Building Successful IT Governance, Portfolio, and Project Management Processes

Michael Hites • Kelly Block • Cynthia Cobb

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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

- Three group exercises
Workbook Contents

1. Presentation
2. Exercises
3. Supplemental information
   1. Select IT governance references (Educause, ECAR, PMI references)
   2. Example materials such as charter, reports, resource forecast
   3. Project and program management toolkits
IT Planning in Higher Education
Strategy sets destination; governance provides route
IT Governance

- Who, Why & How to allocate IT resources
- IT Governance defines the processes, components, structures, and participants for making decisions regarding the use of IT
ITG – Why is it important?

- Decision-making and transparency
- Strategic alignment of enterprise and IT
- Resource allocation and management
- Performance management
- Collaboration
- Standards and policy
- Transparency
- Faculty, staff and students are different
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: 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
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

IN

OUT

Strategic Procurement
Institutional Research
Property Accounting & Reporting
UHR

Campus HR
Academic Affairs
Graduate College
USFSCO

LAS
Enrollment Management
College of Education
Grants & Contracts Office

OBFS
Office of the Chancellor
DARS Office
Office of Capital Programs

Applied Health Sciences
College of Engineering
Office of the Provost
Public Affairs

Dept. of Mathematics
Office of Financial Aid
College of Business
Registrar

Faculty Affairs
OAR
University Payroll
OBFS Accounting

SPH-IT
Nursing - IT
Medicine - OIR
ENG - EMS
Urban Planning & Affairs IT
LAS OIT
Social Work - CCO
CBA - CS

OSSS
ACCC
GSLIS
ENG - OIS

CITES
Web Services
Education
ATLAS

OPIA
DMI
ACES
Business - OIM

UIS ITS
UIS Office of Web Services
UIS - ORR
UIS COLRS

AITS
BIS
DS
HRIS

11/2/15
Requires a repeatable, rational process to collect ideas, select initiatives, prioritize

**Governance Groups**
- Governance Groups
- Governance Groups
- Governance Groups
- Governance Groups

**IT Governance Process**

Approved Initiatives and Priorities
ITG – Considerations

- Size and shape of the organization
- Structure of IT and the funding model
- Scope of governance
- Scarcity and competition for limited resources – What is your level of demand?
- 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

Goal
Collaborate and coordinate IT solutions to serve the mission and strategic goals of the University of Illinois.

UI IT LT Working Groups
- BI / PM
- Information Privacy and Security
- Business Intelligence / Performance Management Working Group
- Shared Services Governance Group
- Common Architectural Vision Working Group

UIS IT Governance
- Dean's Council
- Provost Team
- Academic Technology Committee
- ITS Management Team

UIC IT Governance
- IT Governance Council
- Administration
- Education
- Data Governance
- Research
- Infrastructure & Security

Information Technology Priorities Committee
- Finance
- Human Resources
- Student
- ITPC Cross Functional Group

Illinois IT Governance
- Research
- Public Engagement
- Teaching & Learning
- Executive
- Administrative

UI Health IT Governance (CIO)

Hospital CIO

UI Health Data Governance (CHIO)

Health Affairs AVP
ITG Model Components – Campus example

UIC IT Governance Model
(Draft)

Chancellor/Provost

CIO

CIO

IT Governance Committee
CIOs, Senate IT, Deans (2), Librarian, Cross-Cutting Chairs

Cross-Cutting Teams
Administration
Infrastructure/Security
Education
Research
Public Service

Representation: Tech council, faculty, user community

UTMT

(AACC) Wide Services
(Medical) Wide Services
Colleges
Centers
Division
Division
Division

(UIC) Wide Services
(UAAITS) Wide Services
(UIS) Wide Services

11/2/15
ITG Model Components – Campus example

- Executive Steering
- Faculty Advisory Committee
- IT Service Delivery
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
ITG Components – Building the model

UNIVERSITY LEVEL – Prioritization – Resource Allocation - Strategy

- High-level Topics
  - 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

- 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

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

Operational Focus

- Data Center Administration
  - Topic / Function

Strategic Focus

- Summary Topic or Functional Council
- Business Process Owners
- Summary Topic or Functional Council

