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

- Academic Planning
- Financial Planning
- Facilities Planning
- Information Technology Planning

IT Leadership Development
- IT Strategic Planning
- IT Governance

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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

Cross-functional group

Highest Level Customers

Finance subcommittee

HR subcommittee

Student subcommittee

Business Intelligence/Performance Management subcommittee

Meets Quarterly

- Approves $0K and 250 – 850 hours
- Prioritizes functional projects

Meets Monthly

- Approves $0K and 250 – 850 hours
- Prioritizes functional projects

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Meets Annually

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- Prioritizes all 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
ITG – Why is it important?

Resource Allocation and Management

- Competition for pooled resources and collaboration encourages decisions towards projects of the most value
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
- 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
- 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
- Backup/Disaster Recovery
- 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

<table>
<thead>
<tr>
<th>Investment</th>
<th>3:1 ROI</th>
<th>$1.4M FY15 funding</th>
<th>79,473 UA actual project hours FY15</th>
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ITPC Projects to Date

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<tr>
<th>Reviewed</th>
<th>Approved</th>
<th>Rejected/Withdrawn</th>
<th>Contributed Labor Costs</th>
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<tbody>
<tr>
<td>513</td>
<td>445</td>
<td>65</td>
<td>$23M</td>
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Projects in Progress and Queue at 7/1/15

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>FY15 AITS Project Hours in Queue</th>
<th>Customer Requested v. Mandatory</th>
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<tbody>
<tr>
<td>Finance</td>
<td>16</td>
<td>86,700</td>
<td>53% increase in project backlog from FY10 to FY15</td>
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<tr>
<td>Student</td>
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<tr>
<td>Technology</td>
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<tr>
<td>Research Admin</td>
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</tbody>
</table>

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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?

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
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
4. Design your PPMO: Resource Management
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?
IT Governance in Higher Education
Scope of Customers and Providers for IT
Requires a repeatable, rational process to collect ideas, select initiatives, prioritize

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
ITG Model Components – University example
ITG Model Components – Campus
ITG Model Components – Campus example
ITG Model Components – IT for Supporting University Business Processes example

Executives

- Meets Annually
- Approves > $250K or 5K hours

Cross-functional group

- 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

Highest Level Customers

- Meets Quarterly
- Approves > $0K or 850 hours
- Prioritizes all projects
IT Governance Who/What/When

Customer Requested Projects in Queue (additional regulatory and mandatory projects)

Projects by the Numbers

Investment

3:1 ROI

$1.4M

$23M

$50M

395

65

53

513

approved

rejected/withdrawn

in progress/queue

53% increase from FY10 to FY15

UA actual project hours FY15

Projects to Date

ITPC Projects to Date

513

445

65

395

approved

rejected/withdrawn

in progress/queue

513

445

65

395

reviewed

completed

approved

rejected/withdrawn

in progress/queue

Projects in Progress and Queue as of 7/1/15

16

13

12

10

1

1

Finance

Student

Technology

HR

BI/PM

Research Admin

Approved FY15 AITS project hours in queue

86,700

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 UAIR: 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 UAIR: Surplus Warehouse Inventory System Management
10. ITPC-0408 GCO: Sponsor Remittances
11. ITPC-0412 Online Course Catalog
12. ITPC-0421 Employee Training Infrastructure Analysis
13. ITPC-0425 PARIS Price 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 X) Events Management
19. ITPC-0444: Finance Reports Distribution
20. ITPC-0447 CCFD System Enhancements
21. ITPC-0449 UAIR: Banner Feeders 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 UAIR: 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 UAIR: Account Code Search Application
36. ITPC-0493 UOCC: CAP - Capital Project Management System
37. ITPC-0494 UAIR: 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 XFOAPAL 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

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 – Building the model

UNIVERSITY LEVEL – Prioritization – Resource Allocation - Strategy

- High-level Topic: Telecom Network
- Human Resources
- Finance
- Student Affairs / Education
- Business Intelligence
- High Level Topic: Research

Operational Focus

- Multi topic

Strategic Focus

- Multi topic

CAMPUS LEVEL – Prioritization – Resource Allocation - Strategy

- Campus Central Business Offices
- Faculty Groups
- Business Managers
- Campus / College IT

Operational Focus

- Data Center Administration
- Summary Topic or Functional Council

Strategic Focus

- Business Process Owners
- Summary Topic or Functional Council

College / Unit Needs

- Faculty Groups
- Student Groups
- Business Managers
- College / Local IT

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

Governance Office Support / Portfolio Reporting / Project Management / Architecture Standards / BI & Analytics / Collaboration Tools / Service Catalog / Community Source / #EDU16
ITG Components – Building Blocks for Model

- **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

- 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?

Focus

Summary Topic or Function

Topic / Function

Topic / Function

College

Unit

Unit

Unit

Unit

Unit

College

Unit

Unit

Unit

Unit

Unit

College

Unit

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Unit

Unit

College

Unit

Unit

Unit

Unit

Unit

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ITG Model Components – What needs to be governed? (examples)
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 Technologies
- Public Labs
- Change Management
- Student Access to Resources
- Strategic Planning
- Operations
- Service Levels
- Performance Measurement

**Research**
- User Support Coordination
- Research Computing Resources
- Collaboration Technologies
- Grants Administration
- Technical Support
- Strategic Planning
- Operations
- Service Levels
- Performance Measurement

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ITG Model Components – What needs to be governed?

