Enterprise Project Management (EPM) Workshop
Chapter 1: Defining EPM?

By: Chris Vandersluis

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Chris Vandersluis

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- President and founder of HMS Software based in Montreal, Canada. HMS is the publisher of the popular TimeControl timesheet system for project management environments
- An economics degree from Montreal's McGill University Over 27 years of experience in the automation of project management and timesheet systems.
- Member of the PMI since 1986
- Was on the Microsoft's Enterprise Project Management Partner Advisory Council for 5 years (2003-2008)
- Published in numerous publications including Fortune Magazine, the American Management Association's Project Management handbook, a columnist for Computing Canada, PMI's PMNetwork, Project Times magazine and Microsoft's TechNet
- Author of the popular blog EPM Guidance

Introductions

- Please let us know in brief who you are:
  - Name
  - Industry
  - Role in Project Management
  - One thing that interests you about Enterprise Project Management

Today's Agenda

1. What is Enterprise Project Management?
   - Is there a definition we can count on?
   - How to define EPM for a particular organization
2. Designing your EPM environment
   - Setting EPM Requirements
   - Choosing your EPM Tools
3. How do we successfully deploy EPM?
   - It's not the technology, it's change management
   - Pitfalls and Sinkholes

Section 1
What is Enterprise project management?

According to a survey done of 385 IT and Finance VPs, 82% do not possess information which is of sufficient quality, trustworthiness or usefullness to manage their operations.

Computing Canada

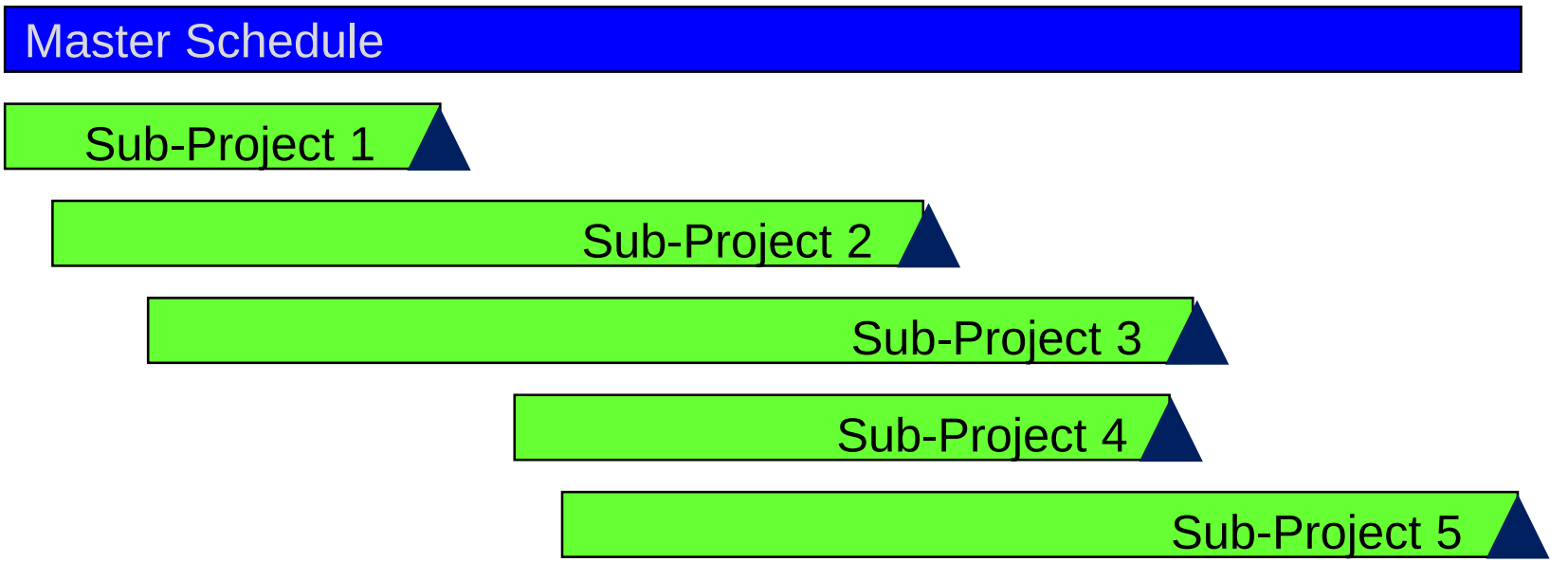
April 7, 2006

What is Enterprise Project Management?

Is it…

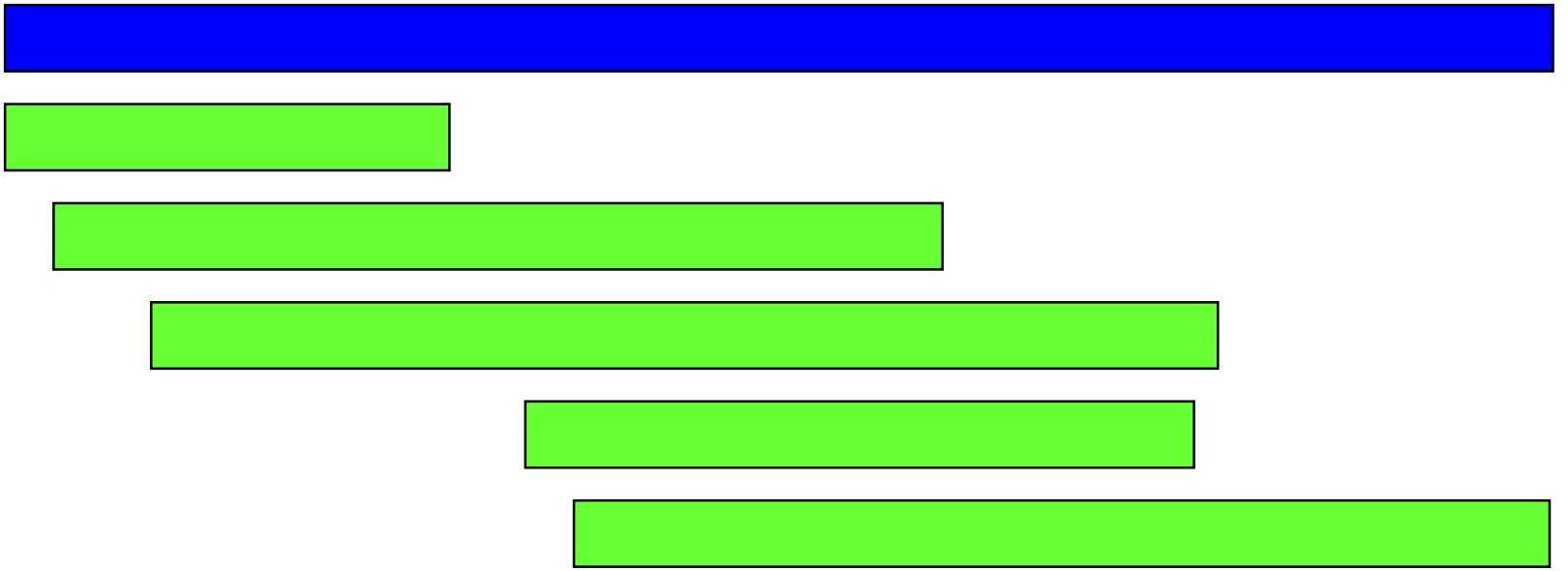
- Integrated Schedule Planning?
- Master / Sub-project scheduling?
- Resource Capacity planning?
- Matrix Management?
- Planning and. Integrated Tracking?
- Portfolio Project Management?

