# How Well Do You Know Your List of Projects?

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Project Management Office, Information Technology



#### A N G E L O . E D U



# Agenda for the day

- Background on ASU and History of PMO
- Why Dashboards?
  - Good data makes great Dashboards
    - Portfolio Summary Level
    - Project Request Workflow
    - Project Health/Project Quality
    - Time Tracking/Resource Management
    - Individual Resource Dashboards
- Project Management Training Pilot



## A little background on Angelo State University & the IT Project Office

ASU

- 10,826 Enrollment
- 56 IT Employees (2 FT PMs)
- 23 IT Employees wearing the PM Hat
- 71 IT Student Workers

### A little background on Angelo State University & the IT Project Office

#### **Spreadsheets**

Primavera

WorkZone

ServiceNow IT Business Mgmt

- One view of the list

A N <u>G E L O . E D U</u>

- No good way to see into the details of any project
- Used a home grown tool to track project time



2010-2015

2015-2020



**Spreadsheets** 

ANGELO.EDU

Primavera

WorkZone

ServiceNow IT Business Mgmt

- Additional view of the list by VP Division
- Tracking of Functionally Driven Projects in the same tool.

2003-2010

2010-2015

2015-2020

## A little background on Angelo State University & the IT Project Office

### Spreadsheets

A N G E L O . E D U

#### Primavera

WorkZone

ServiceNow IT Business Mgmt

- Additional view of the list by Project Type
- TimeTracking to projects and operational work in the tool.
- Workflow for new project requests in the tool
- Status of all projects (VP Divisions and IT) updated in Portfolio Spreadsheet
- Tracking Resource Allocation activities in a spreadsheet



2010-2015

2015-2020

## A little background on Angelo State University & the IT Project Office

### Spreadsheets

A N G E L O . E D U

Primavera

WorkZone

ServiceNow IT Business Mgmt

- Portfolio and Project Dashboards to gain perspectives from different vantage points
- Individual Resource Allocations for projects and operational activities preloaded into the tool
- Assignment of resources to projects based upon workload and availability in the tool

2015-2020



### Maturing the PM Methodology at ASU



#### Organizational Project Management Maturity



### Teamwork





### **Dashboards - Summary**

### See the Big Picture Quickly





## **Dashboards - Summary**

### See the Big Picture Quickly - Project Time-Tracking





## **Dashboards - Summary**

### See the Big Picture Quickly - Operational/Overhead/Project Time-Tracking





#### **ASU Executive Update - Technology Metrics**

#### Expansion of Digital Signatures across Campus

- The IT Team continues to meet in preparation for the campus expansion of digital approvals/signatures.
- We have contracted with A dialog for additional services to help us determine the best implementation strategies for digitizing both the faculty evaluation and the electronic signature processes on campus.
- We are in the process of sharing the faculty evaluation paper-based business processes as well as the digital signature survey results with an interaction to develop a strategic plan for implementation.

#### Drop/Withdrawal Request Form Project

- This project is to streamline the student drop/withdrawal request process to make it easier and more efficient for the students using the process.
- The team has discussed the initial needs of the new form and is planning a go-live the first week in July.
- This change in process will also help make the drop appeal process more efficient for everyone involved.
- Following the submission of an expression of interest, ASU was awarded the first RSOC Pilot for the state of Texas
- The draft agreement between ASU & Department of Information Resources (DIR) has been delivered to DIR for review.
- Coordination is in motion between the ASU and DIR finance teams to set up initial and ongoing funding.

#### We are prepping for an on-site visit by DIR for June 2n

#### **IT Security**

#### Duo Security (Two-Factor Authentication)

- Total number of employees that have authenticated using Duo <u>1,656</u>
- Number of Duo authentications last week 18,316

#### FY22 Software Contracts Reviewed by IT

- Number of Contracts in Review
   <u>6</u>
- Number of Contracts Reviewed 26



#### **Dual Credit Reporting for High School Counselors**

- IT is working with the Dual Credit Office to automate the sending of reports currently emailed to High School Dual Credit Counselors on a weekly basis.
- This automation will save the Dual Credit Office valuable time and will allow the High School Counselors to receive timely reporting as they need it.
- The new web form and report automation should be live in early June, at which time the Dual Credit Office will officially introduce it to their High School Counselors.

#### Snapshot Metrics as of 5/23/2022

#### Data Floor Renovation Project

- Team will be relocating fiber for all campus buildings from the old data center racks to the new data center racks beginning today, Monday, May 23rd.
- Buildings on the East side of Johnson St. are scheduled for today and Tuesday. Buildings on the West side of Johnson St. are scheduled for Wednesday and Thursday.
- These activities will occur after hours each day to avoid any impact to campus.
  - Mayer Administration Building is being scheduled independently.

