

The Modern PMO:

Move Over Enforcer, Hello The Empowered.

Chris Pope

Office Of The CSO

The image features a blue-toned view of the Earth from space, showing the curvature of the planet and the atmosphere. Overlaid on the Earth is a complex network of glowing blue lines and nodes, resembling a global communication or data network. The lines are curved and intersect at various points, creating a sense of dynamic movement and interconnectedness. The background is a dark blue space filled with small, distant stars.

The velocity of change is increasing

Rapidly expanding community



The Need for IT Business Management



Visibility

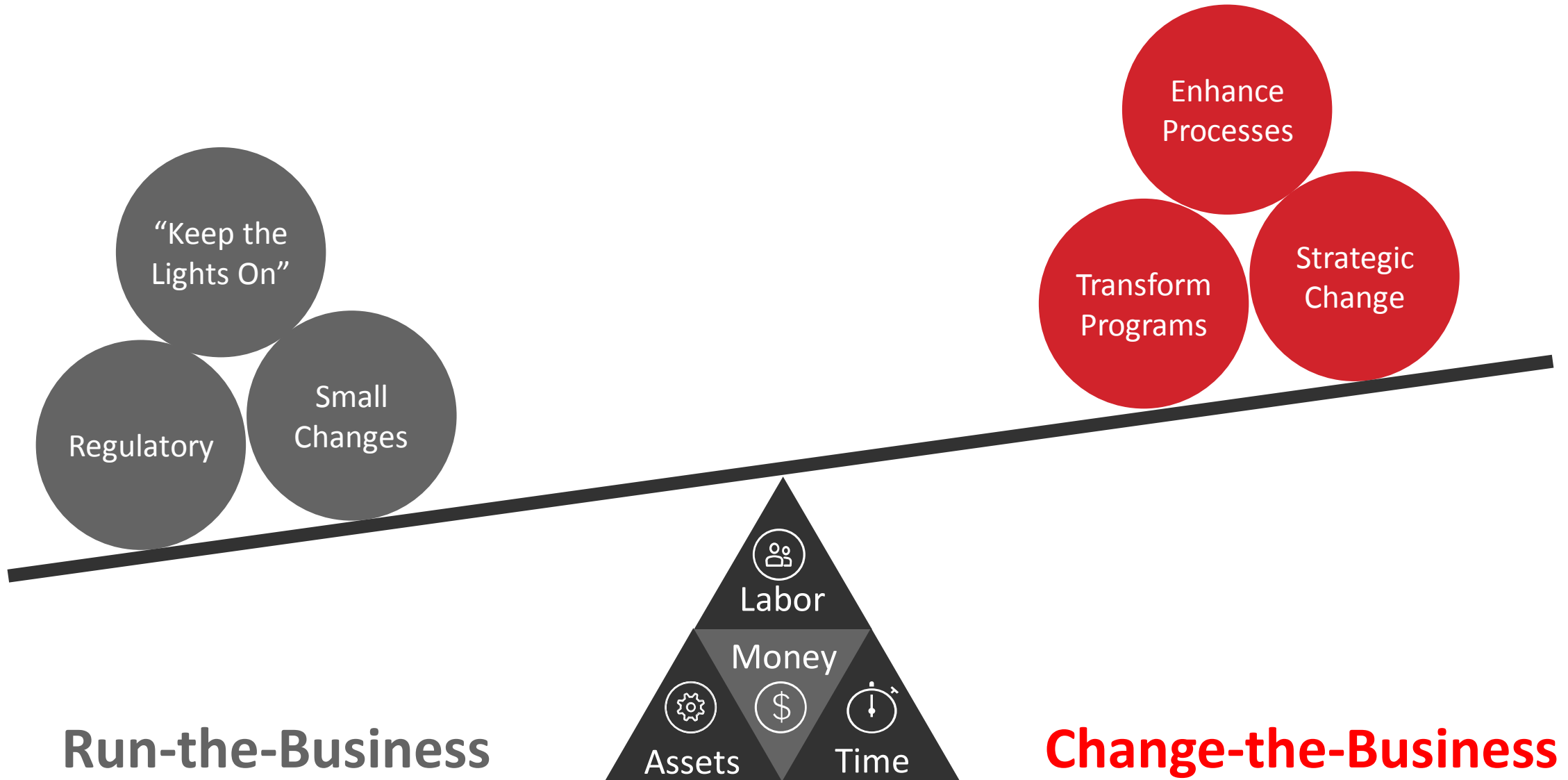


Alignment

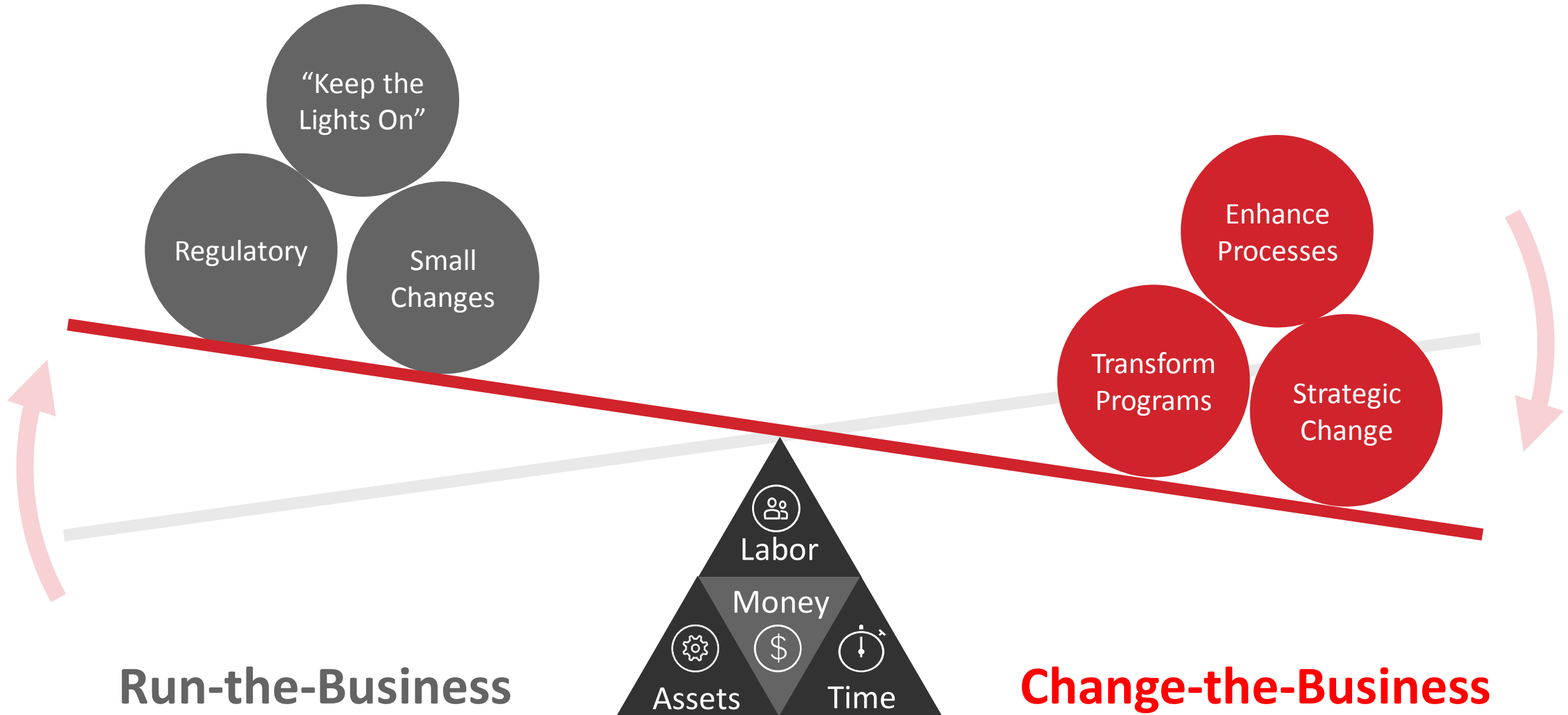


Velocity

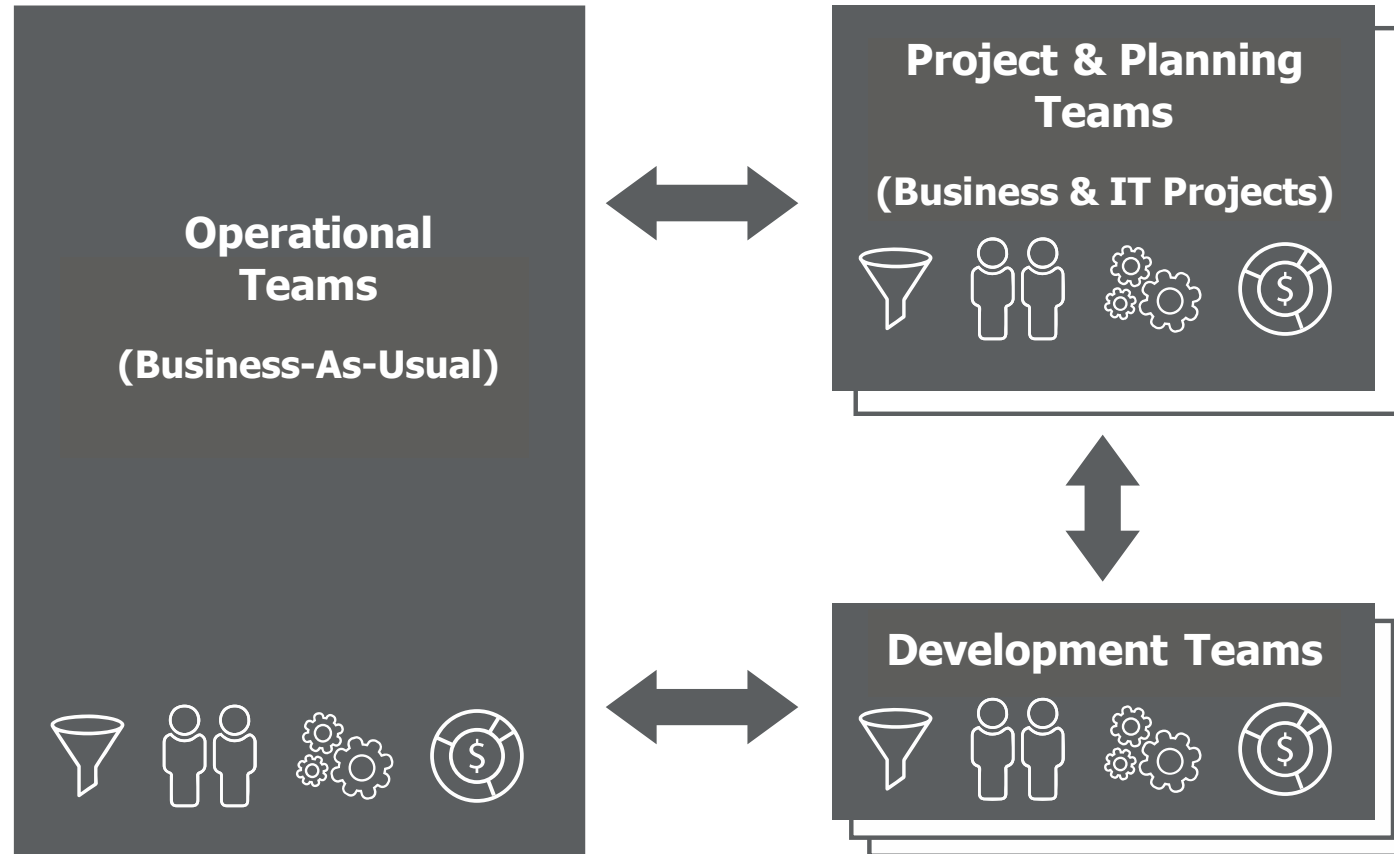
Delivering more Change & Innovation is a difficult balancing act



Delivering more Change & Innovation is a difficult balancing act



Inhibitors to greater process velocity and efficiency



Multiple systems of record –
“Islands of Change”

