Example – Central IT Group

  - Without ITG – Internal decisions by IT management regarding project selection, prioritization, and resource allocation for services

  - With ITG – External customers propose projects, prioritize them, and resource allocation is a byproduct of these decisions and constituent demand for services

ITG Participants -
   Why is it important?

Who
   Chooses?
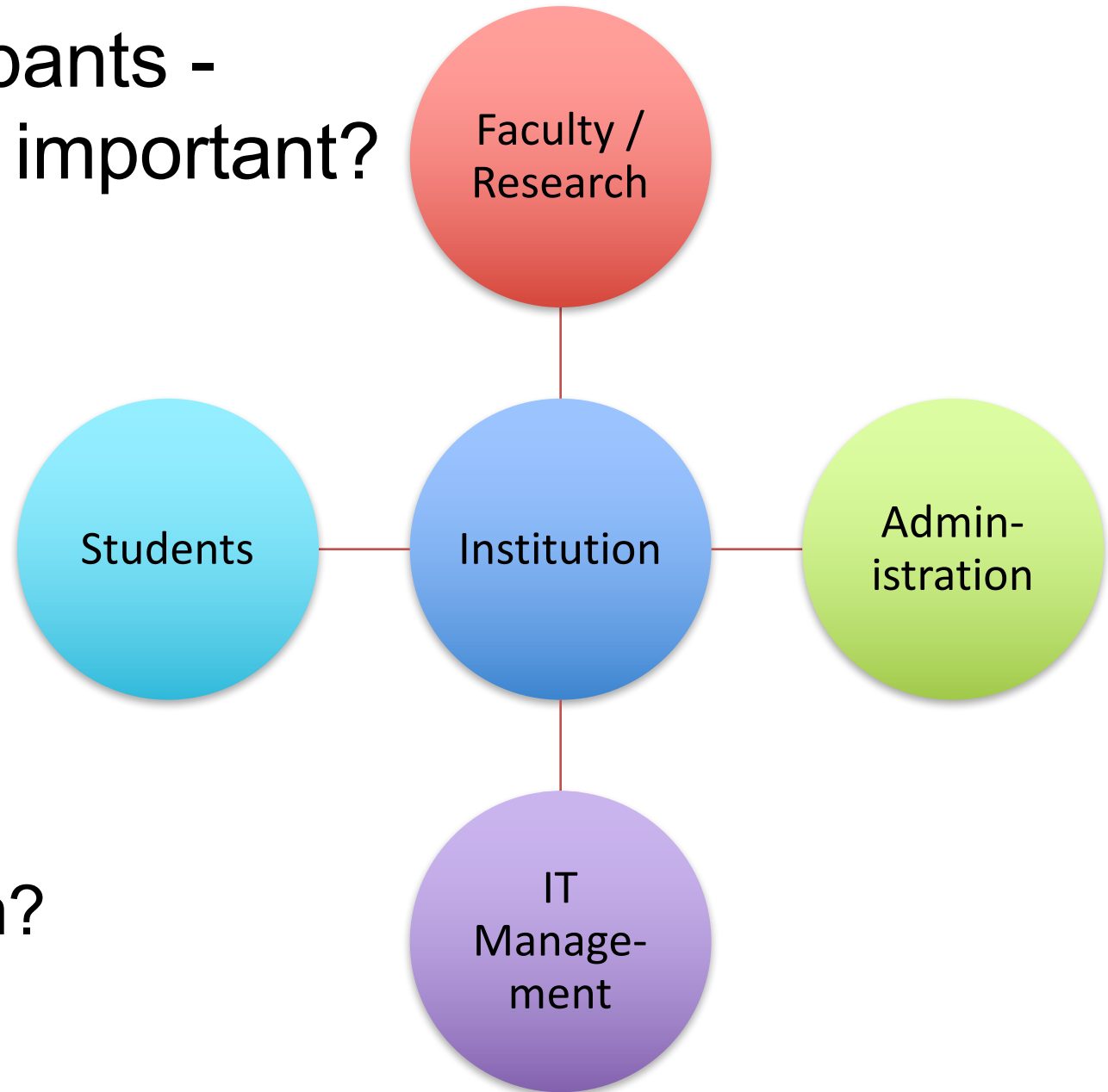
How do you
   get to
   equilibrium?

ITG Model Components – Participants (examples)

Existing Groups	New Groups	Roles
• Council of CIOs • Faculty IT Senate • IT Pros • Council of Deans • CAV • Student Senate • Business Managers • IT Priorities Committee	• Functional Groups • LMS Advisory Council • Shared Infrastructure • Identity Management • Business Process • WCMS	• Advisory & Decision-making • Group Sponsors • Chairs / Leads / Owners • Governance Office / Portfolio Management

ITG Model Components

Participants in the process – Example:

ITPC	Finance ITPC	HR ITPC	Student ITPC
UA - Senior Associate Vice President, Office of Business and Financial Services	UA-OBFS, Assistant Vice President Admin Services (Chair)	UA - Director Employee Relations and Human Resources	UIC – Admissions Representative
UA - Associate Vice President, AITS (Chair)	UA-OBFS, Controller	UA - Assistant Vice President, Human Resources	UIC - Financial Aid Representative
UA - Assistant Vice President for Academic Affairs	UA-OBFS, Executive Assistant Vice President for Business and Finance (UIC)	UA - Director of Human Resources Information Systems	UIC - Provost/Chancellor appointee
UA - Assistant Vice President and Dean, Academic Affairs	UA-OBFS, Assistant Vice President for Business and Finance (UIS)	UIC - Director of HR Shared Services, Human Resources	UIC - Records and Registration Representative
UA - Assistant Vice President, Human Resources	UA-OBFS, Assistant Vice President for Business and Finance (UIUC)	UIC - Associate Director & Acting Director, Faculty Affairs HR	UIC – Systems Representative
UA - Assistant Vice President, Decision Support	UA-Capital Programs & Real Estate Services	UIC - Vice Chancellor for Human Resources, Human Resources	UIS – Admissions Representative
UIC – Provost/Chancellor appointee	UIC Campus Representative	UIS - Assistant Provost	UIS - Financial Aid Representative
UIC – Faculty Representative	UIC Provost Office	UIS – Director of Human Resources	UIS - Records and Registration Representative
UIS – Provost/Chancellor appointee	UIS Provost Office	UIUC - Associate Director, Academic Human Resources	UIS – Systems Representative
UIS – Faculty Representative	UIUC Provost Office	UIUC - Associate Provost for Human Resources	UIUC – Faculty Representative
UIUC – Provost/Chancellor appointee	UIUC Campus Representative	UIUC - Director of Academic Human Resources	UIUC – Faculty Representative
UIUC – Faculty Representative			UIUC - Financial Aid Representative

16

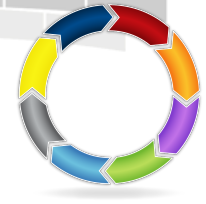# ITG Model Components

Faculty Involvement Levels

HIGH
- Direct participation on governance committees

MEDIUM
- Advisory input from existing faculty governance committees or individual faculty

LOW
- Actively and passively communicate ITG activities with faculty community; respond to requests and inquiry

Workshop Feedback:
Participants in the governance process

- The key element is how the structure connects everyone and connects to other decision making processes

- Identify/Review/Repurpose/Dissolve current committees

- Catalog committees / require charter & documentation

- Participants should be connected relative to their experience – strategic, tactical, operational

- Governance to identify resolutions among different recommendations – SMEs / technologists need advisory roles for these decisions

- Correct balance of stakeholders – academic, research, administrative, others

ITG Model Components

Decision-making

- Specific decision points
- Set policy and standards
- Project selection & prioritization
- Resource allocation
    - Resources have to be connected to decision points
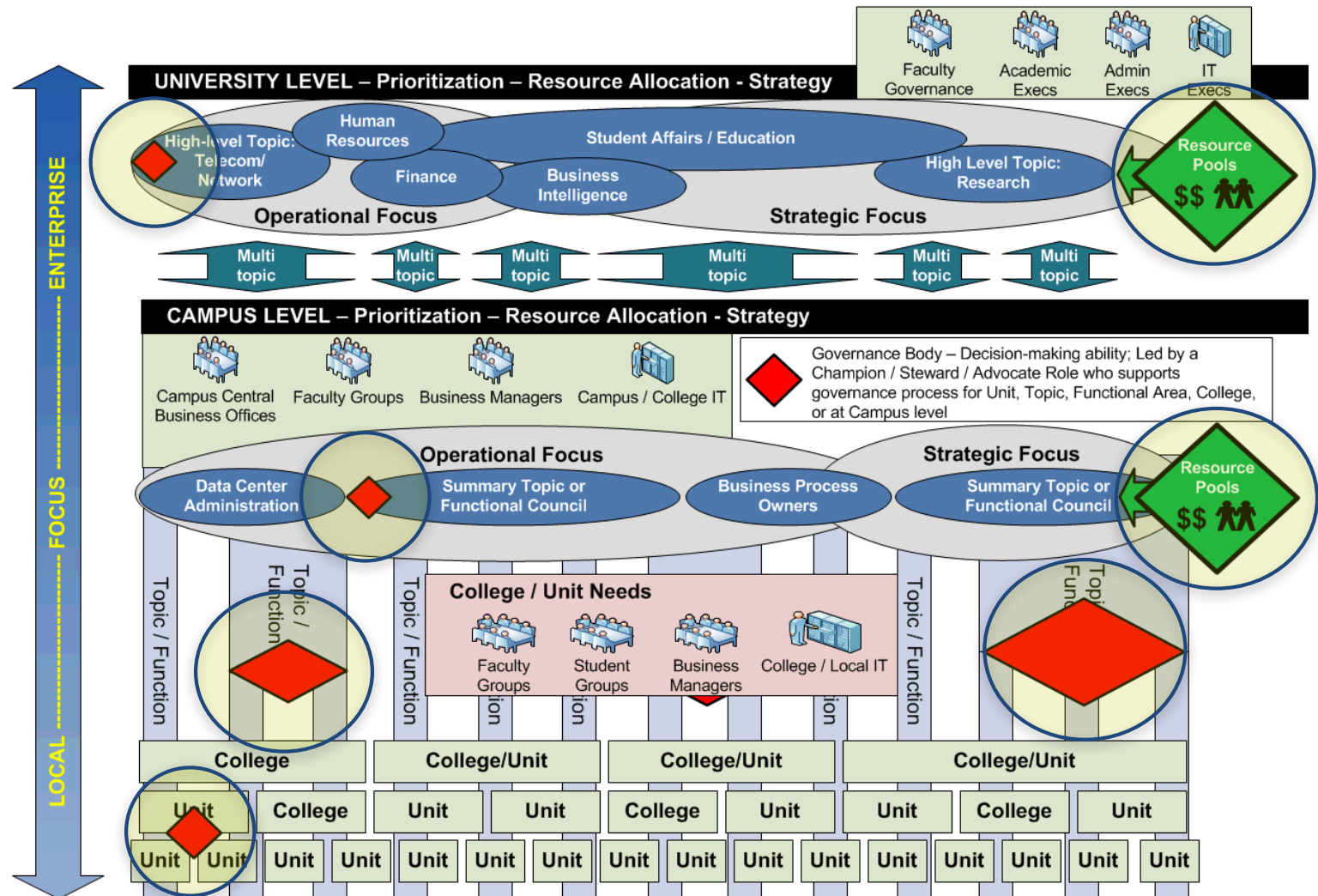   - Incentives for participation

Governance Body – Decision-making ability; Led by a Champion / Steward / Advocate Role who supports governance process for Unit, Topic, Functional Area, College, or at Campus level
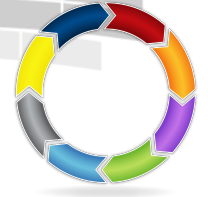
Resource Pools
$$

ITG Components – Building the model

- What and where are decisions made?

ITG Model Components (example)

- Funding Model Components for Governance Consideration
    - Base funding for enterprise or campus services
    - Project funding for one-time initiatives
    - Ancillary funding for college / department level services
    - Fee for service – use-based charge-back
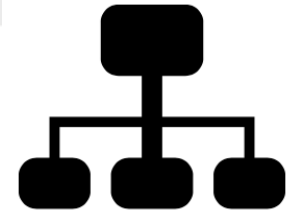   - Unfunded – beyond resource capacity

Type	Type Rank	Overall Rank	Initiative
Base	1	1	Project/Service A
	2	2	Project/Service B
	3	3	Project/Service C
	4	6	Project/Service D
	5	11	Project/Service E
	6	12	Project/Service F
Project	1	4	Project/Service G
	2	7	Project/Service H
	3	9	Project/Service I
Ancillary	1	5	Project/Service J
	2	8	Project/Service K
Fee	1	10	Project/Service L
Unfunded	1	13	Project/Service M
	2	14	Project/Service N

Workshop Feedback:
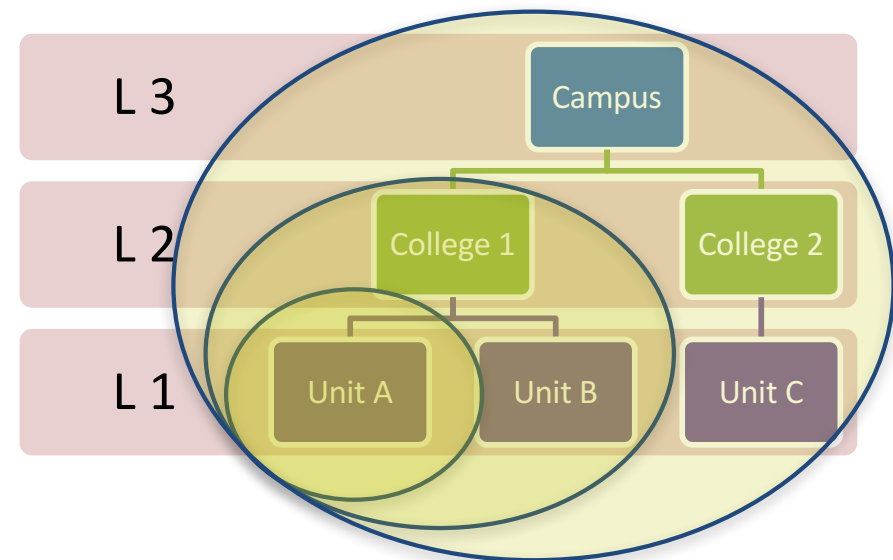## What decisions are made and where

- Clear review and decision points for projects
- Different review points may include architecture, security, policy, scope, funding, stakeholders
- Need a process defined for exceptions
- Consider actual costs, maintenance & support, opportunity cost to not implement or widely support
- Incentives to empower collaboration
- Trade-offs between local vs. central services

ITG Model Components

Structure: What are the layers to the governance structure and how do they interconnect?

- What are the responsibilities and composition at the different layers?

- Where and how do the levels and groups interconnect?

- Ownership and Accountability

Example of Responsibilities for a Group

- Provide oversight, review, strategy, communication for business process and administrative projects that:
    - Involve resources from our unit involves an enterprise business system
    - Will interface with an enterprise system
    - Wish to utilize funding from the central pool of $$ & labor
    - Scope of Enterprise Systems

299,000	Student Application Transactions	479,000	Payment Requests Processed
12,343,500	Registration Record Transactions	138,100	HR Front-end Transactions
556,000	Financial Aid Disbursements	153,000	Travel Expense Reimbursements
113,000	Transcripts Processed	240,000	Data Warehouse Sessions
157,500	eProcurement Transactions	882,000	Regular Payroll Transactions
25,000	Non-iBuy Purchase Orders	99.99%	FY 14 Banner Availability
467,000	Financial Aid Records		
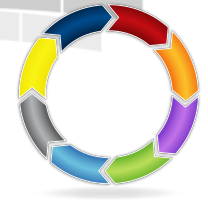
Workshop Feedback:
Layers to the governance structure

- Responsibility at all levels

- Increased collaboration between groups leads to improved culture and climate of IT

- Who sets the charge, who determines the budget, who assigns the resources

- Accountability throughout structure; recommendations and decisions need to carry through other points in governance structure

- Need exists for project management, oversight, and coordination for multi-unit major initiatives

ITG Model Components

Communication and Coordination

- Transparency (in the eye of the beholder)

- Communication about the process

- Central information resources for governance operations / decisions

- Service / project inventory

- Portfolio and Project Management Office or portfolio management role to support the ITG process

ITG Components – Building the model
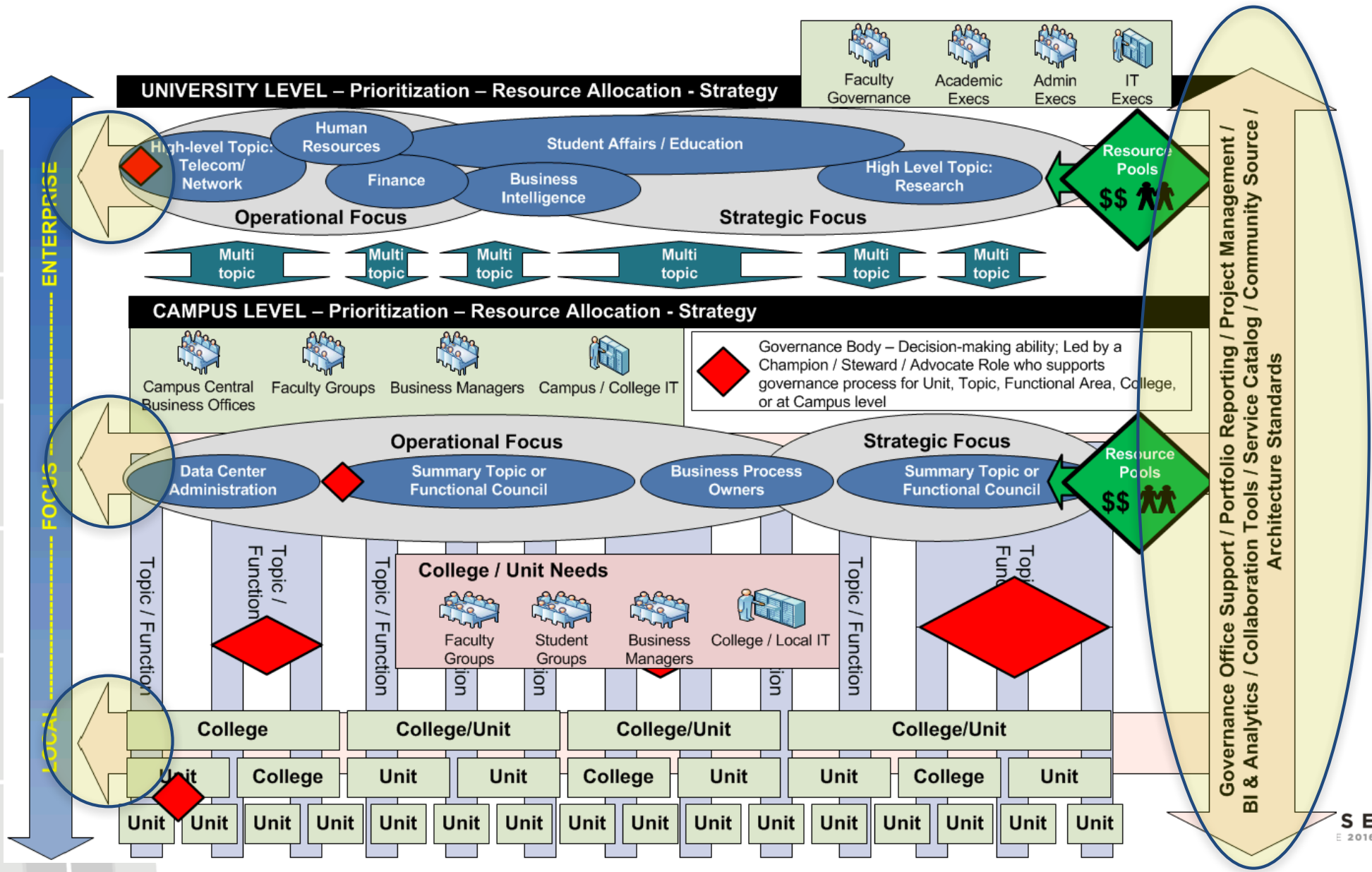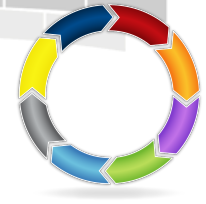
Workshop Feedback: Communication and coordination factors

- Communication and transparency key to the success of the ITG structure and process

- Need dedicated staff to drive process

- Easy way for individuals to provide feedback and input

- Documentation needs to capture how decisions were made and their path through the ITG

- Incorporate a means for checks and balances

- Design both active and passive forms of communication throughout structure

Right-size your Governance Process

Process should accommodate work of different sizes with the appropriate review rigor based on cost and impact

Simple > > > > > > > > > > > > > > *Complex*

Level 1 project
UIUC Winter term creation
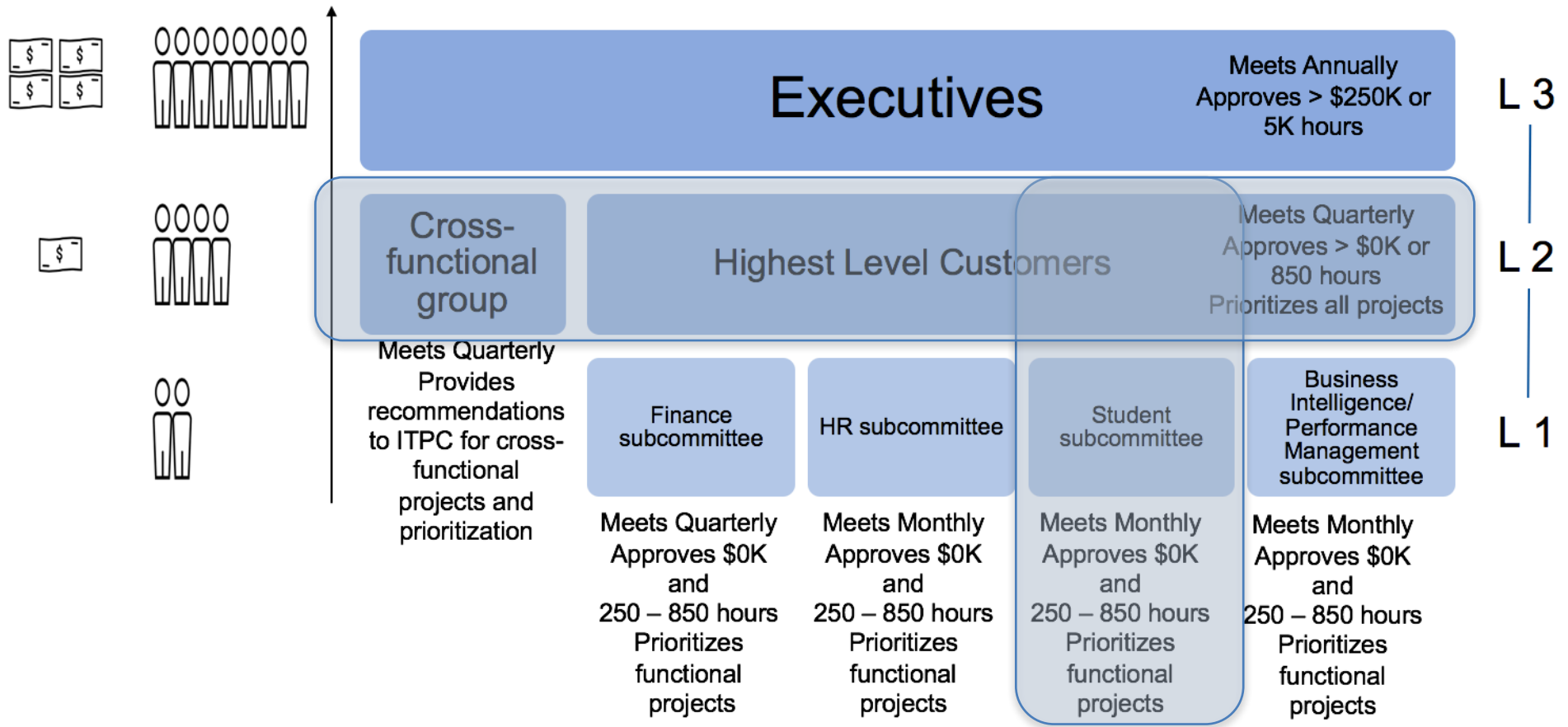
Level 2 project
Automated Grade Change Process

Level 3 project
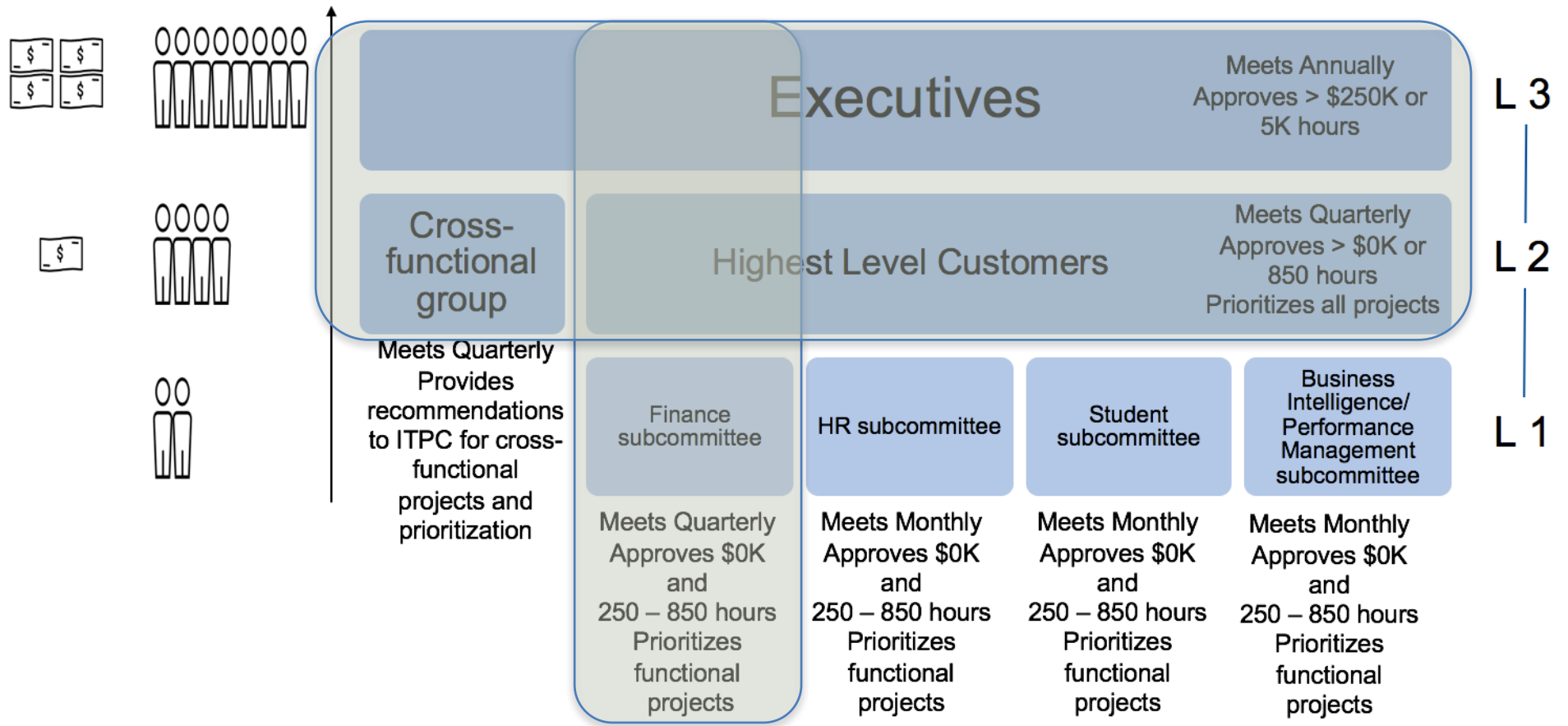Travel & Expense Management

ITG Model Components – IT for Supporting University Business Processes example

Executives			Meets Annually Approves > $250K or 5K hours	**L 3**
Cross-functional group	**Highest Level Customers**		Meets Quarterly Approves > $0K or 850 hours Prioritizes all projects	**L 2**
Meets Quarterly Provides recommendations to ITPC for cross-functional projects and prioritization	Finance subcommittee — Meets Quarterly Approves $0K and 250 – 850 hours Prioritizes functional projects	HR subcommittee — Meets Monthly Approves $0K and 250 – 850 hours Prioritizes functional projects	Student subcommittee — Meets Monthly Approves $0K and 250 – 850 hours Prioritizes functional projects	Business Intelligence/ Performance Management subcommittee — Meets Monthly Approves $0K and 250 – 850 hours Prioritizes functional projects	**L 1**

ITG Model Components – IT for Supporting University Business Processes example

ITG Model Components – IT for Supporting University Business Processes example

| | Executives | Meets Annually
Approves > $250K or
5K hours | L 3 |
| Cross-functional group | Highest Level Customers | Meets Quarterly
Approves > $0K or
850 hours
Prioritizes all projects | L 2 |

Cross-functional group
Meets Quarterly
Provides recommendations to ITPC for cross-functional projects and prioritization

| Finance subcommittee | HR subcommittee | Student subcommittee | Business Intelligence/ Performance Management subcommittee | L 1 |
| Meets Quarterly
Approves $0K
and
250 – 850 hours
Prioritizes functional projects | Meets Monthly
Approves $0K
and
250 – 850 hours
Prioritizes functional projects | Meets Monthly
Approves $0K
and
250 – 850 hours
Prioritizes functional projects | Meets Monthly
Approves $0K
and
250 – 850 hours
Prioritizes functional projects | |

Flexibility of Governance Process

Simple > > > > > > > > > > > > > > Complex

Level 1 project

UIUC Winter term creation

Review steps:

- L1 Project proposal completed
- Review at functional subcommittee
- REVIEW COMPLETE

Level 2 project

Automated Grade Change Process

Review steps:

- L2 Project proposal completed
- Review at functional subcommittee
- *Reviewed at cross-functional and main ITG Group*
- REVIEW COMPLETE

Level 3 project

Travel & Expense Management

Review steps:

- L3 Project proposal completed
- Review at functional subcommittee
- Reviewed at cross-functional and main ITG Group
- *Executive Review*
- REVIEW COMPLETE