Integrated Schedule Planning



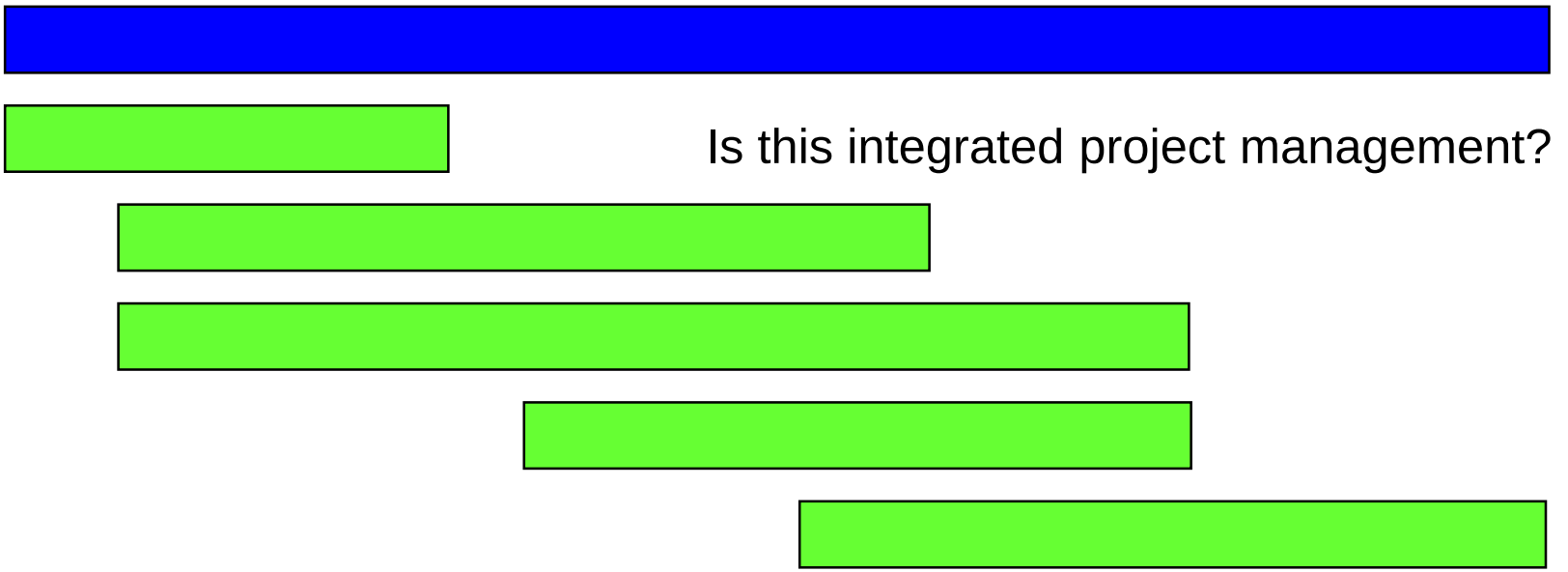
Is this integrated project management?

Master Project / Sub Projects

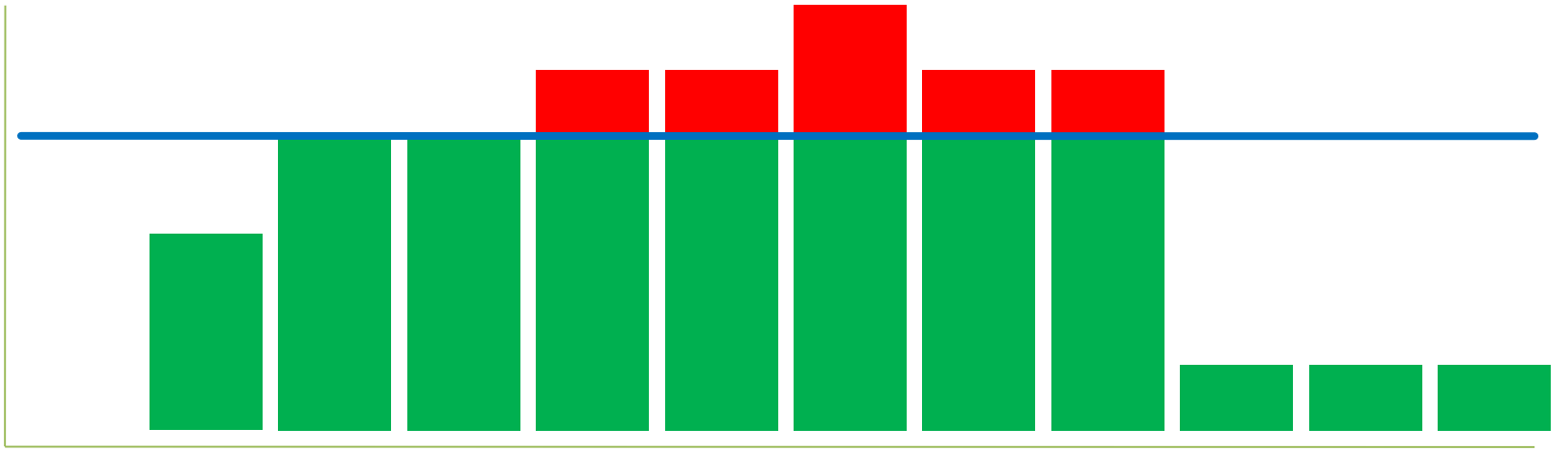


Is this integrated project management?