#### Did You Know?

• <u>55%</u> of all current Technology Projects in progress involve 3 or more IT areas of specialty.

#### # of Technology Projects Each IT Area is Involved In





### **Demand Pipeline & PMO Dashboard**





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Draft 🗸	Submitted	✓ Screening ✓		Qualified 🗸	Ар	pproved	Completed	
★ Name	Lost & Found			1	Number	DMND0001664		
* Category	Strategic			<b>*</b> St	art date	06-01-2022		iii
\star Туре	Project			* 0	ue date	12-30-2022		
						l Due Date of this Demand may y your VP or due to a lack of ava		ed due
Description	Current lost & found model used by provider.	UPD is currently tied to BOSSCARS. BOSSCARS is no lo	nger supported	and is being replaced by a new produc	t. Lost and Fo	ound module was not an option w	ith parking software	e
Details Busines	s Case Financials Additional Info	mation Assessment Data Notes Intake Form						
	★ Number of End Users	<50 Users	~	* Tier	Tier 2		~	
* Nur	nber of Functional Areas Involved	1 Area	~	* IT Areas Involved	3		~	
	* Integration	Yes	~	* IT Experience	No Exper	ience	~	
	* Data Migration	Yes	~	* Estimated IT Hours	120-300	Hours	~	
	* Sensitive Information	No	~	★ IT Estimated Cost	Less than	1 \$25,000	~	
	* Training Needed	Functional and Technical	~	★ Clarity of Scope	Some Gra	ay Areas	~	
	* Cloud Service	No	~	★ IT Teams Involved	æ			
	★ Initial Review	05-09-2022	iii i			ative Applications, Application S Administrators	Support,	
				★ Key IT Support Area	Applicatio	on Support	Q	0
				Prioritized By		-	~	
				★ IT Assessment Review	05-09-202	2	iii	
Update Sav	e Close Reset to Draft							



### **Project Health**

Summary Demand Pipeline Project Healt	h Data Quality Time-Tracking Actuals IT	Operations Resource Management Comple	ted Calendar		
Projects w Passed End Dates	Projects in Progress w Red Status	Projects with Critical Issues	Projects w Actual > Allocated Hrs	Projects w Unallocated Resources	Projects on Hold
15	0	0	15	1	19
Small F	Projects	Medium	Projects	Large F	Projects
Small Projects in Progress	😙 Small Projects Not Yet Started	😗 Medium Projects in Progress	📀 Medium Projects Not Yet Started	Large Projects in Progress	Large Projects Not Yet Started
	14		10		6
	♂ Small Projects < 3 mths old		😙 Medium Projects < 6 mths old		😔 Large Projects < 9 mths old
	2		8	1 7	2
II≺I	😚 Small Projects 3-6 mths old	ノイ	😙 Medium Projects 6-9 mths old		🛞 Large Projects 9-12 mths old
	3		5		1
	♂ Small Projects > 6 mths old		📀 Medium Projects > 9 mths old		Large Projects > 12 mths old
	8		10		9



## **Data Quality**

Summary	Demand Pipeline	Project Health	Data Quality	Time-Tracking Actuals	IT Operation	Resource Management	Completed	Calendar					
	Projects in Prog	ress	Projects wi	th No Project Manager		📀 Projects w No Status Update Past 30 Days							
				2		58							
Ι.			•	Projects with No Goal	s	📀 Projects Ending Soc	on Less than 5	0% Com					
	78	3		78		5							
			📀 Pro	jects with No Resource	Plans	Projects w 0 Hrs Tracked Past 3 Mths							
				17		18							
			🔗 Projec	ts w Hrs Tracked & No S	Start Date	Projects w	ith No Tasks						
				18		4	9						



# **Time-Tracking Actuals**

A N G E L O . E D U

Our way of seeing where people are spending their time...



1,943.75	100%
 91.25	4.69%
93.75	4.82%
103	5.3%
105	5.4%
110.75	5.7%
127.5	6.56%
154	7.92%
160.5	8.26%
168	8.64%
242.5	12.48%
284.5	14.64%

# **Time-Tracking Actuals**

ANGELO.EDU

Our way of seeing where people are spending their time...



# **Time-Tracking Actuals**

A N G E L O . E D U

Ζ

How close are our actuals to our projections?