Complex Project Example - Travel & Expense Management

Governance Model for Administrative IT at the University of Illinois
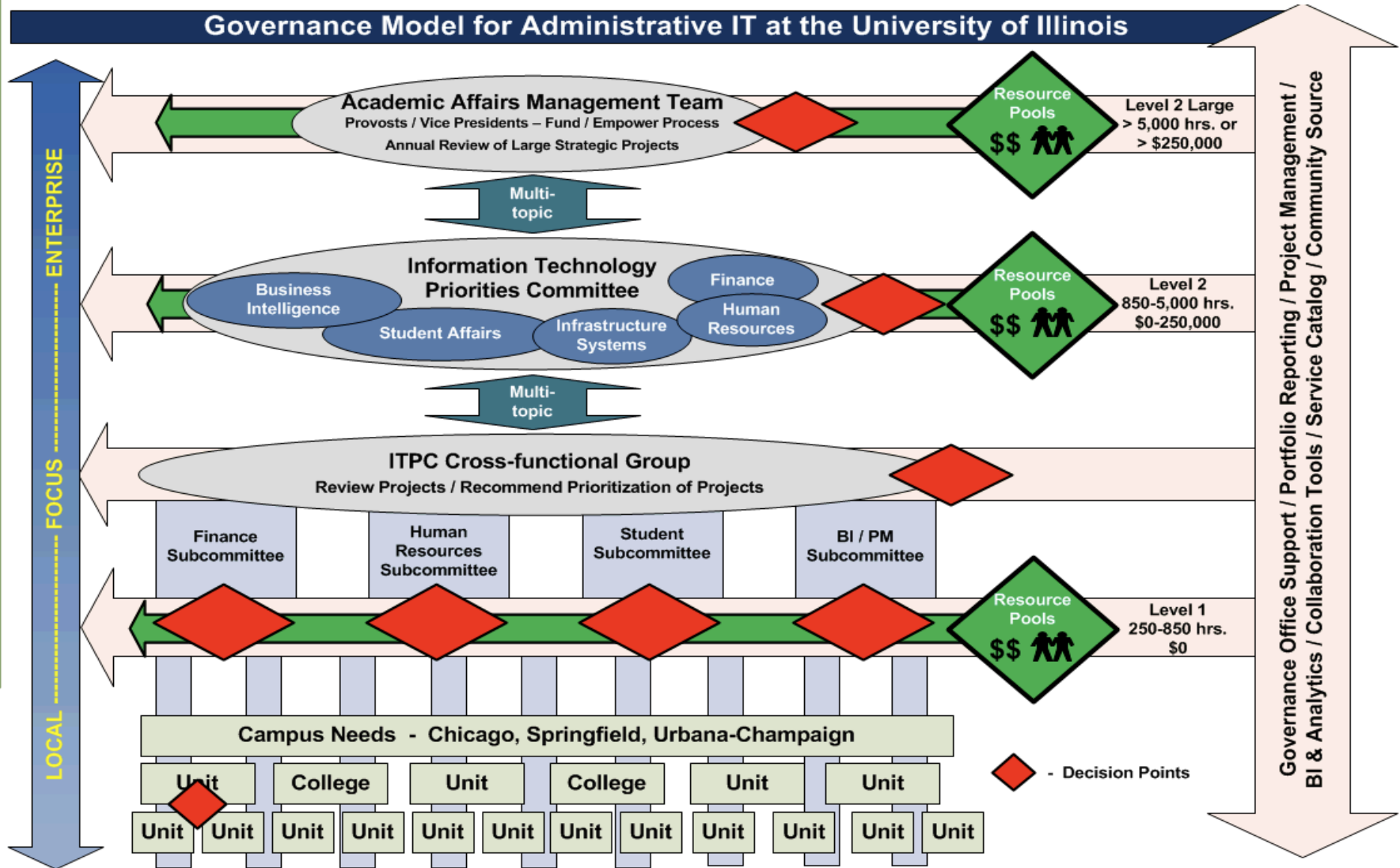
Complex Project Example - Enterprise System Structure
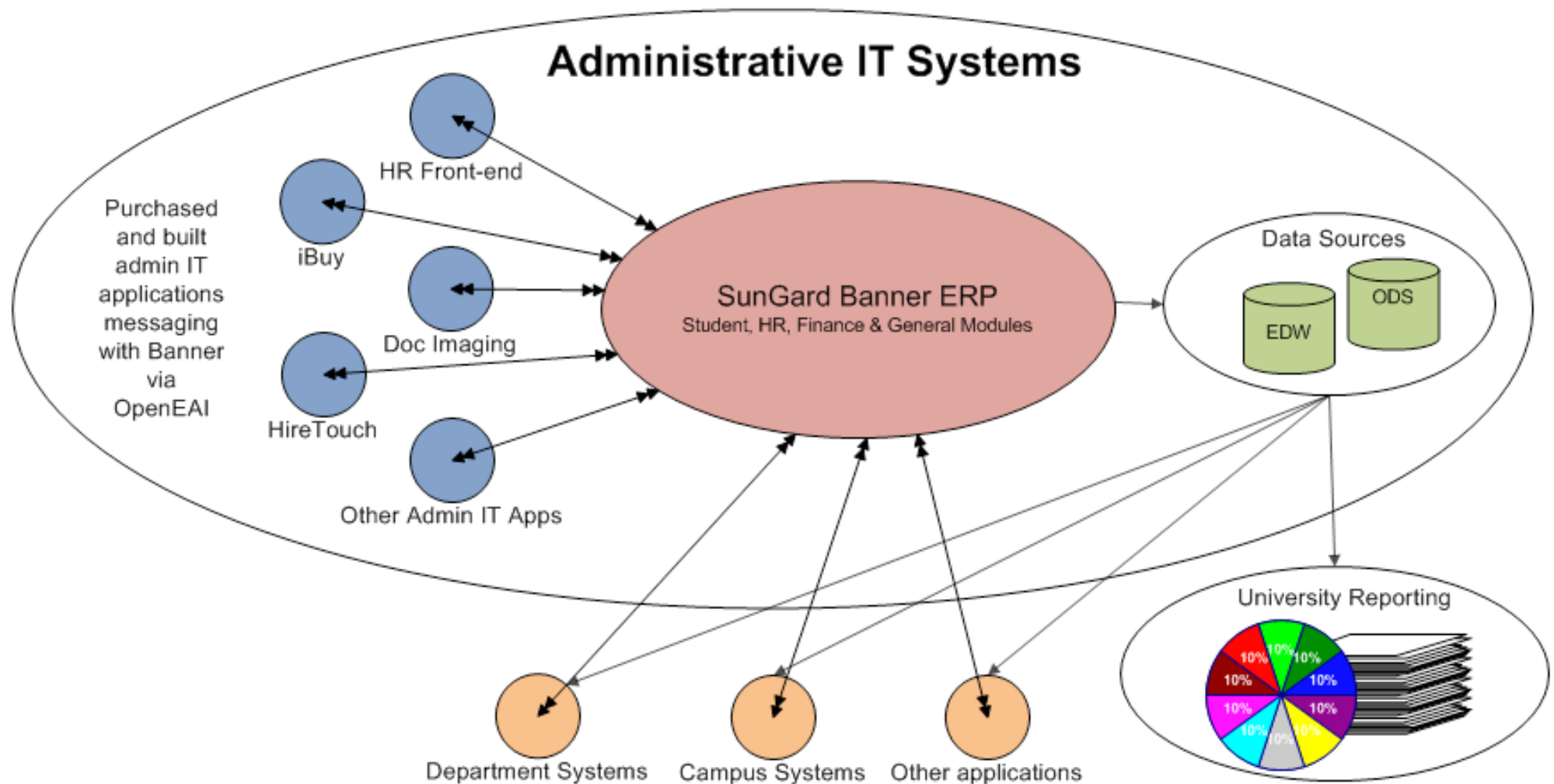
Complex Project Example - Travel & Expense Management

Multiple units across all campuses identify a need to improve travel and expense tracking and reimbursement.
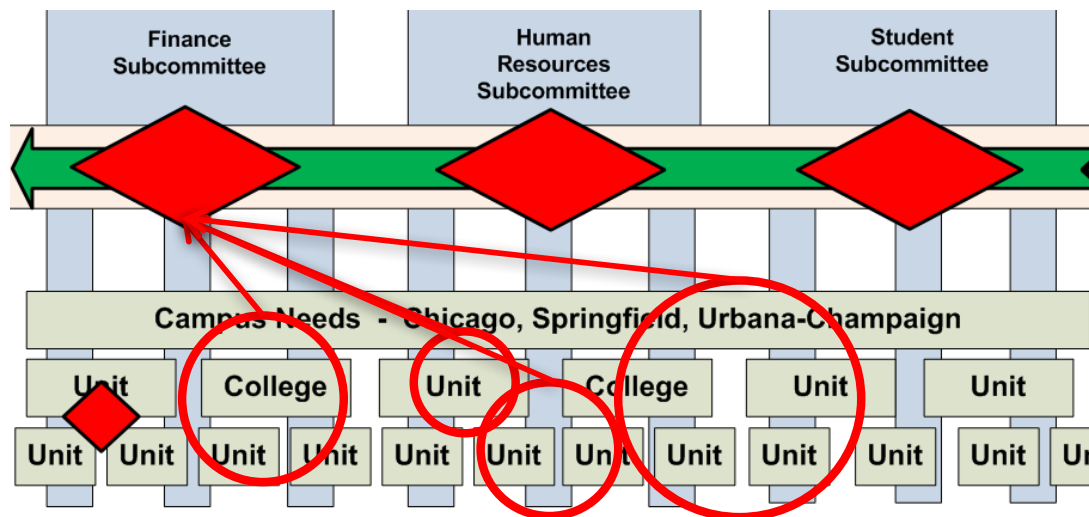
Complex Project Example - Travel & Expense Management

A Project Proposal is created and moves to the Finance Subcommittee for review
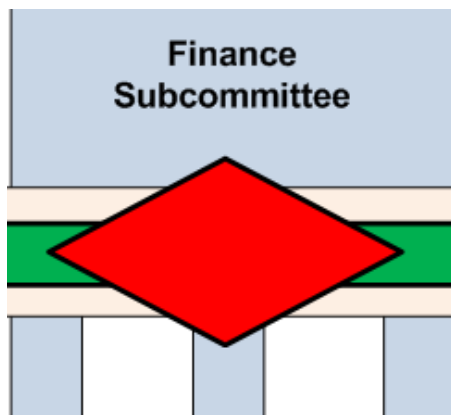
Project Proposal Template – Level 2	ITPC-0258

To be completed for all requests that require more than 850 hours of effort or with project budgets greater than $100,000. Projects requesting $250,000 or more will require incremental AAMT funding or unit contribution to cost in excess of that amount.

1) **Project Name:** Travel and Expense Management System

   Campuses affected by project (GC/UIC/UIUC/UIS/UA): All

   Date Template Submitted to ITPC: Initial - February 2008
   Re-submitted - December 2008

2) **Sponsor(s)**

Name: Phil XXXXXXX	Email: XXXX@uillinois.edu
Campus: UIUC	Department: Chief Procurement Office (CPO)
Name: Sandy XXXXXXX	Email: XXXXX@uillinois.edu
Campus: UIUC	Department: University Payables
Name: Jim XXXXXX	Email: XXXXX@uillinois.edu
Campus: UIUC	Department: University Payables

3) **Project Description**

   a) **What is the business need to be addressed by this project?**

   At the request of many university departments including OBFS, this project proposal is for the purchase and implementation of a Travel and Expense Management (T&EM) system at University of Illinois. A T&EM is a management tool that facilitates the entry, accumulation, processing and management of travel, entertainment, employee reimbursement, miscellaneous invoice payments and reconciliation of expenses.

   Automation of reimbursement and associated processes is a critical business practice for large organizations and universities. The ability to service employees via the web and allow them to complete expense reimbursement requests on-line is a cost effective means to service a distributed user pool and multi-campus university. Likewise, it is important to meet the needs of college/department units and payables staff to organize and manage reimbursement information.

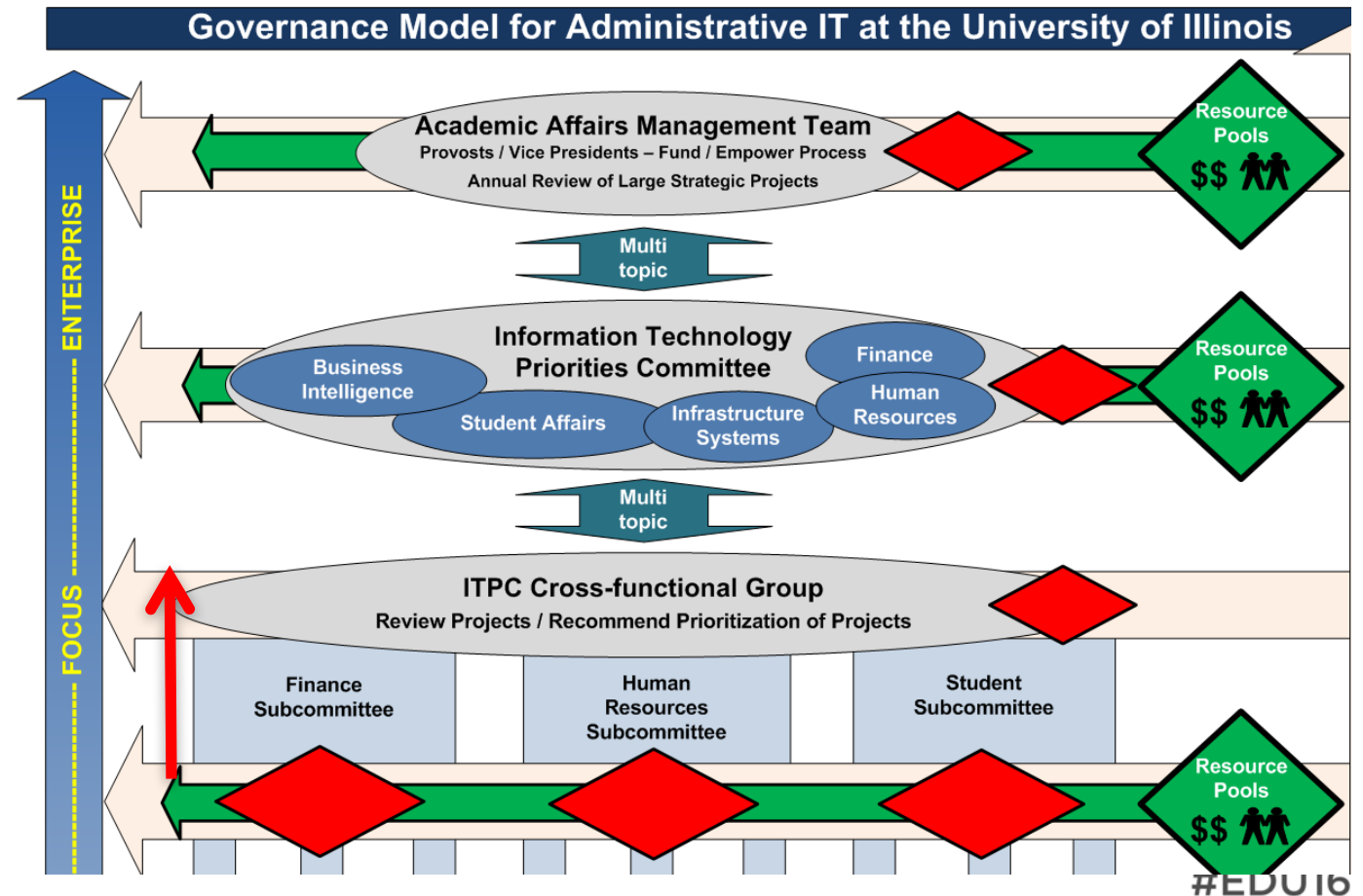# Complex Project Example - Travel & Expense Management

Due to the size/scope of the proposal, the project will need to go through all levels of review.
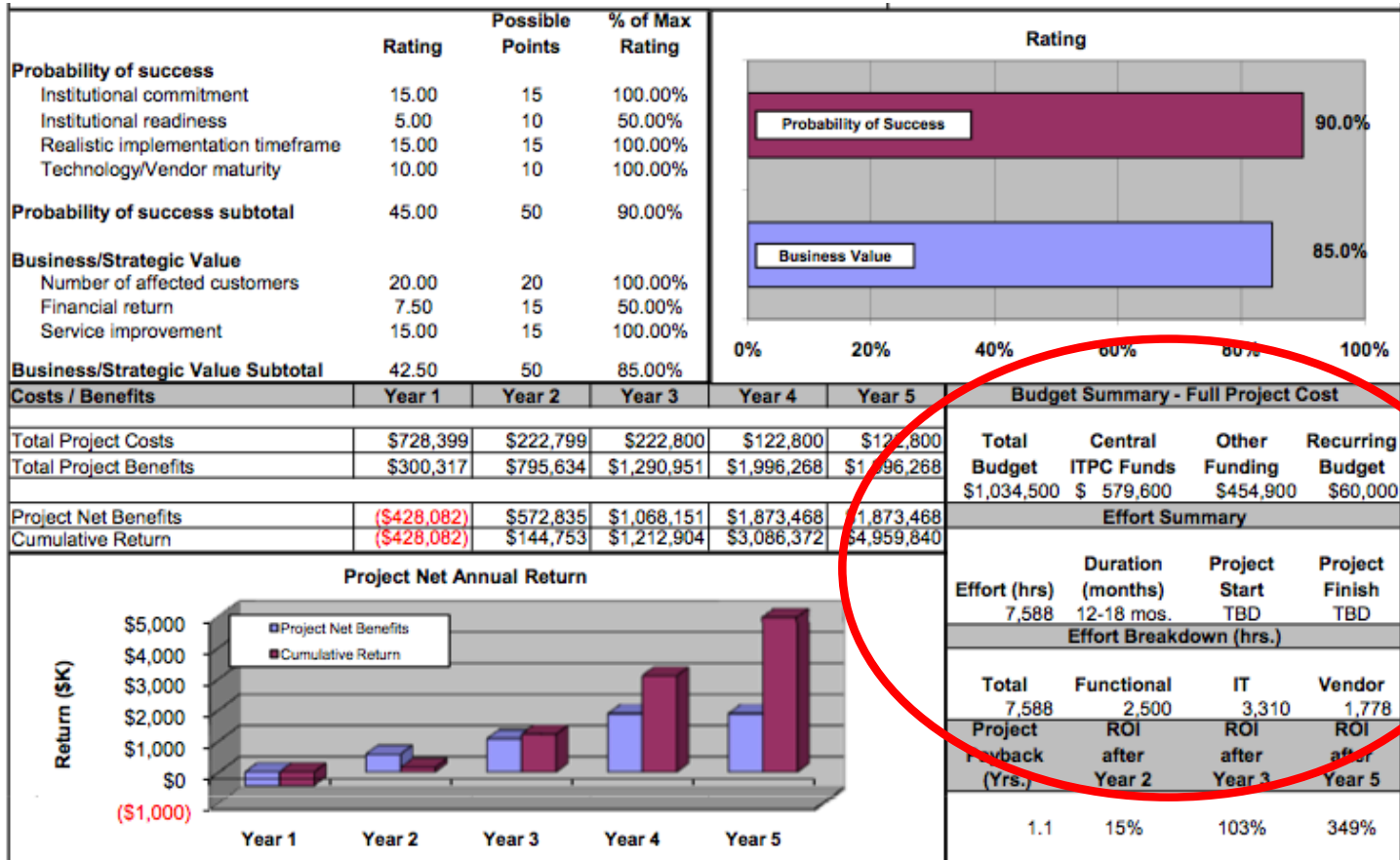
Complex Project Example - Travel & Expense Management

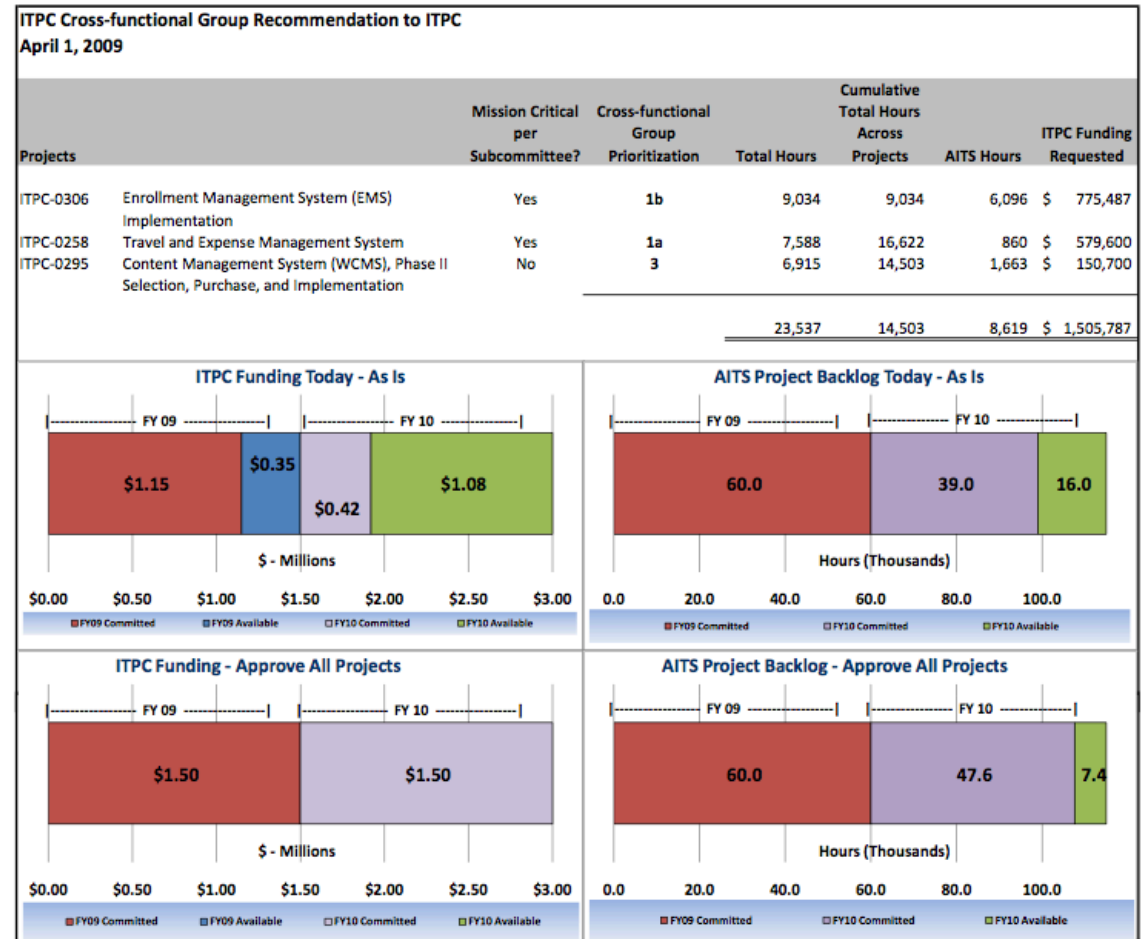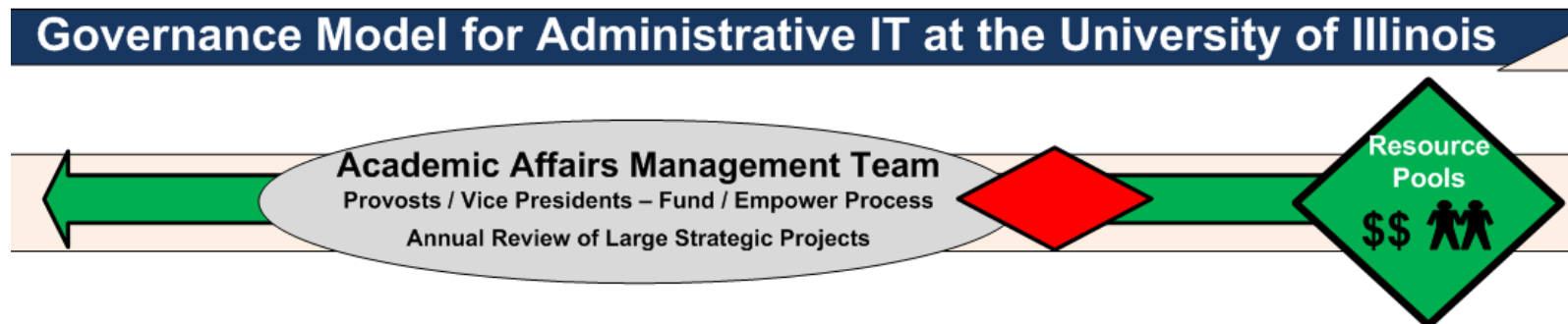The proposal goes through a series of decision points – Finance Subcommittee Review

The **Finance Subcommittee approves** the project to proceed to cross-functional review for a recommendation for approval / denial and prioritization

Governance Model for Administrative IT at the University of Illinois

Complex Project Example - Travel & Expense Management
The proposal goes through a series of decision points – Cross-functional Group Review

The **Cross-functional group approves** the project to proceed to ITPC review for a recommendation for approval / denial and also **provides a prioritization recommendation**.

Governance Model for Administrative IT at the University of Illinois

#EDU16
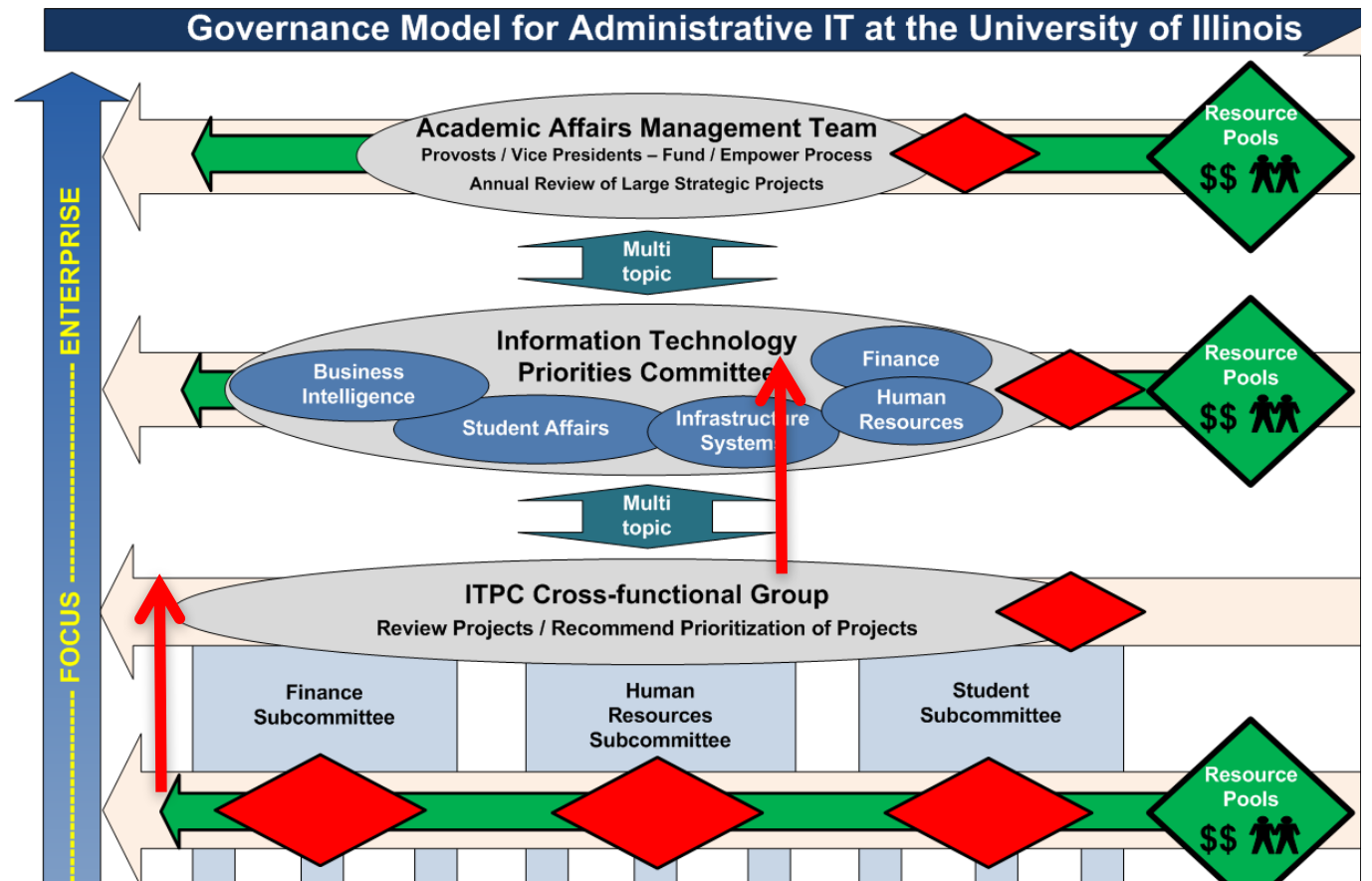
Complex Project Example - Travel & Expense Management

Cross-functional Group provides its recommendation

In this case, the group recommends approval and also recommends it highly compared to the other proposals being reviewed