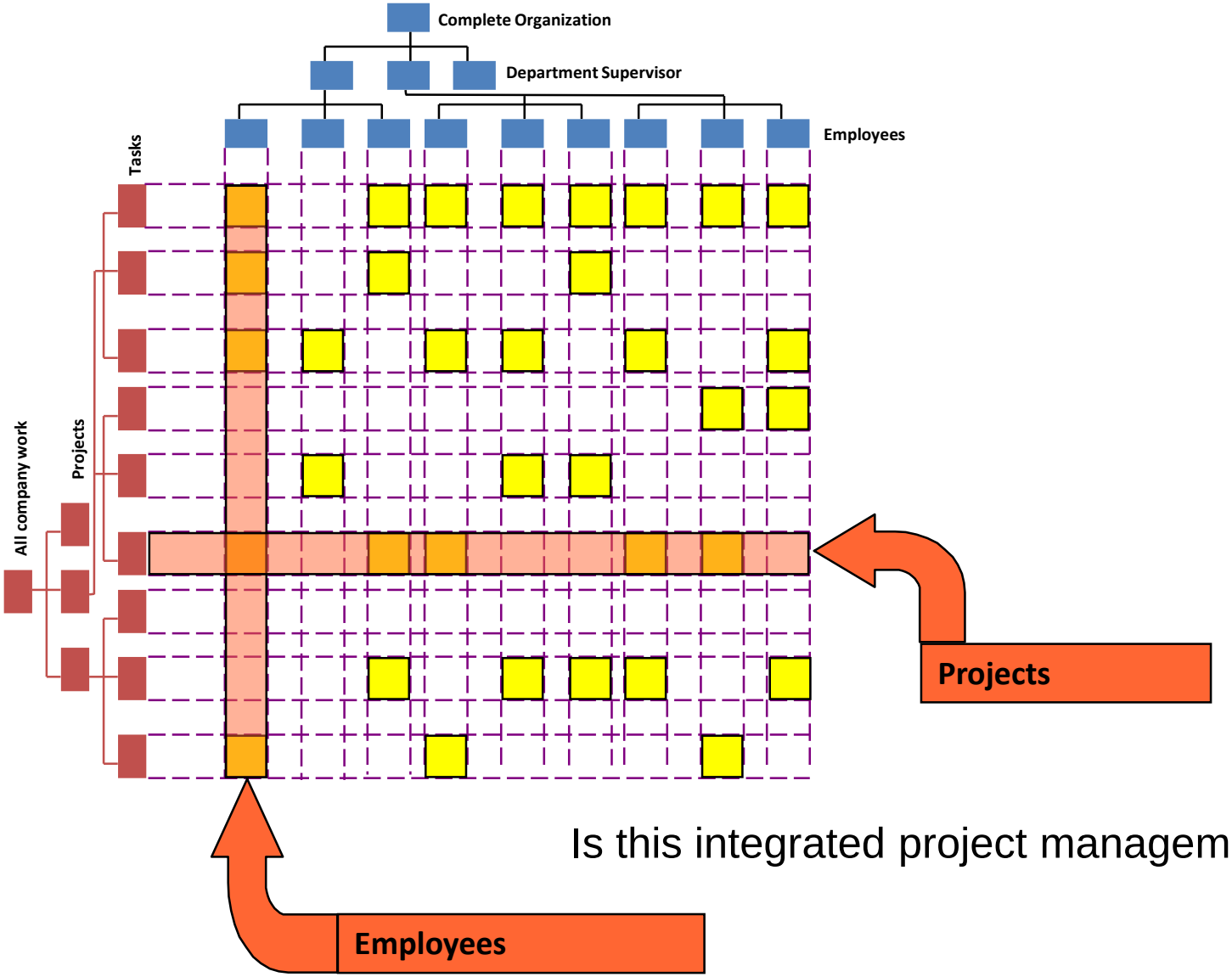
Resource Capacity Planning



Is this integrated project management?

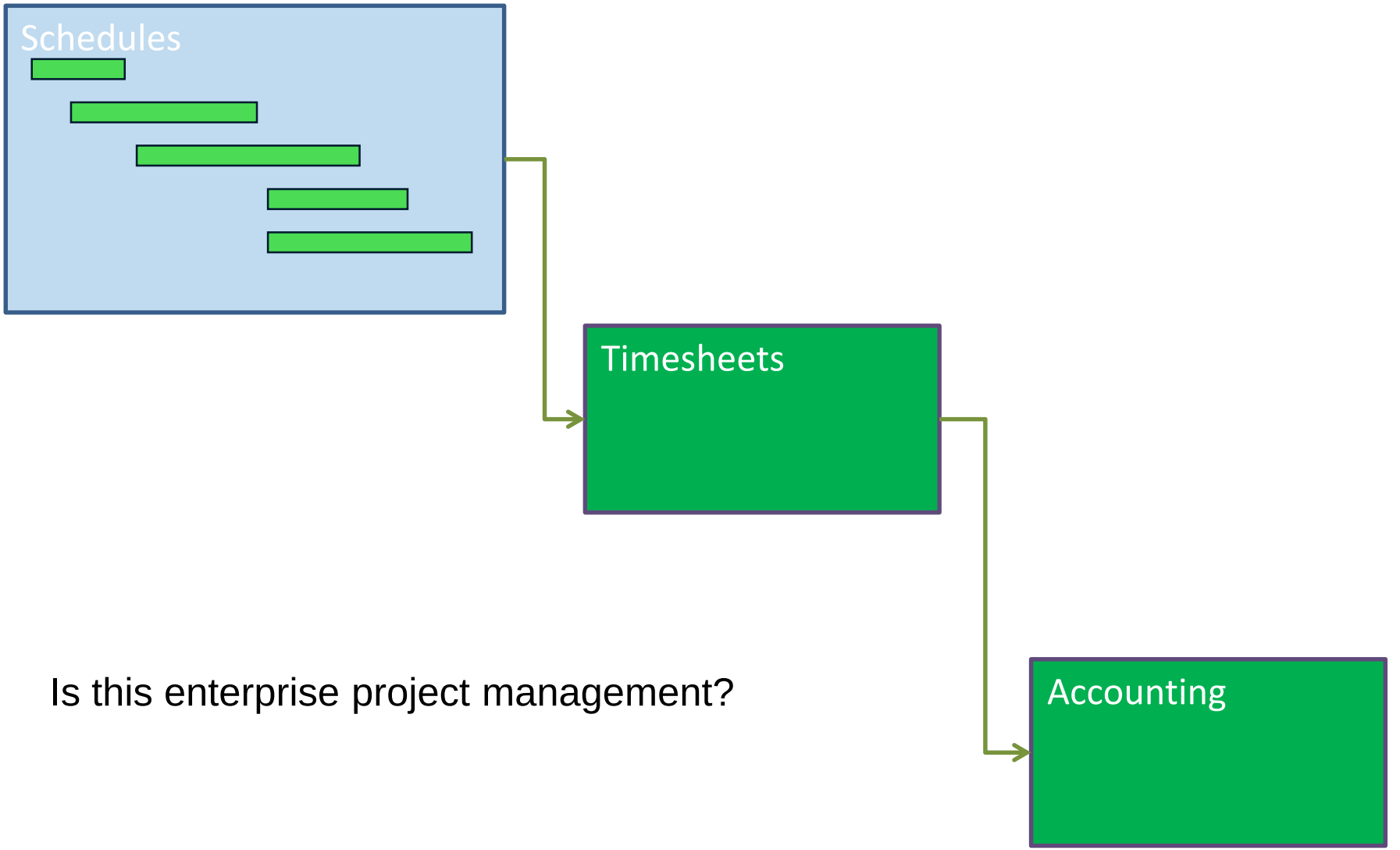


Matrix Management



Is this integrated project management?

Planning vs. Tracking



Is this enterprise project management?

What is epm?

- Put 10 project experts in a room and ask for a definition of Enterprise project management.

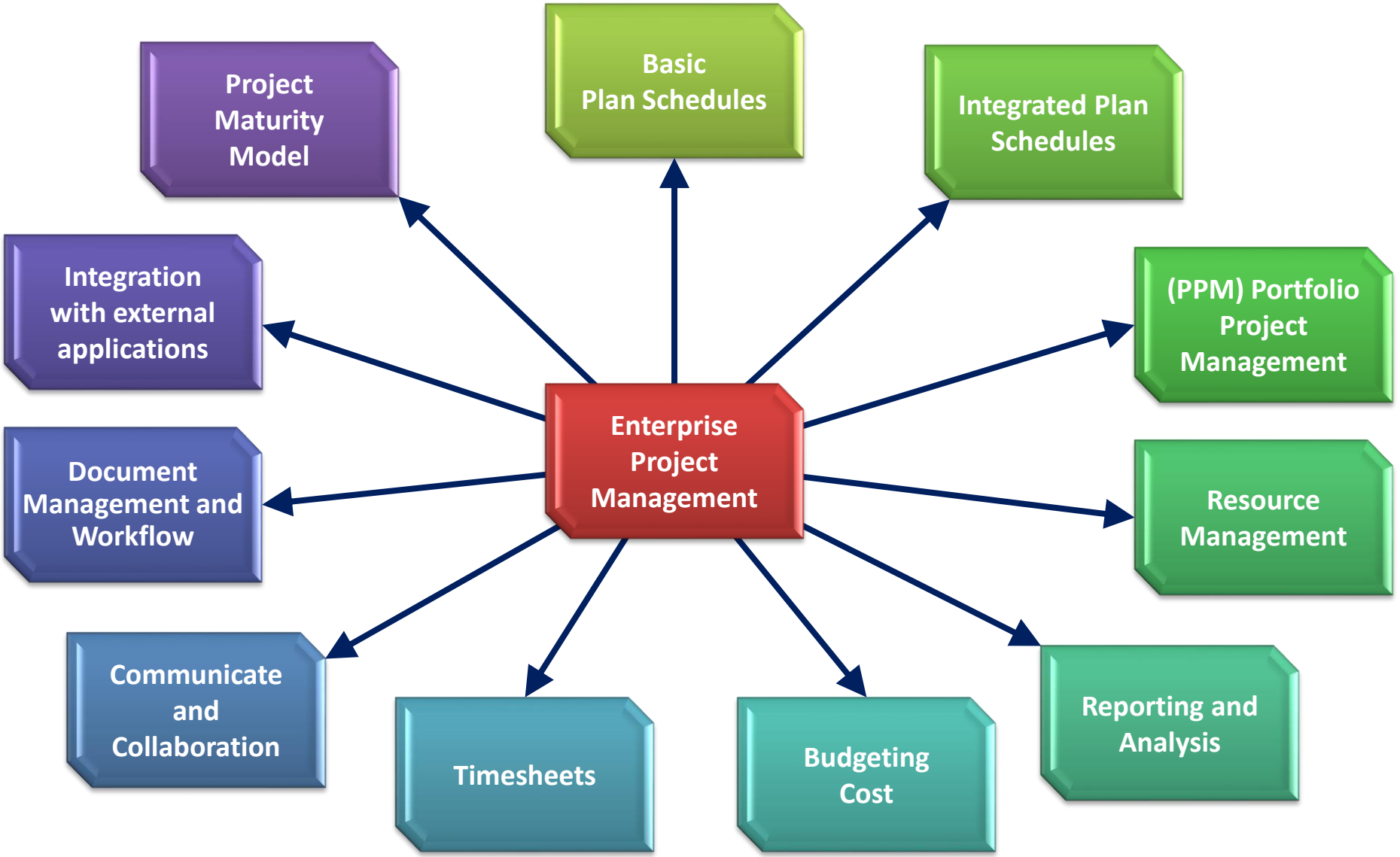
  What do you get?