Summary	Demand Pipeline	Project Health	Data Quality	Time-Tracking Actuals	IT Operations	Resource Management	Completed	Calendar			
Date Ran This year											•
			This tab is filter	ed by the Date Range filte	r above. Any Por	tfolio filters applied to the o	dashboard will	cause this tab to show	no data.		
				F	Projects with th	ne Most Hours Worked Pe	er Month				
150 Total Hours 200 200 200 200 200 200 200 200 200 20	!	112 58.5 16 97		32 17 reattach		34 17 Mail <sup>DDL</sup> Project		85 39 Refi <sup>10</sup> L		24 Westfüll	
Ţ				Operat	ional Buckets v	with the Most Hours Wor	ked Per Mont	h			
Total Hours											_



Projects and Operational Buckets over a period of time...





### Top Operational Buckets - totals vs totals per person







### Specific Operational Buckets over a period of time





### **Resource Management**

### Projects per PM





### **Resource Management**

### Managing allocations

Hours			Month starts on			C	5-01-2022	06-01-2022				0	7-01-2022		08-01-2022			
Hours			Parent category	Allocated	Actual	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Availability	Capacity		
Group	User	Short description		Allocated		,	Сарасну	Allocated	,		Allocated	Availability	Сарасну	Allocated	Availability	Capacity		
► Administrative Applications - RG				1,268	80	-36	1,232	1,112	120	1,232	1,027	149	1,176	1,119	169	1,288		
<ul> <li>Application</li> <li>Support - RG</li> </ul>	Total				363.5	7	1,584	1,510	74	1,584	1,431	81	1,512	1,546	110	1,656		
<ul> <li>Classroom</li> <li>Technology - RG</li> </ul>	00m Total			410	152	118	528	392	136	528	347	157	504	383	169	552		
▼ Data Mgmt &	Total			152	47.75	24	176	152	24	176	141	27	168	153	31	184		
Reporting - RG	Kent Corder	Kent (empty)			44.75	24	176	132	24	176	126	27	168	138	31	184		
	Kent Corder	Transition IF Reporting to Office of Inst Research	the	20	3			20			15			15				

▼ Desktop	Total		804	107	76	880	763	117	880	e
Services - RG	Christian Salamina	(empty)	142	17	-29	176	142	-10	176	1



### **Resource Management**

### **Overallocated Resources**

	Over	allocated Resou	rces This Mo	nth	ן ן	Hours	Month starts on	05-01-2022	06-01-2022	07-01-2022	08-01-2022	
		Month starts on	05-01-2022				Parent category	Availability	Availability	Availability	Availability	Sum
	Hours	Parent category		Sum		User					-	
# of hours	User	_	Availability			В	_	-44	-34			-78
	Ві		-44	-44		С				-26	-7	-33
over capacity 🔪	Cl		-26	-26		C		-26				-26
	a		-29	-29		С		-29	-10			-39
	Ε.		-33	-33		E.		-33	-33	-8	-5	-79
	Fa		-14	-14		Fi		-14				-14
	Ja		-10	-10		Ji		-10				-10
	Ji		-23	-23		Ji		-23	-3			-26
	Ji		-10	-10		Ji		-10				-10
	зL	1	-11	-11		Ji		-11				-11
	Jc	1	-22	-22		J		-22	-15	-9	-3	-49
	Jc	1	-8	-8		J		-8	-8			-16
	м		-33	-33		М		-33				-33
	Pa		-3	-3		P		-3				-3
	Ta		-20	-20		Т		-20	-2			-22
	Vi	1	-45	-45		Vi		-45	-38	-14	-12	-109
	Sum		-331	-331		Sum		-331	-143	-57	-27	-558

**Overallocated Resources Through Next Quarter** 



### A look into each Portfolio individually...





### The details of each Portfolio...





### Demands and where they are at in the process...

Portfolio Summary	Demands to be Ranked	Ranked Demands - Expected Start Dates	Projects in Progress/On Hold	Completed Projects			
			Ranked Dema	ands			
🛜 Ranked Dema	ands						
•	Demand De	partment  Requested For	Description	Ranking	Priority	Expected start	0 total Demands Estimated IT Hours



### A glance at our successes...

Portfolio Summary Demands to be Ranked Ranked I	Demands - Expected Start Dates	Projects in Progress/On Hold	Completed Projec	ts						
	Technology Projects Com	pleted FY22								
Technology Projects Completed FY22	Project 🔺		0	epartment		Actual effort				
	(i)			<u>Academic Affairs</u>		1135 Hours 45 Minutes				
7	(i)			<u>Academic Affairs</u>		73 Hours 39 Minutes				
	i			English and Moder	n Languages	39 Hours				
•	i			<u>Academic Affairs</u>		10 Hours 3	30 Minutes			
	<u>.</u>			Office of Accounta	bility	762 Hours	15 Minutes			
	Technology Projects Com	pleted FY21								
Technology Projects Completed FY21	Project 🔺				Department		Actual effort			
_	(i)				Biology		563 Hours			
Λ	(i)				Physical Therapy		10 Hours			
4	i				Academic Affairs		141 Hours			
•	(i)				College of Science and Engir	neering	54 Hours			
						۹ ا	to 4 of 4 🕨 🕨			