Complex Project Example - Travel & Expense Management

The proposal goes through a series of decision points – ITPC Review

The **ITPC approves the proposal and prioritizes it** for final review by AAMT.
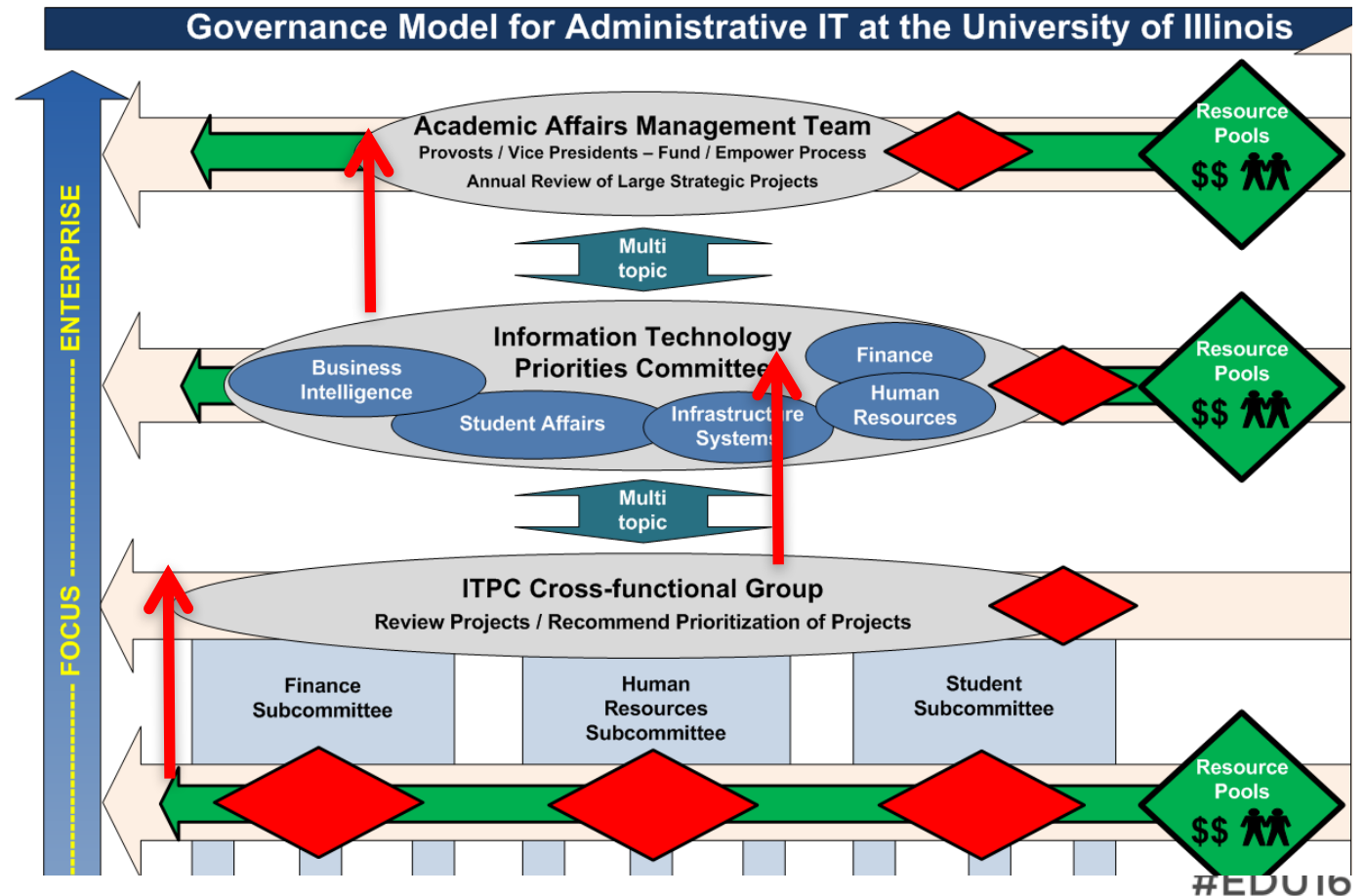
Governance Model for Administrative IT at the University of Illinois

Complex Project Example - Travel & Expense Management

The proposal goes through a series of decision points
– AAMT Review

- This is an annual request for project review and funding
- ITPC requests approval for all projects and also an additional $500K for administrative IT projects for the next fiscal year

Governance Model for Administrative IT at the University of Illinois

Academic Affairs Management Team
Provosts / Vice Presidents – Fund / Empower Process
Annual Review of Large Strategic Projects

Resource Pools
$$

Complex Project Example - Travel & Expense Management

AAMT Decisions

- Approval of Travel & Expense Management System
- Approval of Enrollment Management Suite
- Denial of Web Content Management System
- Denial of additional incremental $500K for next FY

Requested ITPC Funding for FY10		
	ITPC Recommedation	ITPC Recommendation w/ Existing Funding
ITPC Funded Items:		
Mandatory Project: FY10 component of ITPC-0300 Banner 8.1 Upgrade	$ 71,774	$ 71,774
Mandatory: Expected FY10 Upgrades/Regulatory Mandated Projects	$ 313,286	$ 313,286
ITPC-0258 Travel and Expense Management System	$ 579,600	$ 463,680
ITPC-0306 Enrollment Management Suite (EMS) Implementation	$ 775,487	$ 620,390
ITPC-0295 Web Content Management System (WCMS)	$ 150,700	$ -
Other Project Funding for Small Operational Projects	$ 109,153	$ 30,870
Total FY 2010 Funding Request for ITPC Projects	$ 2,000,000	$ 1,500,000

DU16

Complex Project Example - Travel & Expense Management

Final approval of project moves the project into the portfolio management process
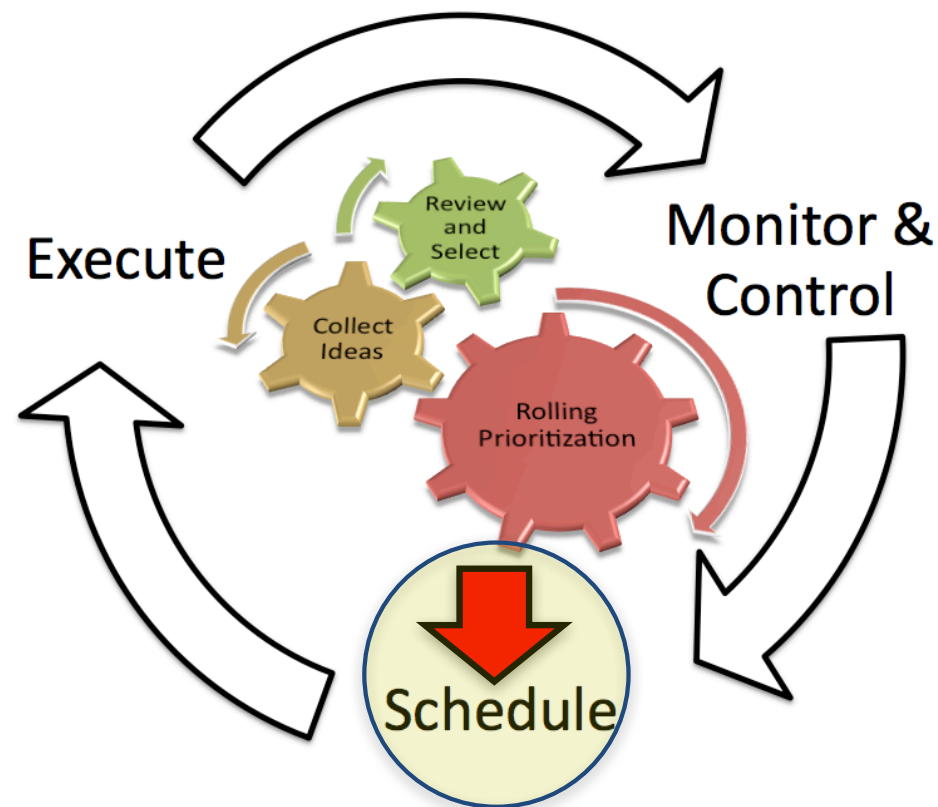
Complex Project Example - Travel & Expense Management

Schedule based on priority and resource capacity

ITPC Rankings of projects for scheduling
Projects for Review by ITPC - August 26, 2009

Project Name	ITPC Functional Area	Approval Date	Total Project Hours	Total AITS Hours	Total ITPC Funding	Approx. Start	Fn. Prty	May 2009 Ranking	Suggested Ranking from XFG - August 2009	Movement from May 2009 - Up or (Down)
ITPC-0269 Academic NOA Rewrite Implementation	Human Resources					Q2 FY10	1	2	1	1
ITPC-0306 Enrollment Management System (EMS) Implementation	Student					Q3 FY10	2	4	2	2
ITPC-0297 Web App Modifications (Summary; Agreement)	Student					Q2 FY10	1	6	3	3
ITPC-0213 Financial Aid Employment Earnings Load Modifications	Student					Q3 FY10	3	3	4	(1)
ITPC-0155 USFSCO: Direct Deposit Enrollment Page	Finance					Q2 FY10	1	7	5	2
ITPC-0295 Content Management System (WCMS), Phase II Selection, Purchase, and Implementation										
ITPC-0278 GCO: Total Employee Work Load – Cost Sha										
ITPC-0194 Password Sync NetID Project										
ITPC-0206 Contractor's Annual Prequalification System										
ITPC-0304 Web App Cell Phone & Address copy										
ITPC-0210 Employee/Jobs Mass Changes Web Applica										
ITPC-0268 Implementation of Payroll Calculator for "W										
ITPC-0284 Codebook Data in the Data Warehouse										

Complex Project Example - Travel & Expense Management

Execute utilizing standards for project management and system implementation; monitor and control
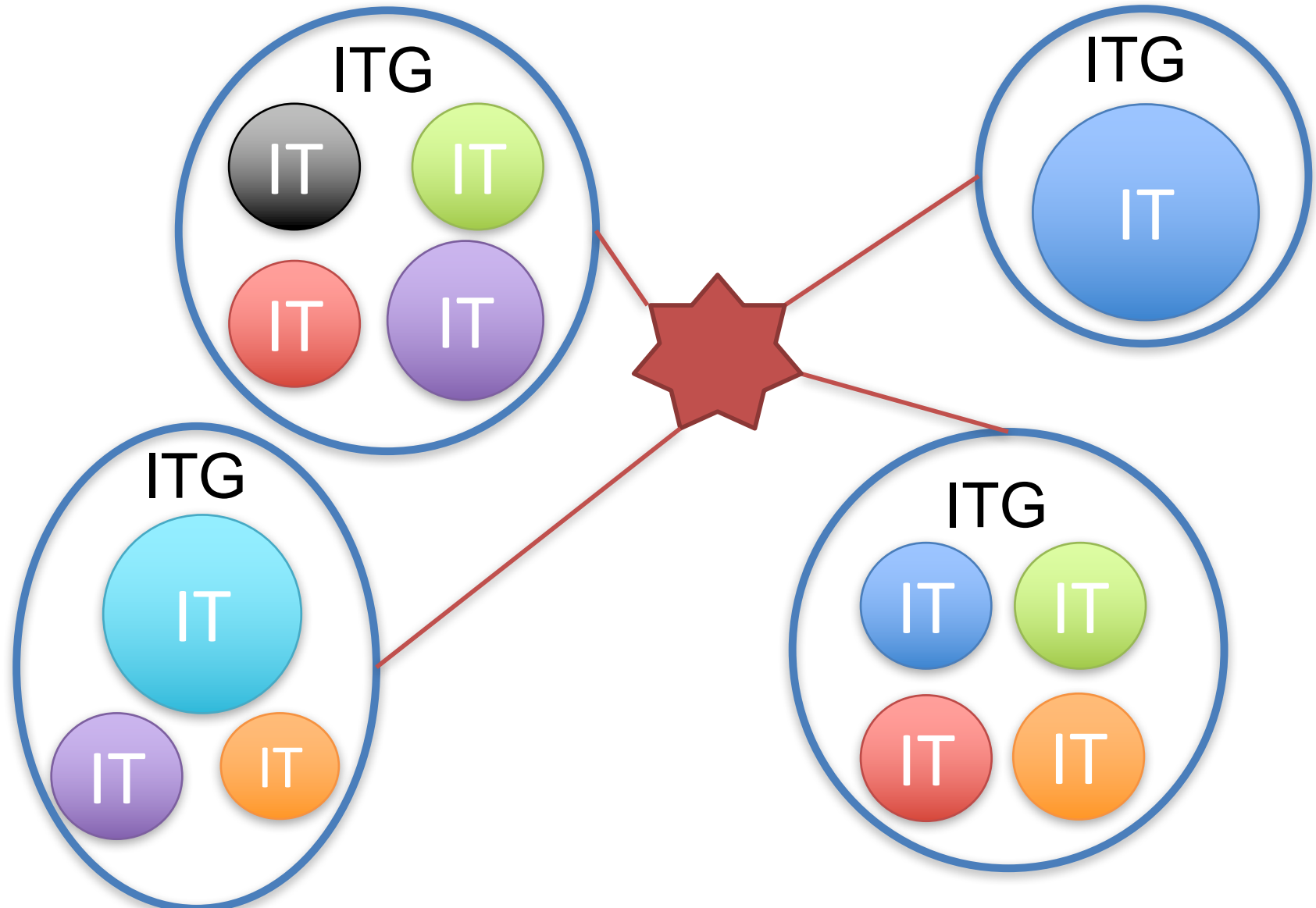
ITG Organization –
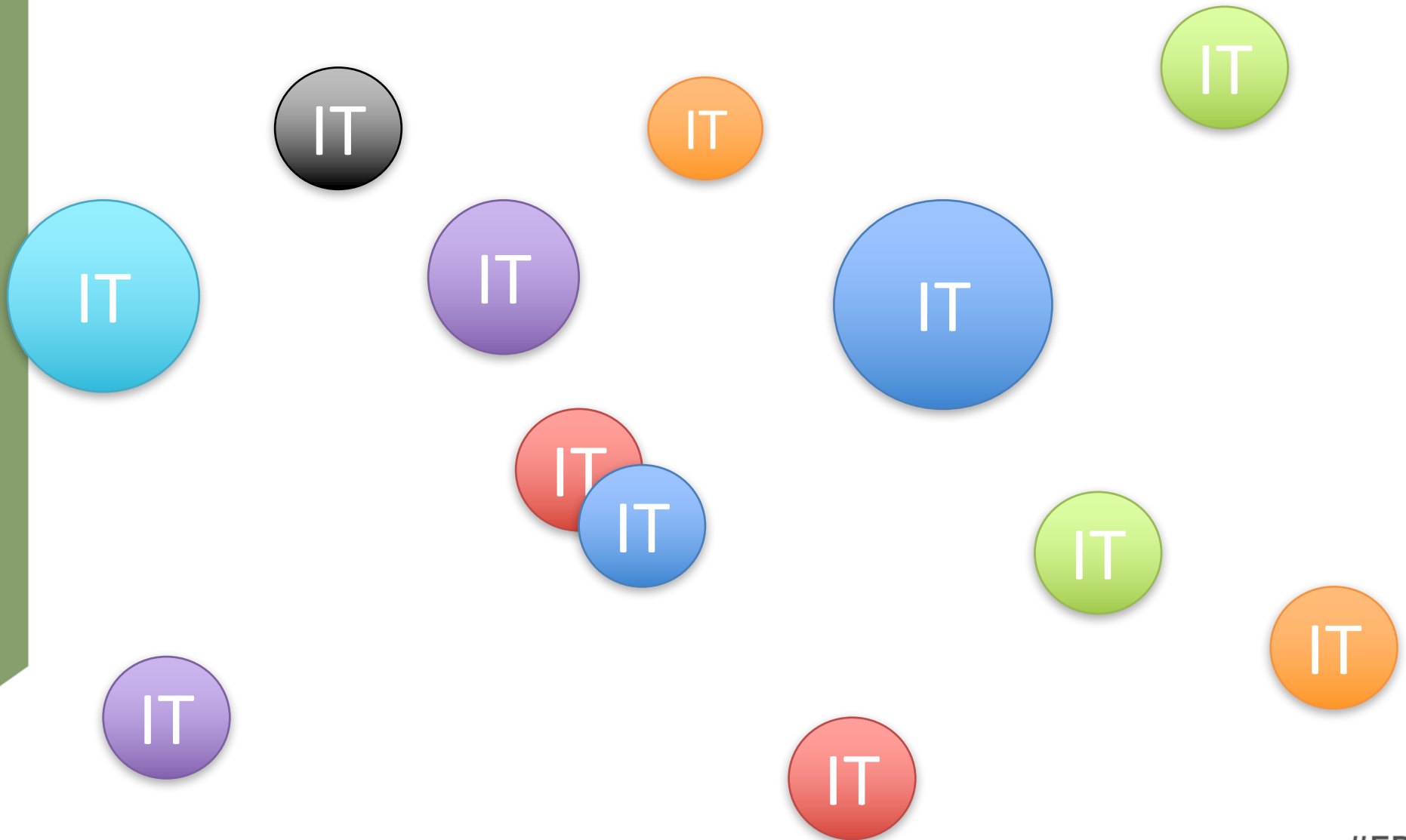## It all doesn't have to be one big process
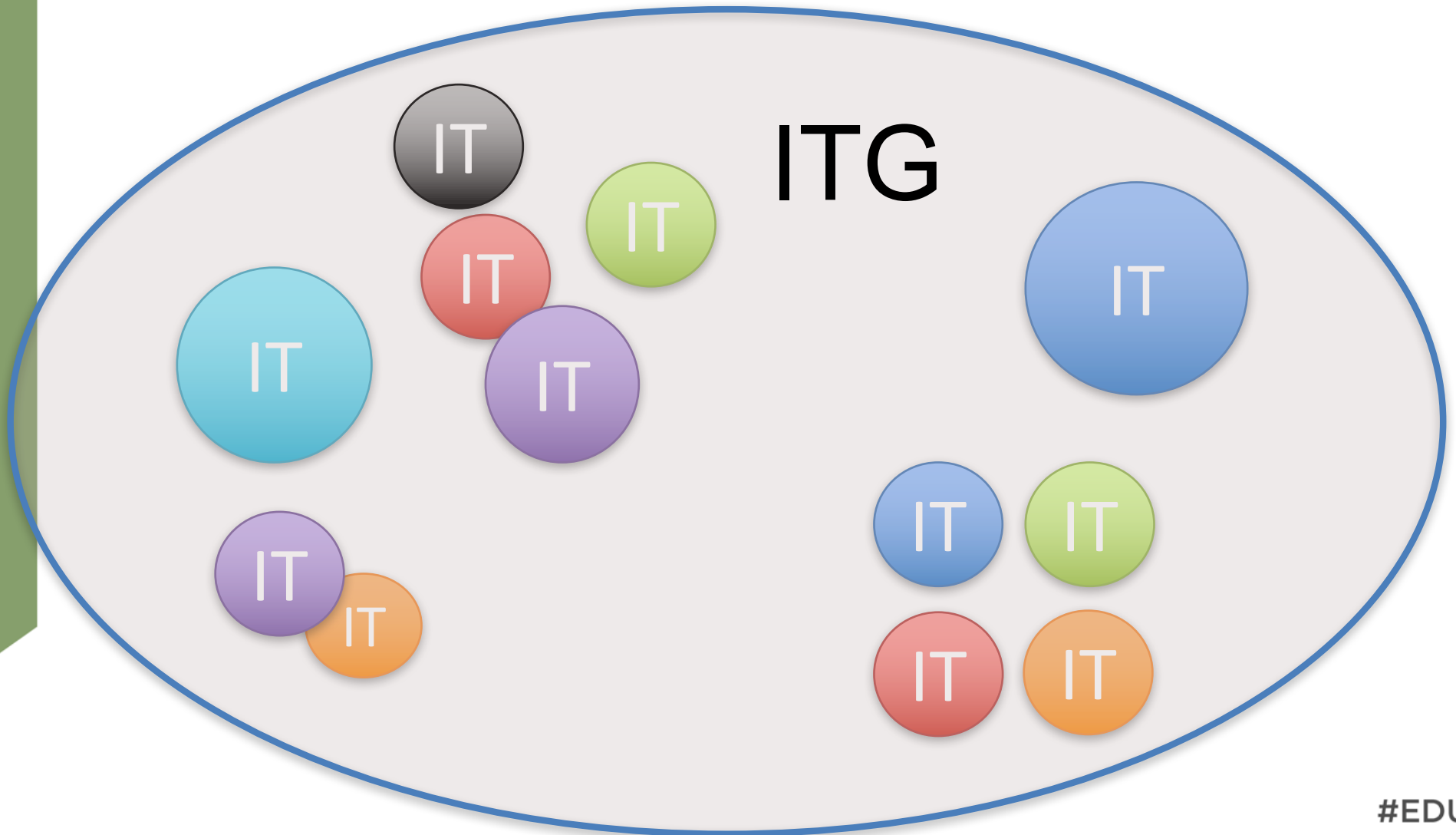
ITG Organization –
It may be several processes
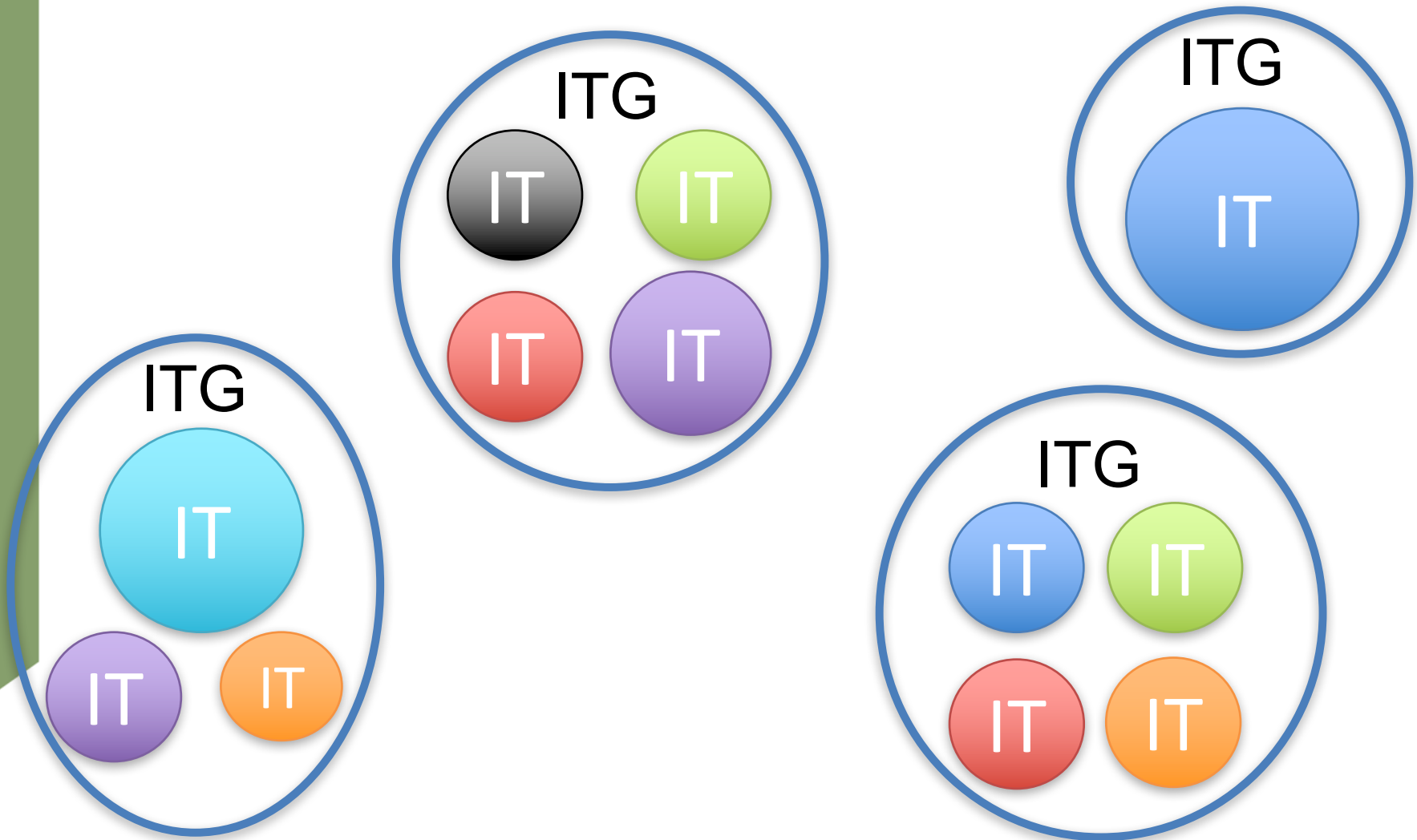
ITG Organization –
Communication & interacting as needed

ITG Organization –
    What's not workable is no process or chaos

ITG Maturity Levels

Level 0 – Non-Existent	• Management processes are not applied at all
Level 1 - Initial	• Processes are ad hoc and disorganized
Level 2 – Repeatable	• Processes follow a regular pattern
Level 3 – Defined	• Processes are documented and communicated
Level 4 - Managed	• Processes are monitored and measured
Level 5 – Optimized	• Best practices are followed and automated

http://www.itgi.org

Some Tips and Lessons Learned on ITG

Participants

- Do you have the right people involved at the right levels? Do these people have the right background and information to make thoughtful decisions?

- The leader(s) of the process and components need to have a vested interest in the success of the process or else results will be substandard.

- Must have a dedicated resource to manage the day to day operations and overall coordination of the process.

Some Tips and Lessons Learned on ITG

Process

- Focus more time evaluating the business issues and less time on the technology.

- Be prepared to make hard decisions and work within the constraints of your resources.

- Push down smaller decisions for efficiency and let executives focus on the projects with high costs and impact.

- Actively align towards the business strategies of the institution – this won't happen on its own.

Some Tips and Lessons Learned on ITG

Process

- Know resource capacity and demand in order to provide a context for making decisions. Don't forget to account for non-discretionary projects (upgrades) and incremental maintenance growth levels as these take away capacity for discretionary projects.

- Periodically revaluate the process and adjust as necessary.

ITPC Review Major Improvements

- After 3 years, ITPC overhauled in 2007
- Notable improvements
  - Improving the alignment of project selection to strategic plans
  - Improving cross-functional prioritization of projects
  - Making adjustments to the review structure and committee membership
  - Improving communication outside of the process
  - Delegation of decision making for "small" projects
  - Normal periodic process reviews

ITPC Review Major Improvements

- Major review again in 2016
- Notable improvements
  - Improve process to enhance/reward strategic alignment
  - Utilize a social business software tool to improve collaboration and communication
  - Improve summary level information for project eval
  - Determine funding model for unfunded mandates
  - Deemphasize review of mandatory projects
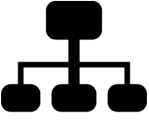 - Clearly define process for projects with shared funding

Group Interactive Activity

Designing IT Governance

ITG Components – Building Blocks for Model

Focus

- **Purpose and Scope:** What is it that needs to be governed? What are your institutional priorities?

- **Participants:** Who should participate? Who should advise and who should make decisions? What are the key roles to identify? How are they interconnected?

- **Decision-making:** What decisions are made at the different levels/groups? What resources will be allocated via the process?

- **Structure:** What are the layers to the governance structure? How are they interconnected?

- **Communication and Coordination:** Who will work behind the scenes to facilitate the process?

Group Activity 2 – DESIGN ITG

- Design an IT Governance model for your institution. Answer key questions at the right level of complexity to meet your needs:
    - What do you want to govern?
    - Who should be involved?
    - What and where will decisions occur in the ITG process? What resources will be allocated via the process?
    - How is the process/group(s) structured?
    - How will you manage the ITG process?

Build an IT Governance Model Group Interactive Activities

- Walk through defining the components for an ITG structure you are interested in building (15 minutes)

- Work with colleagues to discuss your experiences, challenges, and successes with ITG (15 minutes)

- Group sharing of points and questions (15 minutes)

Group Activity Wrap-up

Discussion and Q&A

EDUCAUSE
ANNUAL CONFERENCE 2016

Implementing Portfolio and Project Management

Afternoon Topics

- Overview of portfolio management
  - Facilitate ITG | Manage schedule and resources | Manage portfolio | Serve as center of excellence for project management
  - Activity
- Implementing a PPMO, a step by step guide
  - Define work | Manage portfolio | Introduce project management | Establish systems and tools
  - Exercise
- Overview of project management
  - Origination; Initiation; Planning; Monitoring & Controlling; Closing

Facilitate ITG | Manage schedule and resources| Manage portfolio | Serve as center of excellence for project management
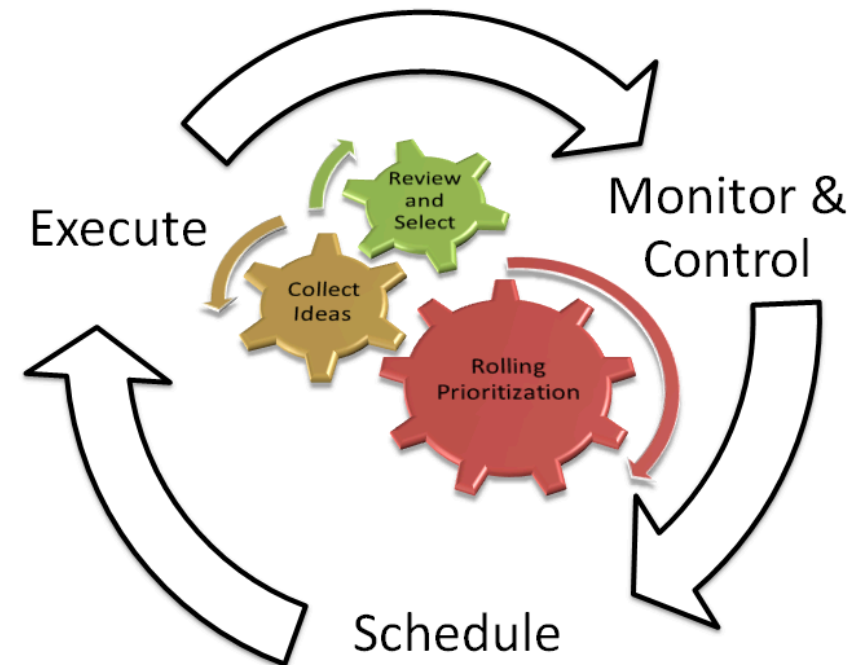
Overview of portfolio management

Portfolio management

- A portfolio is a collection of projects that is grouped together to facilitate effective management of that work in order to meet strategic business objectives.