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<tr>
<th>Education</th>
<th>Research</th>
<th>Infrastructure &amp; Security</th>
<th>Administrative IT</th>
<th>Public Engagement</th>
<th>Facilities Systems</th>
<th>Web Services</th>
<th>Student Systems</th>
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<td>Operations Levels</td>
<td>Strategic Planning</td>
<td>Performance Measurement</td>
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<td>Change Management</td>
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</table>

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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
30 MINUTE BREAK
9:30 – 10:00 am
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

- **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?
ITG Model Components

Participants in the process

- Who should participate?
- Who should advise and who should make decisions?

- Existing groups / Positions / Functions

- Examples:
  - Faculty groups – e.g. Faculty IT Senate, Council
  - Executives – e.g. AVP Finance or Asst. Provost for Student Affairs
  - Administrative Offices – Central and Distributed – Director of University HR or Registrar
  - IT Pros – e.g. Director of Decision Support
  - Student groups – e.g. Student Senate
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**
- Council of CIOs
- Faculty IT Senate
- IT Pros
- Council of Deans
- CAV
- Student Senate
- Business Managers
- IT Priorities Committee

**New Groups**
- Functional Groups
- LMS Advisory Council
- Shared Infrastructure
- Identity Management
- Business Process
- WCMS

**Roles**
- Advisory & Decision-making
- Group Sponsors
- Chairs / Leads / Owners
- Governance Office / Portfolio Management
## ITG Model Components

### Participants in the process – Example:

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

<table>
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<th>Type Rank</th>
<th>Overall Rank</th>
<th>Initiative</th>
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</tbody>
</table>

| 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

<table>
<thead>
<tr>
<th>299,000</th>
<th>Student Application Transactions</th>
<th>479,000</th>
<th>Payment Requests Processed</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,343,500</td>
<td>Registration Record Transactions</td>
<td>138,100</td>
<td>HR Front-end Transactions</td>
</tr>
<tr>
<td>556,000</td>
<td>Financial Aid Disbursements</td>
<td>153,000</td>
<td>Travel Expense Reimbursements</td>
</tr>
<tr>
<td>113,000</td>
<td>Transcripts Processed</td>
<td>240,000</td>
<td>Data Warehouse Sessions</td>
</tr>
<tr>
<td>157,500</td>
<td>eProcurement Transactions</td>
<td>882,000</td>
<td>Regular Payroll Transactions</td>
</tr>
<tr>
<td>25,000</td>
<td>Non-iBuy Purchase Orders</td>
<td>99.99%</td>
<td>FY 14 Banner Availability</td>
</tr>
<tr>
<td>467,000</td>
<td>Financial Aid Records</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

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

- **Highest Level Customers**
  - Meets Quarterly Approves > $0K or 850 hours
  - Prioritizes all projects

- **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

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ITG Model Components – IT for Supporting University Business Processes example

- Cross-functional group
  - 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

- Highest Level Customers
  - Meets Annually
  - Approves > $250K or 5K hours

- Executives
  - Meets Quarterly
  - Approves > $0K or 850 hours
  - Prioritizes all 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

- **Academic Affairs Management Team**
  - Provosts / Vice Presidents – Fund / Empower Process
  - Annual Review of Large Strategic Projects
  - Multi-topic
  - Resource Pools
  - Level 2 Large
  - > 5,000 hrs. or > $250,000

- **Information Technology Priorities Committee**
  - Business Intelligence
  - Student Affairs
  - Infrastructure Systems
  - Finance
  - Human Resources
  - Multi-topic
  - Resource Pools
  - Level 2
  - 850-5,000 hrs.
  - $0-250,000

- **ITPC Cross-functional Group**
  - Review Projects / Recommend Prioritization of Projects
  - Finance Subcommittee
  - Human Resources Subcommittee
  - Student Subcommittee
  - BI / PM Subcommittee
  - Resource Pools
  - Level 1
  - 250-850 hrs.
  - $0

- **Campus Needs - Chicago, Springfield, Urbana-Champaign**
  - Unit
  - College
  - Unit
  - College
  - Unit
  - Unit
  - Unit
  - Unit
  - Unit
  - Unit
  - Decision Points

- Governance Office Support / Portfolio Reporting / Project Management / BI & Analytics / Collaboration Tools / Service Catalog / Community Source
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.

<table>
<thead>
<tr>
<th>Project Proposal Template – Level 2</th>
<th>ITPC-0258</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be completed for all requests that require more than 80 hours of effort or with project budgets greater than $100,000. Projects requesting $250,000 or more will require incremental AAMF funding or unit contribution to cost in excess of that amount.</td>
<td></td>
</tr>
</tbody>
</table>

1) Project Name: Travel and Expense Management System

   Campuses affected by project (GC/UIUC/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: XXXX@uillinois.edu |
   | Campus: UIUC       | Department: University Payables |

   | Name: Jim XXXXXXXX  | Email: XXXX@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 online 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/unit 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.
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.
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.
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
Provocts / Vice Presidents – Fund / Empower Process
Annual Review of Large Strategic Projects

Resource Pools

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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
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