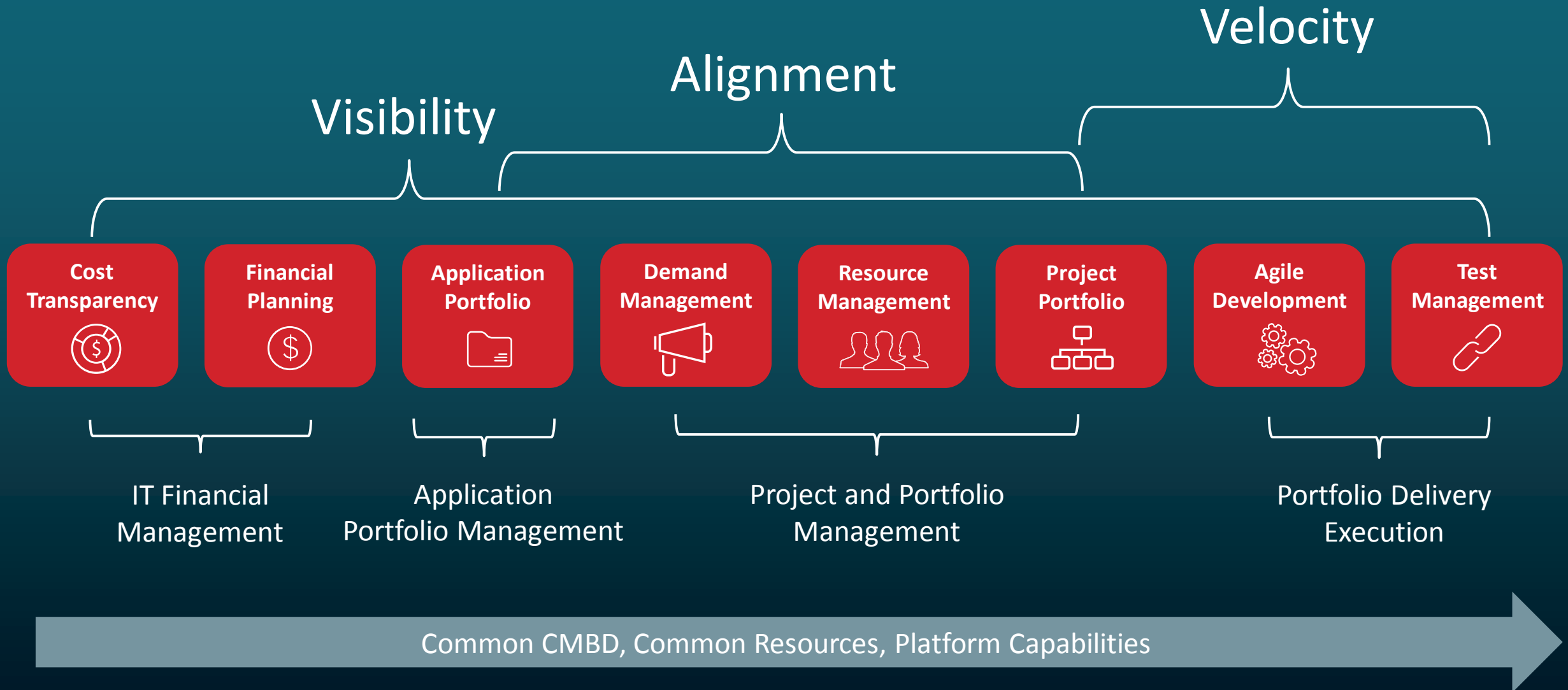
No single view of request
pipeline, resources, work or
finance

Development often has its own
Agile Development tool

Manual “hand-offs” to testing
and deployment.

Significant time & effort to
achieve an understanding of the
work being done

Business Management



End-to-End Change and Governance Framework

Strategic Objectives / Initiatives

Discover

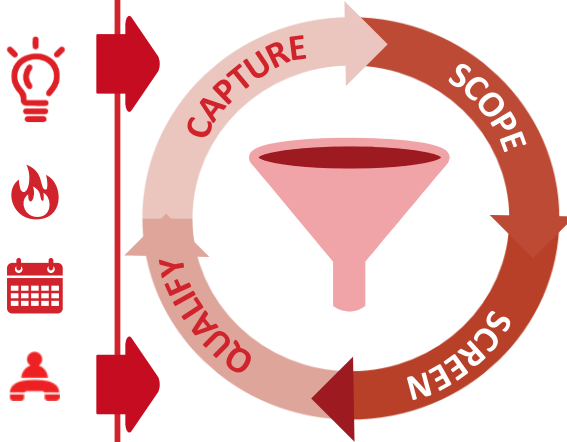
Define

Execute

Review

Cost Transparency

Application Portfolio Mgmt.



- Business Case
- Cost / Benefit Analysis
- Key Milestone Plan
- Resource Plan
- Requirements
- Solution Design

- Detailed Project Planning
- Agile Development
- Testing
- Release Mgmt.
- Defect Analysis
- Deployment
- Status Reporting

- Lessons Learned
- Benefit Realization

“Did we invest in the right change?”