- Main activities for a portfolio manager/ or portfolio management office

  - Facilitating project selection and prioritization
  - Scheduling and resource management
  - Managing (aka monitoring and controlling) the portfolio
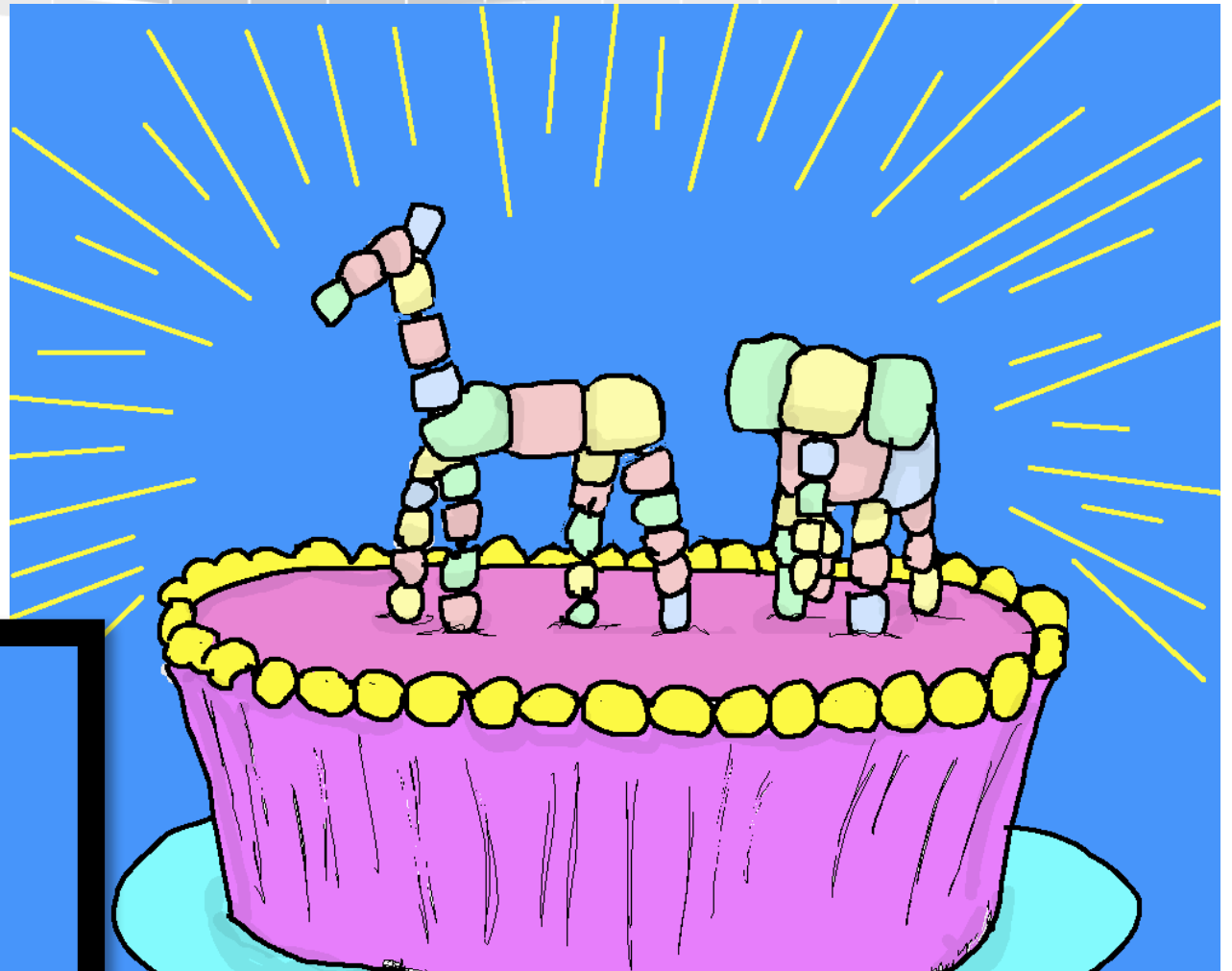 - Providing project management standards and guidance

How it can help

- Provides clear set of priorities for approved projects

- Provides a manageable workload for project resources

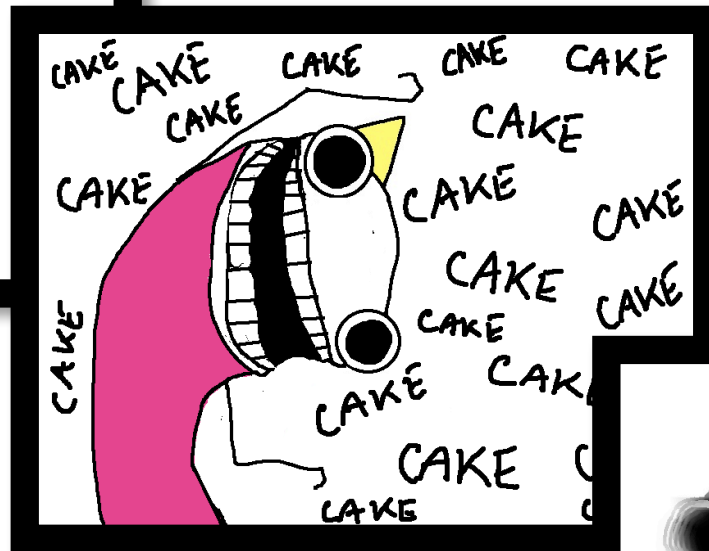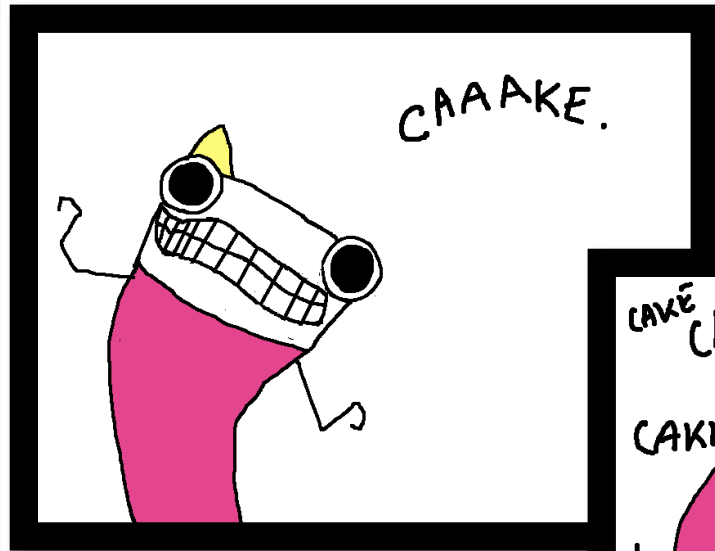- Answers the question: What are we working on?

+project management center of excellence

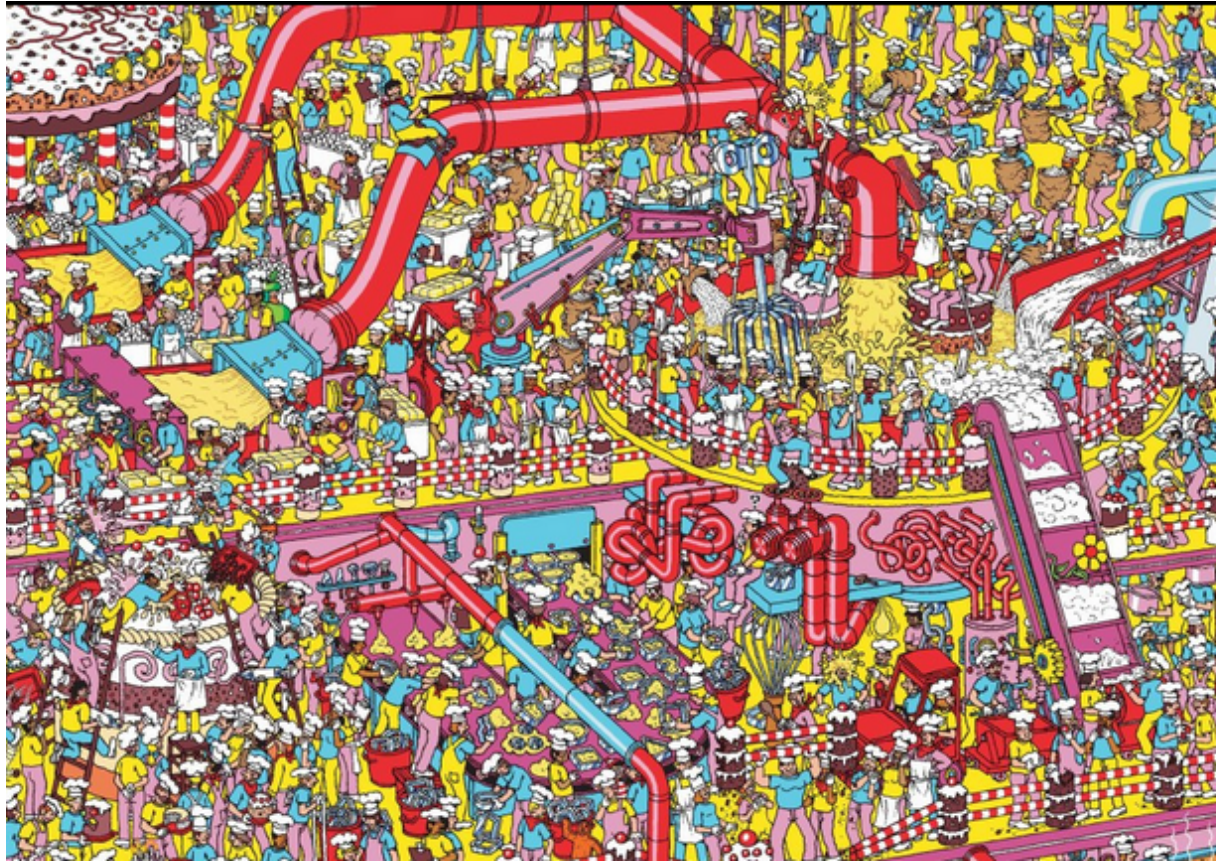# Yes! We are doing the right work.

BUT,
are we doing it well?

cake.
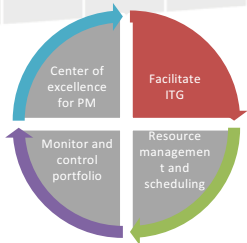
http://hyperboleandahalf.blogspot.com/2010/10/god-of-cake.html

http://hyperboleandahalf.blogspot.com/2010/10/god-of-cake.html

Yes! we doing the right work!
But, are we doing it well?

Portfolio management goals

Improve performance

Improve performance, provide support

Center of excellence for PM

Facilitate governance

Communicate priorities

Facilitate ITG

Report on performance

Monitor performance and make adjustments

Manage portfolio (aka monitor and control)

Resource management and scheduling

Manage expectations; justify staffing

Manage workload; schedule work

#EDU16
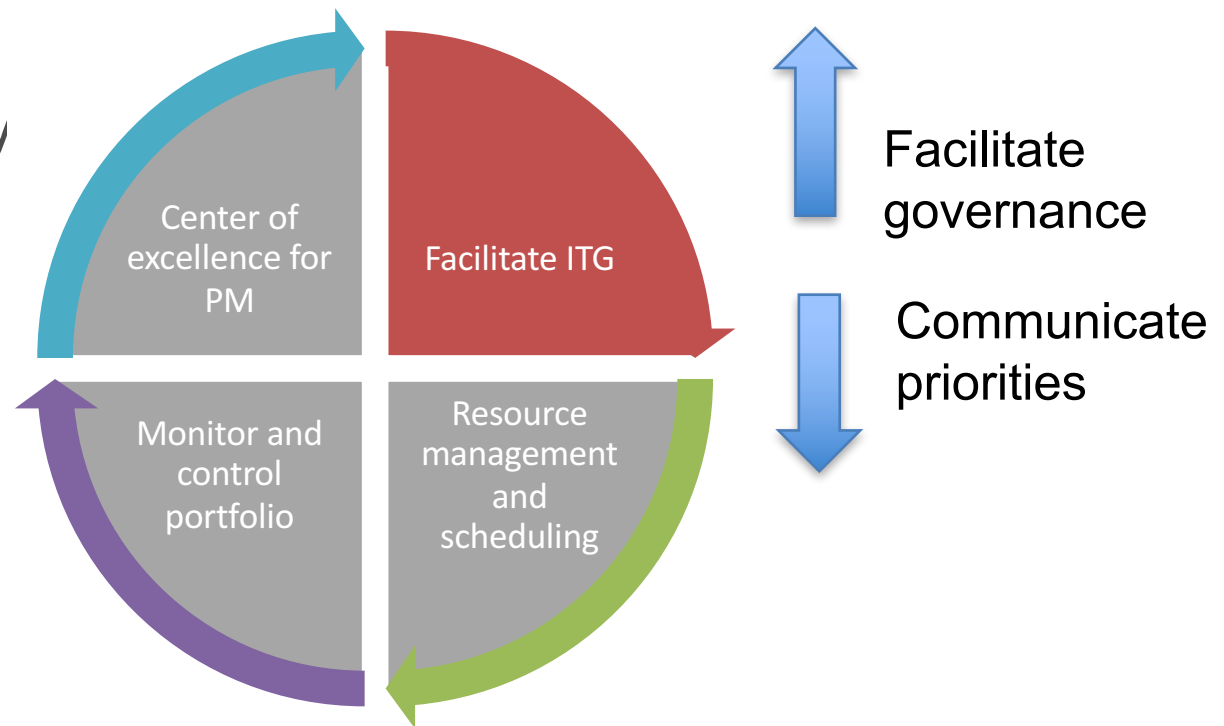
Facilitate ITG (drive the process)

- Facilitate the creation of [evaluation criteria] and portfolio strategy
- Provide assistance for proposal creation ([L1, L2, L3])
- Facilitate the proposal selection and prioritization process
- Coordinate & communicate

Center of excellence for PM

Facilitate ITG

Monitor and control portfolio

Resource management and scheduling

Facilitate governance

Communicate priorities

- Help with proposals
- Maintain and enforce process and artifacts
- Establish and maintain quality
- Annual reports
- Facilitate portfolio strategy
- Coordinate meetings
- Work with committee leads
- Be a liaison
- Prepare meeting materials
- Frame decision points
- Facilitate business case prep
- Maintain membership
- Inform stakeholders of decisions
- Maintain repository Maintain ITG website(s)
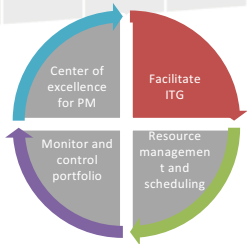- Facilitate priority setting
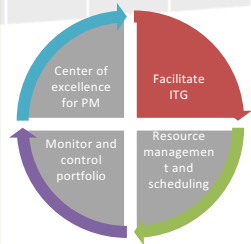
Portfolio Manager activities

- Help with proposals
- Maintain and enforce process and artifacts
- Establish and maintain quality
- Annual reports
- Coordinate meetings
- Work with committee leads
- Be a liaison
- Prepare meeting materials
- Frame decision points
- Facilitate business case prep

- Facilitate business case prep
- Maintain membership
- Inform stakeholders of decisions
- Maintain repository of key documentation
- Maintain ITG website(s)
- Facilitate priority setting
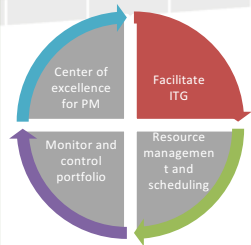
Tools

- Project proposals
- Project rating and summary sheet
- Priority details
- Prioritization survey
- Budget impact

Project Proposal

Level 1 Project Proposal	ITPC-0480

To be completed for all requests that require more 250 hours of effort or with project budgets greater than $20,000. For requests that require more than 850 hours of effort or with project budgets greater than $100,000, the Level 2 version of this template should be completed instead of this one. For additional information regarding ITPC, visit www.itpc.uillinois.edu.

1) **Project Name:** Banner Preferred Name and Gender Analysis

Campuses affected by project (UIC/UIUC/UIS/UA): ALL

Date Template Submitted to ITPC: 4/29/2014; Full ITPC Requested Revision: 6/12/14

2) **Sponsor(s):**
ITPC project sponsors must be individuals and cannot be groups. Being a project sponsor implies project ownership as a key stakeholder in the project and may require active project participation in a sponsor or advisory role.

Name	Campus	Department
Mike Kamowski	UIC	OSSS
Robert Dixon	UIC	Registration and Records
Rod Hoewing	UIUC	Office of the Registrar
Brian Catherwood	UIS	Records and Registration
Cynthia Lindstrom	UIC	ACCC
Megan Carney	UIC	UIC Gender and Sexuality Center

3) **Project Description**

a) Provide a simple, high-level description of the project that clearly states the overall business goal of the initiative and the role of the technology component. If the description is highly technical or utilizes acronyms, please provide a one-paragraph summary in layman's terms of the project.

The UIS Student Government Association passed Resolution 28 (AY 13-14) requesting that Banner be modified to accommodate the use of preferred name and gender

---

1) Project Name: Banner Preferred Name and Gender Analysis

2) Sponsor(s):

3) Project Description

    a) Provide a simple, high-level description of the project that clearly states the overall business goal of the initiative and the role of the technology component. If the description is highly technical or utilizes acronyms, please provide a one-par...

    b) If this project is not addressing UA needs or the needs of all three UI campuses, please explain why all campuses are not being included in this proposal?

    c) Please detail the individuals and organizations consulted at each campus in determining the scope of this project.

    d) Describe the effects of this project on current business processes at each campus.

    e) Are there any other systems, processes and organizations that may be affected by this proposal?-

    f) How does this project directly support any of the university's strategic planning initiatives?

    g) Is this a mandatory project?

    h) Have all assumptions being made in the preparation of this template been documented?

4) How will this project benefit faculty and students at the University of Illinois?

5) Alternatives Considered (include the impact of no action)

6) Detailed Project Justification

    a) All ITPC project are reviewed six months after implementation to evaluate project success. At six months after implementation, how will you know whether this project was a success?

    b) Complete the spreadsheet below to quantify the project benefits.

7) Resource Requirements:

8) Data retention

9) Timeline

10) Expected funding mechanisms (e.g., existing budget, net new funds).

11) APPENDIX 1 - Functional and technical requirements

12) APPENDIX 2 - Project recommendation from Subcommittee

Project Proposal (short form)

- Name
- Sponsor
- Description
- Primary goal and benefits
- Estimates

AITS Project Proposal

Proposal Summary and rating

- Description
- Benefits and process change
- Probability of success
- Business value

Project name	Sponsors	Campus and beneficiaries
ITPC-0541 Provide system enhancements to help ensure continued efficient operations of HR offices and University Payroll and Benefits (HRFE/PARIS enhancements)	Tony Kerber, Natalie Taylor, Stephanie Haas, Deb Stone, Elyne Cole, Angela Yudt, Ken Scott, Michael Ginsburg, Jim Davito, Kassaundra Hester	UA, UIUC, UIS, UIC Direct beneficiaries: UPB and HR staff, AITS staff

Overview

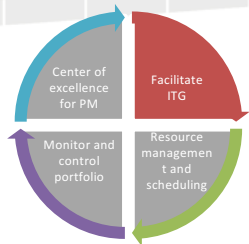| Brief project description	Business processes impacted
The HRFE and PARIS systems are used by the University of Illinois HR offices to process more than 120,000 HR transactions per year and approximately 50,000 prior underpayment adjustments. Ongoing maintenance and enhancements of these systems ensure the continued efficient operations of the HR offices and University Payroll and Benefits. This project will provide the resources and structure for providing a set of enhancements prioritized by the HRFE/PARIS steering team. Implementing these enhancements will provide a better user experience in both applications, increase transaction efficiency and quality, and remove the need for at least two UPB databases that currently administer the process for the separation and EGC payments. In addition, the change request "B575 - PARIS - New Module for processing Award payment adjustments" will resolve gaps in the award payment process. Enhancements that are not implemented as part of this project will be considered for a future proposal	UPB adjustments processes HR new hire and job change processes A complete list is available in the project proposal.

Value

Impact Score	Success Score	Benefits
strategy service enterprise savings	TBD	Expected benefits: Maintains and provides prioritized enhancements to critical HR and Payroll systems | Ensures efficient and error free processing of over 170,000 transactions per year Complete cost/benefit analysis is available in the appendix of the proposal.

5-Year Return	5-Year ROI	Strategic alignment
528K	3.3	None noted

Please refer to the following pages for the details of the impact and success scores

Resources

		Notes
Total Project Cost	$ 161,940	5 yr return= 5 year tangible and intangible benefits—5 year project cost (690K-161K=528K)
Requested ITPC Funding	$ 0	5-Year ROI = 5 yr return / 5 year project cost (528K/161K=3.3)
Total Hours	4,192	
UA IT Hours	2,412	

Portfolio strategy and project ratings

- Review University strategic plan, assess current portfolio, bring to group for discussion

- Develop initial rating proposal, bring to group for discussion and adjustment.

Priority details

- Name & description
- Area
- Approval date and aging
- Effort
- Start date
- Notes
- Priority

ITPC Projects for Prioritization

8/14/14 7:22 AM   Red = approved more than 365 days ago, Yellow=240-365   1/3

Projects for Prioritization

Name	Area	Approved	Effort	AITS Effort	ITPC Funding	Project Start Date	Funct. Priority	Last ITPC Rank	Notes
ITPC-0462 HR and Payroll Legacy Databases - Equivalent Access Analysis	Human Resources	Aug 2013	820	350	$0	TBS	3	1	
This project will produce an analysis of and an implementation proposal for providing UIC HR, UIS HR, and UA Payroll access to pertinent data elements housed in the legacy ECOS and PHD databases. This data is currently only available to departments at UIUC. The primary beneficiaries of this project, once the system is implemented, are campus and UA HR staff									
ITPC-0442 GCO: Federal Financial Report Modification	Finance	Jan 2013	745	470		Feb 2015	1	2	This project will run at about the same time as Banner 8.8/8.9 upgrades.
This project will alter the process for filing the required Federal Financial Report (FFR) to the federal granting agencies by creating a modification to the Banner FFR process introduced in the 8.2 Upgrade. The business goal is to improve the timeliness, effectiveness, and accuracy for filing the FFR, which is currently a very labor intensive process.									
ITPC-0466 HireTouch Data Acquisition Phase 2 – Custom Forms Data	Human Resources	Nov 2013	2,720	2,570	$0	Jan 2015	1	4	
This project wil add the missing HireTouch data into the EDW, to enable users to produce reports with all the necessary information. Analysis of data in the custom forms will allow HR staff to report on trends related to the hiring process. This trend analysis will assist in the recruitment process by providing colleges and departments insight into common stopping points in the hiring process. This will also help colleges and departments work toward a hiring process that is more effective and efficient than it is currently. Identifying issues in the hiring process, such as common reasons for declined job offers, will allow colleges and departments to adjust processes to obtain desired faculty and faculty support staff.									
ITPC-0353 Learning Management Systems (LMS) Banner Integration	Student	Aug 2010	1,220	848	$22,725	TBS	3	5	Required features not available. Performance issues with current version.
The project is designed to meet the faculty and colleges request for integrating the UI Learning Management Systems with Banner. This phase will be to implement the Banner eLearning 8.0 functionality. This interface is supported by SunGard and provides for registration and grading. The solution will be for Blackboard. Phase 2 (ITPC-0354) will be for the University to build an interface to eLearning 8.2 for unsupported LMS.									
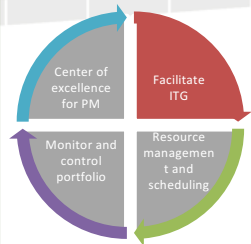
Survey

- Simple drag and drop ordering

- Easy reports and scoring

- Frames the difficult discussions

The purpose of this next section is to provide a relative ranking of approved or soon to be approved projects.

4. Using the distributed materials for reference, please rank the projects listed below. See the table below for information on current functional priorities and the last XFG ranking. The list is sorted in order of the previous ITPC ranking. The new projects are at the bottom of the list.

Please refer to the pdf below for additional information about each project.
Additional Project Information (link will open in new window)

Drag items from the left-hand list into the right-hand list to order them.

ITPC-0509 NESSIE/UHR Redesign and Consolidation (Fnc priority:2 Last overall rank: 5)

ITPC-0502 Employee Training Infrastructure Implementation (Fnc priority:10 Last overall rank: 6)

ITPC-0526 Learning Management System Data Acquisition (Fnc priority:2 Last overall rank: 7)

ITPC-0462 HR and Payroll Legacy Databases -

1. ITPC-0527 College Scheduler (Fnc priority:1 Last overall rank: 4)

2. ITPC-0514 USFSCO:Increase speed of student reimbursements (SAPR workflow) (Fnc priority:2 Last overall rank: 2)
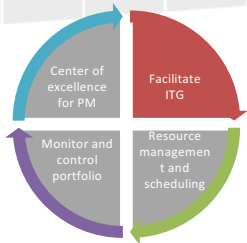
Budget impact and ranking for new projects

Independent Ranking of New Projects

	Low Priority	Medium Priority
Number of affected customers	Benefits a single department on a single campus.	Benefits a single departm...
Financial return	Offers ROI in Year 4+	Offers ROI in Year 2-3
Service improvement	Will nominally improve operation efficiency and/or improve customer perception of service.	Will moderately improve... moderately improve cust...
Institutional committment	There is nominal instutional and management support for this project form all affected parties.	There is moderate instu... for this project from all af...
Institutional readiness	The sponsoring organization is unable to commit the required project resources upon approval or other barriers inhibit proceeding with project.	The sponsoring organiza... required project resource... be other barriers that inhi...
Realistic implementation timeframe	The proposed timeframe for implementation in unlikely to be met.	There is moderate risk th... implementation may not l...
Technology and vendor maturity	The technology or vendor being used is not in a mature state and/or the University is unfamiliar with the technology or vendor.	The technolgoy or vendo... unproved or unfamiliar to...
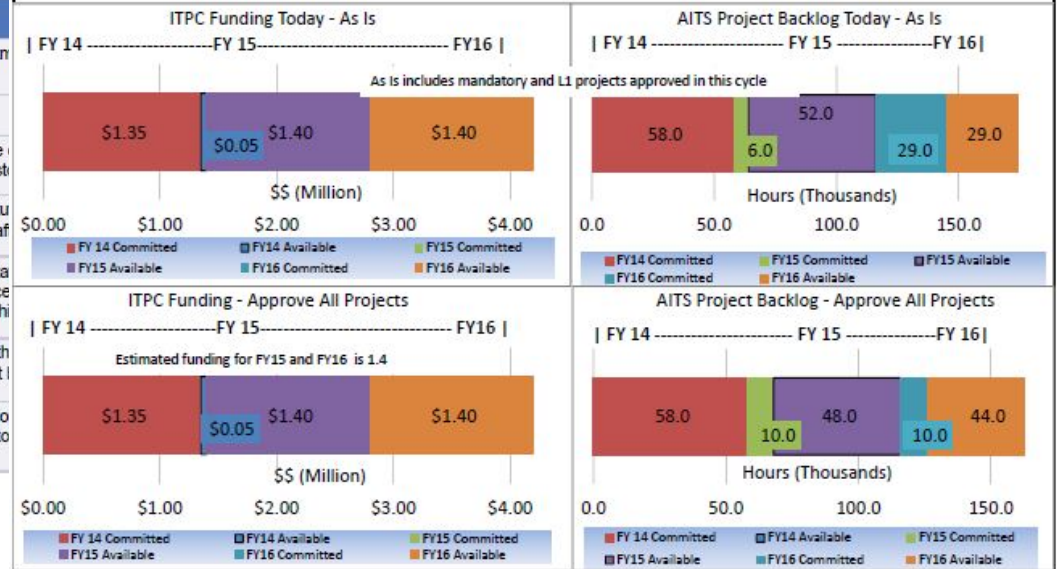
Budget impact of ITPC recommendation

Projects		Functional Priority	Total Hours	AITS Hours	ITPC Funding Requested
ITPC-0467	Automated Grade Change Process	Student Priority 1	1,415	1,145	$0
ITPC-0469	Finance Reports Distribution Role Application	Finance	1,423	1,063	$0
ITPC-0466	HireTouch Data Acquisition Phase 2	HR Priority 2	2,720	2,570	$0
Total			5,558	4,778	$0

Challenges

- Estimating costs and benefits
- Sponsor buy-in to process
- Keeping up / not becoming a bottleneck
- Communication and transparency
- Not becoming too heavy
- "We don't have time for this" argument
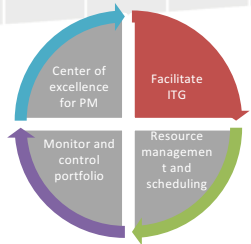
Challenges

- Estimating costs and benefits
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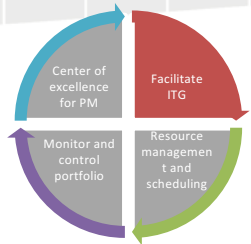
Our Lessons / Experience

- Strategic focus
- Communications outside of committee groups
- Prioritization and approvals (XFG creation)

Activity 3: Design the PPMO: Facilitate ITG

Identify the organization, individuals, or groups that could fill the Facilitate ITG function of your PPMO. Discuss pros and cons of staffing options: existing, new, internal or external to IT organization.

Please think through these questions individually first, and then discuss as a group.

Feel free to use the worksheet to record your answers/notes

Facilitate ITG tasks

- *Help with proposals*
- *Maintain and enforce process and artifacts*
- *Establish and maintain quality*
- *Annual reports*
- *Facilitate portfolio strategy*
- *Coordinate meetings*
- *Work with committee leads*
- *Be a liaison*
- *Prepare meeting materials*
- *Frame decision points*
- *Facilitate business case prep*
- *Maintain membership*
- *Inform stakeholders of decisions*
- *Maintain repository Maintain ITG website(s)*
- *Facilitate priority setting*
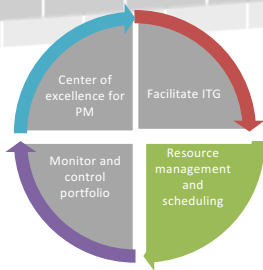
Resource Management and Scheduling

- Control the start of projects to even out the workload
- Manage client and upper management expectations
- Document resource demand and justify staffing changes
- Decrease project lifecycle times
- Validate priorities
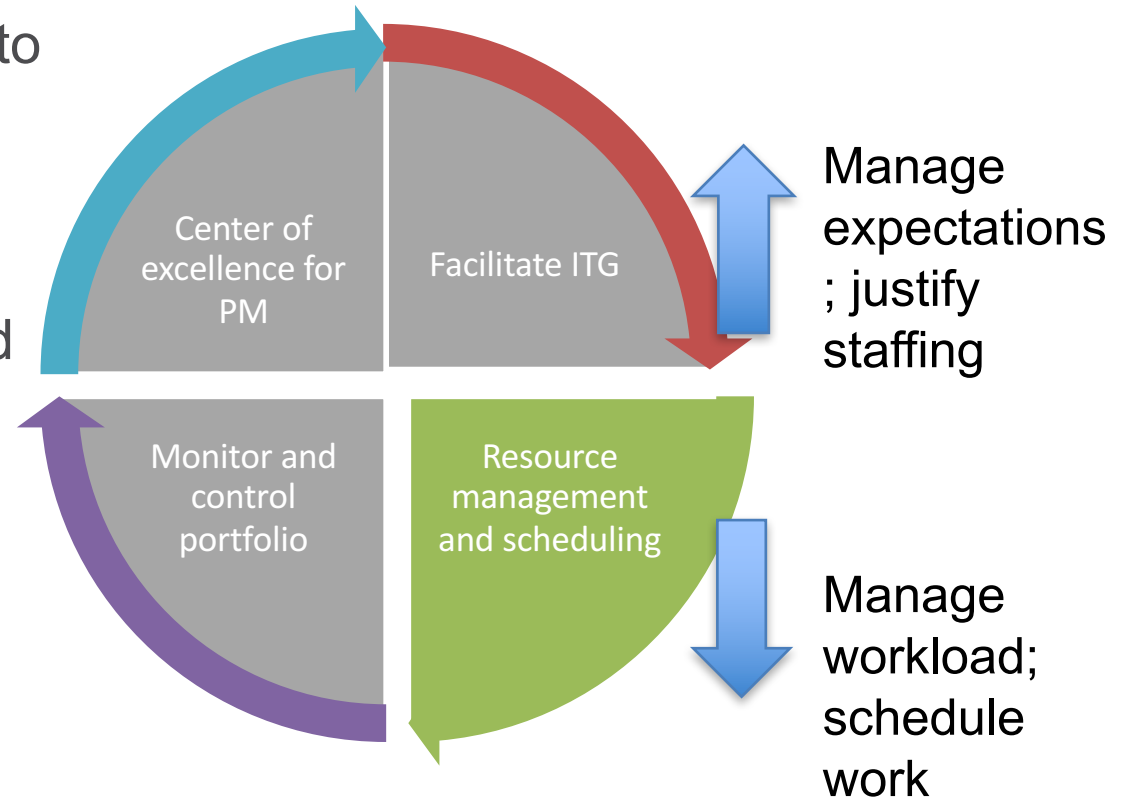
Center of excellence for PM

Facilitate ITG

Monitor and control portfolio

Resource management and scheduling

Manage expectations; justify staffing

Manage workload; schedule work

Tasks

- Work with external stakeholders to prioritize
- Work with internal stakeholders to schedule
- Forecast resource demand and capacity
- Facilitate resource assignment and negotiation
- Facilitate time tracking
- Communicate
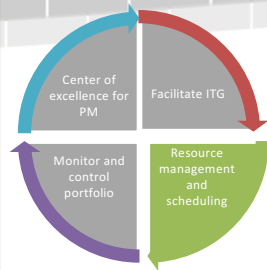
Tasks

- Work with external stakeholders to prioritize
- Work with internal stakeholders to schedule
- Forecast resource demand and capacity
- Facilitate resource assignment and negotiation
- Facilitate time tracking
- Communicate
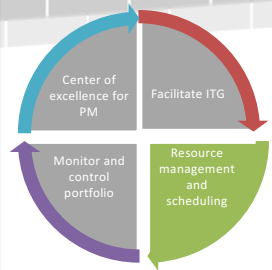
Tools

- Scheduling meetings
- In flight project priorities
- Resource projections
- Time tracking
- Portfolio management and reporting tools
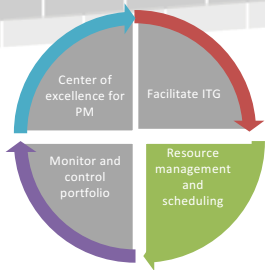
Scheduling meetings

- Once a month for functional managers
- Review project status
- Discuss start dates and pipeline
- Avoid starting too many projects!