College / Unit Needs

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

College / Unit

- College
- Unit

College/Unit

- College
- Unit

College/Unit

- College
- Unit

College/Unit

- College
- Unit

College/Unit

- College
- Unit

College/Unit

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

- Education
- Research
- Infrastructure and Security
- Public Engagement
- Administrative IT
- Web Services
- IT Strategic Planning
- Policy Development
- Prioritization
- Student Systems
- Facilities Systems
- Research Administration Systems
ITG Model Components –
What needs to be governed? (examples)

**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? (examples)

**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

**Operations**
- Strategic Planning
- Service Levels
- Performance Measurement
ITG Model Components –
What needs to be governed? (examples)
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).
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
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 of Deans
    - 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)**

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

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## 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>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<td>UIC – Provost/Chancellor appointee</td>
<td>UIC Campus Representative</td>
<td>UIS - Assistant Provost</td>
<td>UIS - Financial Aid Representative</td>
</tr>
<tr>
<td>UIC – Faculty Representative</td>
<td>UIC Provost Office</td>
<td>UIS – Director of Human Resources</td>
<td>UIS - Records and Registration Representative</td>
</tr>
<tr>
<td>UIS – Provost/Chancellor appointee</td>
<td>UIS Provost Office</td>
<td>UIUC - Associate Director, Academic Human Resources</td>
<td>UIS – Systems Representative</td>
</tr>
<tr>
<td>UIS – Faculty Representative</td>
<td>UIUC Provost Office</td>
<td>UIUC - Associate Provost for Human Resources</td>
<td>UIUC – Faculty Representative</td>
</tr>
<tr>
<td>UIUC – Provost/Chancellor appointee</td>
<td>UIUC Campus Representative</td>
<td>UIUC - Director of Academic Human Resources</td>
<td>UIUC – Faculty Representative</td>
</tr>
<tr>
<td>UIUC – Faculty Representative</td>
<td></td>
<td></td>
<td>UIUC - Financial Aid Representative</td>
</tr>
</tbody>
</table>
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
- University of Victoria - [http://www.uvic.ca/shared/shared_about/GovernanceUpdate2010.ppt](http://www.uvic.ca/shared/shared_about/GovernanceUpdate2010.ppt)

<table>
<thead>
<tr>
<th>Type</th>
<th>Type Rank</th>
<th>Overall Rank</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base</td>
<td>1</td>
<td>1</td>
<td>Project/Service A</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>2</td>
<td>Project/Service B</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
<td>Project/Service C</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>6</td>
<td>Project/Service D</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>11</td>
<td>Project/Service E</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>12</td>
<td>Project/Service F</td>
</tr>
<tr>
<td>Project</td>
<td>1</td>
<td>4</td>
<td>Project/Service G</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>7</td>
<td>Project/Service H</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>9</td>
<td>Project/Service I</td>
</tr>
<tr>
<td>Ancillary</td>
<td>1</td>
<td>5</td>
<td>Project/Service J</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>8</td>
<td>Project/Service K</td>
</tr>
<tr>
<td>Fee</td>
<td>1</td>
<td>10</td>
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<tr>
<td>Unfunded</td>
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<td>13</td>
<td>Project/Service M</td>
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<tr>
<td></td>
<td>2</td>
<td>14</td>
<td>Project/Service N</td>
</tr>
</tbody>
</table>
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>Transactions</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Student Application Transactions</td>
<td>299,000</td>
</tr>
<tr>
<td>Registration Record Transactions</td>
<td>12,343,500</td>
</tr>
<tr>
<td>Financial Aid Disbursements</td>
<td>556,000</td>
</tr>
<tr>
<td>Transcripts Processed</td>
<td>113,000</td>
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<tr>
<td>eProcurement Transactions</td>
<td>157,500</td>
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<tr>
<td>Non-iBuy Purchase Orders</td>
<td>25,000</td>
</tr>
<tr>
<td>Financial Aid Records</td>
<td>467,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transactions</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment Requests Processed</td>
<td>479,000</td>
</tr>
<tr>
<td>HR Front-end Transactions</td>
<td>138,100</td>
</tr>
<tr>
<td>Travel Expense Reimbursements</td>
<td>153,000</td>
</tr>
<tr>
<td>Data Warehouse Sessions</td>
<td>240,000</td>
</tr>
<tr>
<td>Regular Payroll Transactions</td>
<td>882,000</td>
</tr>
<tr>
<td>FY 14 Banner Availability</td>
<td>99.99%</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