- 11 definitions

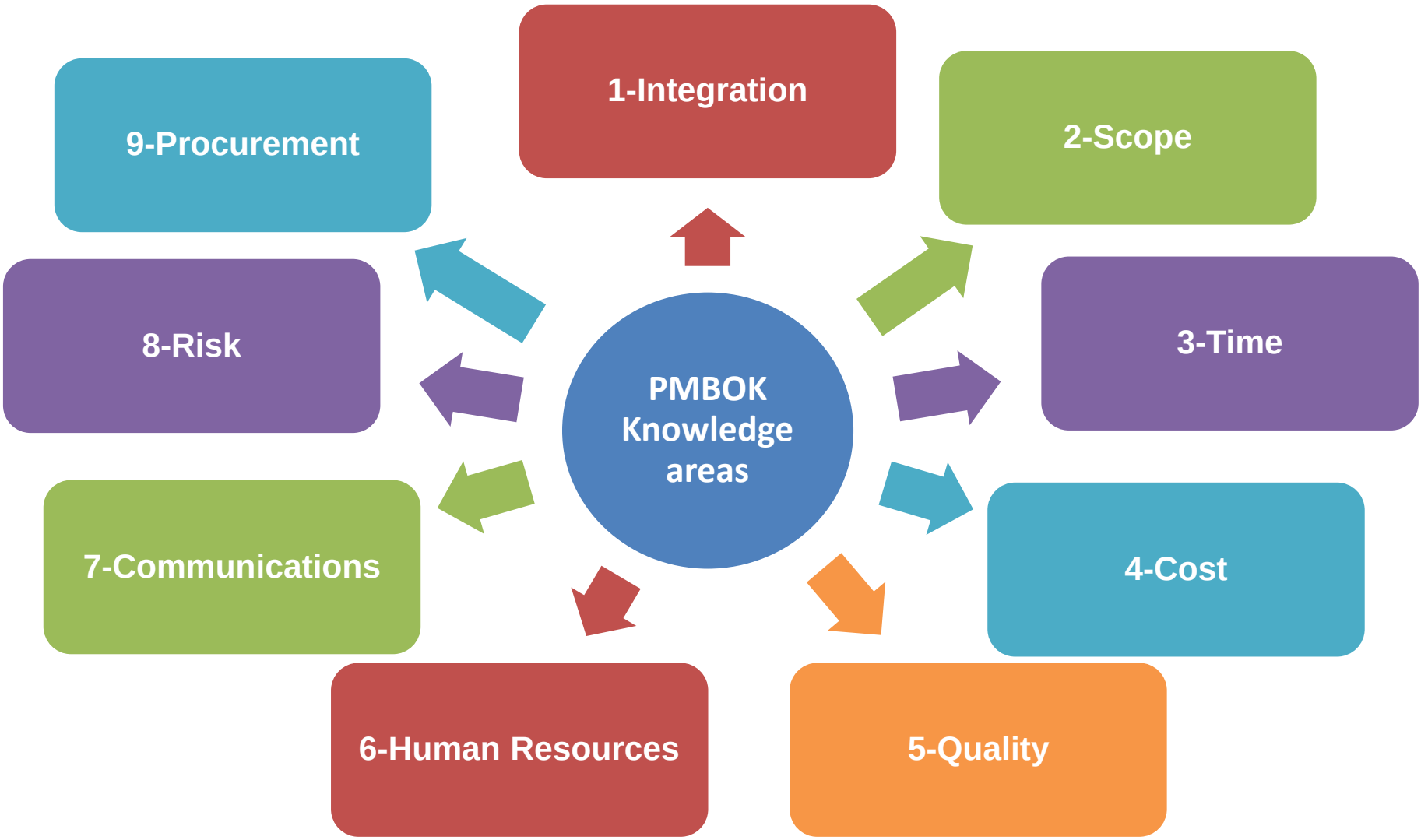
Some synonyms

- Integrated Project Management
- Enterprise Project Management
- Centralized Project Management
- Matrix Management
- Integrated Resource Management
- Enterprise Resource Planning (Not to be confused with accounting)
- Project Portfolio Management