Purpose

The purpose of this meeting is

- To provide a forum for collaboration on projects and work requests
- To raise awareness of current and upcoming work and resource dates
- To validate and update data such as: start and end dates for projects, status, and ETC's
- And to close out work requests

This is accomplished by walking through the Project Scheduling Reports and performing the following steps, while allowing for plenty of conversation.

- ETC report and resource overview. *This provides a quick FYI review of overall load of project work.*
- Validate the end dates and status for Projects that are scheduled and in progress.
- Validate the start and finish dates for ITPC and AITS and PPMO projects that are in the To Be Scheduled queue
- Communicate the ITPC projects that have been submitted for review.
- Review and add to the Future projects list *Get commitment on who owns proposal creation for these if applicable for any new items*
- Review work requests that have not been assigned by the manager and request assignment.
- Review cross functional and technology work requests that are completed by the assignee but not marked as done by the manager.

The desired outcome of this meeting is a shared understanding of current and upcoming work and a more accurate set of data about this work in Clarity.
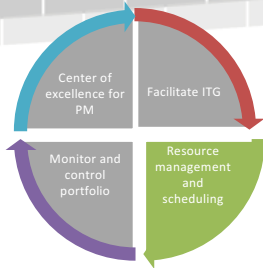
Available resources

AITS Staffing Available for ITPC Projects

AITS - FTE Distribution by Function (12 month avg)

Backfill / Consultants = 10
5%

Capacity for ITPC projects = 43.8 FTE
21%

Maintenance and Support - 42.47
18%

Operations - 61.69
28%

PPMO -3
1%

ITPC Projects - Base FTE -33.78
16%

Security - 9.23
4%

Internal Projects - 4.22
2%

Customer Relations 0.00
0%

Non-technical Support - 22.86
9%

Mgt. & Tech. Leads - 15.41
7%

Admin & Fin. Mgt - 9
4%

Work Requests - 14.11
6%

AITS Base FTE = 208
AITS Augmented FTE - 218

Project schedule View 1

Project schedule view 2

AITS Project Resource Projections - Major Initiatives

FY15: IAM, 23,200 | START, 12,000 | HRFE / PARIS, 6,000 | DS Rpts 6,450 | Finance Rpts, 7,300 | Banner 9,000 | Approved Work, 16,040

FY16: IAM, 23,600 | START, 12,000 | HRFE / PARIS, 6,000 | Banner 10,200 | Approved Work, 17,540 | New Work, 10,996

FY17: IAM, 10,300 | START, 12,000 | HRFE / PARIS, 6,000 | Banner 10,200 | New Work, 37,436

HOURS: 10,000 20,000 30,000 40,000 50,000 60,000 70,000
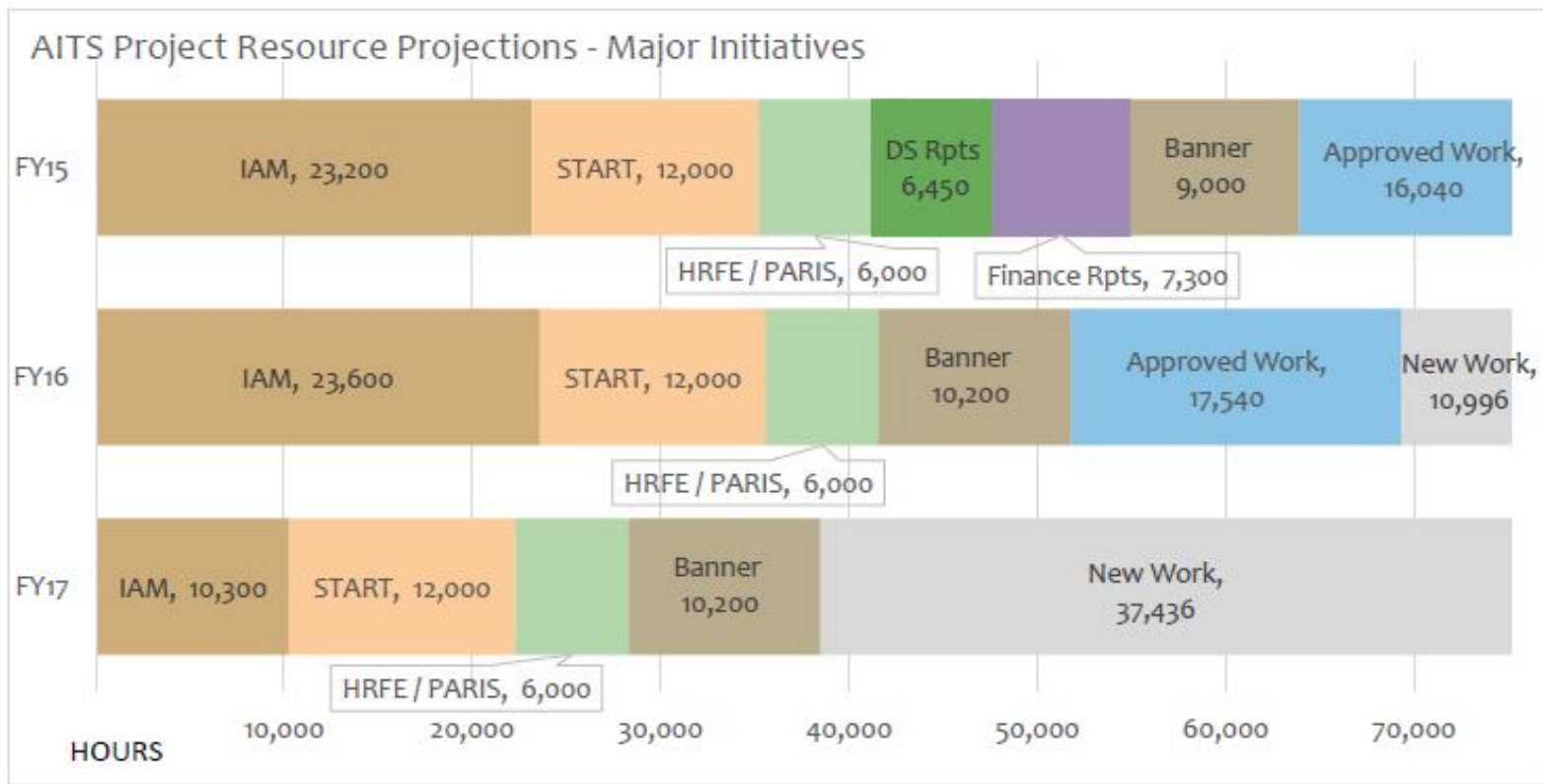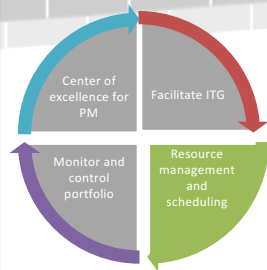
In Flight project priorities

Active projects are prioritized by the AITS Managers on a monthly basis. This internal document should help us answer the question: What should I work on next? These priorities should not be interpreted as a mandate that staff only work on their critical project tasks. These priorities should be used to help resolve conflicts that occasionally arise between projects and ensure that we make work decisions aligned with AITS' priorities.

1-CRITICAL: This project is a critical priority. Any resources required for timely completion should be allocated. This may mean that other projects will lose resources or will slow down. Requests by the project manager for resources to complete specific critical path tasks with a well defined start and end date and deliverables should be granted. Any impediments to progress should be communicated to senior management. Projects designated as critical have at least four of the priority project characteristics listed below.

2-HIGH: This project is a high priority. Any resources required for timely completion should be allocated unless they are committed to a critical priority project. The availability of incremental resources (contractors) should be used if possible to stay on track. Any impediments to progress should be communicated to senior management. Projects designated as a high priority have at least two of the priority project characteristics listed below.

3-Normal: This project is a normal priority. Critical and High priority projects will take precedence in allocated resources. Any delays in the project schedule should be communicated to senior management and the customer. Normal priority projects have at least one of the priority project characteristics listed below.

"Priority project characteristics: high profile; high risk; significant enterprise wide impact; mission critical impact; significant cost savings; support of senior level University stakeholders; legal/regulatory implications with a hard deadline; dependency of a project with a critical priority value; documented ROI; significant customer service improvements; capturable cost savings; directly supports one of the 5 AITS strategic directions (Save Time for faculty students and staff, Improve Ease of Use, Improve Speed to Service, Deliver Targeted and Pervasive Information, and Collaborate).
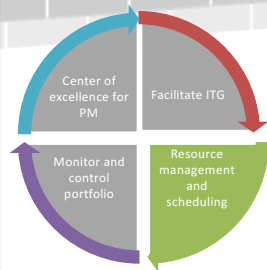
In Flight project priorities

Project Name	Area	Manager	Finish	Health	ETC	Manda tory?	In Flight Priority
ITPC-0375 - IAM Phase 1: Access Assurance	Tech	Fritchey, Daryl	Dec 2016	Yellow	26,071	N	Critical
ITPC-0375 - IAM Phase 2: Siteminder and Federation	Tech	Fritchey, Daryl	Nov 2015	Red	3,500	N	Critical
ITPC-0444: Finance Reports Distribution	Fin	Fogarty, Lisa	May 2015	Green	5,298	N	Critical
ITPC-0463 Analysis for PPACA Monitoring, Controlling, and Reporting	HR	Kerber, Tony	Sep 2015	Green	582	Y	Critical
ITPC-0465 START myResearch	Other	Lavender, AJ	Jul 2018	Green	72,801	N	Critical
ITPC-0469 Finance Reports Distribution Role Application	Fin	Strate, Liz	Jul 2015	Yellow	1,312	N	Critical
AITS-0101 Status System	Tech	Coon, Jannah	Dec 2014	Yellow	1,327	N	High
ITPC-0328 Contract Management System	Fin	Branch, Steven	Sep 2015	Yellow	756	N	High
ITPC-0375 IAM Program Activities, Project Management, and Communication	Tech	Fritchey, Daryl	Dec 2016	Green	14,505	N	High
ITPC-0446 BO Desktop Intelligence Standard Report Conversion	BI PM	Getty, Rick	Sep 2014	Green	500	Y	High
ITPC-0458 Desktop Intelligence Ad Hoc Report Conversion	BI PM	Selk, Jennifer	Apr 2015	Green	5,280	Y	High
ITPC-0473 BOXI Upgrade Implementation	BI PM	Getty, Rick	Mar 2015	Green	2,823	Y	High
AITS-0029 Enhance OpenEAI Test Suite	Tech	McKinney, Marla	Dec 2014	Green	280	N	Normal
AITS-0035 On-Call and Contact Management System	Tech	Wells, David	Oct 2014	Red	405	N	Normal
AITS-0036 SecureAccess Enhancement	Tech	McKinney, Marla	Aug 2014	Yellow	90	N	Normal
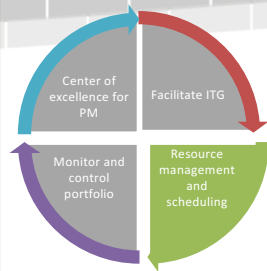
Time tracking Tools

- Individual time entry through a time tracking tool (Clarity PPM)
    - Actuals out to projects
    - Actuals impact estimated time to complete
- Manager estimation method once a month
- Improve scheduling and estimates
- Understand real capacity
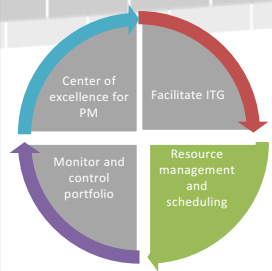
PPM tools

- Positive ranking by Gartner
    - Clarity PPM
    - Planview
    - HP PPM
    - MS Project Server
    - Primavera
    - Sciforma
- Minimum data: status, schedule, effort, & resources

Challenges

- Data currency and accuracy
- Estimating
- Time tracking resistance
- Authority to control project start dates and resource allocation
- Communication
- Shared resources / ownership of resources

#EDU16
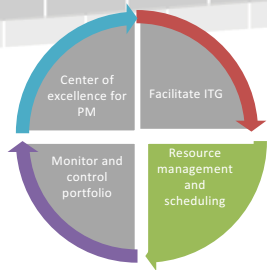
Challenges

- Data currency and accuracy
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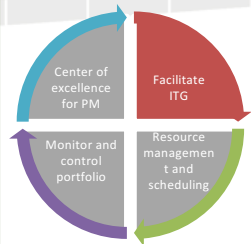
Our Lessons / Experience

- Involve all PMO's in scheduling
- Scheduling meeting prep and questions
- Empowered Portfolio manager to push back on project starts and propose options.
- Clear policy on putting projects on hold
- Limit on number of projects by functional area
- Use scheduling meeting for additional topics (security questions, deployment updates, governance updates, etc)
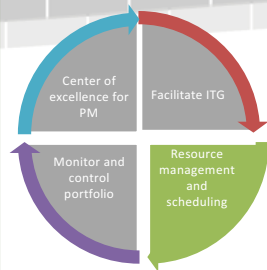
Activity 4: Design the PPMO: Resource management

Discuss the current and desired future state of resource management within your organization. How will you implement resource management?

Please think through these questions individually first, and then discuss as a group.

Feel free to use the worksheet to record your notes/answers.
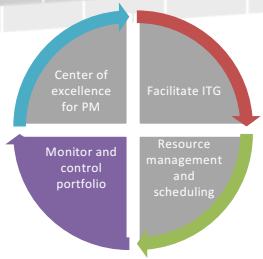
Manage portfolio (aka monitor and control)

Center of excellence for PM

Facilitate ITG

Manage portfolio (aka monitor and control) portfolio

Resource management and scheduling
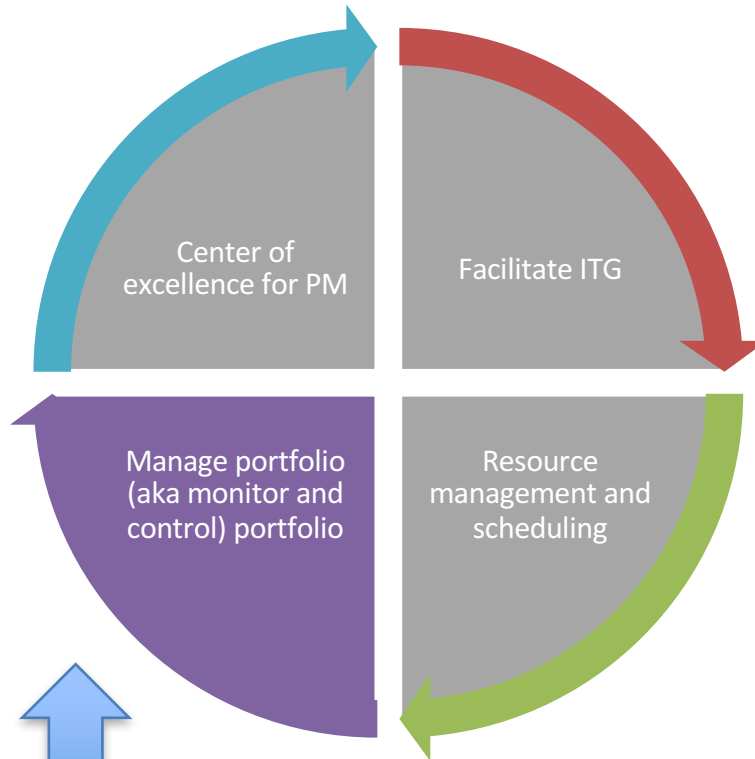
Report on performance

Monitor performance and make adjustments

- Monthly reviews with project managers
  - Budget; Schedule; Barriers; Risks and Issues; Overall status; Baseline
- Identify projects at risk
- Manage stage gate process
- Report on project and portfolio performance
- Communicate

Tools

- Project reviews and checklists
- Performance reporting
- Scheduled review and reporting against documented standards
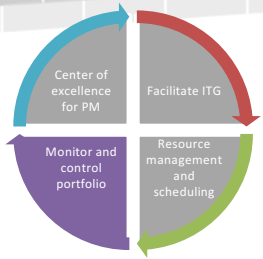
Tools

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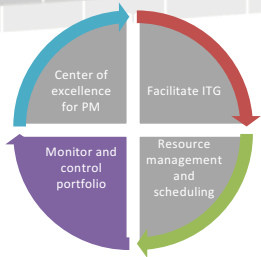
Project review Checklists

PMO Project Review and Clarity Guidelines

Types of Projects

Projects are requested as an ITPC, AITS or PPMO project.

ITPC--typically initiated by a customer and provides a product or service directly to the customer.

AITS internal--typically initiated within AITS, provides improvements to our infrastructure in support of our services the customer.

ITPC and AITS can be any of these types:

- Analysis: Projects that require a large amount of analysis before a project can be requested.
- Application Development: Creation of a new application in house.
- Enhancement: Projects that increase functionality to existing software.
- Integration and Interfaces: These are new feeds to Banner that are small in nature with a large impact.
- Maintenance: These are projects that are used for tracking time for ongoing maintenance on high profile applications.
- Upgrades: Any upgrade to an in-house application or vended application is categorized as an upgrade projec
- Business Intelligence/Reporting: Decision Support projects for creating reports or a business intelligence solution for users.
- Vended Application: Installation of a software product that is produced and supported by a vendor.

Project Review Requirements

All Projects are required to have the following fields or processes:

- Must follow PMLC
- Must be Baselined
- Performance Indicators set and updated
- Lessons learned surveys – unless approval for no survey by Cynthia or Kelly
- Must have a project charter and a communication plan. These are to be uploaded on the PMO Reviewer pa under General.
- Must have tasks following the template for the Initiation, Planning, and Closing WBS structure. Customizati the Execution section is allowed but must have a good reason as to why it is not following the template structure.

PMO Reviewer Full Checklist

Tab/Page	Clarity Field/Process	PMO	PM
Project Summary Page	☐ Start Date	X	
Project Summary Page	☐ Finish Date	X	
Project Summary Page	☐ Progress	X	
Project Summary Page	☐ Requested Implementation Date (not required for Analysis and Maintenance Projects)	X	
Project Summary Page	☐ Current Implementation Date (not required for Analysis and Maintenance Projects)	X	
Project Summary Page	☐ Stage	X	
Project Summary Page	☐ Document Location (Optional)	X	
Project Summary Page	☐ As Of Date		X
Project Summary Page	☐ Status Comment Make sure the status comment is professional with complete sentences.		X
Team Tab	☐ All generic roles have been replaced or removed	X	X
Task Tab	☐ Open tasks do not have a finish date in the past	X	X
Task Tab	☐ Tasks with start dates in the past but that have not actually started can still be completed on time.	X	X
Task Tab	☐ Tasks that are complete must be marked closed, ETC's set to zero, 100% complete, and Open for Time Entry is unchecked	X	X
Task Tab	☐ ETCs and resource assignments have been updated for remaining work on tasks	X	X
Task Tab	☐ Tasks that will be starting soon have the correct resources assigned to them and they are open for time entry	X	X
Risks/Issues/Changes Tab	☐ Check with the PM that risks and issues have been logged and assigned in Clarity	X	X
Baseline Page	☐ Ensure that the project has been baselined	X	

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Performance reporting

Center of excellence for PM
Facilitate ITG
Monitor and control portfolio
Resource management and scheduling

Active Project Status Dashboard

HR · Finance · Student · Technology · BI PM · Other

ITPC Active Project Scorecard

Project Name	Scheduled Finish Date	Project Mgr Name	Project Status as of Date	Project Status Comment	FTC Hours	Total Effort %	Schedule Status	Budget Status	Barrier Status
ITPC-0359 DARwin Upgrade to u.achieve	4/2/2018	Molitor, Christina	9/1/2016	The u.achieve vendor is	247	312%	✗	✗	⚠
ITPC-0368 Athletics NCAA CAI	12/16/2016	Neuhauser, Michelle	9/1/2016	No update this month.	399	75%	✗	●	●
ITPC-0375 Identity and Access Management (I..	2/24/2017	Cobb, Cynthia	8/8/2016	On track for October go l..	42,971	103%	●	●	⚠
ITPC-0412 Online Course Catalog	7/3/2017	Bland, Amanda	9/1/2016	UIUC: UIUC CIM Cours..	339	94%	✗	●	⚠
ITPC-0421 Employee Training Infrastructure A..	12/16/2016	Velazquez, Robyn	9/1/2016	The team is meeting on	86	159%	✗	✗	●
ITPC-0442 GCO: Federal Financial Report Mod..	9/9/2016	Hill, Edward	8/25/2016	The level 2 agency has..	102	104%	⚠	●	●
ITPC-0449 UAFR: Banner Feeder Application	2/24/2017	Beere, Renee	7/1/2016	7/1/16: A pilot of the AR..	46	103%	✗	●	●
ITPC-0453 Analysis and Implementation of iBu..	12/19/2016	Fogarty, Lisa	9/1/2016	The new EDW tables an..	582	100%	●	●	⚠
ITPC-0463 Analysis and Implement PPACA Mo..	1/31/2017	Presson, Sherri	8/4/2016	Currently working on 10..	765	102%	●	●	●
ITPC-0465 START myResearch	10/5/2018	Lavender, AJ	9/1/2016	START myDisclosures ..	34,354	91%	●	●	●

Project Actual Hours Over Time
ALL

Actual Hours by Resource (Select a Resource Name to Filter)
Resource Name Suppressed

Monthly Actuals Hours
Overall Actual Hours

Portfolio Summary Dashboard

HR · Finance · Student · Technology · BI PM · Other

Total Hours & Number Projects Per FY
Number of Projects · Number of Hours

Customer Requested vs Mandatory Completed Number of Projects Per FY
Customer Requested · Mandatory

Mandatory Hours (%) Per FY

Number of Project Hours Per FY By Area

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
HR	9,560	101,333	8,440	25,856	11,213	12,693	10,390	3,912	4,334
Finance	8,709	20,410	19,938	12,115	9,281	11,868	26,639	24,268	52
Student	6,272	5,714	8,922	1,615	7,159	2,116	2,963	13,288	684
Technology	19,016	44,859	17,216	22,951	12,862	7,622	11,944	3,800	
BI PM					306	2,854	13,631	4,291	
Other		0					1,743		

Number of Projects Per FY By Area

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
HR	4	9	3	6	7	5	3	2	1
Finance	11	14	12	10	11	13	7	9	1
Student	9	12	9	3	9	4	4	6	1
Technology	8	14	11	7	6	3	4	5	
BI PM						1	1	4	2
Other		2				1			

Schedule Performance
Count of Projects by Status: ● 153 ⚠ 34 ✗ 41

Schedule Performance By FY

Budget Performance
Count of Projects by Status: ● 167 ⚠ 13 ✗ 48

Budget Performance By FY

Reasons for Overschedule Projects

Encountered unidentified risk/issue	16
IT Organization - resource constraints	9
Scope creep	9
Delayed delivery of code/bug fixes from vendor	8
Delays in specification creation/finalization	6
Project management challenges	6
End user testing delays	5
Key decision milestones missed	3
External project dependency delay	2
Unrealistic original schedule (mandated)	2
Communication issues	1
Insufficient project planning	1

Reasons for Overbudget Projects

Underestimated work based on unknown factors	23
Complexity of specifications	14
Encountered unidentified risk/issue	10
Scope creep	7
Changes in specifications by client	6
Underestimated work based on known factors	4
Unexpected high level of defect fixes	4
Insufficient project planning	2
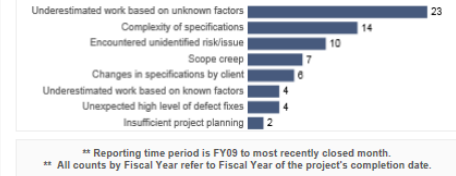
** Reporting time period is FY09 to most recently closed month.
** All counts by Fiscal Year refer to Fiscal Year of the project's completion date.

If you cannot view this dashboard, please see the quarterly report for project status and performance and the annual report for portfolio summary information. These reports are available on the Reports and Newsletters page.
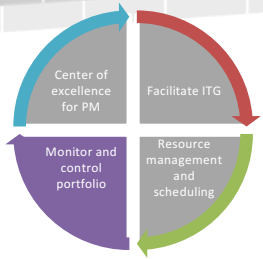
Scheduled review and reporting

- Monthly report
- Scheduling meeting
- PMO reviews meetings
- Meetings with governance groups
- All against a set of standards
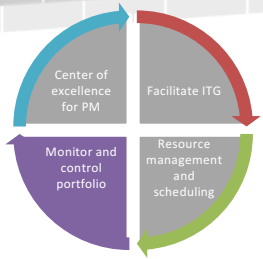
Challenges

- Buy in on project management activities
- Estimating
- Time tracking (or alternatives)
- Authority to adjust portfolio (killing projects and starting new ones)
- Active performance management

Center of excellence for PM

Facilitate ITG

Monitor and control portfolio

Resource management and scheduling
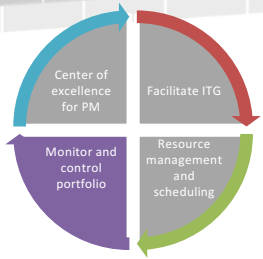
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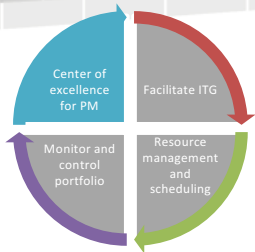
Project management center of excellence: Goals

Improve performance

Improve performance, provide support

Center of excellence for PM

Facilitate ITG

Manage (aka monitor and control) portfolio

Resource management and scheduling
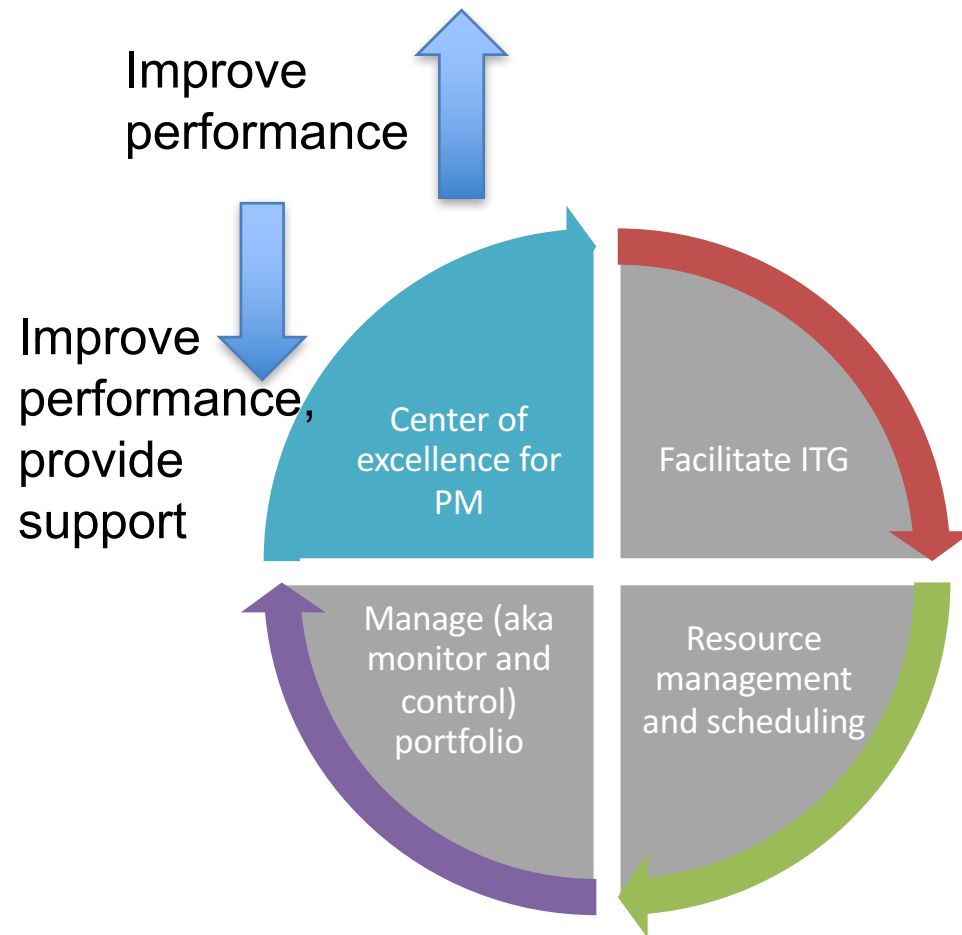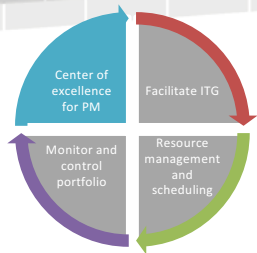
- Improve portfolio and project performance through effective project management
- Increase chances of success for complex, large, or at risk projects

Tasks

- Develop and maintain standards and tools (PMLC, SDLC, Program Management)
- Build PM capacity
- PM responsibilities
- Manage and coordinate the use of a portfolio management and project management tools

Tasks

- Develop and maintain standards and tools (PMLC, SDLC, Program Management)

- Build PM capacity

- PM responsibilities

- Manage and coordinate the use of a portfolio management and project management tools
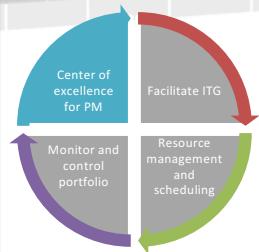
Standards

- Project management standards (PMLC)
  - Created by stakeholders; owned by PMO
  - Enforced via monthly reviews, checklists, reporting, and training

- Other domain specific standards (such as SDLC)
  - Created by stakeholders (not PMs); owned by stakeholders
  - Enforced via monthly reviews, training, and PMs

- Large project / program management standards
  - Standard evolved through experience; owned by PMO
  - Large project / program management plan template

Standards

	Project Methodology			
	Project Management Methodology			
Originating	**Initiating**	**Planning**	**Execution, Monitoring, and Controlling**	**Closing**
		Product / Service Development Methodology *For instance: Waterfall Software Development Lifecycle (SDLC), RAD, Agile, Standard Network Upgrade Process, Shared Service Pilot and Offering Method, OOB Software Installation, etc ...*		

Program Management Standards

Risk management
Subteam task management and acti...
Issue management
Project status meetings
Subteam coordination
Change requests
Decisions
▲ Project Schedule Guidelines
　　Deliverables and tasks
　　Summary tasks
　　Estimates
Project schedule management
Resource allocation
Budget management
Resource planning
Testing processes
Analysis, Requirements, Design proc...
Deployment and roll out coordination
Communication management
Vendor management
Project health monitoring
Project status reporting
Calendar view of recurring activities

Risk management

Description: The Risk Register is managed by the project coordinators. The project coordinators work with their team or team's stakeholders to complete the risk form and are responsible for following up on them as determined by the re-evaluation date. Risks are reviewed during the weekly project status meeting on an as needed basis.