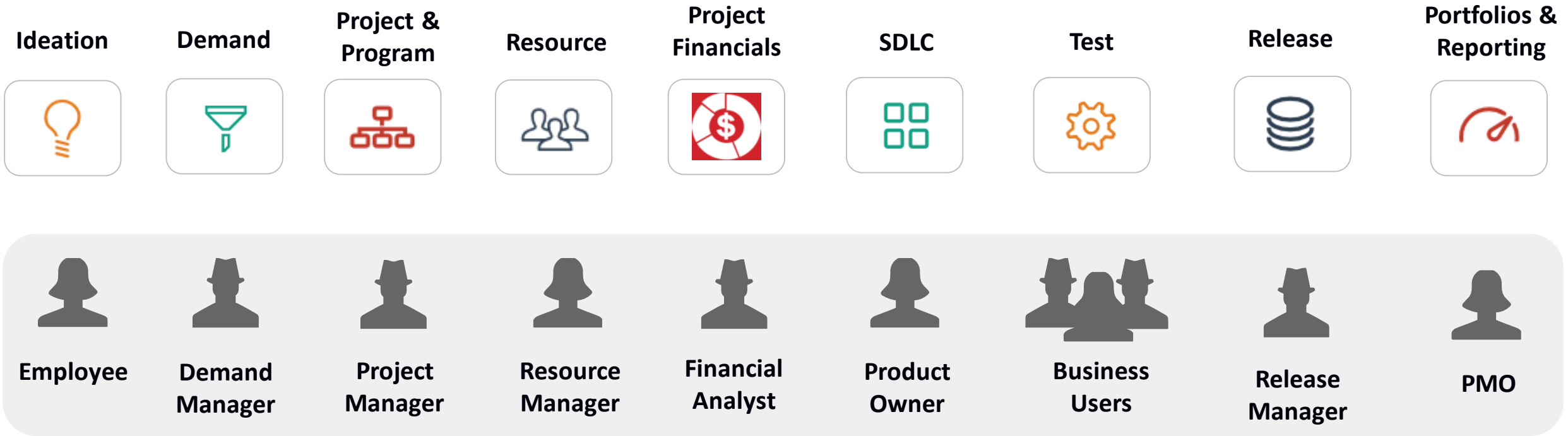
“Did we execute the change right?”

“Have the expected goals & targets been achieved ?”

Enhancements / Small Changes

Single System of Engagement

Functional Areas



Ideation

Ideation

Demand

Project & Program

Resource

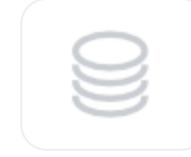
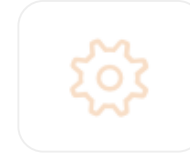
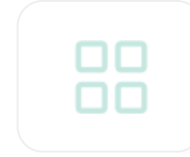
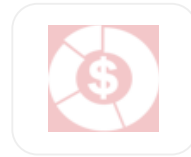
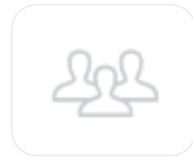
Project Financials

SDLC

Test

Release

Portfolios & Reporting



Persona

Action

Screenshot

Benefits



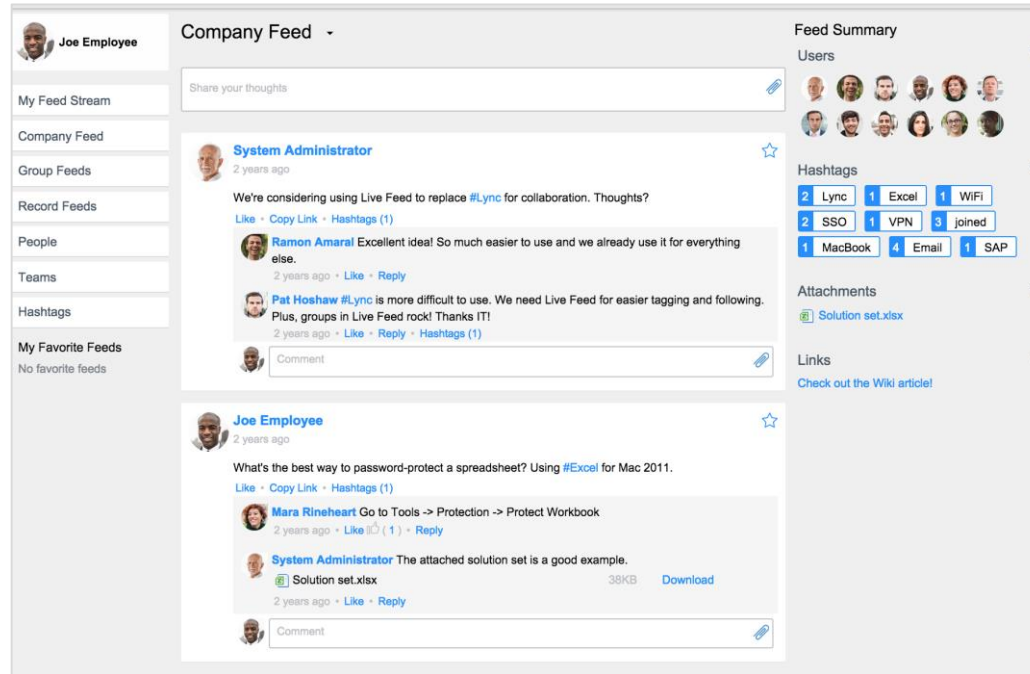
Employee

Products

Live Feed

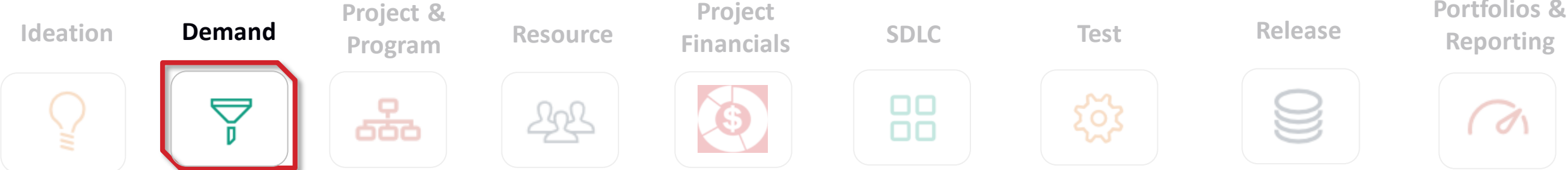
My Ideas

Employee submits an Idea so that a business case can be built and reviewed by Mgmt



- Front Door to IT
- Multiple points of entry
- Formal capture and process for Ideation