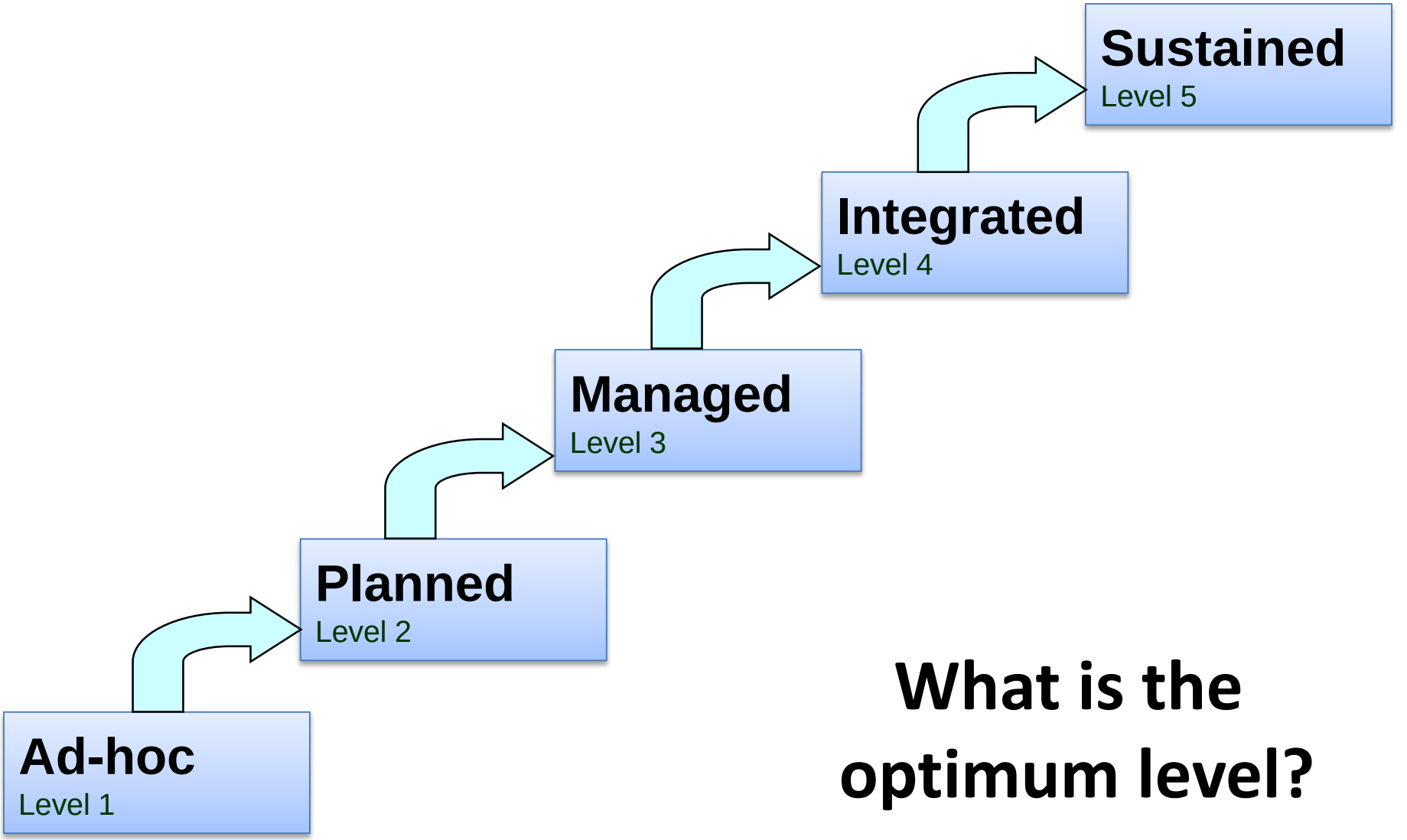
EPM Categories



PMBOK knowledge areas



PM Maturity Model



What is the optimum level?

Challenges of different models

- For Integrated schedules: interproject-links
- For Resource Capacity Planning: Resource conflicts and the matrix organization
- For Document management: Document workflow
- For Budget and Control: centralized process

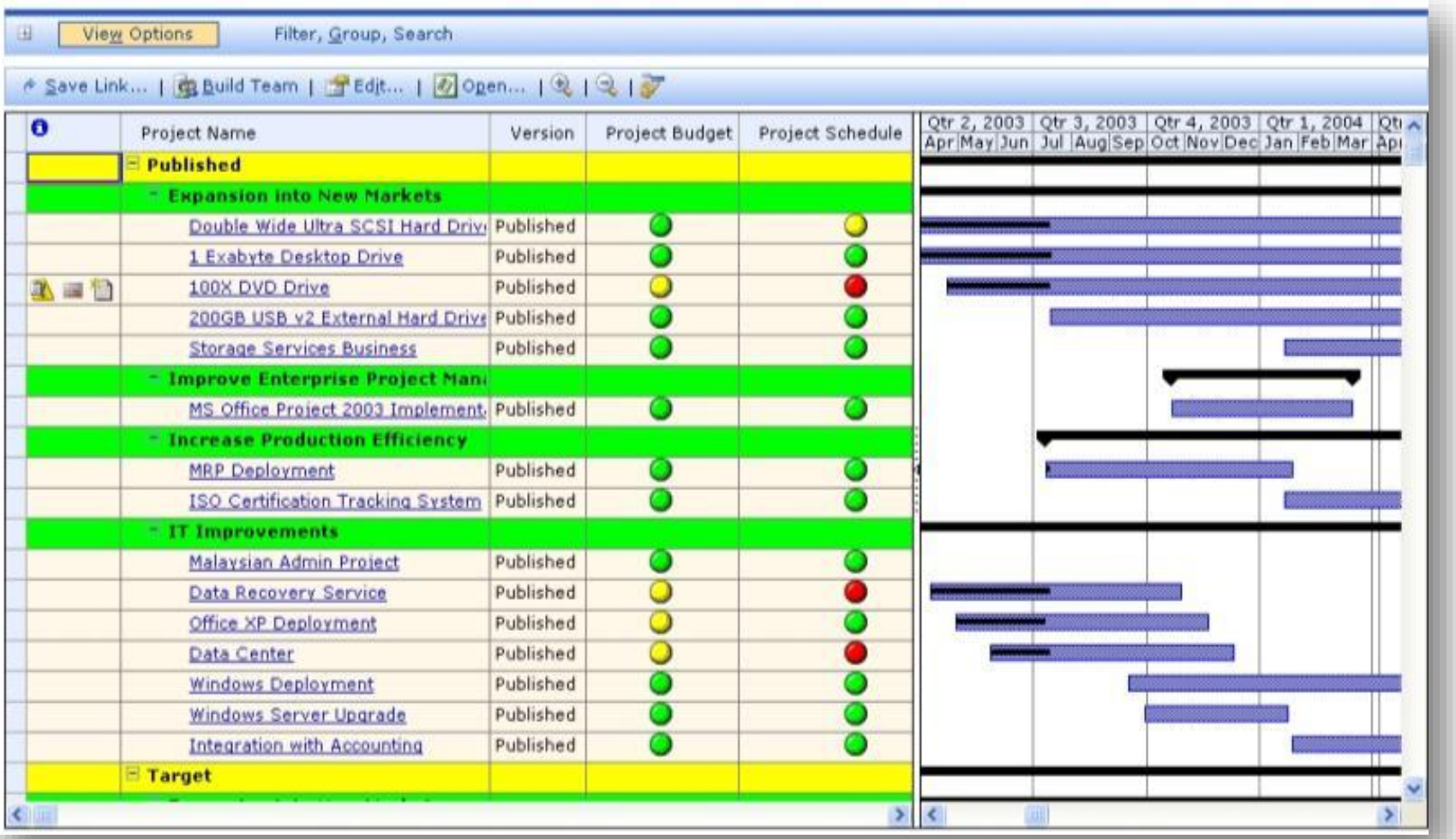
What is Project Portfolio Management or Portfolio Project Management? (PPM)

Project Portfolio Management

- This is a highly topical subject, but what do we mean by it?
- Project Tracking at the summary level?
- Annual Budgeting?
- Project Grouping?
- Project Selection
- Product Lifecycle Management