<table>
<thead>
<tr>
<th>Project Name</th>
<th>ITPC Functional Area</th>
<th>Approval Date</th>
<th>Total Project Hours</th>
<th>Total AITS Hours</th>
<th>Total ITPC Funding</th>
<th>Approx. Start</th>
<th>Fn. Prty</th>
<th>May 2009 Ranking</th>
<th>Suggested Ranking from XFG - August 2009</th>
<th>Movement from May 2009 - Up or (Down)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-0269 Academic NOA Rewrite Implementation</td>
<td>Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q2 FY10</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ITPC-0306 Enrollment Management System (EMS) Implementation</td>
<td>Student</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q3 FY10</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>ITPC-0297 Web App Modifications (Summary; Agreement)</td>
<td>Student</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q2 FY10</td>
<td>1</td>
<td>6</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>ITPC-0213 Financial Aid Employment Earnings Load Modifications</td>
<td>Student</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q3 FY10</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>(1)</td>
</tr>
<tr>
<td>ITPC-0155 USFSICO: Direct Deposit Enrollment Page</td>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q2 FY10</td>
<td>1</td>
<td>7</td>
<td>5</td>
<td>2</td>
</tr>
</tbody>
</table>

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Complex Project Example - Travel & Expense Management

Execute utilizing standards for project management and system implementation; monitor and control.

**AITS - Project Management Life Cycle – Software Development Projects**

<table>
<thead>
<tr>
<th>Project Management Life Cycle</th>
<th>Software Development Life Cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Project Origination</td>
<td>1 Origination</td>
</tr>
<tr>
<td>2 Project Initiation</td>
<td>2 Initiation</td>
</tr>
<tr>
<td>3 Project Planning</td>
<td>3.0 Planning</td>
</tr>
<tr>
<td>4 Project Execution and Control</td>
<td>4.1 Analysis</td>
</tr>
<tr>
<td>5 Project Closeout</td>
<td>4.2 Design</td>
</tr>
<tr>
<td>5.1 Close</td>
<td>4.4 Testing</td>
</tr>
<tr>
<td>5.2 Post Close</td>
<td>4.5 Training</td>
</tr>
<tr>
<td>5.3 Post Implementation</td>
<td>4.6 Deployment</td>
</tr>
</tbody>
</table>

**PMO Review**

<table>
<thead>
<tr>
<th>PMO Review</th>
<th>PMLC Review</th>
<th>Project Reviewers</th>
<th>Lessons Learned Collection</th>
<th>Project Satisfaction Survey Completion</th>
<th>Post Implementation Survey Completion</th>
</tr>
</thead>
</table>

**PMO Project Review**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Manager</th>
<th>Baseline Start</th>
<th>Current Start</th>
<th>Current Finish</th>
<th>Review Project?</th>
<th>Review Date</th>
<th>PMO Reviewer</th>
<th>Previous Review Date</th>
<th>Project Updated?</th>
<th>Next Review Date</th>
<th>Budget Status</th>
<th>Schedule Status</th>
<th>Project Barrier Status</th>
<th>Overall Project Status</th>
<th>As Of</th>
<th>Status Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-0230 PABWEB Enhancements</td>
<td></td>
<td>12/10/07</td>
<td>12/10/07</td>
<td>1/10/11</td>
<td></td>
<td>8/9/10</td>
<td></td>
<td></td>
<td>9/3/10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8/2/10</td>
<td>8/2/10-Transfers testing expected to be completed. Surplus/Disposal coding continues AITS message of expected 8/27. 7/16/10-Working on testing transfer being coded right now, will be completed by Sept. 1 on track to meet our original go-live date!! 6/1/10-database pointed back to BANQA, we will then test surplus/disposal requirements, coding to follow. 4/3 few production bug b! PABWEB ATIS at the moment, on transfers and also work on Surplus/Disposal. We transfer coding.</td>
<td></td>
</tr>
<tr>
<td>ITPC-0258 Travel and Expense Management System</td>
<td></td>
<td>6/1/09</td>
<td>12/31/11</td>
<td>6/29/10</td>
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</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 0 – Non-Existent</td>
<td>• Management processes are not applied at all</td>
</tr>
<tr>
<td>Level 1 - Initial</td>
<td>• Processes are ad hoc and disorganized</td>
</tr>
<tr>
<td>Level 2 – Repeatable</td>
<td>• Processes follow a regular pattern</td>
</tr>
<tr>
<td>Level 3 – Defined</td>
<td>• Processes are documented and communicated</td>
</tr>
<tr>
<td>Level 4 - Managed</td>
<td>• Processes are monitored and measured</td>
</tr>
<tr>
<td>Level 5 – Optimized</td>
<td>• Best practices are followed and automated</td>
</tr>
</tbody>
</table>
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 reevaluate 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

- **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
Lunch Break
11:30 – 12:30
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?
Yes! We are doing the right work.

BUT, are we doing it well?
cake.

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

- Improve performance
- Improve performance, provide support
- Report on performance
- Monitor performance and make adjustments
- Center of excellence for PM
- Facilitate ITG
- Facilitate governance
- Communicate priorities
- Manage expectations; justify staffing
- Manage workload; schedule work
- Manage portfolio (aka monitor and control)
- Resource management and scheduling
- Monitor performance and make adjustments
- Improve performance, provide support
- Report on performance
- Monitor performance and make adjustments
- Center of excellence for PM
- Facilitate ITG
- Facilitate governance
- Communicate priorities
- Manage expectations; justify staffing
- Manage workload; schedule work
- Manage portfolio (aka monitor and control)
- Resource management and scheduling
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
Facilitate ITG Resource management and scheduling

Monitor and control portfolio Center of excellence

- 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

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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

<table>
<thead>
<tr>
<th>Name</th>
<th>Campus</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Kamowski</td>
<td>UIC</td>
<td>OSSS</td>
</tr>
<tr>
<td>Robert Dixon</td>
<td>UIC</td>
<td>Registration and Records</td>
</tr>
<tr>
<td>Rod Hoewing</td>
<td>UIUC</td>
<td>Office of the Registrar</td>
</tr>
<tr>
<td>Brian Catherwood</td>
<td>UIS</td>
<td>Records and Registration</td>
</tr>
<tr>
<td>Cynthia Lindstrom</td>
<td>UIC</td>
<td>ACCC</td>
</tr>
<tr>
<td>Megan Carney</td>
<td>UIC</td>
<td>UIC Gender and Sexuality Center</td>
</tr>
</tbody>
</table>

1) Project Name: Banner Preferred Name and Gender Analysis

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

Date Template Submitted to ITPC: 4/25/2014; 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.