Demand Management



Persona Action Screenshot Benefits

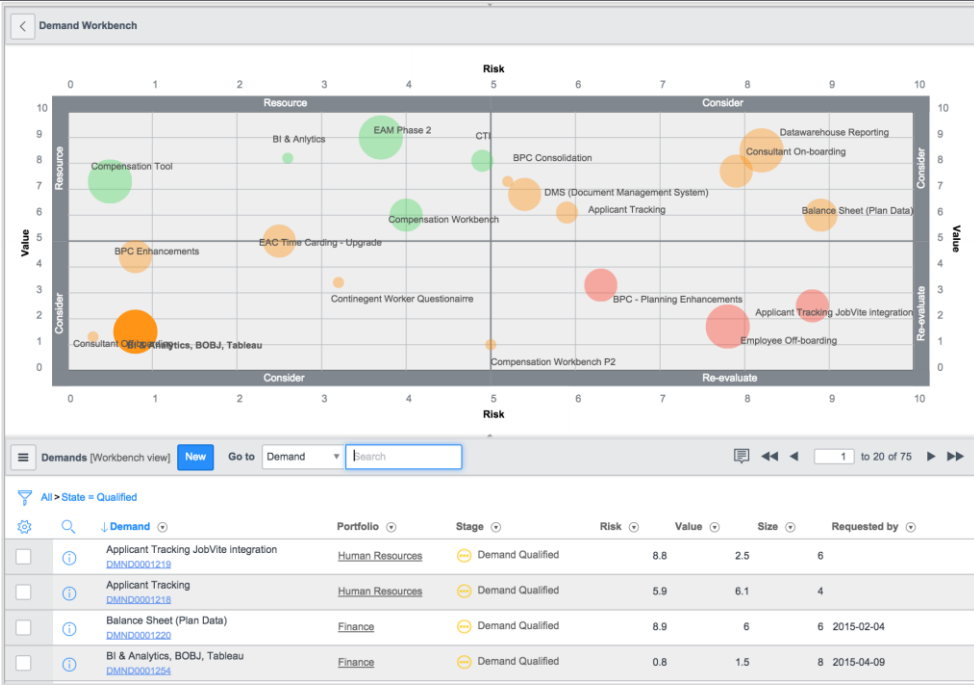


Demand Manager

Products

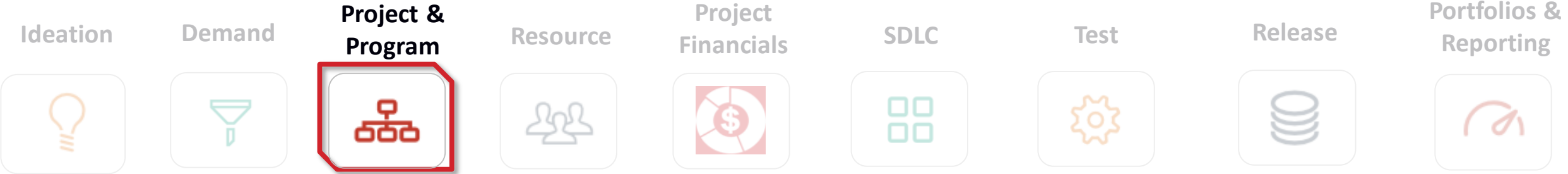
Demand Workbench

Demand Manager prepares business case, qualifies, and works with Exec team to approve demand



- Prioritize work via fact-based decisions

Project Management



Persona Action Screenshot Benefits



Project Manager

Project Manager uses the Planning Console and templates to build the schedule and uses the Workbench to manage execution