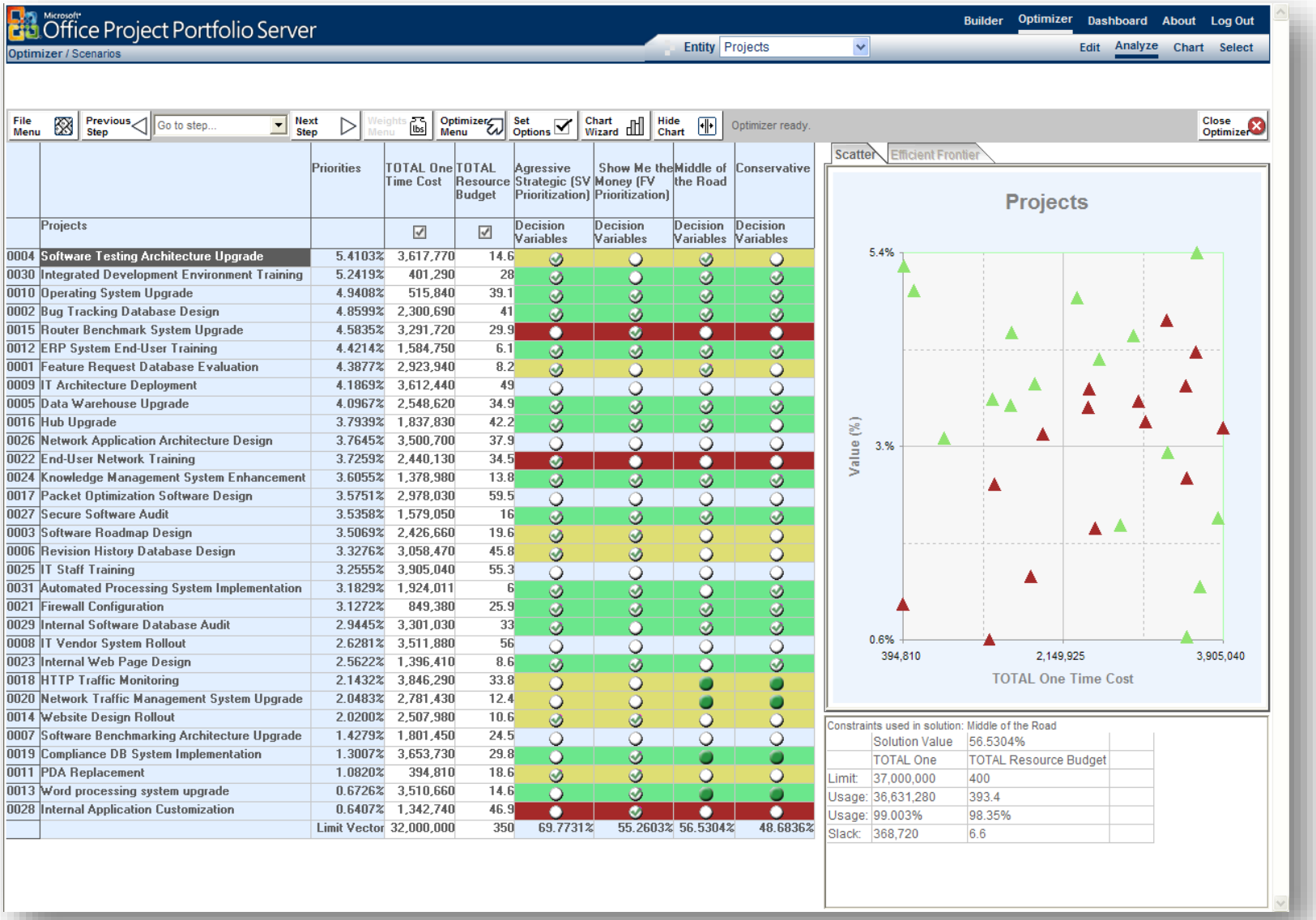
Project Portfolio Management

PPM: Project Grouping



PPM: Project Dashboards

PPM: Project Selection



	Projects	Priorities	TOTAL One Time Cost	TOTAL Resource Budget	Agressive Strategic (SV Prioritization)	Show Me the Money (FV Prioritization)	Middle of the Road	Conservative
			☑	☑	Decision Variables	Decision Variables	Decision Variables	Decision Variables
0004	Software Testing Architecture Upgrade	5.4103%	3,617,770	14.6	✓	○	✓	○
0030	Integrated Development Environment Training	5.2419%	401,290	28	✓	○	✓	✓
0010	Operating System Upgrade	4.9408%	515,840	39.1	✓	✓	✓	✓
0002	Bug Tracking Database Design	4.8599%	2,300,690	41	✓	✓	✓	✓
0015	Router Benchmark System Upgrade	4.5835%	3,291,720	29.9	○	✓	○	○
0012	ERP System End-User Training	4.4214%	1,584,750	6.1	✓	✓	✓	✓
0001	Feature Request Database Evaluation	4.3877%	2,923,940	8.2	✓	○	✓	○
0009	IT Architecture Deployment	4.1869%	3,612,440	49	○	○	○	○
0005	Data Warehouse Upgrade	4.0967%	2,548,620	34.9	✓	✓	✓	✓
0016	Hub Upgrade	3.7939%	1,837,830	42.2	✓	✓	✓	○
0026	Network Application Architecture Design	3.7645%	3,500,700	37.9	○	○	○	○
0022	End-User Network Training	3.7259%	2,440,130	34.5	✓	○	○	○
0024	Knowledge Management System Enhancement	3.6055%	1,378,980	13.8	✓	✓	✓	✓
0017	Packet Optimization Software Design	3.5751%	2,978,030	59.5	○	○	○	○
0027	Secure Software Audit	3.5358%	1,579,050	16	✓	✓	✓	✓
0003	Software Roadmap Design	3.5069%	2,426,660	19.6	✓	✓	○	○
0006	Revision History Database Design	3.3276%	3,058,470	45.8	✓	✓	○	○
0025	IT Staff Training	3.2555%	3,905,040	55.3	○	○	○	○
0031	Automated Processing System Implementation	3.1829%	1,924,011	6	✓	✓	○	✓
0021	Firewall Configuration	3.1272%	849,380	25.9	✓	✓	✓	✓
0029	Internal Software Database Audit	2.9445%	3,301,030	33	✓	○	✓	✓
0008	IT Vendor System Rollout	2.6281%	3,511,880	56	○	○	○	○
0023	Internal Web Page Design	2.5622%	1,396,410	8.6	✓	✓	○	✓
0018	HTTP Traffic Monitoring	2.1432%	3,846,290	33.8	○	○	●	●
0020	Network Traffic Management System Upgrade	2.0483%	2,781,430	12.4	○	○	●	●
0014	Website Design Rollout	2.0200%	2,507,980	10.6	✓	✓	○	○
0007	Software Benchmarking Architecture Upgrade	1.4279%	1,801,450	24.5	○	○	○	○
0019	Compliance DB System Implementation	1.3007%	3,653,730	29.8	○	✓	●	●
0011	PDA Replacement	1.0820%	394,810	18.6	✓	✓	○	○
0013	Word processing system upgrade	0.6726%	3,510,660	14.6	○	✓	●	●
0028	Internal Application Customization	0.6407%	1,342,740	46.9	○	✓	○	○
		Limit Vector	32,000,000	350	69.7731%	55.2603%	56.5304%	48.6836%