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.
Project Proposal (short form)

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

### 1. Project Name:
Vended Application WBS development
Project Sponsor: Nyla Bolliger

### 2. Project Description:
What you want to do: This project will enhance the PMLC/SDLC methodology to include a task list, task descriptions, and several supporting templates/checklists/guides for a vended application project. This project will also develop and schedule several 30-minute overview sessions to be delivered by the project sponsor.

This project does not include the SDLC methodology revisions and updates as identified during the last PMLC/SDLC training event. Ideally, these revisions would be complete and agreed to prior to the vended application materials are complete. This would allow us to provide an up-to-date PMLC/SDLC methodology document along with the vended application materials. The compilation of the SDLC revisions is outside the scope of this project, however, and lies with the SEPG.

### 3. Primary Goal/Estimated Benefits:
What is it going to do for us:

- Leverage for other projects: Providing a standard methodology for vended applications will improve the speed and quality of our vended application projects. In addition, providing a documented process will give our clients confidence in our abilities as an implementation partner.

- Impact if we do not do this project:
If we do not do this project, vended application projects will continue to be run ad-hoc and the quality of these projects will vary with the experience of the project lead and manager. In addition, there is a slight chance that additional cost will be added to projects as our clients choose a third party as an implementation partner.

### 5. Estimated project cost (rough estimate for prioritization and resource planning purposes)

<table>
<thead>
<tr>
<th>Labor</th>
<th>Department</th>
<th>Estimated hours</th>
<th>Description of work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project manager and PMLC SME</td>
<td>PMO</td>
<td>60</td>
<td>Lead project, set agreement, create initial set of documentation (task list and descriptions, templates, overview presentation) for revision and review.</td>
</tr>
<tr>
<td>SDLC SME and project sponsor, Nyla Bolliger</td>
<td>A3SD</td>
<td>20</td>
<td>Provide expertise on vended application tasks and templates. Offer vended application overview to AITS groups. Review and approve final set of documentation. Work outside the project to revise the SDLC methodology document.</td>
</tr>
<tr>
<td>Vended Application Support SME</td>
<td>Application Support</td>
<td>20</td>
<td>Provide expertise on vended application tasks and templates. Help define success criteria for a vended application project. Revise and approve final set of documentation.</td>
</tr>
</tbody>
</table>
Proposal Summary and rating

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

### Overview

- **Project name**: ITPC-0541 Provide system enhancements to help ensure continued efficient operations of HR, Payroll, and Benefits (HRPF/PAFIS enhancements)
- **Sponsors**: Tony Harijan, Nicole Taylor, Roberta Been, Debra Brown, John Honour, Angela Vuket, Tom Scott, Michael Brogan, Tim Burke
- **Campus and beneficiaries**: UIC, UIC, UIUC Direct beneficiaries: UPB and HR staff, ITS staff

#### Project description

The HRPF and PAFIS systems are used by the University of Illinois HR office to process more than 120,000 HR transactions per year and approximately 50,000 Payroll and Benefits transactions. Ongoing maintenance and enhancement of these systems are required to ensure the operations of the HR, Payroll, and Benefits offices. This project will provide the resources and structure for providing a set of enhancements prioritized by the HRPF/PAFIS steering team. Implementing these enhancements will provide a better user experience in both applications, increase transaction efficiency and quality, and reduce the need for at least two core databases that currently administer the process for the separation and tsp payments. In addition, the change reduces "25% - PAFIS - new module for processing award payment adjustments" which results in the award payment process. Enhancements that are not implemented as part of this project will be considered for a future proposal.

### Value

- **Impact Score**
  - Strategy: TBD
  - Service: TBD
  - Enterprise: TBD
  - Savings: TBD

- **Success Score**: TBD

- **Benefits**
  - 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.

<table>
<thead>
<tr>
<th>5-Year Return</th>
<th>5-Year ROI</th>
<th>Strategic Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>528K</td>
<td>3.3</td>
<td>None noted</td>
</tr>
</tbody>
</table>

#### Resources

- **Total Project Cost**: $161,940
- **Requested ITPC Funding**: $0
- **Total Hours**: 4,192
- **UA IT Hours**: 2,412

#### Notes

- 5 yr return: 5 yr tangible and intangible benefits—5 year project cost ($590k-161k=528k)
- 5 Year ROI = 5 yr return / 5 yr project cost
  - 528k/161k=3.3
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

