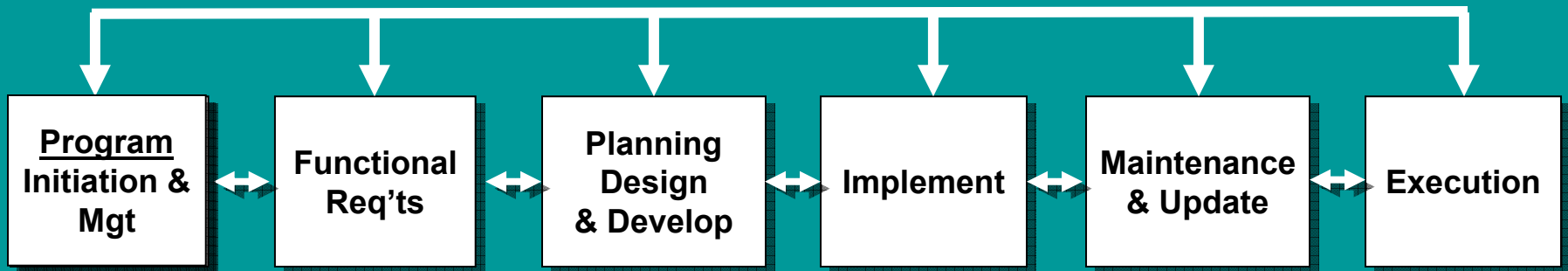


# Program Management for Large Scale Continuity Planning

Chris Alvord  
COOP Systems. Inc.