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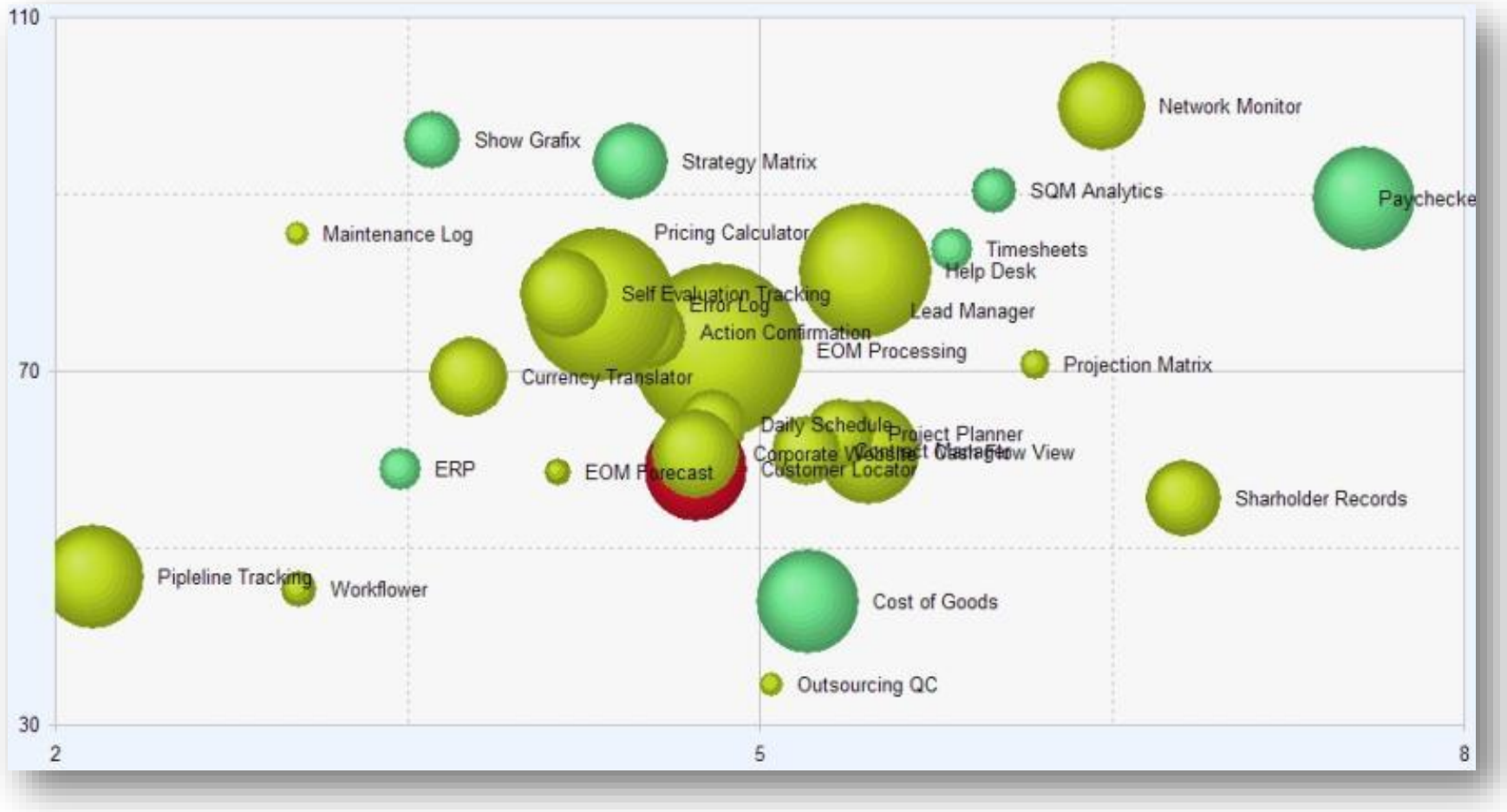
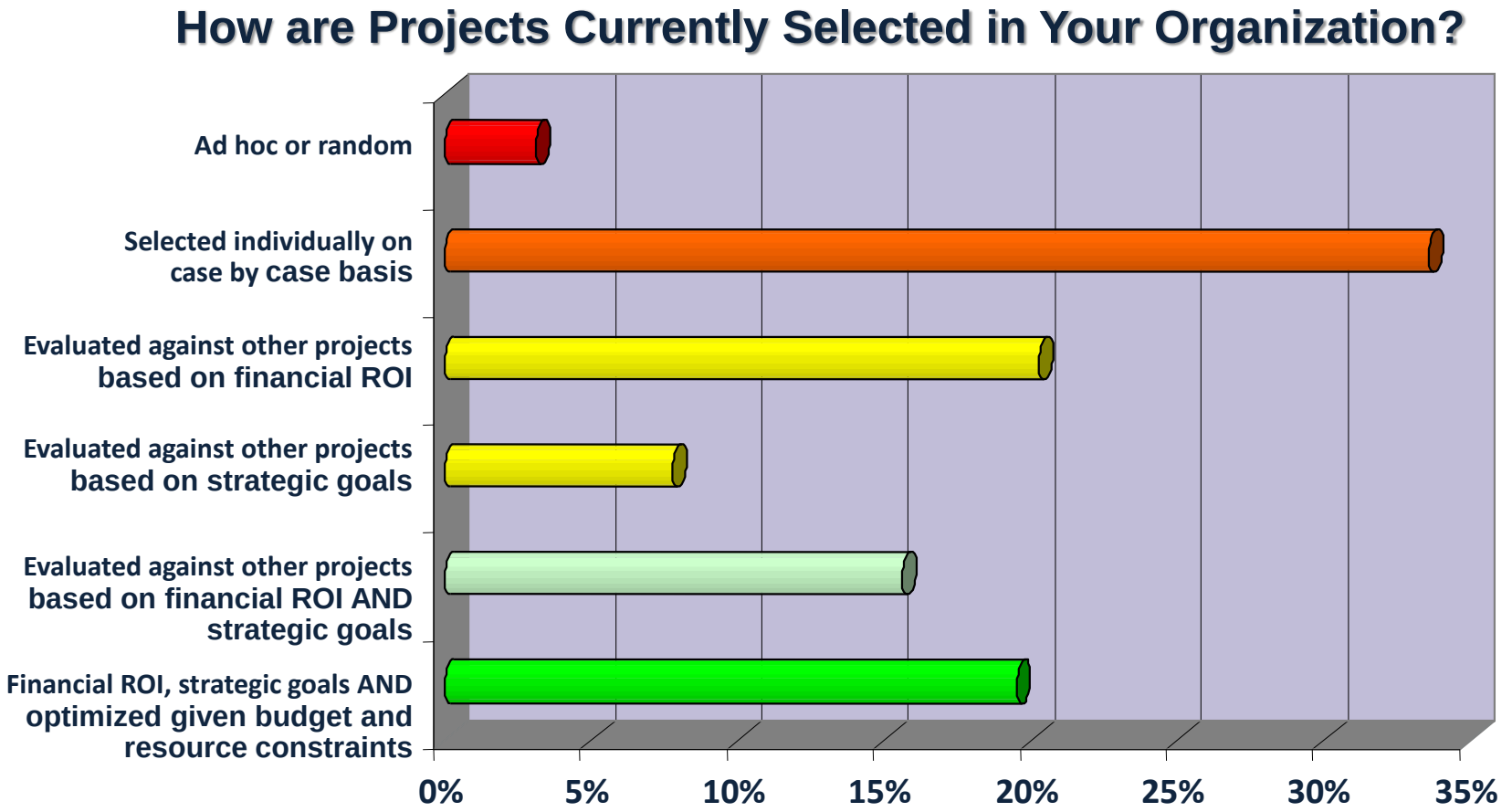
PPM: Project Selection