<table>
<thead>
<tr>
<th>Name</th>
<th>Area</th>
<th>Approved</th>
<th>Effort</th>
<th>AITS Effort</th>
<th>ITPC Funding</th>
<th>Project Start Date</th>
<th>Function</th>
<th>Priority</th>
<th>Last ITPC Rank</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-0642 HR and Payroll Legacy Databases - Equivalent Access Analysis</td>
<td>Human Resources</td>
<td>Aug 2013</td>
<td>820</td>
<td>350</td>
<td>50</td>
<td>TBS</td>
<td>3</td>
<td>1</td>
<td>The primary beneficiaries of this project, once the system is implemented, are campus and UA HR staff.</td>
<td></td>
</tr>
<tr>
<td>ITPC-0442 GO/GG: Federal Financial Report Modification</td>
<td>Finance</td>
<td>Jan 2013</td>
<td>745</td>
<td>420</td>
<td>Feb 2015</td>
<td>1</td>
<td>2</td>
<td>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 a very labor-intensive process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ITPC-0645 HireTouch Data Acquisition Phase 2 - Custom Forms Data</td>
<td>Human Resources</td>
<td>Nov 2010</td>
<td>2,720</td>
<td>2,570</td>
<td>50</td>
<td>Jan 2015</td>
<td>1</td>
<td>4</td>
<td>This project will 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 staff support.</td>
<td></td>
</tr>
<tr>
<td>ITPC-0353 Learning Management Systems (LMS) Banner Integration</td>
<td>Student</td>
<td>Aug 2010</td>
<td>1,220</td>
<td>848</td>
<td>$22,725</td>
<td>TBS</td>
<td>3</td>
<td>5</td>
<td>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 Learning 8.6 functionality. This initiative 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 Integrate 8.6 for interoperability (API).</td>
<td></td>
</tr>
</tbody>
</table>
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.
Budget impact and ranking for new projects

### Independent Ranking of New Projects

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-0466 HireTouch Data Acquisition Phase 2</td>
<td>Low</td>
</tr>
<tr>
<td>ITPC-0467 Automated Grade Change</td>
<td>Medium</td>
</tr>
</tbody>
</table>

### Budget Impact of ITPC Recommendation

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Functional Priority</th>
<th>Total Hours</th>
<th>AITS Hours</th>
<th>ITPC Funding Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-0467 Automated Grade Change Process</td>
<td>Student Priority 1</td>
<td>1,415</td>
<td>1,145</td>
<td>$0</td>
</tr>
<tr>
<td>ITPC-0469 Finance Reports Distribution Role Application</td>
<td>Finance</td>
<td>1,423</td>
<td>1,063</td>
<td>$0</td>
</tr>
<tr>
<td>ITPC-0466 HireTouch Data Acquisition Phase 2</td>
<td>HR Priority 2</td>
<td>2,720</td>
<td>2,570</td>
<td>$0</td>
</tr>
</tbody>
</table>

Total: 5,558

### ITPC Funding Today - As Is

<table>
<thead>
<tr>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.35</td>
<td>$0.05</td>
<td>$1.40</td>
</tr>
</tbody>
</table>

### ITPC Funding - Approve All Projects

<table>
<thead>
<tr>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.35</td>
<td>$0.05</td>
<td>$1.40</td>
</tr>
</tbody>
</table>

### AITS Project Backlog - Approve All Projects

<table>
<thead>
<tr>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>58.0</td>
<td>10.0</td>
<td>46.0</td>
</tr>
</tbody>
</table>

Estimated funding for FY 15 is $14.
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
• 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
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
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 Base FTE = 208
AITS Augmented FTE = 218
Project schedule View 1

Approximate Augmented Project Capacity - 43.78 FTE
Approximate Base Project Capacity - 33.78 FTE
Project schedule view 2
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