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

Highest Level Customers

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

Business Intelligence/Performance Management subcommittee

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ITG Model Components – IT for Supporting University Business Processes example

Executives

Cross-functional group

Finance subcommittee

Meets Quarterly
Meets Monthly
Meets Monthly
Meet Quarterly
Provides recommends
Approves $0K
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Approves $0K
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for ITPC for cross- and
and
and
and
5K hours
functional projects
250 – 850 hours
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250 – 850 hours
Prioritizes functional
Prioritizes functional
Prioritizes functional
Prioritizes all projects
projects
projects
projects

Highest Level Customers

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Student subcommittee

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250 – 850 hours
250 – 850 hours
850 hours
Prioritizes functional
Prioritizes functional
Prioritizes functional
Prioritizes all projects
projects
projects
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
Complex Project Example - Enterprise System Structure
Complex Project Example - Travel & Expense Management

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

A Project Proposal is created and moves to the Finance Subcommittee for review.

Project Proposal Template – Level 2

<table>
<thead>
<tr>
<th>Project Name:</th>
<th>Travel and Expense Management System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campuses affected by project (GC/UIUC/UIUC/UIIS/UA):</td>
<td>All</td>
</tr>
<tr>
<td>Date Template Submitted to ITPC:</td>
<td>Initial - February 2008</td>
</tr>
<tr>
<td>Re-submitted:</td>
<td>December 2008</td>
</tr>
</tbody>
</table>

2) Sponsor(s)

<table>
<thead>
<tr>
<th>Name:</th>
<th>Phil XXXXXXX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email:</td>
<td><a href="mailto:XXXX@uillinois.edu">XXXX@uillinois.edu</a></td>
</tr>
<tr>
<td>Campus:</td>
<td>UIUC</td>
</tr>
<tr>
<td>Department:</td>
<td>Chief Procurement Office (CPO)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name:</th>
<th>Sandy XXXXXXX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email:</td>
<td><a href="mailto:XXXX@uillinois.edu">XXXX@uillinois.edu</a></td>
</tr>
<tr>
<td>Campus:</td>
<td>UIUC</td>
</tr>
<tr>
<td>Department:</td>
<td>University Payables</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name:</th>
<th>Jim XXXXXXX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email:</td>
<td><a href="mailto:XXXX@uillinois.edu">XXXX@uillinois.edu</a></td>
</tr>
<tr>
<td>Campus:</td>
<td>UIUC</td>
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<tr>
<td>Department:</td>
<td>University Payables</td>
</tr>
</tbody>
</table>

3) Project Description

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

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

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

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

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

The Finance Subcommittee approves the project to proceed to cross-functional review for a recommendation for approval / denial and prioritization
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
- Provosts / Vice Presidents – Fund / Empower Process
- Annual Review of Large Strategic Projects