# Prof Practices Planning Model\*

## Program Initiation & Management



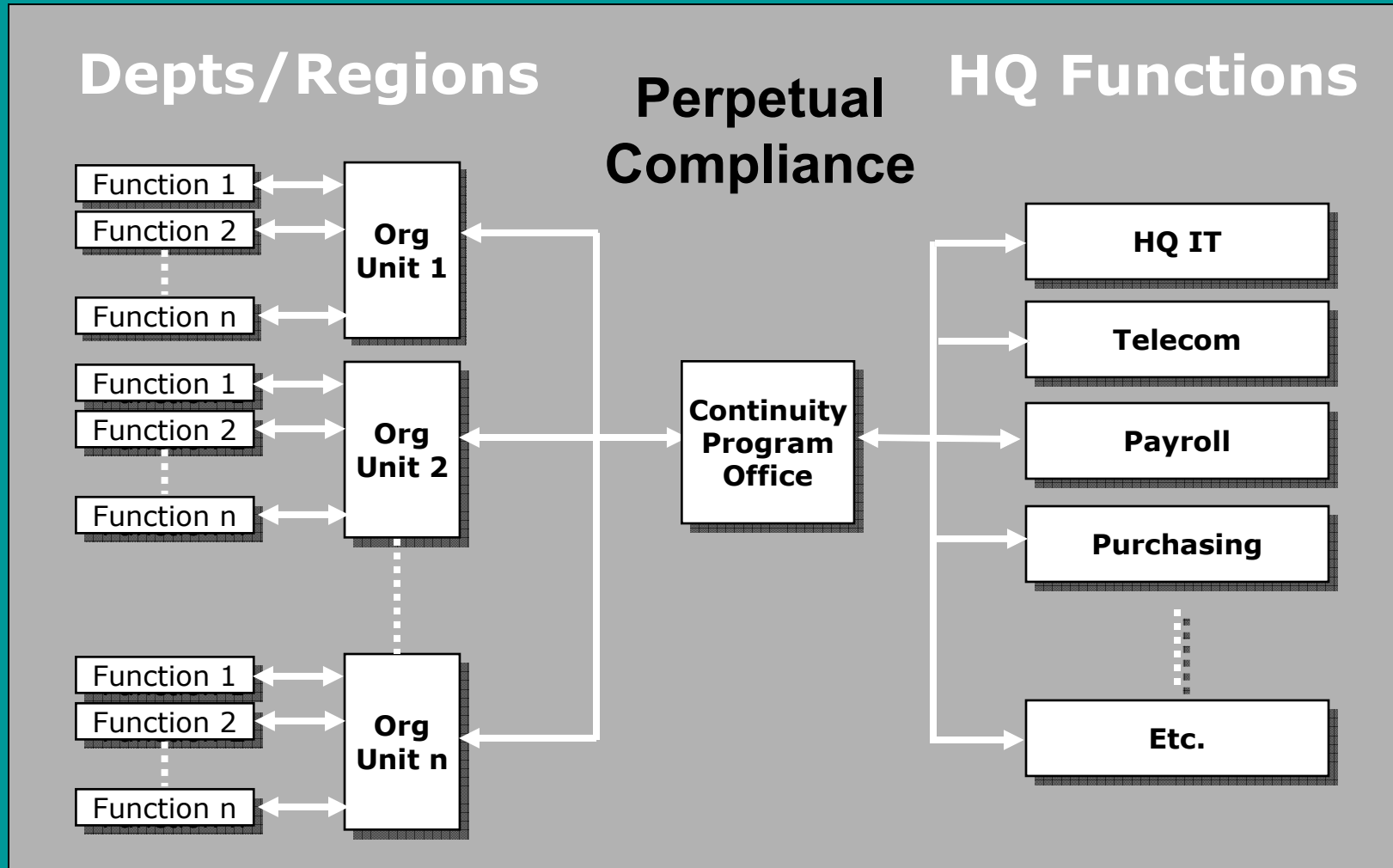
\* Attributed to DRI International

# Legacy HQ BCP IT View 80's & 90's

**HQ IT**

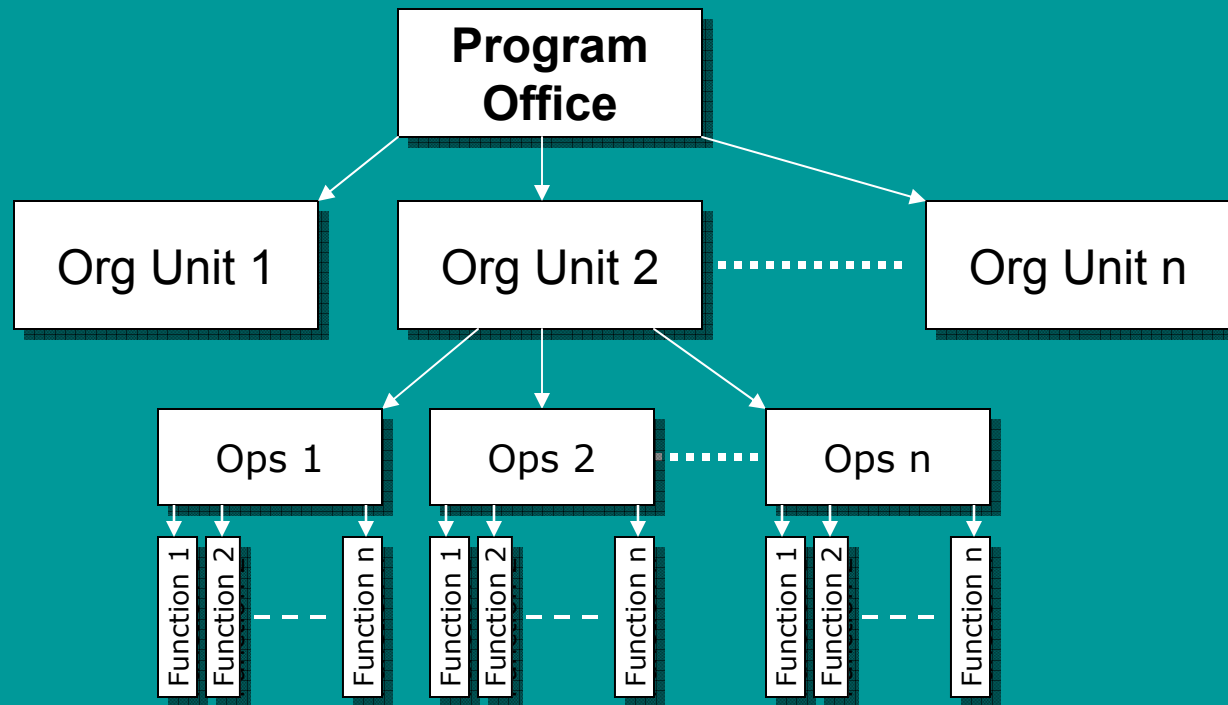
**Telecom**

# Continuity Planning Enterprise



# Organizational Enterprise View

Distributed, hierarchical enterprises.



# Program Office Need\*

...not enough to approach programs simply as big projects\*

- Process model needed for following:
  - Initiating
  - Defining and organizing
  - Planning
  - Tracking and managing
  - Manage project interfaces



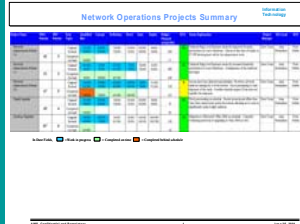
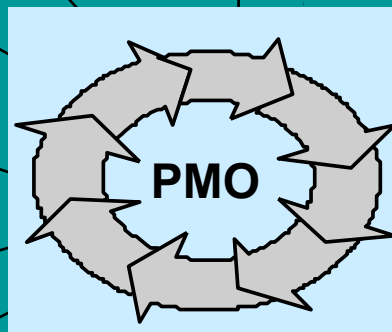
\* *Stanford Center for Professional Development*

# PMO Process Defined\*

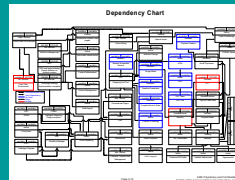
- Start with small team
- Review program background, confirm alignment
- Plan program and set up PMO
- Integrate program scope and schedule