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Area</th>
<th>Manager</th>
<th>Finish</th>
<th>Health</th>
<th>ETC</th>
<th>Mandatory?</th>
<th>In Flight Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-0375 - IAM Phase 1: Access Assurance</td>
<td>Tech</td>
<td>Fritchey, Daryl</td>
<td>Dec 2016</td>
<td>Yellow</td>
<td>26,071</td>
<td>N</td>
<td>Critical</td>
</tr>
<tr>
<td>ITPC-0375 - IAM Phase 2: Siteminder and Federation</td>
<td>Tech</td>
<td>Fritchey, Daryl</td>
<td>Nov 2015</td>
<td>Red</td>
<td>3,500</td>
<td>N</td>
<td>Critical</td>
</tr>
<tr>
<td>ITPC-0444: Finance Reports Distribution</td>
<td>Fin</td>
<td>Fogarty, Lisa</td>
<td>May 2015</td>
<td>Green</td>
<td>5,298</td>
<td>N</td>
<td>Critical</td>
</tr>
<tr>
<td>ITPC-0463 Analysis for PPACA</td>
<td>HR</td>
<td>Kerber, Tony</td>
<td>Sep 2015</td>
<td>Green</td>
<td>582</td>
<td>Y</td>
<td>Critical</td>
</tr>
<tr>
<td>ITPC-0465 START myResearch</td>
<td>Other</td>
<td>Lavender, AJ</td>
<td>Jul 2018</td>
<td>Green</td>
<td>72,801</td>
<td>N</td>
<td>Critical</td>
</tr>
<tr>
<td>ITPC-0469 Finance Reports Distribution Role Application</td>
<td>Fin</td>
<td>Strate, Liz</td>
<td>Jul 2015</td>
<td>Yellow</td>
<td>1,312</td>
<td>N</td>
<td>Critical</td>
</tr>
<tr>
<td>AITS-0101 Status System</td>
<td>Tech</td>
<td>Coon, Jannah</td>
<td>Dec 2014</td>
<td>Yellow</td>
<td>1,327</td>
<td>N</td>
<td>High</td>
</tr>
<tr>
<td>ITPC-0328 Contract Management System</td>
<td>Fin</td>
<td>Branch, Steven</td>
<td>Sep 2015</td>
<td>Yellow</td>
<td>756</td>
<td>N</td>
<td>High</td>
</tr>
<tr>
<td>ITPC-0375 IAM Program Activities, Project Management, and Communication</td>
<td>Tech</td>
<td>Fritchey, Daryl</td>
<td>Dec 2016</td>
<td>Green</td>
<td>14,505</td>
<td>N</td>
<td>High</td>
</tr>
<tr>
<td>ITPC-0446 BO Desktop Intelligence Standard Report Conversion</td>
<td>BI PM</td>
<td>Getty, Rick</td>
<td>Sep 2014</td>
<td>Green</td>
<td>500</td>
<td>Y</td>
<td>High</td>
</tr>
<tr>
<td>ITPC-0458 Desktop Intelligence Ad Hoc Report Conversion</td>
<td>BI PM</td>
<td>Selk, Jennifer</td>
<td>Apr 2015</td>
<td>Green</td>
<td>5,280</td>
<td>Y</td>
<td>High</td>
</tr>
<tr>
<td>ITPC-0473 BOXI Upgrade Implementation</td>
<td>BI PM</td>
<td>Getty, Rick</td>
<td>Mar 2015</td>
<td>Green</td>
<td>2,823</td>
<td>Y</td>
<td>High</td>
</tr>
<tr>
<td>AITS-0020 Enhance OpenEAI Test Suite</td>
<td>Tech</td>
<td>McKinney, Maria</td>
<td>Dec 2014</td>
<td>Green</td>
<td>280</td>
<td>N</td>
<td>Normal</td>
</tr>
<tr>
<td>AITS-0035 On-Call and Contact Management System</td>
<td>Tech</td>
<td>Weits, David</td>
<td>Oct 2014</td>
<td>Red</td>
<td>405</td>
<td>N</td>
<td>Normal</td>
</tr>
<tr>
<td>AITS-0036 SecureAccess Enhancement</td>
<td>Tech</td>
<td>McKinney, Maria</td>
<td>Aug 2014</td>
<td>Yellow</td>
<td>90</td>
<td>N</td>
<td>Normal</td>
</tr>
</tbody>
</table>
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
Challenges

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

- 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

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

<table>
<thead>
<tr>
<th>Tab/Page</th>
<th>Clarity Field/Process</th>
<th>PMO</th>
<th>PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Summary Page</td>
<td>□ Start Date</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ Finish Date</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ Progress</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ Requested Implementation Date (not required for Analysis and Maintenance Projects)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ Current Implementation Date</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ Stage</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ Document Location (Optional)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ As Of Date</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project Summary Page</td>
<td>□ Status Comment</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Team Tab</td>
<td>□ All generic roles have been replaced or removed</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Task Tab</td>
<td>□ Open tasks do not have a finish date in the past</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Task Tab</td>
<td>□ Tasks with start dates in the past that have not actually started can still be completed on time.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Task Tab</td>
<td>□ Tasks that are complete must be marked closed, ETC’s set to zero, 100% complete, and Open for Time Entry is unchecked</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Task Tab</td>
<td>□ ETCs and resource assignments have been updated for remaining work on tasks</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Task Tab</td>
<td>□ Tasks that will be starting soon have the correct resources assigned to them and they are open for time entry</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Risks/Issues/Changes Tab</td>
<td>□ Check with the PM that risks and issues have been logged and assigned in Clarity</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Baseline Page</td>
<td>□ Ensure that the project has been baseline</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
Facilitate ITG Resource management and scheduling
Monitor and control portfolio
Resource management and schedules