Resource Pools
- $$
Complex Project Example - Travel & Expense Management

AAMT Decisions

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

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

Schedule based on priority and resource capacity

---

**ITPC Rankings of projects for scheduling**

*Projects for Review by ITPC - August 24, 2009*

<table>
<thead>
<tr>
<th>Project Name</th>
<th>ITPC Functional Area</th>
<th>Approval Date</th>
<th>Total Project Hours</th>
<th>Total A/TS Hours</th>
<th>Total ITPC Funding</th>
<th>Approx. Start</th>
<th>Fa. Ptry</th>
<th>May 2009 Ranking</th>
<th>Suggested Ranking from X/G - August 2009</th>
<th>Movement from May 2009 - Up (Down)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITPC-0269 Academic NOA Rewrite Implementation</td>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q2 FY10</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ITPC-0366 Enrollment Management System (EMS) Implementation</td>
<td>Student</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q3 FY10</td>
<td>4</td>
<td>2</td>
<td>2</td>
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<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>6</td>
<td>3</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>4</td>
<td>(1)</td>
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</tr>
<tr>
<td>ITPC-0155 USFSCO: Direct Deposit Enrollment Page</td>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q2 FY10</td>
<td>7</td>
<td>5</td>
<td>2</td>
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<tr>
<td>ITPC-0255 Content Management System (WCMS), Phase II Selection, Purchase, and Implementation</td>
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<tr>
<td>ITPC-0278 SCO: Total Employee Work Load – Cost Sh</td>
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<tr>
<td>ITPC-0154 Password Sync NetID Project</td>
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<tr>
<td>ITPC-0206 Contractor’s Annual Prequalification System</td>
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<tr>
<td>ITPC-0304 Web App Cell Phone &amp; Address copy</td>
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<tr>
<td>ITPC-0210 Employee/jobs Mass Changes Web Applications</td>
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<tr>
<td>ITPC-0268 Implementation of Payroll Calculator for the University of Southern California</td>
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<tr>
<td>ITPC-0284 Codebook Data in the Data Warehouse</td>
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</tbody>
</table>

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Approximate Augmented Project Capacity - 30.6 FTE (includes backfill)

Approximate Base Project Capacity - 20.6 FTE (does NOT include backfill)

---

11/2/15
Complex Project Example - Travel & Expense Management

Execute utilizing standards for project management and system implementation; monitor and control
ITG Organization –
It all doesn’t have to be one big process
ITG Organization –
It may be several processes
ITG Organization – Communication & interacting as needed
ITG Organization –
What’s not workable is no process or chaos
## ITG Maturity Levels

<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>

[http://www.itgi.org](http://www.itgi.org)
Some Tips and Lessons Learned on ITG

Participants

- Do you have the right people involved at the right levels? Do these people have the right background and information to make thoughtful decisions?
- The leader(s) of the process and components need to have a vested interest in the success of the process or else results will be substandard.
- Must have a dedicated resource to manage the day to day operations and overall coordination of the process.
Some Tips and Lessons Learned on ITG Process

- Focus more time evaluating the business issues and less time on the technology.
- Be prepared to make hard decisions and work within the constraints of your resources.
- Push down smaller decisions for efficiency and let executives focus on the projects with high costs and impact.
- Actively align towards the business strategies of the institution – this won’t happen on its own.
Some Tips and Lessons Learned on ITG Process

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

- Periodically reevaluate the process and adjust as necessary.
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 Activity Wrap-up

Discussion and Q&A
15 MINUTE BREAK
2:15 – 2:30 pm
Implementing Portfolio and Project Management
Topics

- Brief overview of portfolio management
- Implementing / improving a PPMO, a step by step guide
  - Define work | Manage portfolio | Introduce project management | Establish systems and tools
- Exercise
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
  - 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 questions: What are we working on and are they the right things?
Portfolio management goals

- Facilitate governance
- Communicate priorities
- Manage expectations; justify staffing
- **Manage workload; schedule work**

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

- Improve performance
- Improve performance, provide support
- Report on performance
- Manage performance
- Facilitate ITG

- Manage workload; schedule work**

- Communicate priorities
- Manage expectations; justify staffing
- **Manage workload; schedule work**

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

- Improve performance
- Improve performance, provide support
- Report on performance
- Manage performance
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
From 0 to PPM

- Step by step guide to implementing PPM
- Work | Portfolio | Projects | Systems
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

- PMBOK Definition: A temporary endeavor undertaken to create a unique product, service or result.
  - Definite beginning and end
  - Clear objectives
  - Not an ongoing effort
  - Produces something new and unique
    - Product, service, or result
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>• Cost Savings</td>
</tr>
<tr>
<td></td>
<td>• Student</td>
<td>• Enhancement</td>
<td>• Internal Labor Efficiency</td>
</tr>
<tr>
<td></td>
<td>• BI</td>
<td>• Upgrade</td>
<td>• Improve Customer Service</td>
</tr>
</tbody>
</table>

- Identify basic project status data: name, id, PM, dates, level of effort, status comment, etc.
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
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

Examples in supplemental materials
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

Examples in supplemental materials
Simple reports at first

<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>
<td></td>
<td></td>
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</tr>
</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