Process owner:

Review and update cycle: Updated once a month on the 7th of each month. Reviewed on an as needed basis during the weekly project status meeting.

Risk Register:
https://intranet.uillinois.edu/departments/aits/AW/ITPC0375/Lists/Risk%20Register/AllRisks.aspx

The Risk Register is managed by the project coordinators. If you have an item that should go in the risk register, please work with your project coordinator to complete this form.

Title	*
Description	
Date added	7/23/2013
Impact (Notes on this risk's impact on the project or other activities)	
Severity (Severity of this risk: 1-High, 2-Medium, 3-Low)	3-Low
Team	5 - No Team Selected
Assigned To	
Mitigation and Contingency Plans	
Re-evaluation date	
Close Date (Date this risk is closed)	
Notes on Closing (Notes or results on the resolution of this risk.)	
Exec Rpt	☐ Check this box if this should be reported to upper level management.
Attachments	⬚ Click here to attach a file

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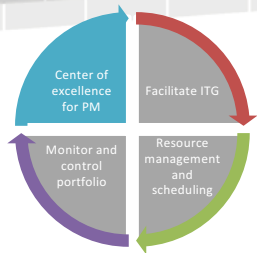
PM Responsibilities

- Initiating the project
- Planning the project
- Ongoing monitoring and controlling
- Managing schedule
- Task management
- Team management
- Communication coordination
- Facilitating meetings
- Facilitating conflicts
- Sponsor communication
- Managing scope, budget, changes
- Recording and facilitating decisions
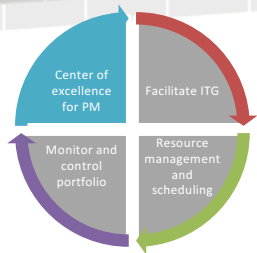
Tools

- At a minimum:
  - Collaboration tool: SharePoint, Box, Wikis, Shared drives, some cloud based PM tools are primarily collaboration tools
  - PPM tool: CA Clarity, PlanView, MS Project Server
  - Reporting tool: Out of PPM tool
  - Time tracking process or tool
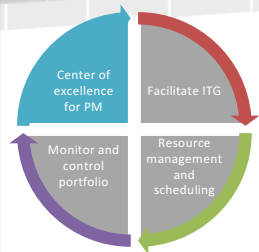
Challenges

- Common understanding of project manager role
- Lack of authority for project managers
- Uncooperative functional managers
- Lack of discipline / personality culture for PMs
- May have inexperienced project managers
- Resistance to baselining
- Ownership and adherence to domain specific methodologies
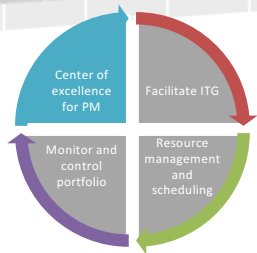
Our Lessons / Experience

- Move from auditor role to advisors
- Engage HR group for dialog and team building
- Social tools to reduce isolation
- Talented team members used to develop and evolve methodology and processes

Challenges

- Common understanding of project manager role
- Lack of authority for project managers
- Uncooperative functional managers
- Lack of discipline / personality culture for PMs
- May have inexperienced project managers
- Resistance to baselining
- Ownership and adherence to domain specific methodologies

Improve performance

Improve performance, provide support

Report on performance

Monitor performance and make adjustments

Center of excellence for PM

Facilitate ITG

Manage (aka monitor and control) portfolio

Resource management and scheduling

Facilitate governance

Communicate priorities

Manage expectations; justify staffing

Manage workload; schedule work

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Models for portfolio and project management

All PPMO's require a portfolio manager to do these things.
Some variation exists in how this is staffed and tasks

Variations exist in the amount of control exercised over projects and how PM roles are staffed

Center of excellence for PM

Facilitate ITG

Resource management and scheduling
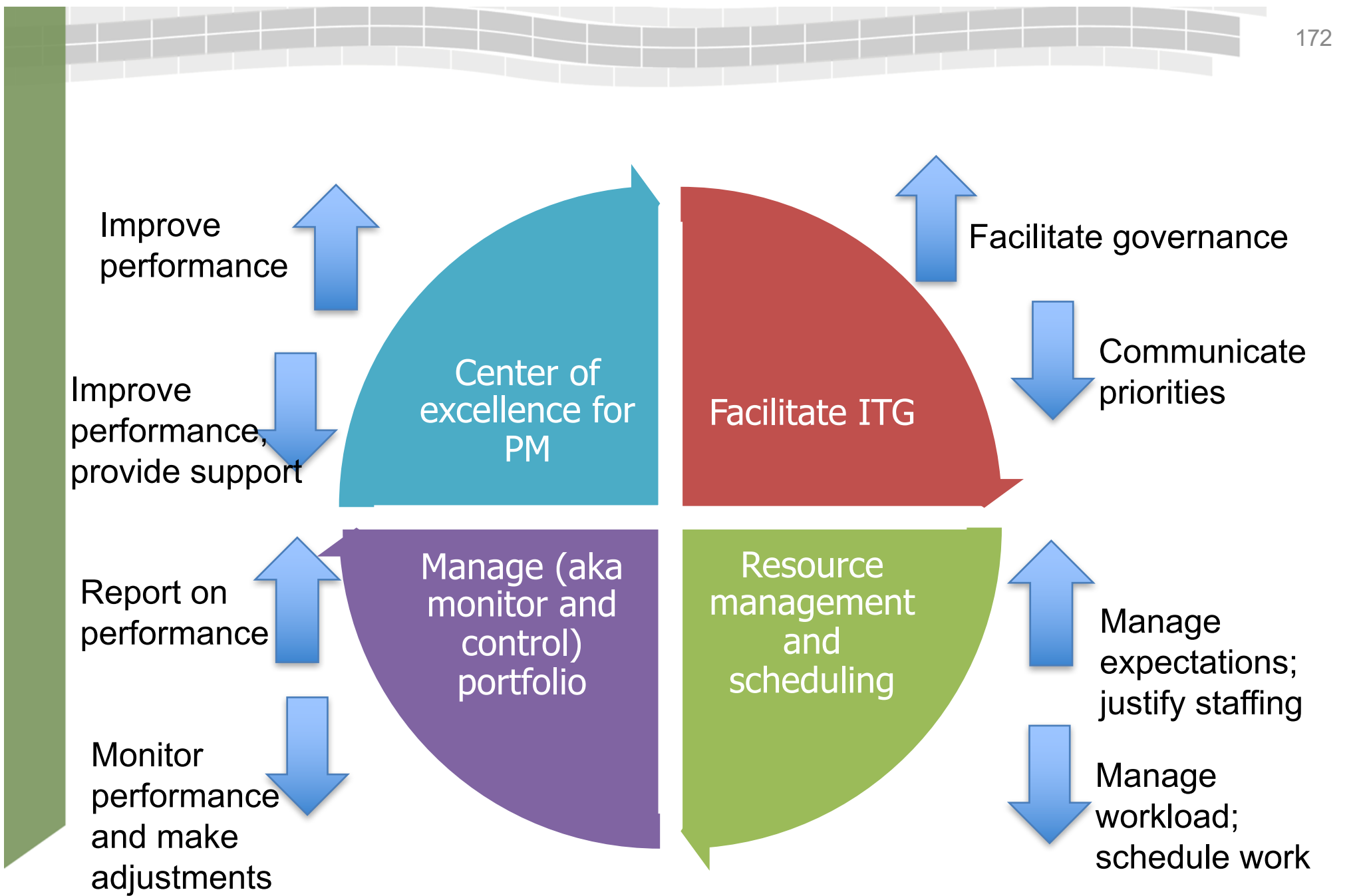
Manage / monitor and control portfolio

Variations

- Supportive: Methodology, standards, projects run by technical leads and analysts

- Controlling: Enforces standards, performs reviews, projects run by PMs within the PMO and other folks

- Directive: PMs from the PMO run the projects.

- Optional service provider: Master planner and project initiation services provided upon request or as required
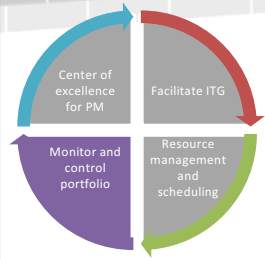
Activity 5: Design the PPMO: Manage portfolio and center of excellence

- Complete the rest of the Design the PPMO worksheet.
  - Manage Portfolio
  - Center of Excellence
  - Optional services
- Discuss the pros and cons of selecting each level of control and determine the best option for your organization.

Please think through these questions individually first, and then discuss as a group.
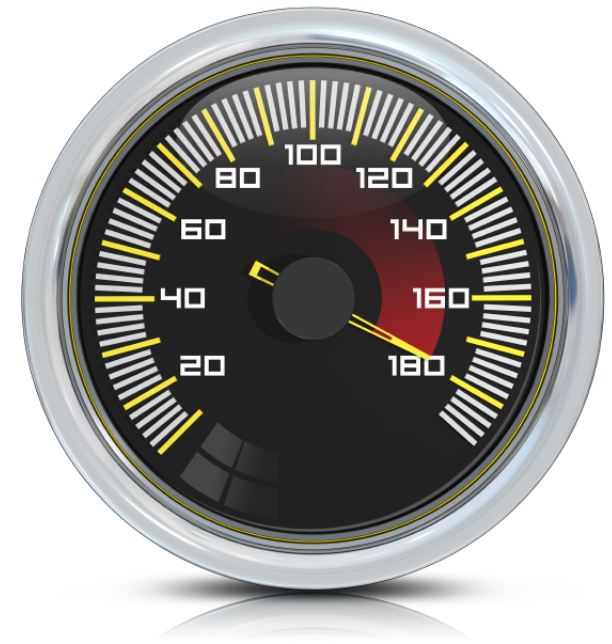
Step by step guide to implementing PPM

Work | Portfolio | Projects | Systems

From 0 to PPM

From 0 to PPM

Work

- Effort
- Project inventory
- Ownership
- Time reporting

Portfolio

- Project proposal and approval
- Reporting and Review
- Scheduling and prioritization

Projects

- Select the PMO model
- Develop standards
- Increase PM skillset
- Quality control

Systems

- Collaboration
- Portfolio and project management
- Time tracking and reporting

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Categorize effort

- Identify all the types of work done in your organization
- Define high-level categories

Work

Portfolio

Projects

Systems

Work requests

Ops

Admin

Projects

Maint

Work | Portfolio | Projects | Systems
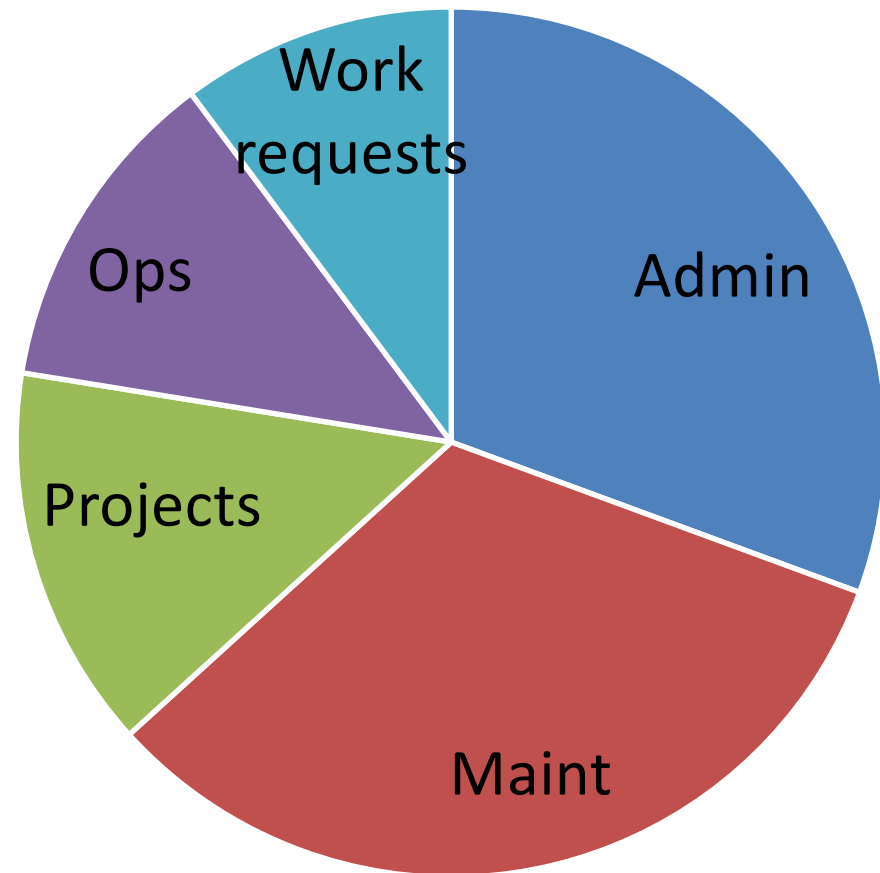
Project Definition

- Starts with the PMBOK definition and then customized to the work in your organization by applying a number for hours and/or dollars
- The numbers are a guideline
  - A small effort could always be managed as a project
  - Judgment call as numbers are not a hard cut off
    - Dealing with initial estimates
    - Ballpark idea of what level of effort is involved

Project Definitions

Work | Portfolio | Projects | Systems

- Work Requests
  - Total budget: < $20K
  - Hours of effort: < 250
- Projects
  - Level 1
    - Total budget: < $100K
    - Hours of effort: < 850
  - Level 2
    - Total budget: < $250K
    - Hours of effort: < 5,000
  - Level 3
    - Total budget: > $250K
    - Hours of effort: > 5,000

Project Fields

Work | Portfolio | Projects | Systems

- Projects come in many flavors
- Identify categories and values that will be used to stratify data when reported

Mandatory Project	Functional Area	Project Type	Goal
• Yes • No	• Finance • HR • Student • BI	• Analysis • Application Development • Enhancement • Upgrade	• Strategic Initiative • Cost Savings • Internal Labor Efficiency • Improve Customer Service

- Identify basic project status data: name, id, PM, start and end date, level of effort, status comment,

Inventory

Work Portfolio Projects Systems

- After defining a project and the initial set of fields to be used, conduct the interview

- Gather list of work from each area

- Identify which are projects

- Then review list with the organization to identify any missing items

Assign ownership

Work | Portfolio | Projects | Systems

- Assign PMs to the identified projects
- Institute simple status reporting guidelines and cycle: Start date, end date, status comment, etc
- Set expectation from upper management for reporting on projects

Time Reporting

Work | Portfolio | Projects | Systems

- Record effort expended to make assessments of
    - Resource Availability
    - Project health
    - Scheduling of new work
    - Staffing levels
- Difficult to institute, but worth it.
- Alternative to individual time reporting: monthly manager estimate of how their staff spend their time

Activity 6: Work Forecasting & Time Reporting

Work | Portfolio | Projects | Systems
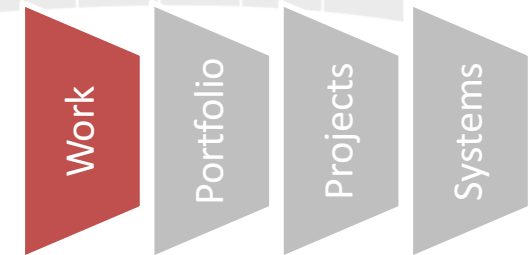
Identifying, categorizing, and forecasting work is the first step to implementing Project and Portfolio Management. A key component of this is time reporting.

- On your own, outline the data you will need to help you schedule work and maintain adequate staffing levels. Share your results with the group.

- As a group, please select a time reporting method (estimates by manager or actual time reporting by individual) that will work best for one of the organizations represented at your table.

- Then discuss ideas for implementation for that same organization.

- Several groups will report out to the room.

Portfolio

Work

- Effort
- Project inventory
- Ownership
- Time reporting

Portfolio

- Project proposal and approval
- Reporting and Review
- Scheduling and prioritization

Projects

- Select the PMO model
- Develop standards
- Increase PM skillset
- Quality control

Systems

- Collaboration
- Portfolio and project management
- Time tracking and reporting

Project proposal / review
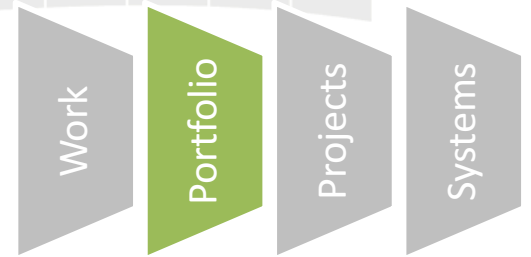
- Work with ITG group to:
  - Establish proposal template
  - Establish clear process for submitting the proposal
  - Establish proposal review groups and regular review schedules
  - Establish criteria and rules for review and acceptance
- Develop standard reporting package and tools for each review
- Determine where to store and how to communicate results

Reporting

- Set up regular reporting cycles early on
- Show value quickly
- Enhance it as you go
- Enforces conformance to status reporting guidelines
- Wide distribution
- Will be simple at first
- Set expectation that this is the system of record
- Standing agenda item

Simple reports at first

Project ID and name	Project manager	Level of effort (low, medium, high)	Date Started	Anticipated End Date	Status as of	Status comment

Project ID and name	Approval Date	Priority	Description	Anticipated start date

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Prioritization / scheduling

- Work with ITG to establish prioritization process
  - Occurs regularly for all non-started, approved projects
  - Survey method works well
  - Discuss and adjust results at meeting
- Communicate priorities to resource managers
- Establish regular review cycle with resource managers for reviewing priorities and scheduling projects
- Establish tools and reports for recording and communicating schedule information

Projects

Work

- Effort
- Project inventory
- Ownership
- Time reporting

Portfolio

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Projects

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- Collaboration
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Select the PMO model

Center of excellence for PM

Monitor and control portfolio

- **Supportive:** Methodology, standards, projects run by technical leads and analysts
- **Controlling:** Enforces standards, performs reviews, projects run by PMs within the PMO and other folks
- **Directive:** PMs from the PMO run the projects.

Factors

Work
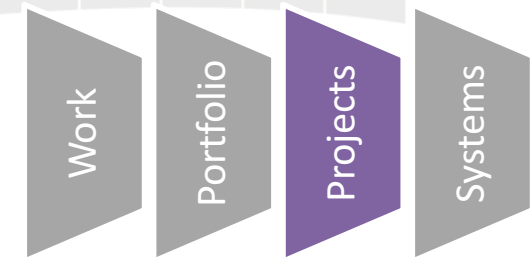
Portfolio
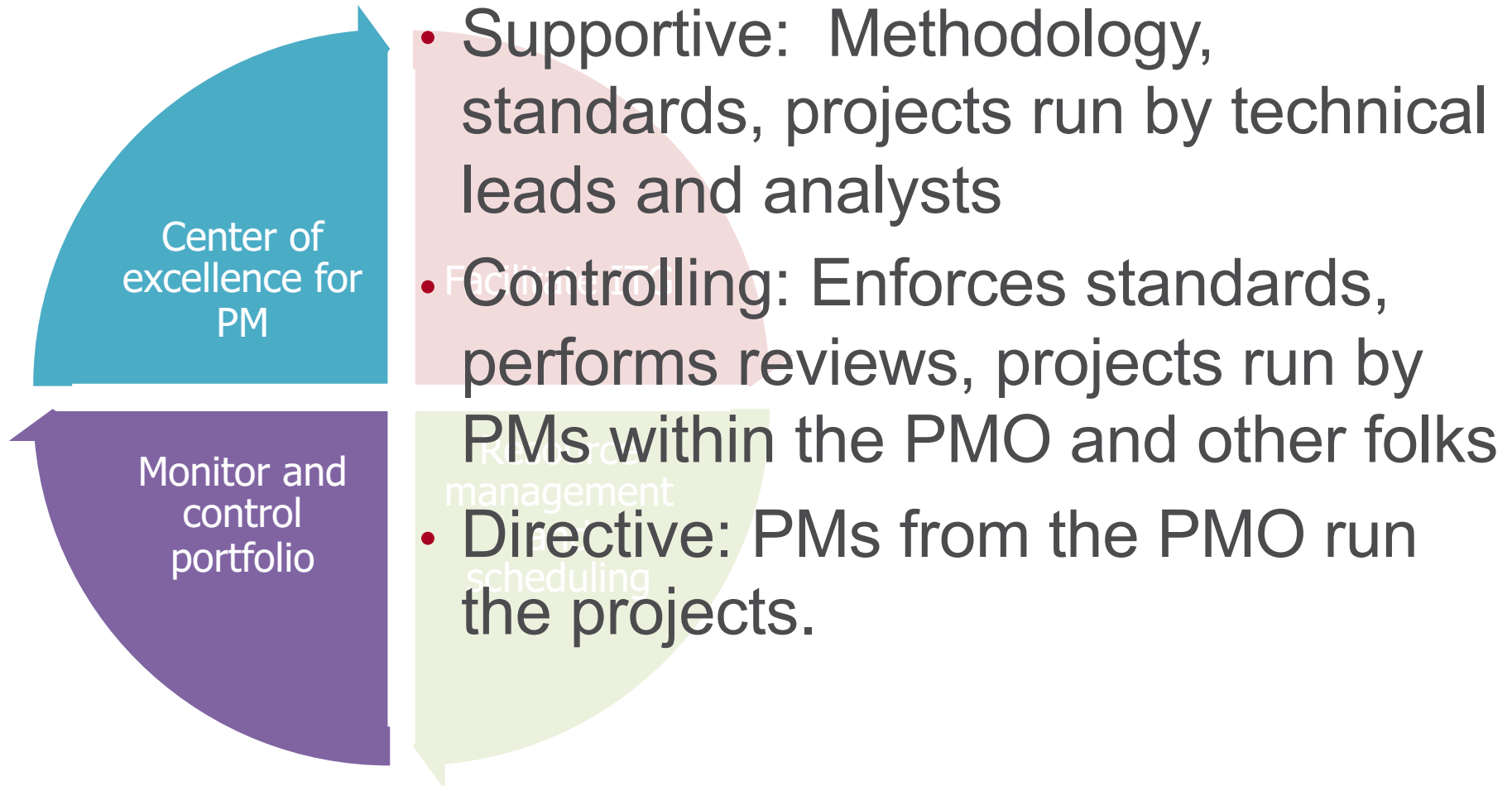
Projects

Systems
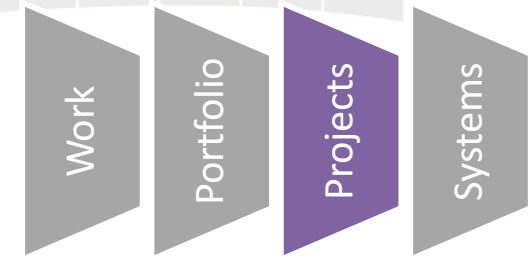
- Staffing options: dedicated staff, virtual team, part time staff

- Executive support

- Culture

- Evaluate organizational pain points—major failed project, chaotic portfolio, overwhelmed staff, or lots of projects with nothing complete

- Identify starting state and end state

Develop standards

Work   Portfolio   Projects   Systems
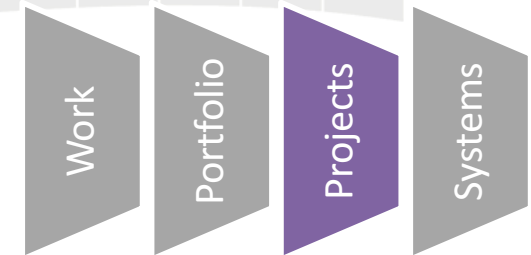
- Best if designed by the group
- The lighter the better; provide options for complexity
- Use PMI or another organization as a starting point
- PM methodologies are pretty much the same, don't sweat the changes or pursue an ideal—let the group own it.
- The <u>important part is the process of developing it as a group</u>

Standards: PM Toolkit

Work | Portfolio | Projects | Systems
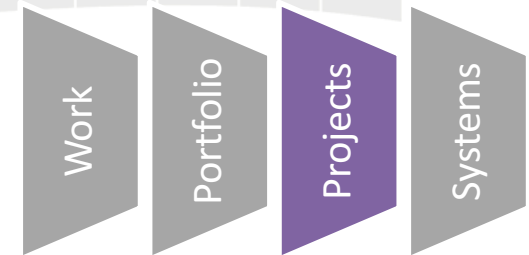
Project Management Toolkit

This site outlines a shared project management methodology for the central IT organizations of the University of Illinois. It was produced as a collaboration between IT project manager leaders within ACCC, AITS, CITES, ̶ ̶ ̶ ̶ ̶ used by centr̶ ̶ ̶ ̶ initiatives.