#### dynamic dashboard

### A one-stop shop for everyone in IT

≡	🔠 My Proje	ects, Deman	ds, Resou	rces, &	Tasks 🔻													+	Û	ŧ		
My Tir	mesheets, Tasks, &	Allocations M	ly Demands &	Projects	Resource Ma	inagement																
										Mart	:	ala										
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		Timesheets fo				My N			Previous Mon		My F	Pending Time						My Recent T				
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esource	Allocations (La	st Month thro	ough Next (	Quarter)																		Ċ
		Month starts on			C	04-01-2022			0	5-01-2022		Q	6-01-2022		C	7-01-2022		C	08-01-2022		09-01-2022	
Hours		Parent category	Allocated	Actual	Availability	Capacity	Allocatod	Actual	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Availability	Capacity	Availability	Capacity	Sur
er	Short description		Anocated	Actual	Availability	capacity	Anocated	Actual	Availability	Capacity	Allocated	Availability	capacity	Anocated	Availability	Capacity	Anocated	Availability	capacity	Availability	Capacity	
aimee	Total		77	189	91	168	86	231	90	176	86	90	176	67	101	168	73	111	184	176	176	2,51
	(empty)		67	171.25	91	168	70	213	90	176	70	90	176	67	101	168	73	111	184	176	176	2,438.2
			8	5.25			8	7.75			8											3
				1				0.5														1.
				1				1														
				6.75				4.25														1



### A tab for PMs.





### A tab for RMs...

Resource																								
All																							•	
																							-	
Department																								
																							•	
Applications	support x																							
	Resource Allo	cations (L	ast Month	through	Next Ouarte	r)		_																
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► Hours		Parent category		Actual	al Availability	Controlle	Allocated	Actual	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Ausilability	Capacity	Allocated	Availability	Capacitu	Sun	
User	Short description		Allocated	Actual	Availability	Capacity	Allocated	Actual	Availability	Capacity	Allocated	Availability	Capacity											
S	Total		196	429	-28	168	202	93	-26	176	170	6	176	161	7	168	174	10	184	3	173	176	2,61	
M	Total		144	59	24	168	158	30	18	176	158	18	176	151	17	168	166	18	184				1,83	
► S	Total	Allocations (L Month starts on Parent category	otal		167.5	5	168	170	40.5	6	176	162	14	176	155	13	168	166	18	184		176	176	2,30
► C	ion Support × ion Support × ned Resource Alloca urs Short description Total Total		164	189.5	4	168	174	80	2	176	167	9	176	161	7	168	173	11	184	4	172	176	2,365.	
► H	Total		181	172	-13	168	198		-22	176	191	-15	176	177	-9	168	187	-3	184	3	173	176	2,26	
► H	Total		171	191	-3	168	175	120	1	176	169	7	176	162	6	168	173	11	184		176	176	2,40	



B III My Projects, Demands, Resources, & Tasks	•			+	Ê	11								
My Timesheets, Tasks, & Allocations My Demands & Projects Resour	rce Management													
						E j								
My Timesheets														
My Missing Timesheets for Current Month	My Missing Timesheets Previous Months	My Pending Timesheets - Submit or Delete Blank Timecards	My Recent Times	sheets Over 40 Ho	er 40 Hours									
Week starts on <b>v</b> Total Hours State	Week starts on ▼ Total Hours State	Week starts on ▼ Total Hours State	Week starts on V	Total Hours	State	<b>^</b>								
(i) 05-15-2022 0 Pending	No records to display	No records to display	(j) <u>05-08-2022</u>	41	Processed									
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			(i) 04-24-2022	41	Processed	-								
My Incomplete Tasks - Started or Starting within 2 Weeks           WBS         Task         Project	My T State Percent complete Planned start de	asks ate Planned end date Assigned to	Comments and W		l Project Task	(S								
Short description: Project Office Operations FY21-22 (9)														
			44 4	1 to 1 c	f1 🕨	•								
	My Planned Res	ource Allocations												
	ing ranned test													
My Resource Allocations (Last Month through Next Quarter)														
Month starts on	04-01-2022 05-01-2022	06-01-2022 07-01-2022	08-01-202	2 09-01	-2022	-								



# My Projects Dashboard – My Timesheets, Tasks, & Allocations Tab

A tab for everyone in IT...