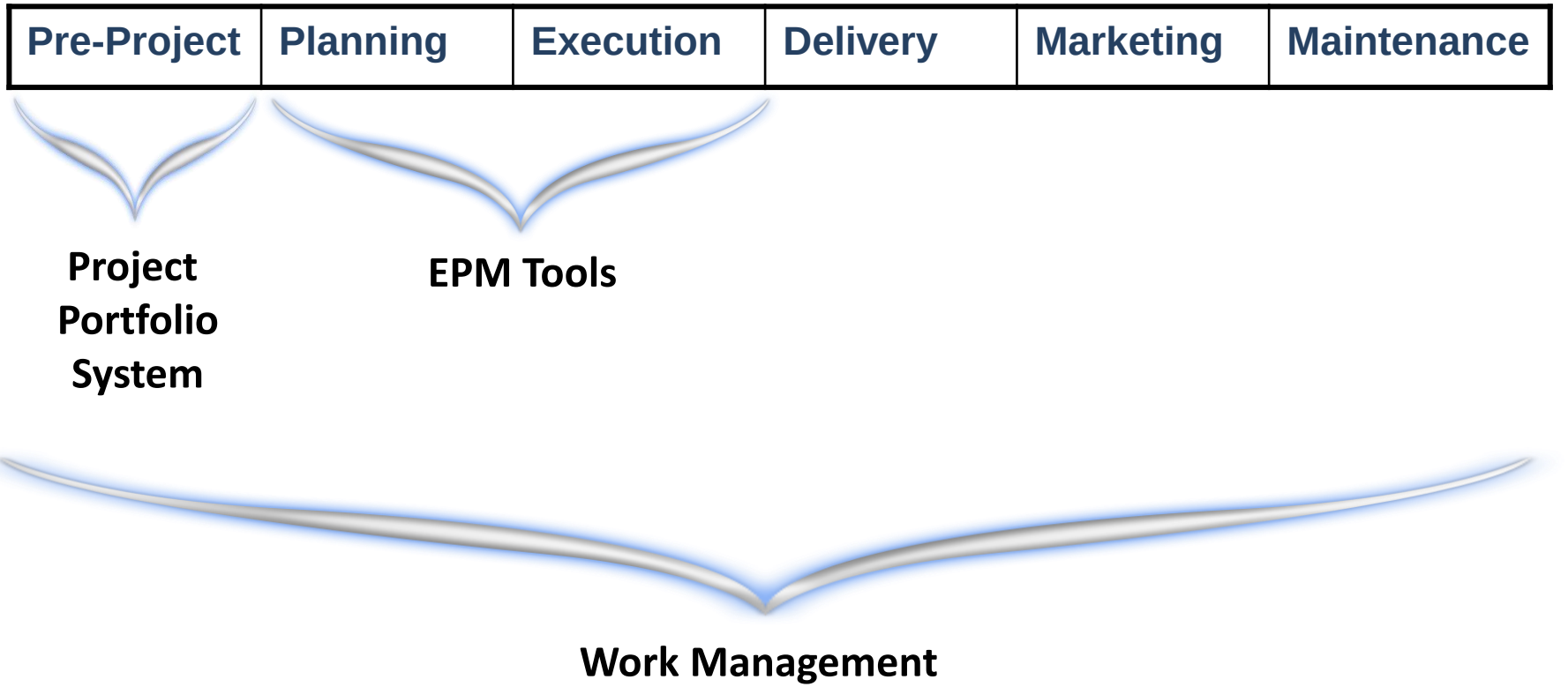


PPM Selection survey



Source: UMT Poll Responses from 128 Webcast Attendees, February 7th, 2006

Project Lifecycle Management (PLM)



Between 1999 & 2001 American companies spent $130 billion on technologies never used

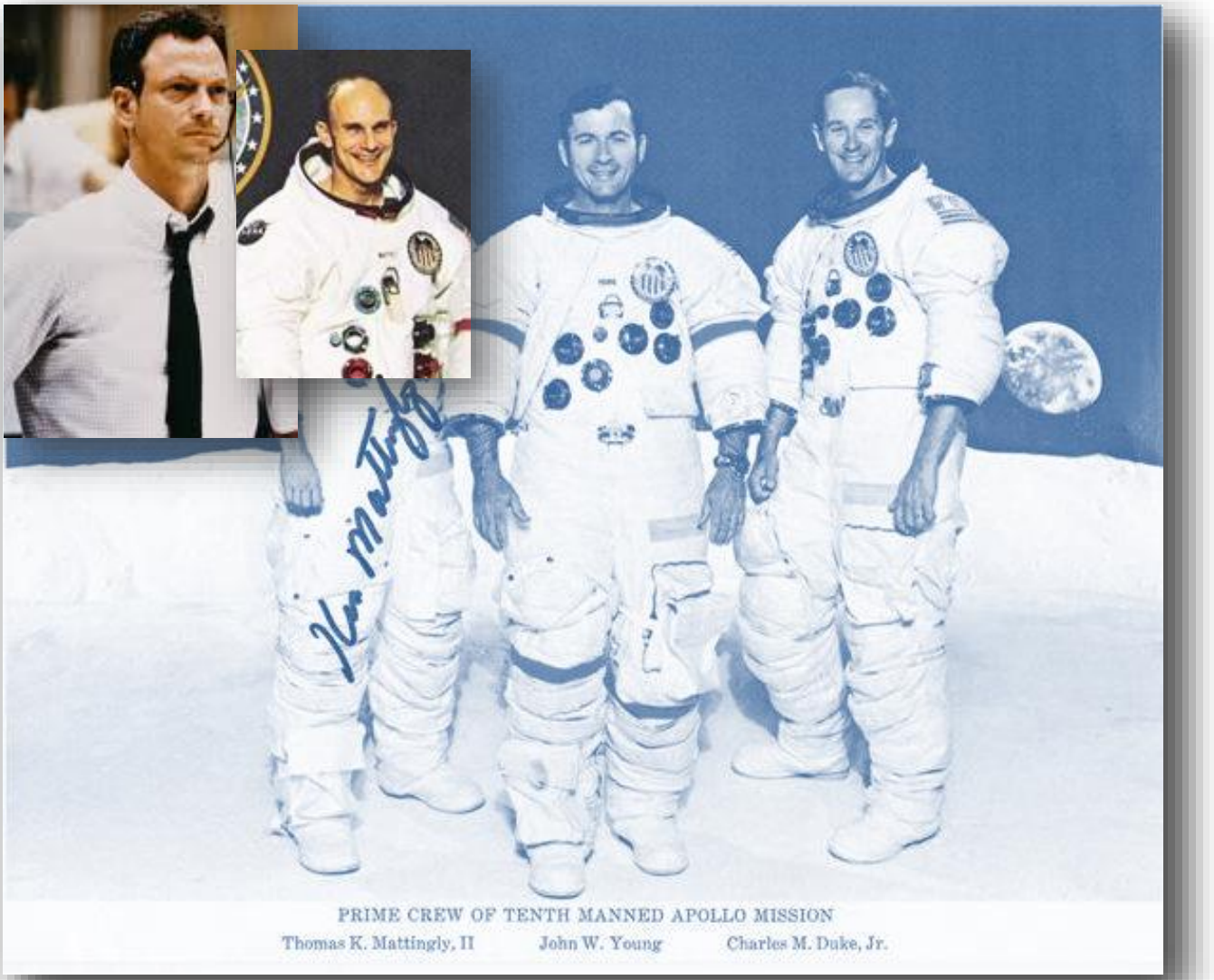
Mastering the Three Worlds of Information Technology
(Harvard Business Review, A. McAfee
Nov. 2006, pp. 141 -149)

EPM vs. PPM

"If EPM is about doing projects right, PPM is about doing the right projects"

Ben Chamberlain
Microsoft Product Manager
Project Portfolio Server

Ken Mattingly



Ken Mattingly

"What is a project? It is an exercise of producing a defined result with insufficient resources."

Rear Admiral, Ken Mattingly

Apollo 13 Astronaut, VP Lockheed

Discussion EPM vs. PPM

- If you have to choose for an organization, which is better?

  EPM or PPM?

Wrapping up EPM and PPM

- We've discussed:
  - Defining Enterprise Project Management (EPM)
  - Defining Project Portfolio Management (PPM)
  - What is PLM
  - How to end a project

Questions

1. Does Enterprise Project Management (EPM) make sense?
   - Make an argument for and against
2. If EPM does make sense why wouldn't every company have adopted it so far?
3. Based on what we've discussed, does this change your views on the purpose of the PMO and if so, how?

Project Work

"Welcome to the new economy where most of the world's work will be done in semi- permanent networks of small project oriented teams."

- Tom Peters
Liberation Management