The project ma̶ ̶ standards that̶ ̶ ̶ and education̶ ̶ project manage̶ ̶ performance a̶ ̶

This methodol̶ ̶ functioning as̶ ̶ provides a rep̶ ̶ team members̶ ̶

In addition to t̶ ̶ required for th̶ ̶ processes are̶ ̶ address the pr̶ ̶

This material is̶ ̶ adopt a simple̶ ̶ the Project Ma̶ ̶

Recommended project artifacts by phase

The following artifacts are recommended or required for each project management phase.

| Project phase	Required	Highly recommended
Originating	**Project proposal:** A project proposal includes: description of the work, business case, alternatives considered, impact of not doing the work, initial estimate of resources and schedule, and strategic match. A project proposal starter template is available on this site.	
Initiating	**Project charter:** The project charter acts to define a number of key project elements including a project description, scope definition, and role/responsibility definition. A project charter starter template is available on this site.	**Kickoff presentation:** A PowerPoint presentation that can be used to review the main sections of the project charter and communication plan during the kickoff meeting. A starter kickoff presentation template is available. **Team roles description:** A description of typical roles on a project team that can be customized for a specific project. A sample role description document is available.
Planning	**Communication plan:** The Project Communication plan is created by the project team early in project to indicate their agreement on how the team will communicate important information during the project - status, meetings, issues, deliverables access, and design/document reviews. It is recommended that this plan is completed early enough to be included for review at the Project Kick-off Meeting. A starter communication plan is available on this site. **WBS and project schedule:** A Work Breakdown Structure, or WBS, is a hierarchical organization of high level activities that must be done to complete the work of the project. The project schedule	**Project stakeholder analysis worksheet:** A worksheet to be used by the project manager to ensure all important stakeholders as assessed prior to completing the communication plan. This document should not be distributed. A worksheet is available on this site. **High level requirements:** Please consult with your PM Lead or PMO for your organization's requirements document

Portfolio & Project Management Office

Project Management Toolkit

Origination

Initiation

Planning

Executing, Monitoring, and Controlling

Closing

Recommended project artifacts by phase

Project definition recommendations

Program Management Toolkit

Contact Us

Standards: SDLC

## AITS – Project Management Life Cycle – Software Development Projects

Project Management Life Cycle

1 Project Origination	2 Project Initiation	3 Project Planning	4 Project Execution and Control	5 Project Closeout

Software Development Life Cycle

1 Origination	2 Initiation	3.0 Planning	4.1 Analysis	4.2 Design	4.4 Testing	4.5 Training	4.6 Deployment	5.1 Close	5.2 Post Close
- ITPC Template - Project Review - Project Approval - Project Creation - Priority Setting - Project Scheduling	-Discovery meetings -Stakeholder analysis - Communication plan - Project Charter - Project Kick Off -Communication activities	- Project Plan in Clarity (WBS, Resources, Estimates, and Schedule) - Project planning meetings with team - PMO / SMT Sign-Off -Final project plan review and approval with team -Baseline project - Deployment Plan	- Business Rules - DWG Design Collaboration - Application Design - Integration Design - Conversion Strategy - EAC Review - Security Review - Application Design Review - Training Strategy - Testing Strategy – Communicate -Monitor, Control, and Manage Change	- DWG Design Collaboration - Style Guides - Service Guides - Technical Design - EAC Review - Security Review - Sensitive Data Usage Form - Technical Design Review - QA Master Test Plan - Training Plan - Hardware / Software Order Communicate -Monitor and Control - Manage Change Requests	- Technical Design Review - QA Master Test Plan - Training Plan - Hardware / Software Order Communicate -Monitor and Control - Manage Change Requests - IITAA Checklist	- Training Environment - Artifact Staging - Training Security Setup - Customer Training -Communicate -Monitor, Control, and Manage Change	- Application Deployment Checklist - Artifact Staging - Dress Rehearsal - Change Control - Event Notice - System Deployment - Production Readiness Test - Go / No Go Decision - Communicate -Monitor, Control, and Manage Change	- Post Deployment Review - Environment Review and Cleanup - Stakeholder Satisfaction Survey - Post Project Review - Final Project Documentation Review - Short Term Post Project Support - Production Support	- Post Project Survey

4.3 Construction

- EAC Review
- Development
- System Test Plan
- Functional Test
- QA Test Cases / Scripts
- QA Functional Test
- Performance Test Plan
- Performance Test
- Security Scans
- Customer Test Plan
- Alpha Test
- Training Materials
- User Guides / Help Materials
- Communicate
-Monitor and Control
 Manage Change Requests
- Hardware / Software Installation
- Infrastructure Deployment
- Development / Unit Test Cycle
- Show and Tell
- DWG Design
- Code Review
- Defect Management

Participants

Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants
- AAMT - ADSD Managers - Architecture - COE Managers - EAC - ITPC - ITPC Subcommittees - PMO - Project Sponsor - SMT - UA Technology Organizations	- AFM - Analyst - Architecture - Customer - Deployment - Development - Operations - PMO - Project Manager - Project Sponsor - Quality Assurance - Security - SMT	- Analyst - Architecture - Customer - Deployment - Development - Operations - PMO - Project Manager - Project Sponsor - Quality Assurance - Security - SMT - Technical Lead	- Analyst - Architecture - Customer - Deployment - Development - Development Working Group - Operations - Project Manager - Project Sponsor - Quality Assurance - Security - Training Team	- Analyst - Architecture - Customer - Deployment - Development - Development Working Group - Operations - Project Manager - Project Sponsor - Quality Assurance - Security - Training Team	- Analyst - Customer - **Deployment** - **Development** - **Project Manager** - **Security**	- Analyst - Customer - Deployment - Development - Operations - Project Manager - Project Sponsor - Quality Assurance - Security	- Analyst - Architecture - Customer - Deployment - Development - Operations - PMO - Project Manager - Project Sponsor - Project Team - Quality Assurance - Security	- Customer - PMO - Project Manager - Project Sponsor

Build the PMO

Work | Portfolio | Projects | Systems
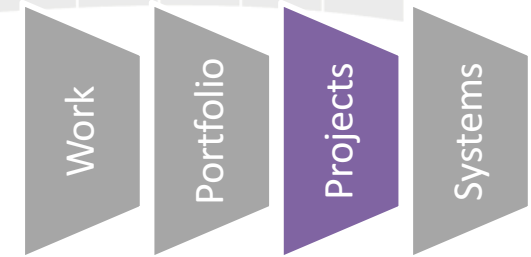
- Like minded folks to maintain and use the methodology
- Offer training and professional development activities
- Define PM responsibilities
- Consulting/planning services for projects
- Actively build culture
- Staffing:
  - Select folks with discipline over personality
  - Build/grow PMs where possible
  - Don't be bamboozled by PMI-speak or PMP credentials
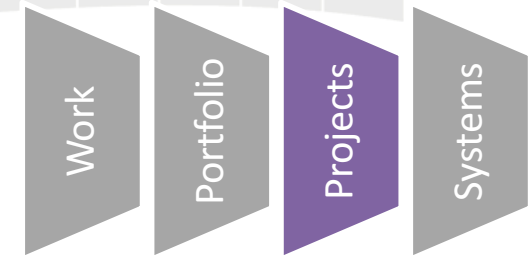
Supporting your PMs

- Training
- Coaching
- Reviews
- Audits and close supervision
- Culture
- Job aids and checklists
- Don't overwhelm folks

- Talking points for hard conversations
- Core people invested
- Engage HR resources
- Minimize isolation
- Actively use social media tools and IM'ing
- Practicing

Quality control
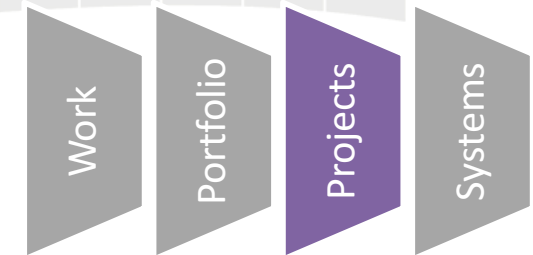
Work Portfolio Projects Systems

- PMO Reviews
- Checklists
- Focus on one area at a time
- Enlist PMs to serve as Quality Control person
- Make sure folks are aware of how the data is used and how important it is
- Audits

Project review Checklists

Work | Portfolio | Projects | Systems

PMO Project Review and Clarity Guidelines

Types of Projects

Projects are requested as an ITPC, AITS or PPMO project.

ITPC--typically initiated by a customer and provides a product or service directly to the customer.

AITS internal--typically initiated within AITS, provides improvements to our infrastructure in support of our services to the customer.

ITPC and AITS can be any of these types:

- **Analysis**: Projects that require a large amount of analysis before a project can be requested.
- **Application Development**: Creation of a new application in house.
- **Enhancement**: Projects that increase functionality to existing software.
- **Integration and Interfaces**: These are new feeds to Banner that are small in nature with a large impact.
- **Maintenance**: These are projects that are used for tracking time for ongoing maintenance on high profile applications.
- **Upgrades**: Any upgrade to an in-house application or vended application is categorized as an upgrade project.
- **Business Intelligence/Reporting**: Decision Support projects for creating reports or a business intelligence solution for users.
- **Vended Application**: Installation of a software product that is produced and supported by a vendor.

Project Review Requirements

All Projects are required to have the following fields or processes:

- Must follow PMLC
- Must be Baselined
- Performance Indicators set and updated
- Lessons learned surveys – unless approval for no survey by Cynthia or Kelly
- Must have a project charter and a communication plan. These are to be uploaded on the PMO Reviewer page under General.
- Must have tasks following the template for the Initiation, Planning, and Closing WBS structure. Customization of the Execution section is allowed but must have a good reason as to why it is not following the template structure.

PMO Reviewer Full Checklist

Tab/Page	Clarity Field/Process	PMO	PM
Project Summary Page	☐ Start Date	X	
Project Summary Page	☐ Finish Date	X	
Project Summary Page	☐ Progress	X	
Project Summary Page	☐ Requested Implementation Date *(not required for Analysis and Maintenance Projects)*	X	
Project Summary Page	☐ Current Implementation Date *(not required for Analysis and Maintenance Projects)*	X	
Project Summary Page	☐ Stage	X	
Project Summary Page	☐ Document Location *(Optional)*	X	
Project Summary Page	☐ As Of Date		X
Project Summary Page	☐ Status Comment Make sure the status comment is professional with complete sentences.		X
Team Tab	☐ All generic roles have been replaced or removed	X	X
Task Tab	☐ Open tasks do not have a finish date in the past	X	X
Task Tab	☐ Tasks with start dates in the past but that have not actually started can still be completed on time.	X	X
Task Tab	☐ Tasks that are complete must be marked closed, ETC's set to zero, 100% complete, and Open for Time Entry is unchecked	X	X
Task Tab	☐ ETCs and resource assignments have been updated for remaining work on tasks	X	X
Task Tab	☐ Tasks that will be starting soon have the correct resources assigned to them and they are open for time entry	X	X
Risks/Issues/Changes Tab	☐ Check with the PM that risks and issues have been logged and assigned in Clarity	X	X
Baseline Page	☐ Ensure that the project has been baselined	X	

Systems

Work	Portfolio	Projects	Systems
• Effort • Project inventory • Ownership • Time reporting	• Project proposal and approval • Reporting and Review • Scheduling and prioritization	• Select the PMO model • Develop standards • Increase PM skillset • Quality control	• Collaboration • Portfolio and project management • Time tracking and reporting

Systems
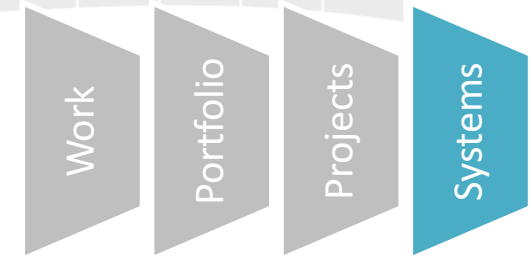
- The technology that is used should implement the processes you have developed.

  - Your processes should not be built around the technology

- Utilizing technology will greatly improve your ability to keep the data current and get meaningful reports from the system you use.

- MS Project Server, Clarity, and Planview are well-rated systems

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System of Record
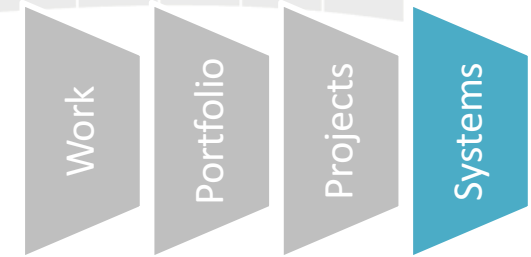
- In order to make good decisions, you need to have good data

- To have good data, you need to have an authoritative source for you data

- We recommend one system for PPM and another system for team collaboration

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PPM
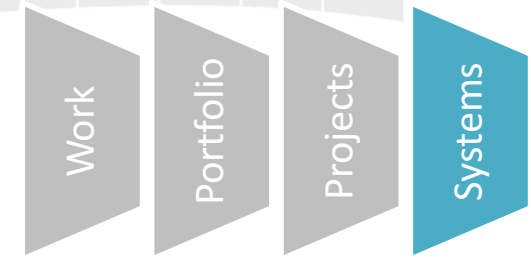
- Application that allows project managers to plan, monitor, and update the project status over time

- More than a project management tool: rolls up to a portfolio view:
  - CA Clarity
  - Planview
  - MS Project Server

- Must track the items you identified as required for each project.

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Collaboration System
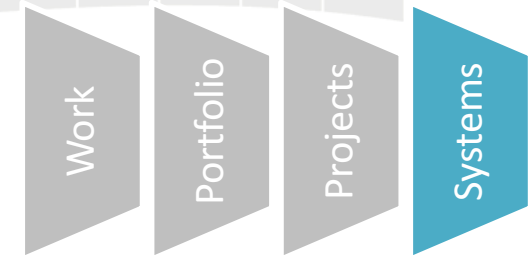
- The project artifacts are best kept in a place that allows for easily creating, updating, and sharing them with the team.

- SharePoint is an excellent choice for this

- Can set up a standard template for projects that have all the standard PM artifacts. Can be used to enforce the process.

Documents

Shared Documents

Meeting Agendas and Notes

Decision Docs

IAM Public Website

Weekly Sentinel

Functional Team Working Documents

Project Management

Deliverables

OneID_OnePassword

Replanning Work

Deliverables - Courion: Profile Registration / Password Reset

Deliverables - Courion: Identity Provisioning

Deliverables - Courion: Access Auditing & Compliance Control

Deliverables - SiteMinder: Access Management

Templates

Deliverables - Identity Business Intelligence & Auditing

Lists

Project Change Requests

Communication Log

Issues Register

Courion Workflow Issue Tracking

Decision Log

AITS Intranet > Active Workspaces > ITPC-0375 Identity and Access Management

The goal of this project is to modernize the Identity and Access Management capabilities of the University, and to reduce the cost and complexity compared to the current IAM solution. Reducing complexity will allow the University to have a better handle over people information stored in the various systems and improve the overall security.

Announcements

IAM All Team Meeting - April   4/2/2014 4:52 PM
by Pollard, Mark

In case you missed the April all team meeting, here is the presentation. 📄 IAM_All_Team_Update-April2014.pdf

All IAM Team Monthly Update - March   3/7/2014 10:35 AM
by Pollard, Mark

In case you missed the March update, attached is the presentation. 📄 IAM_All_Team_Update-March2014.pptx (Read-Only).pdf

Change to SiteMinder Authentication Page   2/20/2014 3:07 PM
by Pollard, Mark

On Thursday, February 20 starting at 5:00 pm, AITS will be making a minor change to the look of the SiteMinder Authentication pages. At the bottom of the SiteMinder authentication page, is a 'Powered by CA SiteMinder' logo. We will be removing this...

IAM All Team Monthly Update   2/4/2014 9:26 AM
by Pollard, Mark

Don't forget Wednesday, February 5, 2014 we have our IAM All Team Monthly Update. This monthly meeting is an all team update for the IAM project in order to promote cross functional communication among the IAM implementation teams and to provide consistent...

IAM All Team Meeting Q and A 📎   11/19/2013 11:14 AM
by Pollard, Mark

After the IAM All Team meeting on November 6, there were several questions sent in. This document has the list of questions and their associated answers. If you have additional questions, please send them to your Team Lead or Mark Pollard.

(More Announcements...)

Links

☐	URL
	Project Change Requests
	Risk Register
	Communication Log
	IAM Public Site
	Issues List
	Requirements Tracking
	Workflow Issue Tracking for Courion
	Decision Log --- ALL
	Completed decisions
	Decisions in progress
	Decisions - New or Not Started

➕ Add new link

Meeting Agendas and Notes

☐	Type	Title
	📁	Team Leads
	📁	Implementation Team
	📁	Technical Team
	📁	Functional Team
	📁	Project Leadership Weekly Meetings
	📁	Replanning meetings
	📁	Special Topics and Cross Team Meetings
	📄	IAM Recurring Meetings Overview

Notes

Search this site...

Documents

Project Documents

Meeting Information

Collaboration Items

Lessons Learned

Milestones

Future Enhancements

Audit Checklist

Project Action Items

Defects (Bug Tracker)

Discussions

Team Discussion

Recycle Bin

All Site Content

Project Summary

Standard university financial reports are created on a monthly basis. These reports are made available for college and department business offices across all campuses to monitor financial resources, make expenditure decisions and affirm accuracy of their financial records. Academic units often manually distribute subsets of their respective unit reports to their respective faculty members, principal investigators (PIs), and other staff for the purpose of making balance information available to allow for future spending decisions and to confirm that expenditures are appropriately and accurately recorded. Because this distribution process can be labor intensive for business offices and inconvenient to use for downstream report recipients, the goal of this project is to simplify this entire distribution process to make ease of use and ease of access for all information-consumers a priority and to reduce the amount of time a business unit office needs to spend on the distribution process.

Key Deliverables (click here for all project documents)

Type	Name	Version	Status

There are no items to show in this view of the "Project Documents" document library. To create a new item, click "New" or "Upload" above.

Milestones

Title	Status	Milestone Date

There are no items to show in this view of the "Milestones" list. To create a new item, click "New" above.

⊞ Add new item

Audit Checklist - Items in Process (click here for full list)

Document Name	Status	Assigned to	Role Assignment

There are no items to show in this view of the "Audit Checklist" list. To create a new item, click "New" above.

Standard Meeting Information

Microsoft Lync information:

To edit, click on down arrow next to the Standard Meeting Information title. Select Modify Shared Web Part, make edits and click OK (bottom right of the screen).

Time Entry Links

- Enter Time in Clarity
- Enter Time in Positive Time Reporting
- Enter Time in AVSL
- TEM System

➕ Add new link

Admin Links

- Production Bug Tracker
- Project Management - Team Site
- Lessons Learned Database

➕ Add new link

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Activity 7: Your project management experiences

Table discussion:

- What is your experience leading or participating in IT projects on college campuses?

- What was your role in the IT project?

- Which campus IT projects have you seen work well? Why do they work well?

- Which campus IT projects have you seen not work well? Why do they fail?

Origination → Initiation → Planning → Execution → Closing

#EDU16

Origination | Initiation | Planning| Execution | Closing

Project management overview

Project Management lifecycle (PMLC)

- Origination
  - Proposing, justifying and approving a project
- Initiation and Planning
  - Defining and planning a project
- Execution
  - Getting the work done
- Closing
  - Clean up and hand off to support

Origination → Initiation → Planning → Execution → Closing

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PM's Effort throughout the PMLC

Initiation Planning Execution & Monitoring & Control Closing

Origination

Project Manager Effort — Project Team Effort

Origination Initiation Planning Execution Closing

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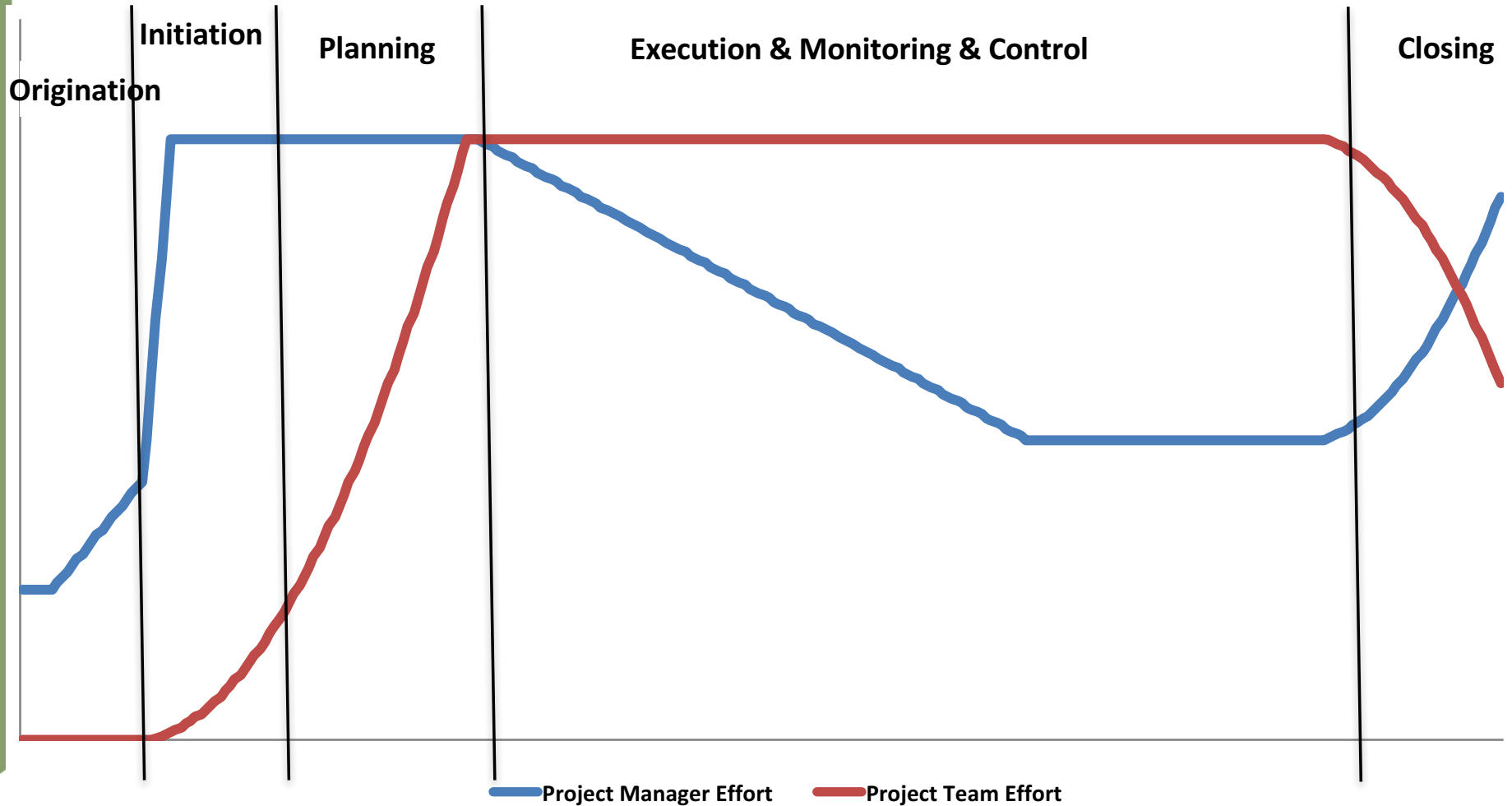
Origination phase

- Goals: Transform project ideas to a documented business case and project proposal for review and approval

- PM's mission: Data gathering and support for the business case and project proposal (as requested)

- How you can help: Support quality project proposals, emphasize the need for good starting estimates and analysis

| Origination | Initiation | Planning | Execution | Closing |

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Origination Activities

Project idea →

Develop formal project proposal → **Review and approve proposal** → **Schedule and prioritize work**

Assign project manager →

Approved and prioritized project proposal
Scheduled project
Project manager assigned
Hand off to PMO
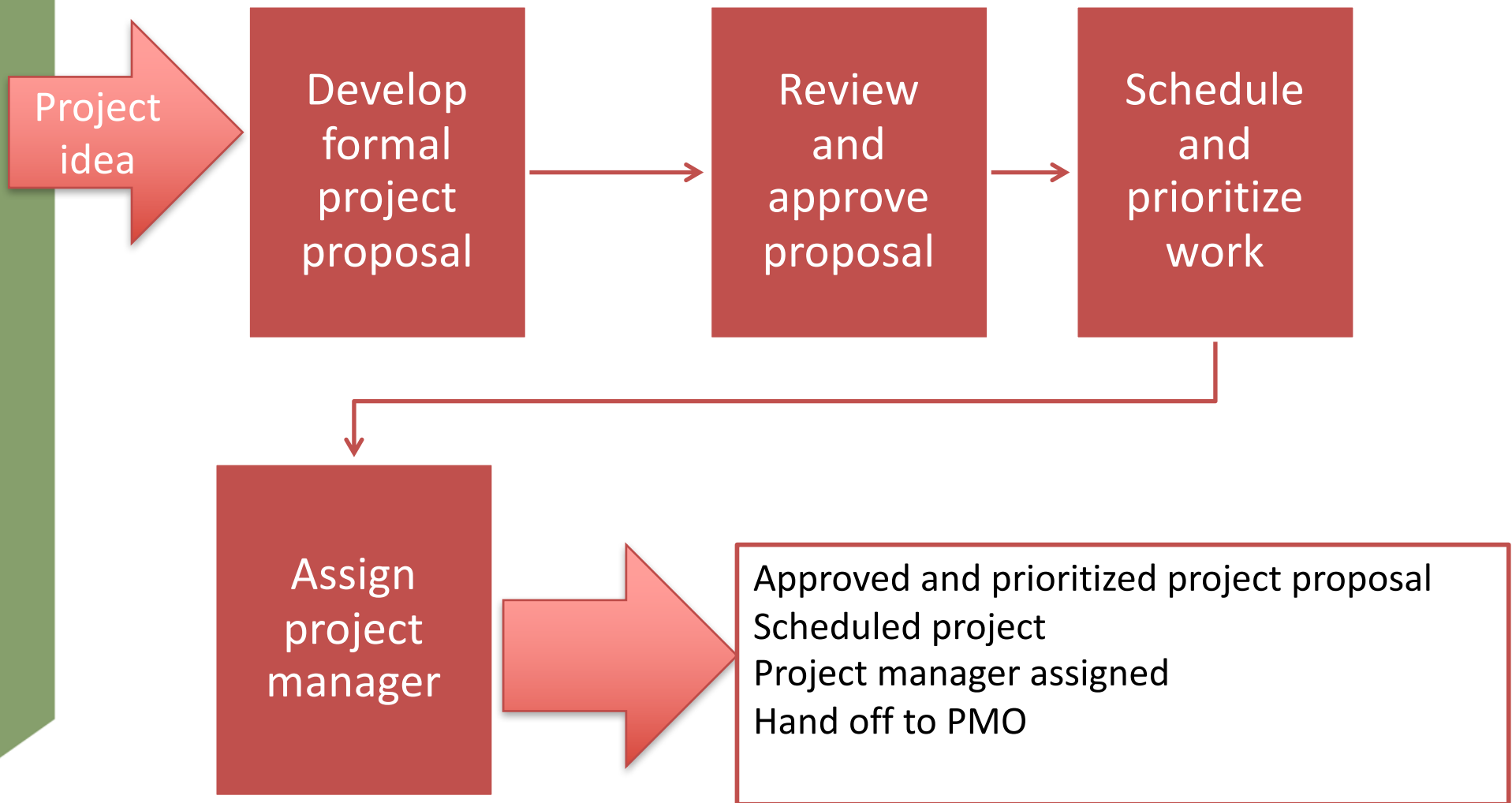
Origination → Initiation → Planning → Execution → Closing

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Common challenges for the PM

- Estimate gathering resistance
  - Initial guess
  - Bracketing
  - Iterative
- Cost / benefit analysis and business case
  - Internal labor efficiencies
  - Risk avoidance
  - Strategic plan
  - Costs saved
  - Customer service improvements
- Creating the initial draft

| Origination | Initiation | Planning | Execution | Closing |

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PM's Effort throughout the PMLC

Origination | Initiation | Planning | Execution & Monitoring & Control | Closing

Project Manager Effort — Project Team Effort

Origination → Initiation → Planning → Execution → Closing

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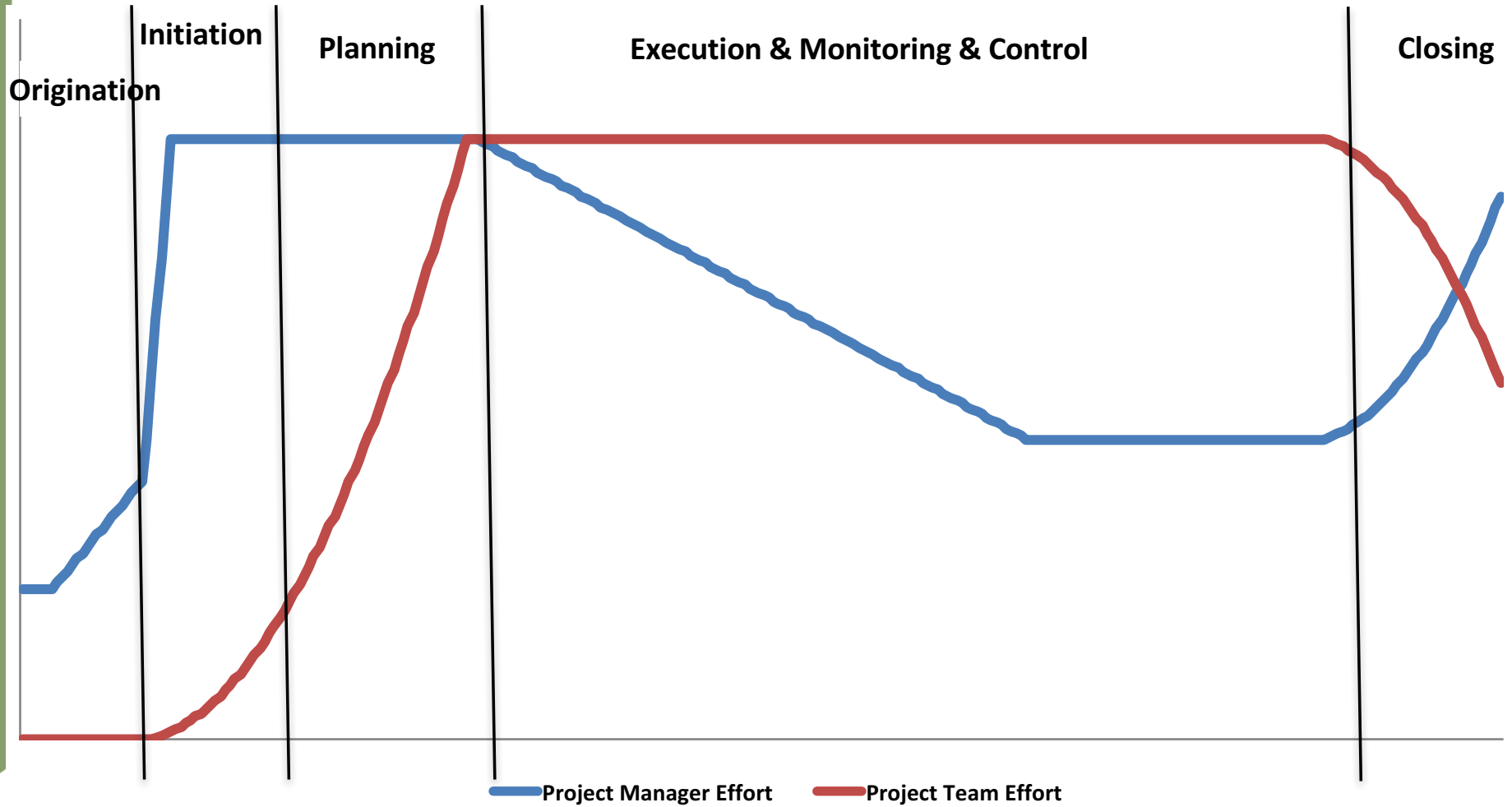
Initiation phase

- Goals: Develop the project charter and communication plan. Formalize and communicate goals, deliverables, participants and roles.

- Project manager's mission requires courage and good communication (plus a lot of work)

- How you can help: Communicate, cheerlead, emphasize the importance of project chartering process and participating in project scope discussions.