Performance reporting

ITPC Active Project Scorecard

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Standard Code Date</th>
<th>Project Mgt Name</th>
<th>Project Status on Date</th>
<th>Project Status Completed</th>
<th>ETE Hours</th>
<th>% Total ETE</th>
<th>% Schedule</th>
<th>Budget Status</th>
<th>% Budget</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-6368 - Diaper Upgrade to Sanitizers</td>
<td>2/15/2016</td>
<td>Minerva, Jessica</td>
<td>1/15/2016</td>
<td>Complete</td>
<td>347</td>
<td>26%</td>
<td>73%</td>
<td>12%</td>
<td>2%</td>
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<td>Notes</td>
</tr>
<tr>
<td>ITPC-6369 - Athletics NCAA CAI</td>
<td>2/15/2016</td>
<td>Nicole, Andrea</td>
<td>1/15/2016</td>
<td>Complete</td>
<td>347</td>
<td>26%</td>
<td>73%</td>
<td>12%</td>
<td>2%</td>
<td>Complete</td>
<td>Notes</td>
</tr>
<tr>
<td>ITPC-6402 - Identity and Access Management (I AM)</td>
<td>2/15/2016</td>
<td>Cindy, Cynthia</td>
<td>1/15/2016</td>
<td>In progress</td>
<td>347</td>
<td>26%</td>
<td>73%</td>
<td>12%</td>
<td>2%</td>
<td>Complete</td>
<td>Notes</td>
</tr>
<tr>
<td>ITPC-6402 - Identity and Access Management (I AM)</td>
<td>2/15/2016</td>
<td>Robert, Robert</td>
<td>1/15/2016</td>
<td>In progress</td>
<td>347</td>
<td>26%</td>
<td>73%</td>
<td>12%</td>
<td>2%</td>
<td>Complete</td>
<td>Notes</td>
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<tr>
<td>ITPC-6404 - Employee Training Infrastructure A.</td>
<td>2/15/2016</td>
<td>Mark, John</td>
<td>1/15/2016</td>
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<tr>
<td>ITPC-6405 - Federal Financial Report Meet</td>
<td>2/15/2016</td>
<td>David, David</td>
<td>1/15/2016</td>
<td>In progress</td>
<td>347</td>
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<td>73%</td>
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<td>2%</td>
<td>Complete</td>
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</tr>
<tr>
<td>ITPC-6406 - UPR - Senior Executive Application</td>
<td>2/15/2016</td>
<td>Brian, Brian</td>
<td>1/15/2016</td>
<td>In progress</td>
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<td>26%</td>
<td>73%</td>
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<td>2%</td>
<td>Complete</td>
<td>Notes</td>
</tr>
<tr>
<td>ITPC-6407 - Analysis and Implementation of OBI</td>
<td>2/15/2016</td>
<td>Tim, Tim</td>
<td>1/15/2016</td>
<td>In progress</td>
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<td>26%</td>
<td>73%</td>
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<td>Notes</td>
</tr>
<tr>
<td>ITPC-6408 - Analysis and Implementation of OBI</td>
<td>2/15/2016</td>
<td>Frank, Frank</td>
<td>1/15/2016</td>
<td>In progress</td>
<td>347</td>
<td>26%</td>
<td>73%</td>
<td>12%</td>
<td>2%</td>
<td>Complete</td>
<td>Notes</td>
</tr>
<tr>
<td>ITPC-6409 - START - myResearch</td>
<td>2/15/2016</td>
<td>Laura, Laura</td>
<td>1/15/2016</td>
<td>In progress</td>
<td>347</td>
<td>26%</td>
<td>73%</td>
<td>12%</td>
<td>2%</td>
<td>Complete</td>
<td>Notes</td>
</tr>
</tbody>
</table>

Portfolio Summary Dashboard

Total Hours & Number Projects Per FY

Customer Requested vs Mandatory

Mandatory Hours % Per FY

Schedule Performance By FY

Budget Performance By FY

Reasons for Overschedule Projects

- Unexpected technical challenges
- Organization changes or restructuring
- Delays in project initiation
- Scope changes
- Communication issues
- Insufficient project planning

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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

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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
• Stage gates
Project management center of excellence: Goals

- 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

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

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://intranel.illinois.edu/departments/aitc/AWITP0375/Lists/Risk%20Register/AllRisks.aspx
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
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.
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.
30 MINUTE BREAK
2:00 – 2:30 pm
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
Categorize effort

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

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

<table>
<thead>
<tr>
<th>Mandatory Project</th>
<th>Functional Area</th>
<th>Project Type</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Yes</td>
<td>• Finance</td>
<td>• Analysis</td>
<td>• Strategic Initiative</td>
</tr>
<tr>
<td>• No</td>
<td>• HR</td>
<td>• Application Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Student</td>
<td>• Enhancement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• BI</td>
<td>• Upgrade</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Cost Savings</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Internal Labor Efficiency</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Improve Customer Service</td>
</tr>
</tbody>
</table>

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

• 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

- 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

• 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

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

<table>
<thead>
<tr>
<th>Project ID and name</th>
<th>Project manager</th>
<th>Level of effort (low, medium, high)</th>
<th>Date Started</th>
<th>Anticipated End Date</th>
<th>Status as of</th>
<th>Status comment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project ID and name</th>
<th>Approval Date</th>
<th>Priority</th>
<th>Description</th>
<th>Anticipated start date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
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
- 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
Select the PMO model

- 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

• 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

• 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 important part is the process of developing it as a group
Standards: PM Toolkit

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 ACC, AITS, CITES, and other groups and initiatives.

The project management methodology outlines standards that are focused on project management and education throughout all of the University’s IT project management offices.

This methodology is used in each of the organizations, providing a repeatable framework for project management practices and performance.

This material is provided to allow IT project managers to adopt a simple and effective project management approach to their work.

Recommended project artifacts by phase

<table>
<thead>
<tr>
<th>Project phase</th>
<th>Required</th>
<th>Highly recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Originating</td>
<td>Project proposal: A project proposal includes a 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.</td>
<td>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 sample kickoff presentation template is available.</td>
</tr>
<tr>
<td>Initiating</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>Planning</td>
<td>Communication plan: The Project Communication plan is created by the project team early in a 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 Kickoff Meeting. A starter communication plan is available on this site.</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>High level requirements: Please consult with your PM Lead or PMO for your organization’s requirements document.</td>
</tr>
</tbody>
</table>
## Standards: SDLC

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

#### Project Management Life Cycle

<table>
<thead>
<tr>
<th>1 Project Origination</th>
<th>2 Project Initiation</th>
<th>3 Project Planning</th>
<th>4 Project Execution and Control</th>
<th>5 Project Closeout</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Software Development Life Cycle</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 4.1 Analysis
- **4.1.1** Business Needs - Scope Definition - Collaboration - Application Design - Integration Design - Communication Strategy
- **4.1.2** Document Review - Integration Review - Security Review
- **4.1.3** Application Design Review - Security Design - Business Analysis - Technical Analysis