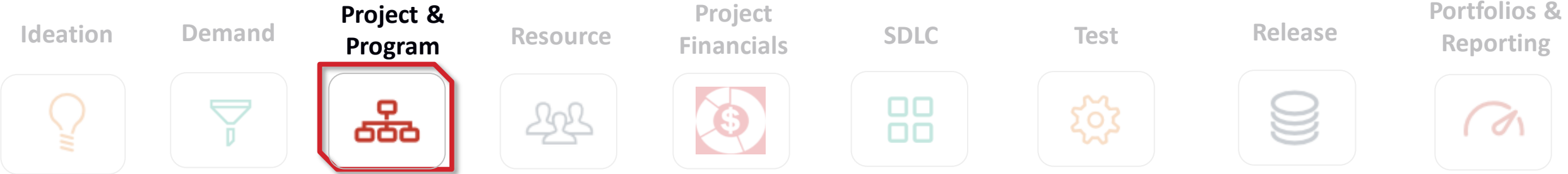
Products

Project Workbench

Planning Console

- Work Faster and Smarter
- Collaborate with the team for status updates

Program Management



Persona Action Screenshot Benefits

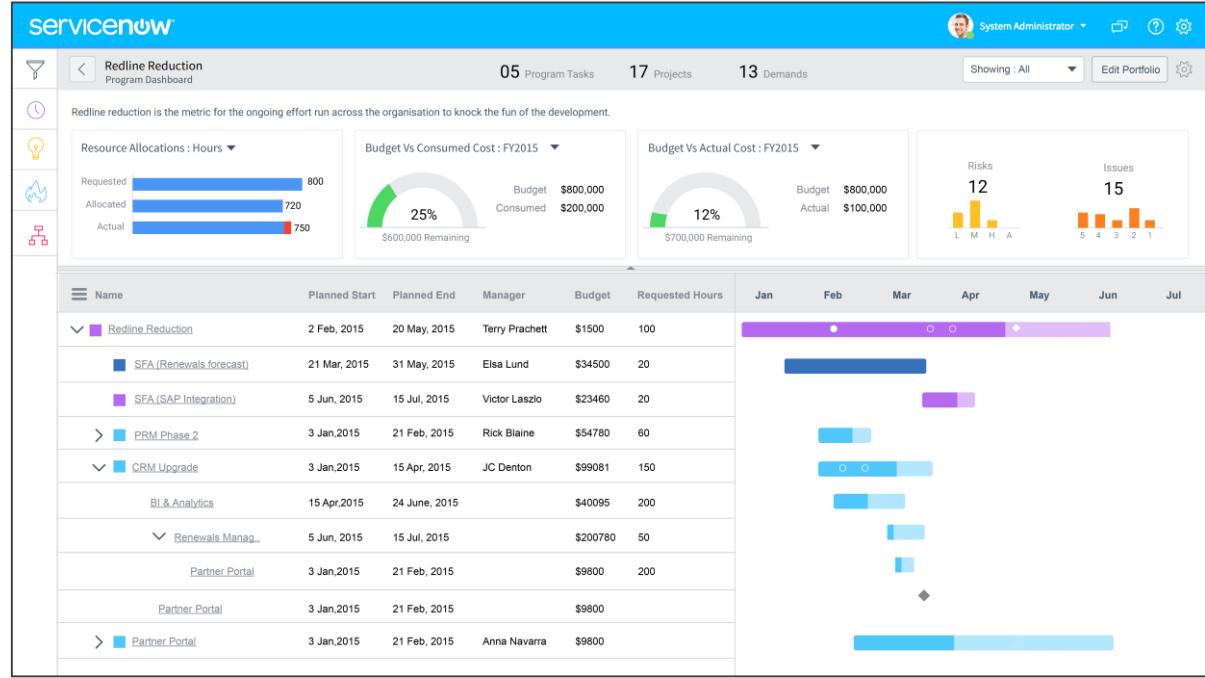


Program Manager

Products

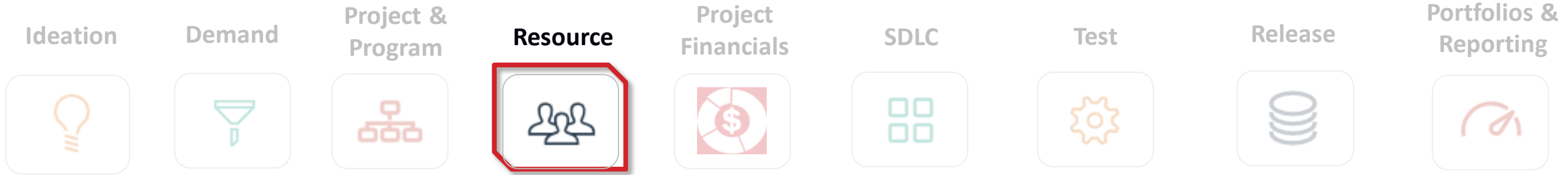
Program Workbench

Program Manager uses the Program Workbench as a one stop shop to view associated Projects and Demands by aggregate dimensions such as delivery timelines, resource loads, costs, risks and issues



- Aggregate visibility across the dimensions of a complex initiative/ deliverable
- Decision support to help ensure investments deliver on time and on budget

Resource Management



Persona Action Screenshot Benefits



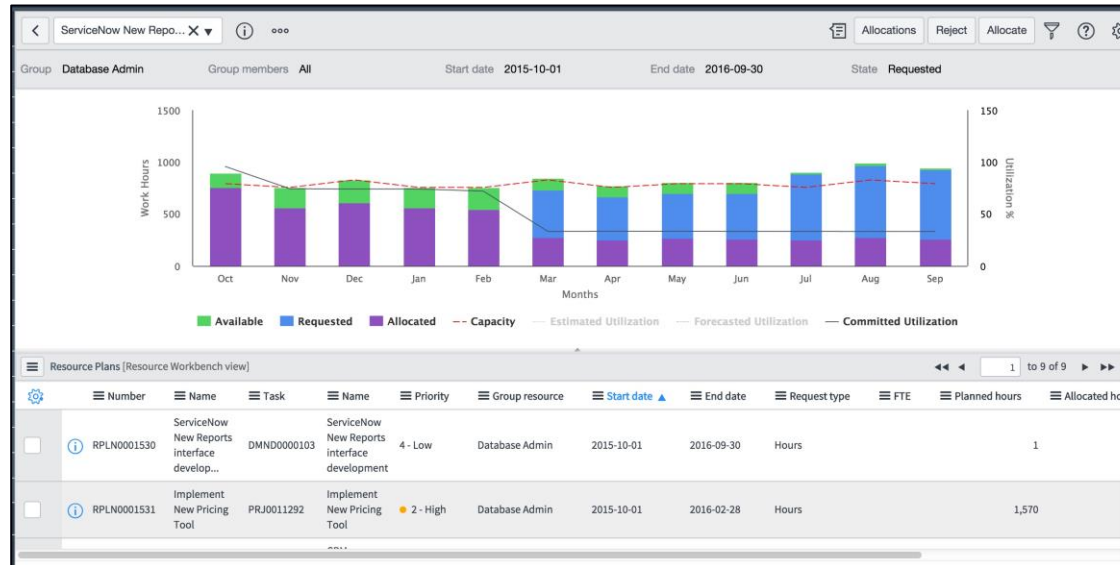
Resource Manager

Products

Resource Plan

Resource Workbench

Resource Manager views Resource Plan inside Resource Workbench & allocates users to the Projects and operational work



- Real-time visibility into resource availability and allocations
- Optimize resources across multiple work requests with “What if Analysis”

Project Financials



Persona Action Screenshot Benefits



Financial Analyst

Products

Project Financial Plans

Financial Analyst works with the Project Manager and PMO to define the top down budget for the project and the bottoms up labor and non-labor costs as the project is executed

Task	Name	Resource type	Start fiscal period	End fiscal period	Quantity	Currency	Unit cost
PRJ0000001	Dell Laptops	Hardware Capex	FY15: Q1	FY15: Q3	20	USD	2,799.99
PRJ0000001	IBM Server	Hardware Capex	FY15: Q1	FY15: Q2	5	USD	1,515.99
PRJ0000001	Labor	Labor Capex	FY15: Q1	FY15: Q2	1	USD	20,000

- Visibility into project planned and actual costs ensuring project are delivered on budget.
- Visibility into top-down and bottom-up budgets and costs to Programs, Portfolios and even Services

SDLC

Ideation

Demand

Project & Program

Resource

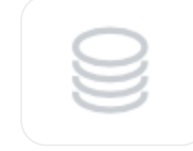
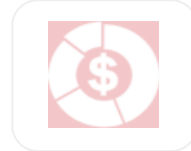
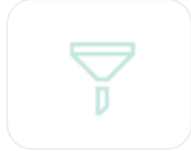
Project Financials

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Portfolios & Reporting



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Screenshot

Benefits



Service Owner

Products

Agile Teams

Sprint Planning

Service Owner collects user stories to form Project Backlog, forms Scrum Team, and Plans Sprints

The screenshot displays the 'Sprint Planning' interface for the 'HR Portal Technical Team'. It is divided into two main sections: 'All Project Backlog' and 'HR Svc Mgmt Sprint 1'.