Origination | Initiation | Planning | Execution | Closing

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Initiation Activities for PMLC

Setup Project → Gather Information → Draft Project Charter → Approve Project Charter → Hold Kickoff Meeting

Origination | Initiation | Planning | Execution | Closing

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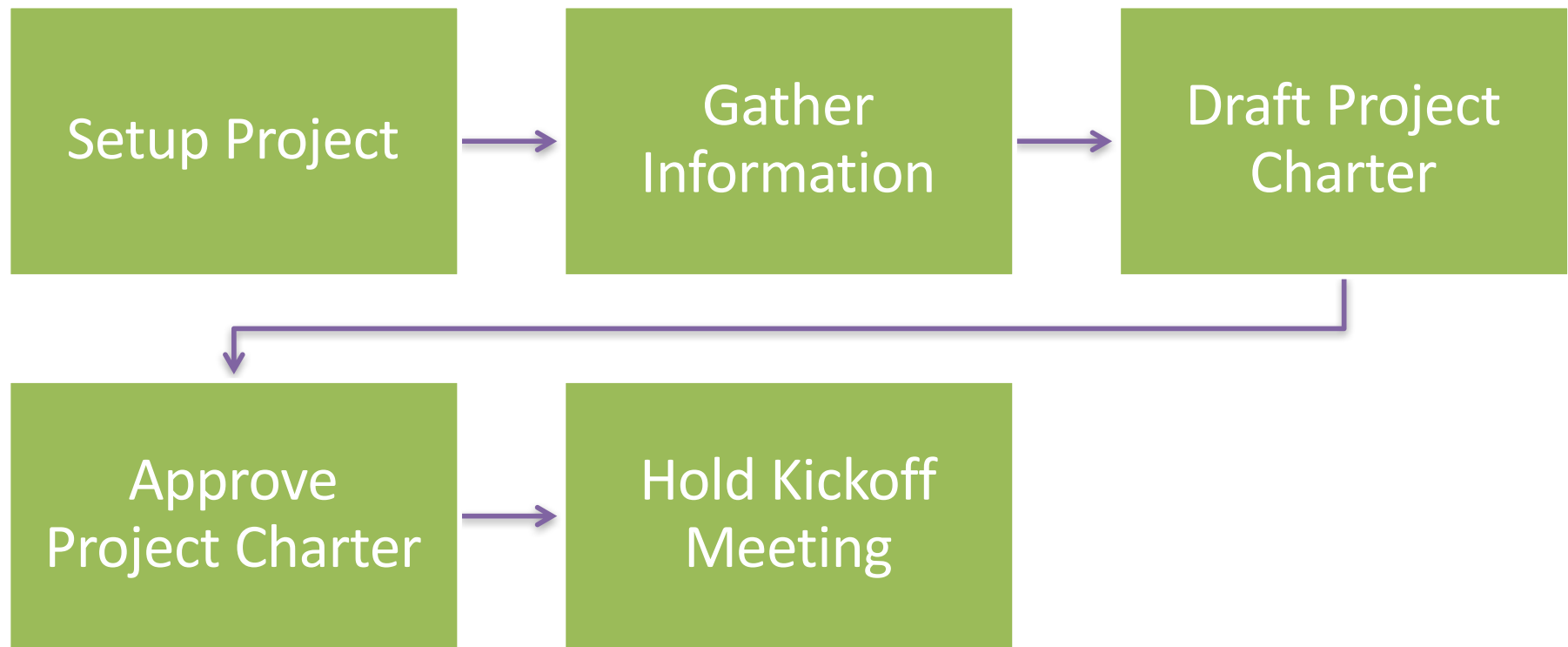
Common PM challenges and tactics

- Arm waving
  - Talk with them directly
  - Get them involved early on in discovery meetings
  - Communicate the progress on the plan
  - Establish deadline for plan completion and meet it
- Ready, fire, aim
  - Ask them to help with planning—create list for WBS
- Naming the risk or issue
  - Just need to build trust with the team –don't violate confidences, be fearless
- Not understanding or valuing the process
  - Get folks involved early with the planning
  - Otherwise—know that you are not alone—all of us go through this

Origination Initiation Planning Execution Closing

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Initiation Checklist

❑Initial project set up
- ❑Initial contacts
- ❑Set up projects in your PPM
- ❑Create and customize collaboration space

❑Discovery Meetings

❑Complete Project Charter
- ❑Finalize scope
- ❑Risk identification & contingency
- ❑Establish work and project processes
- ❑Formalize the project team

❑Kick-off Meeting

Planning phase

- Goals: Develop a detailed and complete work plan. This includes finalizing tasks, assigning resources, setting schedules, and gathering estimates.

- PM's mission requires courage, patience, and a lot of work.

- How you can help: help gather estimates, allocate resources, and communicate the importance of proper project planning

Origination | Initiation | Planning | Execution | Closing

Planning Activities for PMLC and SDLC

| Analyze Stakeholders | → | Plan Communication | → | Create Use Cases |

| Create Functional Requirements | → | Create initial Work Breakdown Structure (WBS) | → | Create initial Project Schedule |

Origination → Initiation → **Planning** → Execution → Closing

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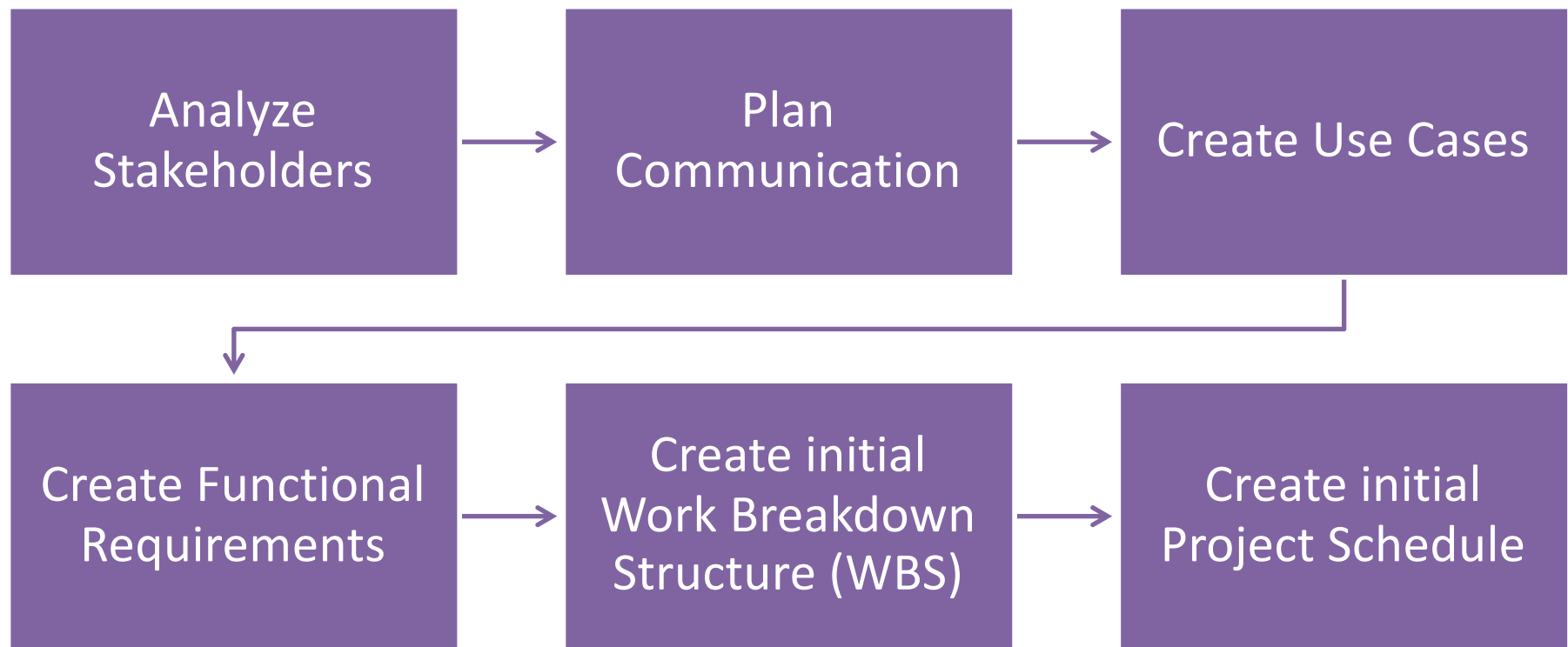
Project plan

- Project plan is a set of information
  - Task identification and organization (aka Work Breakdown Structure)
  - Assigning resources
  - Estimating
  - Scheduling
- All of these elements combined make up the project plan

Origination Initiation **Planning** Execution Closing

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Challenges and tactics for the PM

- Arm waving
- Estimate gathering woes
- Hours vs. duration conversation
- Getting the planning meetings rolling
- Initial draft
- Time-consuming reviews of WBS

Origination | Initiation | Planning | Execution | Closing

Planning checklist

❑Stakeholder Analysis

❑Complete Communication Plan

❑Use Cases/Stories

❑Discovery activities

❑Functional Requirements

❑Create/revise project schedule

❑Project planning meetings and revisions

❑Final project schedule review and approval

❑Baseline project

Origination | Initiation | Planning | Execution | Closing

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PM's Effort throughout the PMLC

Origination   **Initiation**   **Planning**   **Execution & Monitoring & Control**   **Closing**

Project Manager Effort   Project Team Effort

Origination   Initiation   Planning   Execution   Closing

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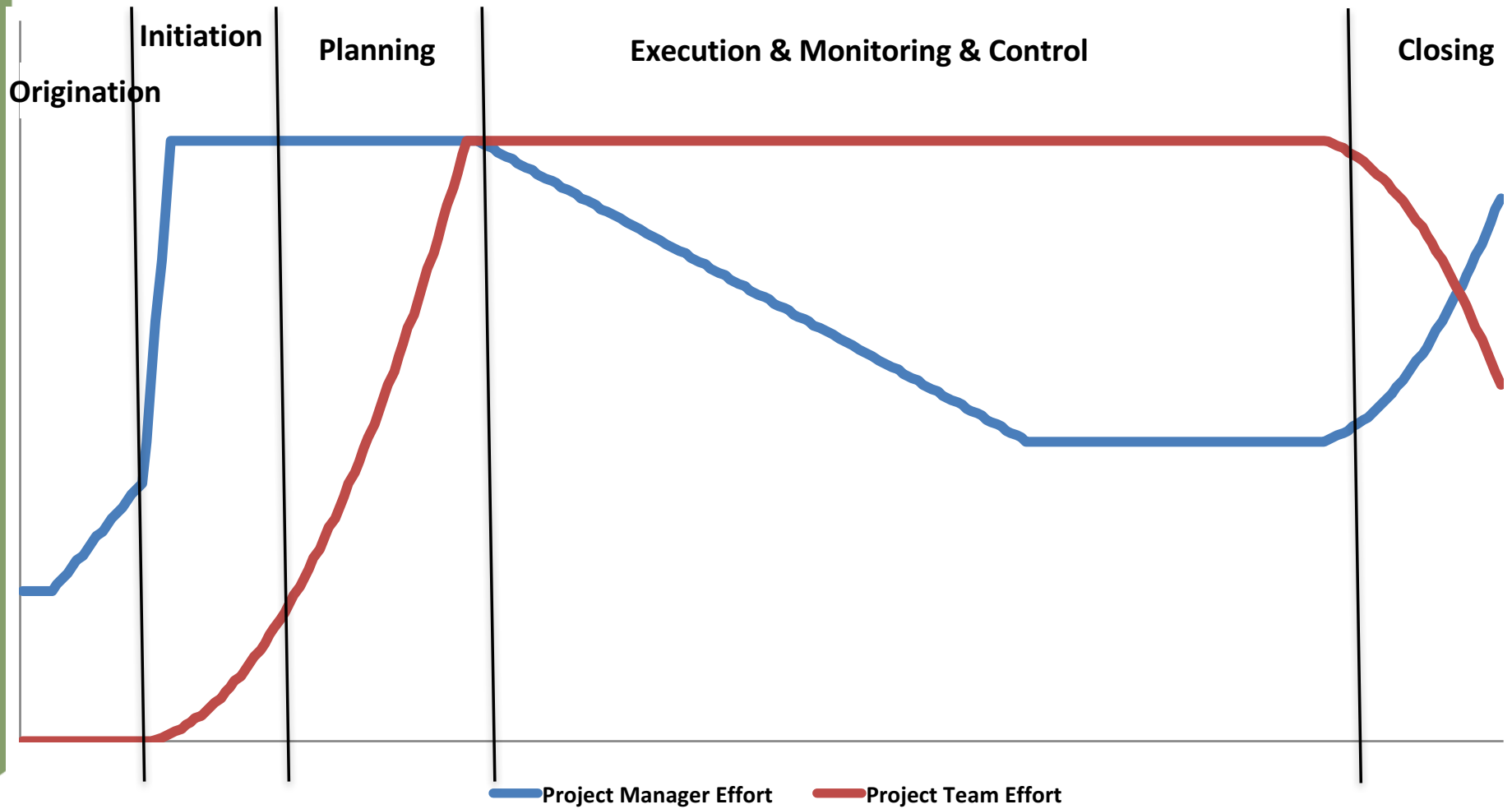
Execution

- Goals: Do the work! Execute, monitor, and control the project plan. Execute, monitor, and control the communication plan.

- PM's mission requires discipline to monitor and control and communicate and adjust.

- How you can help: Being available to the project manager, helping resolve resource issues, advocating for project priorities, advertising progress and successes

Origination   Initiation   Planning   Execution   Closing

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Typical outputs

- The project work!

- Ancillary outputs: status reports, communications, tasks and issue worksheets, change requests, risk worksheets, revised project plans

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Faculty, Staff & Student Input

User Community sessions	Online Survey participants	Campus Advisory Groups
Joint Stakeholder Team sessions	Focus Groups	Prototype Open Houses

Origination → Initiation → Planning → **Execution** → Closing

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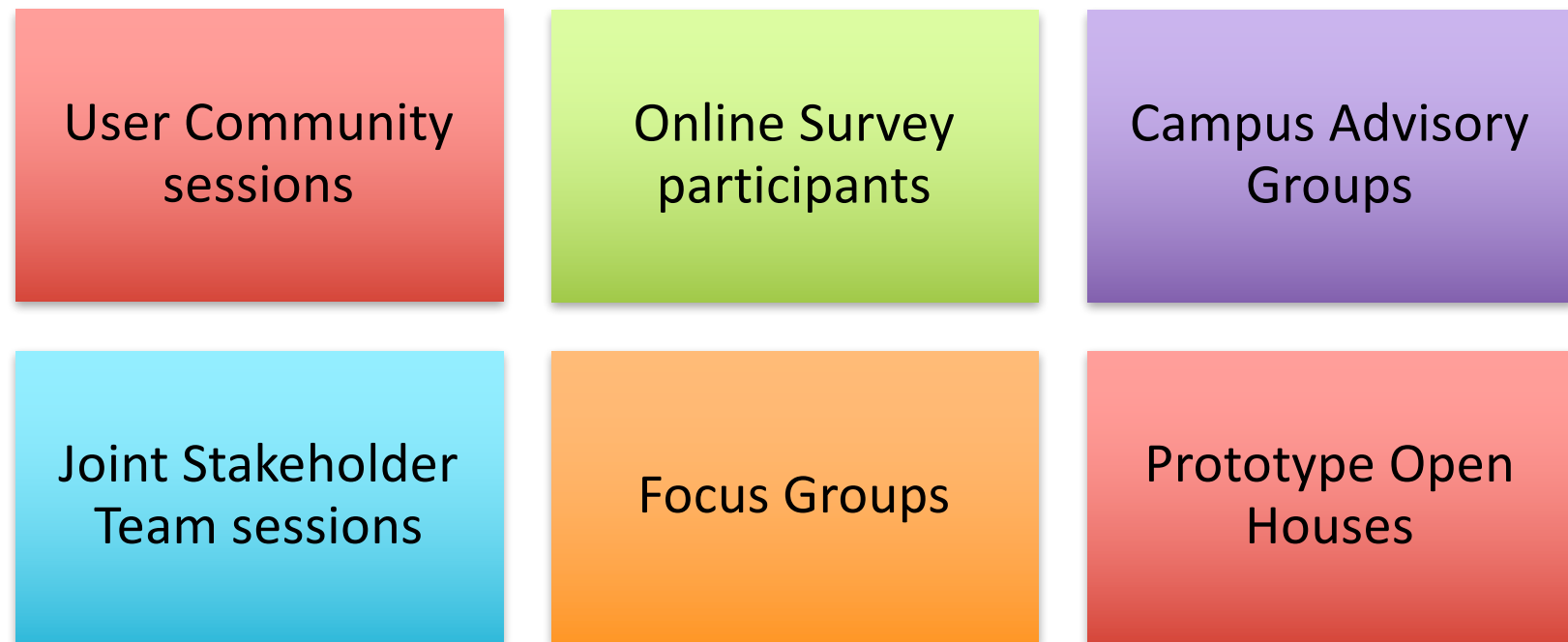
Execute, Monitor, Control Project Plan

- Manage scope (change request process)
- Manage action items and issues and decisions
- Manage risks.
- Update project plan continuously
  - Tasks : Resources : Schedule
  - Communicate upcoming deadlines
  - ETC updates / reasonableness test
  - Occasional personal visits / emails
  - Reports during status meeting
  - Walk-abouts.

Execute, Monitor, and Control Communication Plan

- Execute the communication plan

- Regularly scheduled project team status reports (weekly or bi-weekly)

- Maintain collaboration space with meeting agendas, minutes, decisions, documentation, and status reports.

- Review significant project plan changes with sponsor

- Informal communication is key: walk-abouts, hallway conversations, and personal emails

Origination Initiation Planning Execution Closing

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Executing checklist

Monitor and control

- ❑ Risks
- ❑ Issues
- ❑ Change requests
- ❑ Action items
- ❑ Tasks
- ❑ Resources
- ❑ Schedule and project plan
- ❑ Track Action items, Risks, Issues, Decisions
- ❑ Follow up on Tasks

Communicate

- ❑ Project team status meetings and reports
- ❑ Sponsor reviews
- ❑ Informal communication
- ❑ Maintain collaboration space
- ❑ Other items defined in communication plan

Origination ➤ Initiation ➤ Planning ➤ **Execution** ➤ Closing

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Challenges and tactics for the PM

- Not taking your plans seriously
- Letting meetings get out of control
- Project team members ignoring schedule
- Project team members pulled from project
- Scope changes
- Assuming sponsor knows what is going on

Origination Initiation Planning Execution Closing

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PM's Effort throughout the PMLC
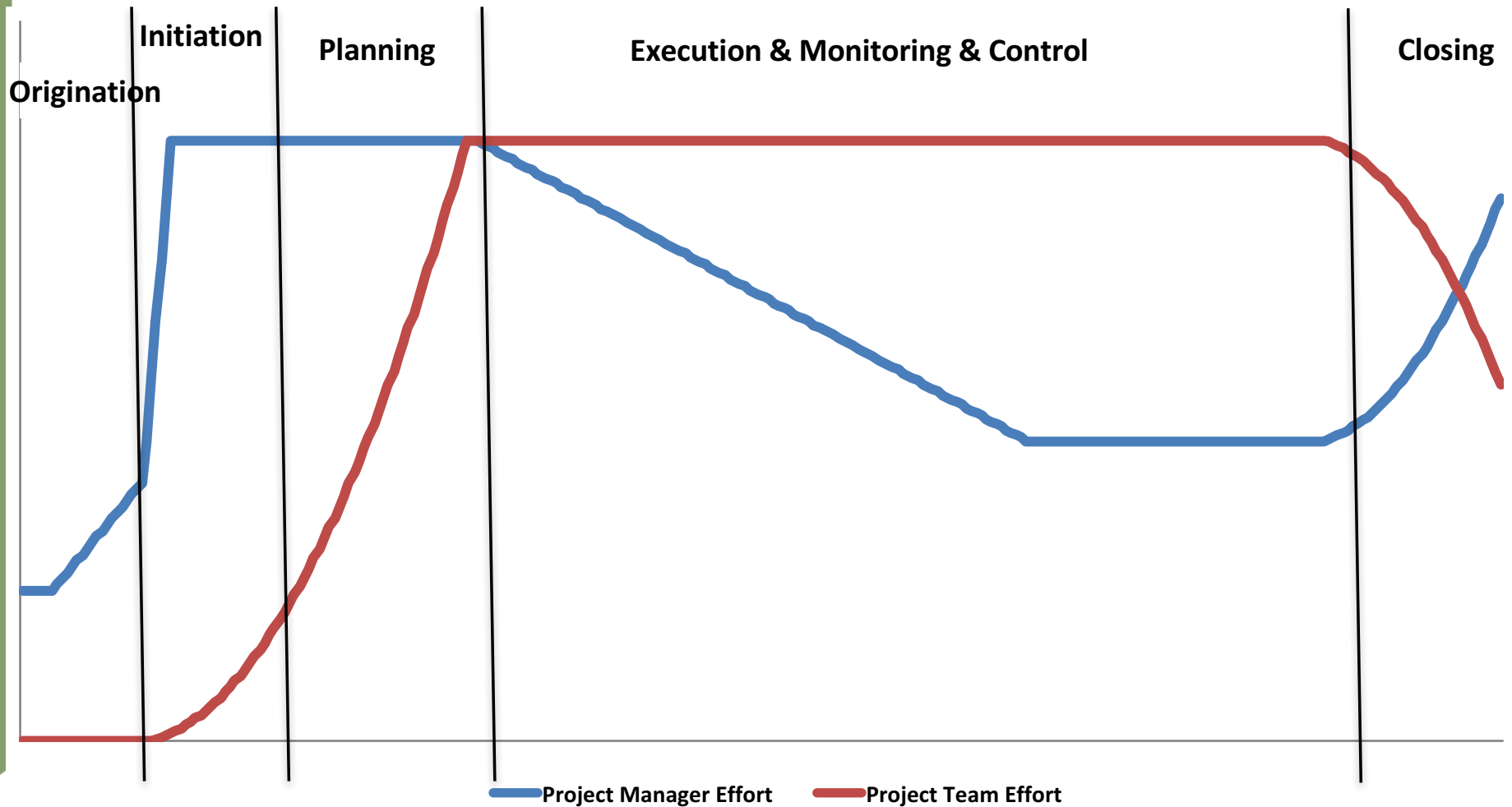
Closing phase

- Goals: Tie up loose ends, hand off results, assess project performance and release team

- PM's mission requires discipline. The end of this project will impact the beginning of the next!

- How you can help: Congratulate project team and advertise success.

Origination Initiation Planning Execution **Closing**

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Closing Activities for PMLC

Gather lessons learned & survey	Transfer ownership of open items
Hold project closing meeting	Organize and store final documentation

Origination → Initiation → Planning → Execution → Closing

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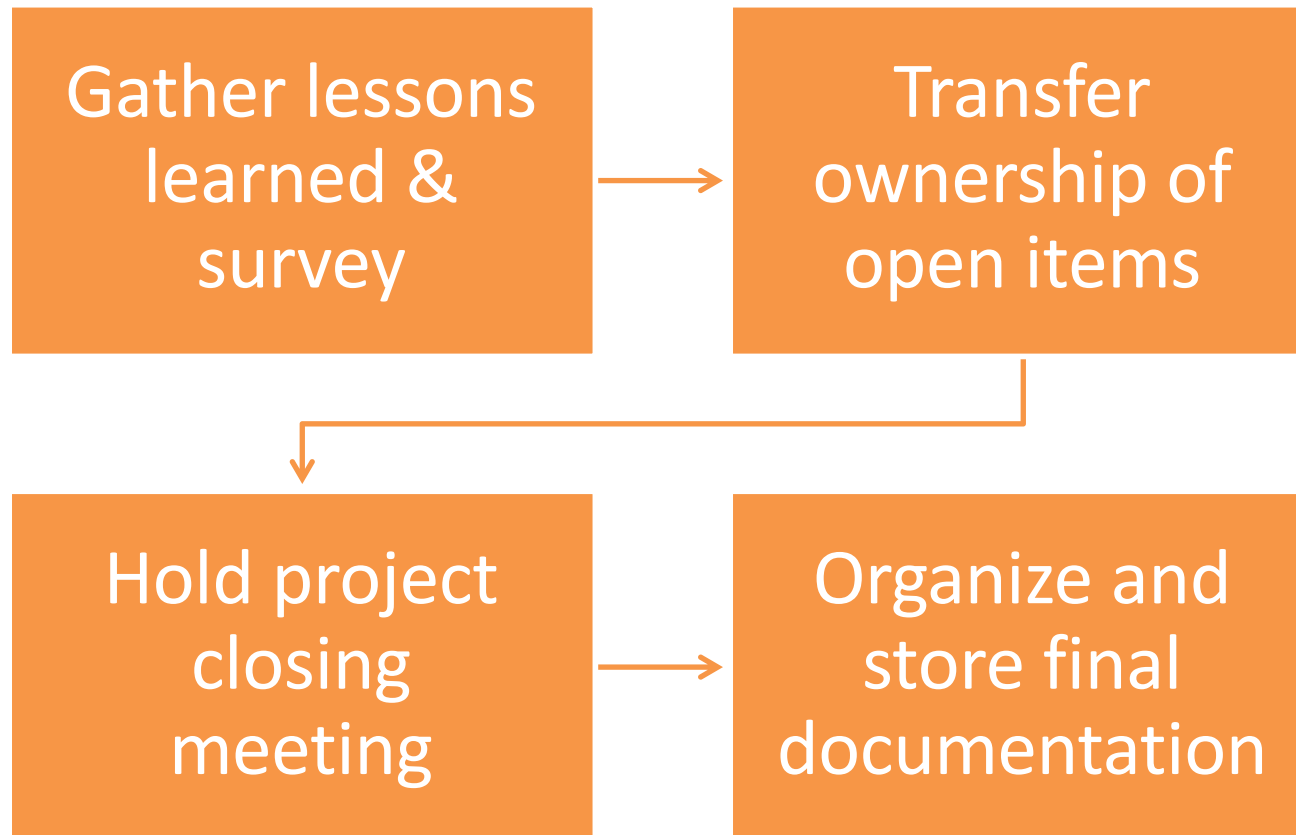
Challenges and tactics for the PM

- Lingering tasks
- Not getting lessons learned
- Scope creep

Origination   Initiation   Planning   Execution   **Closing**

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Closing Checklist

- ❑ Gather lessons learned
- ❑ Assess project performance
- ❑ Hold project closing meeting
- ❑ Post project environment review & cleanup
- ❑ Application decommissioning (as appropriate)
- ❑ Organize and store final documentation
- ❑ Close project

Origination   Initiation   Planning   Execution   Closing

Closing checklist

❑ Gather lessons learned

❑ Assess project performance

❑ Hold project closing meeting

❑ Organize and store final documentation

❑ Close project

Origination Initiation Planning Execution Closing

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Our experiences

- Identity and access management
- START myResearch

| Origination | Initiation | Planning | Execution | Closing |

Identity and access management

The goal of the UI Identity and Access Management (IAM) project is to improve identity and access management at the University of Illinois which will in turn reduce operations costs, increase security and improve business agility.

Success characteristics
- Methodology and tools developed by the team.
- Discovery meetings and post production support time
- Balance of controls and flexibility
- Decision logs, change controls, formal risk management
- Communications to all team members

Origination   Initiation   Planning   Execution   Closing   #EDU16

START myResearch

- START myResearch will modernize and streamline the research enterprise at the University of Illinois. This project combines the implementation of a grants management and compliance software with the launch of a Principal Investigator (PI) portal providing faculty with grant related information from a number of different university systems.

Success characteristics

- Tools proposed and adopted by team
- Flexible, evolving planning and monitoring methods
- Empowered and experienced project manager
- Balance of controls and flexibility
- Multiple work streams with limited scope
- Communications to all team members

| Origination | Initiation | Planning | Execution | Closing |

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Governance, Portfolio and Project Management (GPPM)

In order to be most successful, you need all of the pieces.

- IT Governance
- Portfolio Management
- Project Management
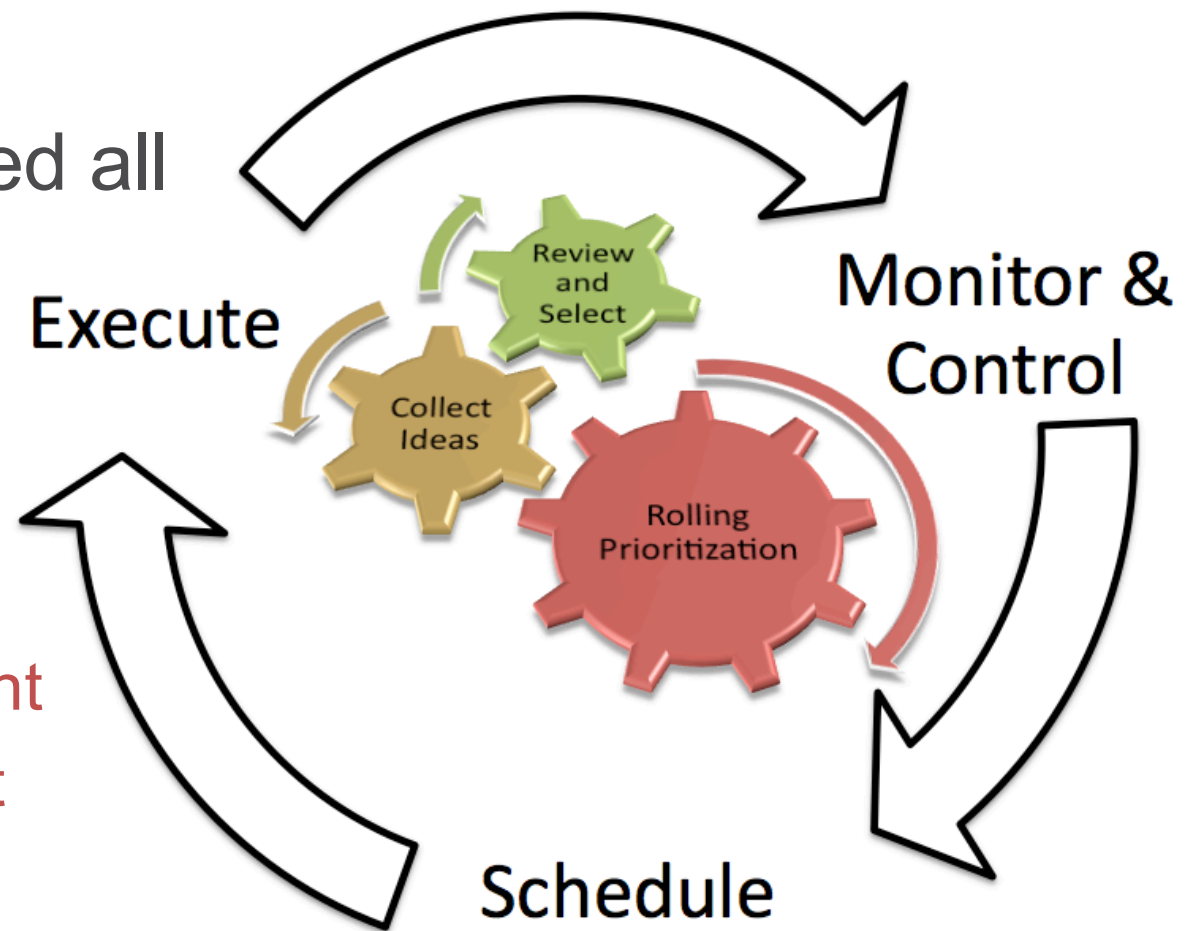
Activity 8: Building your team

For many of us, hiring dedicated team of portfolio and project managers is not an option. Work with your group to discuss methods for developing organizational PM expertise and a PMO without dedicated staff. Questions to consider:

- Who is best to lead this effort?
- Who do you need to get buy in from?
- What activities should be done first?
- How would you define roles?
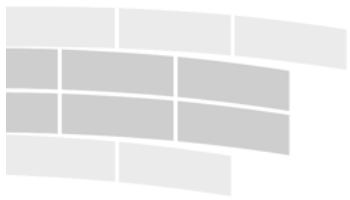- What is the best way to build expertise and community?

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Questions and Discussion

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Thank you for participating in today's session.

We're very interested in your feedback. Please take a minute to fill out the session evaluation found within the conference mobile app, or the online agenda.