#### 4.2 Design
- **4.2.1** Object Design - Technical Design - Requirements Review - User Testing
- **4.2.2** Installation Test - Integration Test - System Test - Performance Test
- **4.2.3** Security Testing - Compliance Testing - Data Analysis - Configuration Management

#### 4.3 Construction
- **4.3.1** Development - Configuration - Change Control - Change Management
- **4.3.2** Application Development - System Testing - Source Code Control - Change Management

#### 4.4 Testing
- **4.4.1** Unit Testing - System Testing - Integration Testing - Performance Testing
- **4.4.2** Security Testing - Compliance Testing - Data Analysis - Change Management

#### 4.5 Training
- **4.5.1** Training Environment - Training Security Setup - Training Management
- **4.5.2** System Testing - Change Management - Change Control - Change Management

#### 4.6 Deployment
- **4.6.1** Application Deployment - Change Management - Change Control - Change Management
- **4.6.2** Change Management - Change Control - Change Management - Change Management

#### 5.1 Close
- **5.1.1** Project Closeout - Post Project Review - Stakeholder Management
- **5.1.2** Post Project Review - Stakeholder Management - Project Closeout

### Participants
- **Participants:**
  - AAMT
  - ASSO Directors
  - Architecture
  - CIO Managers
  - SAC
  - IPA
  - PMO
  - Project Sponsor
  - ITM
  - Technical Organizations

- **Participants:**
  - Analyst
  - Architecture
  - Customer
  - Deployment
  - Development
  - Operations
  - PMO
  - Project Manager
  - Project Sponsor

- **Participants:**
  - Analyst
  - Architect
  - Customer
  - Deployment
  - Development
  - Operations
  - PMO
  - Project Manager
  - Project Sponsor

- **Participants:**
  - Analyst
  - Architect
  - Customer
  - Deployment
  - Development
  - Operations
  - PMO
  - Project Manager
  - Project Sponsor
  - Quality Assurance
  - Security
  - Training Team

- **Participants:**
  - Analyst
  - Architect
  - Customer
  - Deployment
  - Development
  - Operations
  - PMO
  - Project Manager
  - Project Sponsor
  - Quality Assurance
  - Security

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Build the PMO

- 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

• 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

PMO Project Review and Clarity Guidelines

Types of Projects
Projects are requested as an ITPC, AITS or PPMMO 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.

<table>
<thead>
<tr>
<th>PMO Reviewer Full Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tab/Page</td>
</tr>
<tr>
<td>Project Summary Page</td>
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<tr>
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<tr>
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<td>Task Tab</td>
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<tr>
<td>Risks/Issues/Changes Tab</td>
</tr>
<tr>
<td>Baseline Page</td>
</tr>
</tbody>
</table>
Systems

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
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
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 your data
- We recommend one system for PPM and another system for team collaboration
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.
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.
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
by Pollard, Mark
4/2/2014 4:52 PM
In case you missed the April all team meeting, here is the presentation. [IAM_All_Team_Updates-April2014.pdf]

All IAM Team Monthly Update - March
by Pollard, Mark
3/7/2014 10:35 AM
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
by Pollard, Mark
2/20/2014 3:07 PM
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
by Pollard, Mark
2/4/2014 9:26 AM
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
by Pollard, Mark
11/15/2013 11:14 AM
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...
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)

<table>
<thead>
<tr>
<th>Type</th>
<th>Name</th>
<th>Version</th>
<th>Status</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Title</th>
<th>Status</th>
<th>Milestone Date</th>
</tr>
</thead>
</table>

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

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

<table>
<thead>
<tr>
<th>Document Name</th>
<th>Status</th>
<th>Assigned to</th>
<th>Role Assignment</th>
</tr>
</thead>
</table>

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

Admin Links

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

Add new link
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?
Project management overview

Origination | Initiation | Planning | Execution | Closing
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
PM’s Effort throughout the PMLC

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

- Project Manager Effort
- Project Team Effort

Origination | Initiation | Planning | Execution | Monitoring | Control | 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 Activities

- 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
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
PM’s Effort throughout the PMLC

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

Project Manager Effort
Project Team Effort

 Origination Initiation Planning Execution & Monitoring & Control 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.
Initiation Activities for PMLC

1. Setup Project
2. Gather Information
3. Draft Project Charter
4. Approve Project Charter
5. Hold Kickoff Meeting

Origination | Initiation | Planning | Execution | Closing
---|---|---|---|---
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
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
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
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
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
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
PM’s Effort throughout the PMLC

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

Project Manager Effort

Project Team Effort

Origination | Initiation | Planning | Execution | Closing
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
Typical outputs

• The project work!

• Ancillary outputs: status reports, communications, tasks and issue worksheets, change requests, risk worksheets, revised project plans
Faculty, Staff & Student Input

- User Community sessions
- Online Survey participants
- Campus Advisory Groups
- Joint Stakeholder Team sessions
- Focus Groups
- Prototype Open Houses
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
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
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
PM’s Effort throughout the PMLC

- Origination
- Initiation
- Planning
- Execution & Monitoring & Control
- Closing
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.
Closing Activities for PMLC

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

Origination
Initiation
Planning
Execution
Closing

#EDU16
Challenges and tactics for the PM

- Lingering tasks
- Not getting lessons learned
- Scope creep
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
Closing checklist

- Gather lessons learned
- Assess project performance
- Hold project closing meeting
- Organize and store final documentation
- Close project
Our experiences

- Identity and access management
- START myResearch
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
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
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 a 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?
Questions and Discussion
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.