All Project Backlog: Shows 7 stories with a total of 16 points. The stories listed are:

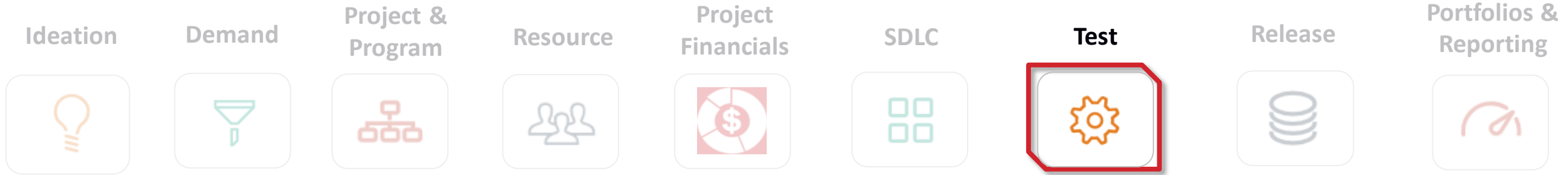
Story	Points	State	Project	Assigned to	Priority
Create HR Case Application modules and configure the modules based on roles STRV0010013	2	Draft	HR Service Management Portal		2 - High
Automatic state change from New to Work in Progress STRV0010053	3	Draft	HR Service Management Portal		2 - High
Work notes and comments are mandatory on closing the request STRV0010079	2	Draft	HR Service Management Portal		2 - High
HR Case Watch list and Opened for STRV0010082	2	Draft	HR Service Management Portal		4 - Low
Lock list filters on user specific modules STRV0010095	2	Draft	HR Service Management Portal		2 - High

HR Svc Mgmt Sprint 1: Shows 20 points capacity with 19 points allocated. The stories listed are:

Story	Points	State	Project	Assigned to	Priority
Create two HRTask Modules - My HR Tasks and My Group HR Tasks STRV0010035	5	Complete	HR Service Management Portal		1 - Critical
Filter HR case categories based on the user role(manager/non-manager) STRV0010039	2	Complete	HR Service Management Portal		2 - High
Show Categories/Subcategories based on US or non-US STRV0010063	3	Complete	HR Service Management Portal		2 - High
Create HR Case Category table STRV0010061	3	Complete	HR Service Management Portal		1 - Critical
Create 'Submit' button and redirect user to the list view of user's requests	3	Complete	HR Service Management Portal		3 - Moderate

- Full Agile or Hybrid (Waterfall/Agile) approach

Test Management



Persona Action Screenshot Benefits



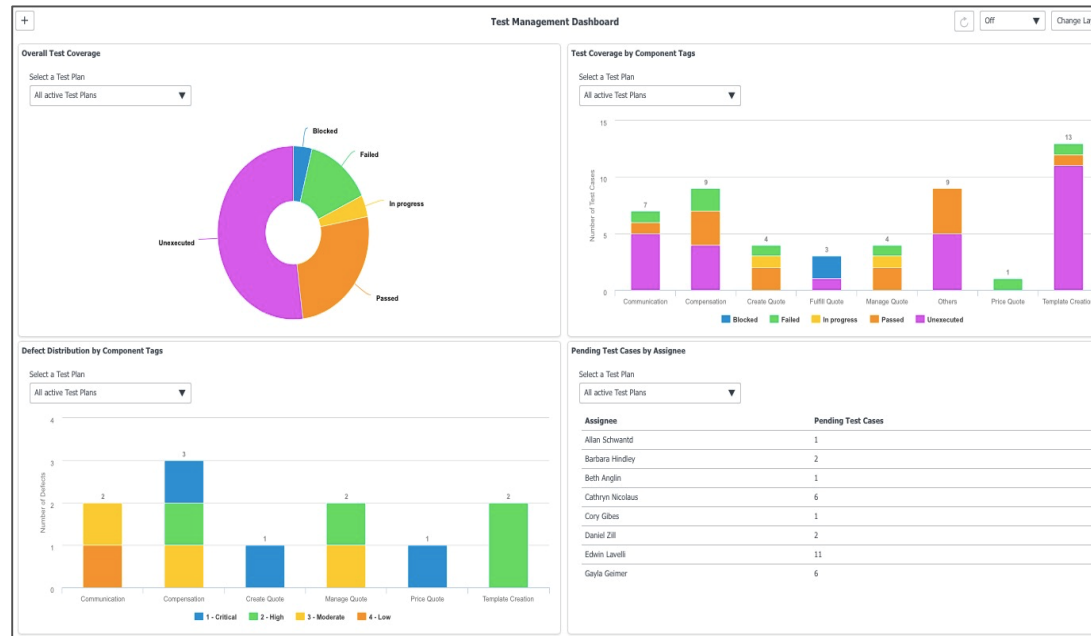
Business Users

Products

Test Plans

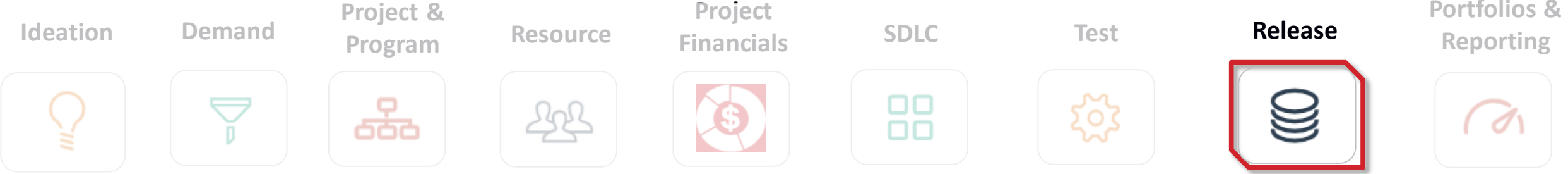
Assessments

Business End Users execute Test Cases inside Assessment Survey



- Team-centric approach to test management

Release Management



Persona Action Screenshot Benefits



Release Manager

Products

Project Workbench

Business Service Map

Release Manager plans and executes deployment of new service with clear insight into operations