										Му	/ Time	sheets													
Му	My Missing Timesheets Previous Months My Pending Timesheets - Submit or Delete Blank Timecards											My Recent Timesheets Over 40 Hours													
Week starts on <b>v</b> Total Hours			State	Week starts				on <b>v</b> Total Hours State				Week starts on <b>v</b> Total H				Total Hours	al Hours State			Week starts on 🔻		Total Hours		State	
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	44		to 1 of 1 🕨 🕨	•					-,							,			<u>(i)</u> <u>05</u>	-01-2022			48	Processed	
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	My Tasks																								
My Incomplete	Tasks - Started o	or Starting within 2	2 Weeks																						
<b>F</b>	WBS A	Task	Project	State	2	Percent	complete	Planned start date					F	Planned end	d date		Assig	ned to	to Comments and			9 total Project			ks
Short descript	tion: Project Office	Operations FY21-2	-		-		,																		
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My Resource All	ocations (Last M	Ionth through Ne	kt Quarter)																						
Hours			Month starts on			04	-01-2022		05-01-2022				06-01-2022			0	7-01-2022		C	8-01-2022	(	09-01-2022			
		Parent category																				Sum			
	User	Short description		Allocated	Actual	Availability	Capacity	Allocated	Actual	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Availability	Capacity	Allocated	Availability	Capacity	Availability	Capacity			
	► Jaimee Hall	Total		77	189	91	168	86	231	90	176	86	90	176	67	101	168	73	111	184	176	176	2,516		
	Sum			77	189	91	168	86	231	90	176	86	90	176	67	101	168	73	111	184	176	176	2,516		



### My Projects Dashboard – My Demands & Projects Tab A tab for PMs.

Details My Projects Not on Hold with Zero Hours Tracked My Projects with No Goals My Projects Ending in the Next 30 Days Percent complete Planned end date Planned end date Project A State Project 🔺 Percent complete Project Percent complete Work in 05-24-2022 (i) 45.16% 45.16% Progress 04:20:29 PM No records to display 06-01-2022 Pending 0% 0% 06:00:00 PM . Work in My Projects Needing Resource Plan Adjustments My Projects with No Resource Plans My Closed or On Hold Projects with Active Resource Plans Number Project A State Actual end date Planned end date Percent complete Number State Planned end date Percent complete Work in 05-24-2022 • 45.16% PRJ0010364 Progress 04:20:29 PM No records to display No records to display 1 to 1 of 1 🕨 🕨 **44 4** 



### My Projects Dashboard – Resource Management Tab

### A tab for RMs...

Resource All Department Application S Application S	upport Support ×																						•
	d Resource Allocations ( Month starts or		ast Month	Next Quarte			0	5-01-2022	06-01-2022			07-01-2022			08-01-2022			2 09-01-2022			*		
► Hours		Parent category	Allocated	Actual	Availability	Capacity	Allocated	Actual	Availability	Capacity	Allocated	Availability	Capacity	Sun									
User	Short description											,						,					
► Si	Total	Total		429	-28	168	202	93	-26	176	170	6	176	161	7	168	174	10	184	3	173	176	2,61
M	Total	Total		59	24	168	158	30	18	176	158	18	176	151	17	168	166	18	184				1,83
► S	Total		163	167.5	5	168	170	40.5	6	176	162	14	176	155	13	168	166	18	184		176	176	2,30
► C	Total	Total		189.5	4	168	174	80	2	176	167	9	176	161	7	168	173	11	184	4	172	176	2,365.!
► H	Total	Total		172	-13	168	198		-22	176	191	-15	176	177	-9	168	187	-3	184	3	173	176	2,26
► H	Total		171	191	-3	168	175	120	1	176	169	7	176	162	6	168	173	11	184		176	176	2,40







### **Initial PM Assessment**





### **Continued Assessment of PM Skills**

### **Project Success**

±10% Time/Cost/Scope

### Feedback

Mentor/Project Team/Supervisor

- Relationship Management
- Communication Skills
- Lessons Learned
- Objectives Met/Not Met
- Documentation



#### Training BASIC CORE ADVANCED

#### Benefit:

- 2-3 years of experience;
- not 2-3 years of the same experience



# **Take Aways**

- Maturing the PMO takes a commitment from the whole team.
- Build your people process first, then incorporate the technology.
- Continually look for better ways to see into your portfolio of projects.
- Be Flexible.



### **Questions**?

# How Well Do You Know Your List of Projects?

Project Management Office, Information Technology

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#### A N G E L O . E D U