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><strong>Project proposal</strong>: A project proposal includes: description of the work, business case, alternatives considered, impact of not doing the work, initial estimate of resources and schedule, and strategic match. A project proposal starter template is available on this site.</td>
<td></td>
</tr>
<tr>
<td>Initiating</td>
<td><strong>Project charter</strong>: 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. <strong>Kickoff presentation</strong>: A PowerPoint presentation that can be used to review the main sections of the project charter and communication plan during the kickoff meeting. A starter kickoff presentation template is available. <strong>Team roles description</strong>: 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>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td><strong>Communication plan</strong>: The Project Communication plan is created by the project team early in project to indicate their agreement on how the team will communicate important information during the project - status, meetings, issues, deliverables access, and design/document reviews. It is recommended that this plan is completed early enough to be included for review at the Project Kick-off Meeting. A starter communication plan is available on this site. <strong>Project stakeholder analysis worksheet</strong>: 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. <strong>High level requirements</strong>: Please consult with your PM Lead or PMO for your organization's requirements document.</td>
<td></td>
</tr>
</tbody>
</table>
Build the PMO

- Like minded folks maintain and use the methods
- Offer training and professional development
- 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
Increase PM Skillset

- Training
- Coaching
- Reviews
- Audits and close supervision
- Culture
- Job aids and checklists
- Don’t overwhelm folks
- Talking points for hard conversations
- Core people invested
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 PPIMO 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 purchased 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.
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
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
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.
Collaboration space

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_Update_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.pdf (Read-Only)

Change to SiteMinder Authentication Page
by Pollard, Mark
2/20/2014 5:07 PM

On Thursday, February 20 starting at 5:00 pm, ATIS 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
1/23/2013 1:01 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.

(Menu...)

Links:

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

Meeting Agendas and Notes

Type
Title
Team Leads
Implementation Team
Technical Team
Functional Team
Project Leadership Weekly Meetings
Replanning meetings
Special Topics and Cross Team Meetings
IAM Reoccurring Meetings Overview
Collaboration space

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>
<tbody>
<tr>
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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>
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<tbody>
<tr>
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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>
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Group Interactive Activity:

Design your PMO and plan next steps
## Design your PMO

### PMO Design Worksheet
Please select options listed, include notes or customizations where needed

<table>
<thead>
<tr>
<th>Facilitate ITG</th>
<th>Resource management and scheduling</th>
<th>Monitor and control portfolio</th>
<th>Center of excellence for project management</th>
<th>Optional service model</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is required</td>
<td>Scheduling and resource management performed by committee of resource managers</td>
<td>Project status reporting</td>
<td>Recommended methodology and tools.</td>
<td>Planning, initiating, closing, and lessons learned services provided by central PMO upon request.</td>
</tr>
<tr>
<td></td>
<td>Scheduling and resource management done centrally by PMO</td>
<td>Project health monitoring</td>
<td>Project managers run projects using required methodology and tools.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stage gate processes and active management of portfolio</td>
<td>PMO trained project managers run projects using required methodology and tools. PMO provides reviews</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>PIM projects using standard methodology and tools.</td>
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</tbody>
</table>

### Center of excellence for PM
- Facilitate ITG
- Monitor and control portfolio
- Resource management and scheduling
# Plan your implementation

PPM Implementation Planning Worksheet

<table>
<thead>
<tr>
<th>Applicable? Y/N</th>
<th>Activity</th>
<th>Actions/Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Work</strong>: Categorize effort</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Work</strong>: Define what qualifies as a project</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Work</strong>: Identify project attributes</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Work</strong>: Inventory projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Work</strong>: Assign ownership/project managers for projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Work</strong>: Institute and roll out time reporting processes/tools</td>
<td></td>
</tr>
<tr>
<td><strong>Portfolio</strong>:</td>
<td>Establish proposal template</td>
<td></td>
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<tr>
<td></td>
<td>Establish submission process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish review process and schedules</td>
<td></td>
</tr>
</tbody>
</table>
Governance, Portfolio and Project Management (GPPM)

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

- IT Governance
- Portfolio Management
- Project Management
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.