- Integrated deployment and hand over to operations

Reporting

Ideation

Demand

Project & Program

Resource

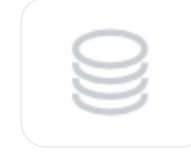
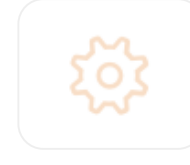
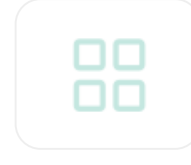
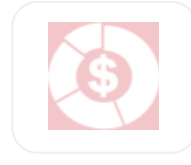
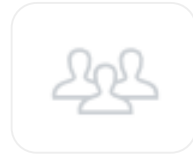
Project Financials

SDLC

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Release

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Action

Screenshot

Benefits



PMO Director

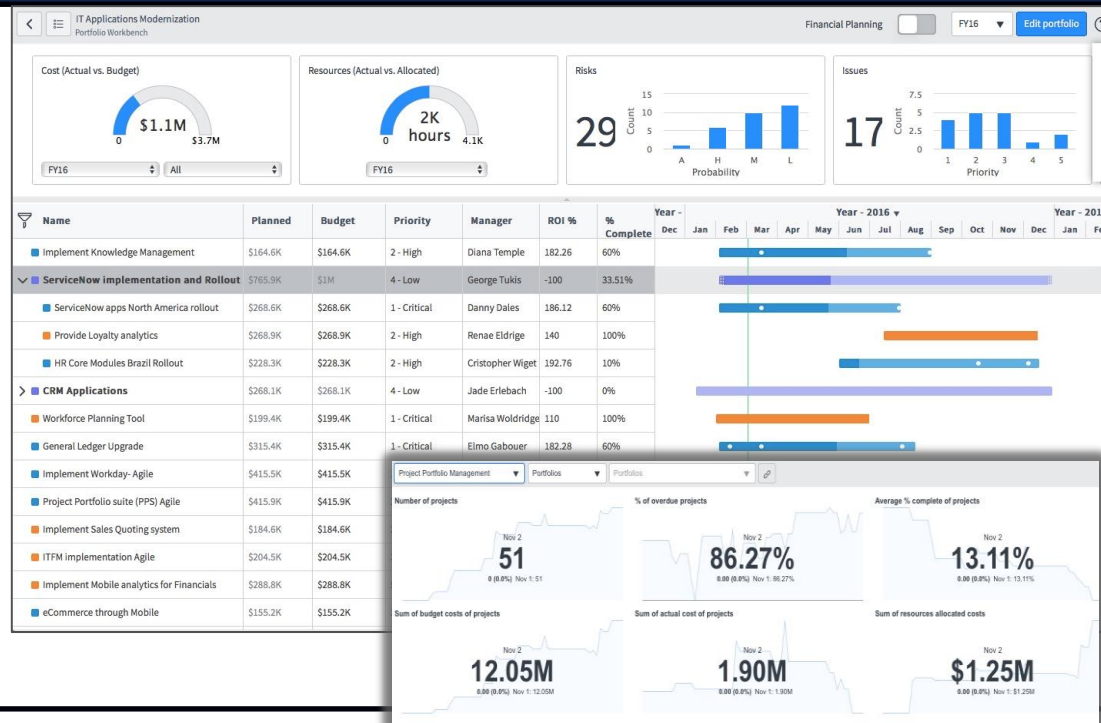
Products

Dashboards

Portfolio Workbench

Reporting and Analytics

PMO Director monitors project investments within Dashboards and CIO Roadmap



- Real-time visibility and trends across portfolios of projects and demand
- Understand delivery timelines and aggregate costs, resource loads, risks and issues
- Optimize your portfolio via “What if Analysis”

Next Steps:

Consolidate:

- All demand & projects in one place
- Establish an inventory of business applications, services & capabilities
- Create common resource pool of all IT resource (people, assets)
- Unify Demand Management
- Idea / Request portal
- Consistent scoring mechanism
- Centralize Project Controls e.g. RAID
- Project Status Reporting
- Executive / PMO Dashboards

Improve Decision Making & Quality of Execution:

- Establish a portfolio structure for managing the IT business
- Governance Models / Best Practice Templates
- Application Portfolio Management to rationalize the application portfolio
- Robust resource management process to better align resources with strategy
- Improve financial planning to align budget and spend with the defined strategies
- High Level Project Planning
- Roll out expense and time tracking

Optimize Delivery:

- Portfolio and Financial Planning
- Cost Transparency to provide business unit showback of IT spend
- Drive leaner execution through the support for multiple methodologies
- Program Management
- Benefits Realization
- Skills Tracking
- Lessons Learned
- Detailed Project Planning
- Process Automation

Next Steps:

MODERNIZE:

- ↑ Full visibility of demand pipeline and in-flight work
- ↑ Faster, more accurate reporting
- ↓ Reduced administration
- ↓ Less time in meetings / status chasing

TRANSFORM:

- ↑ Better investment decisions
- ↑ Improved speed and consistency of delivery
- ↑ Increased resource utilization
- ↑ Greater financial transparency
- ↓ Reduced delays / budget overruns

INNOVATE:

- ↑ Increased ROI & Speed to Market
- ↑ Greater visibility of value delivered & goals achieved
- ↑ Faster ability to adapt to change
- ↑ Enhanced levels of productivity
- ↑ Continuous improvement / Repeatable success
- ↓ Reduced costs through managing Agile & Waterfall in one solution

Key Takeaways

1. Whilst all organizations have a change and governance process model, **most still lack an end-to-end solution framework to effectively drive and govern it.**
2. Fragmented “**islands of change**” solution landscapes lead to **process inefficiencies, strategic misalignment, and a poorer return on investment.**
3. Being able to shift more investment toward change-the-business mandates **greater transparency on how IT operates and allocates its spend.**
4. Significant benefits in terms of **cost savings, resource productivity and speed to market** are realized through managing the end-to-end change and governance framework using a **single platform.**
5. Adopting an **iterative rollout approach**, and not Big Bang, will deliver **results faster.**

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Chris Pope

Office Of The CSO

Chris.pope@servicenow.com / @chris_pope_now