- Optimize program plan
- Generate risk management plans
- Promote organization-wide taxonomy
- Set up tracking processes and reporting

\* *Stanford Center for Professional Development*

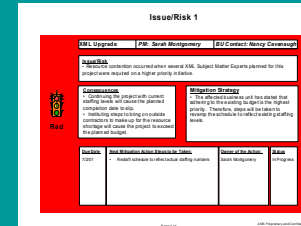
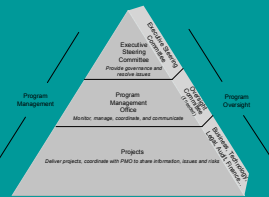
# Traditional PMO Functions



**PROGRAM REPORTING**



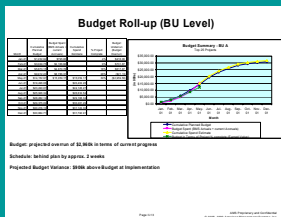
**DIRECTION**



**RISK MGT**



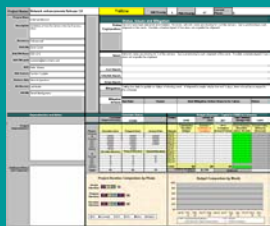
**CHANGE MGT**



**MANAGE FINANCES**



**SCOPE MGT**



**PROJECT TRACKING**



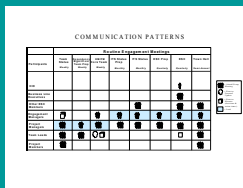
**BEST PRACTICES**



**RELEASE MGT**

Resource	Project A	Project B	Project C	Project D	Completed
Resource 1	Assigned	Assigned	Assigned	Assigned	Completed
Resource 2	Assigned	Assigned	Assigned	Assigned	Completed
Resource 3	Assigned	Assigned	Assigned	Assigned	Completed

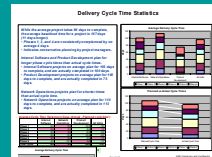
**RESOURCE MGT**



**COMMUNICATIONS**



**VENDOR MGT**



**METRICS**

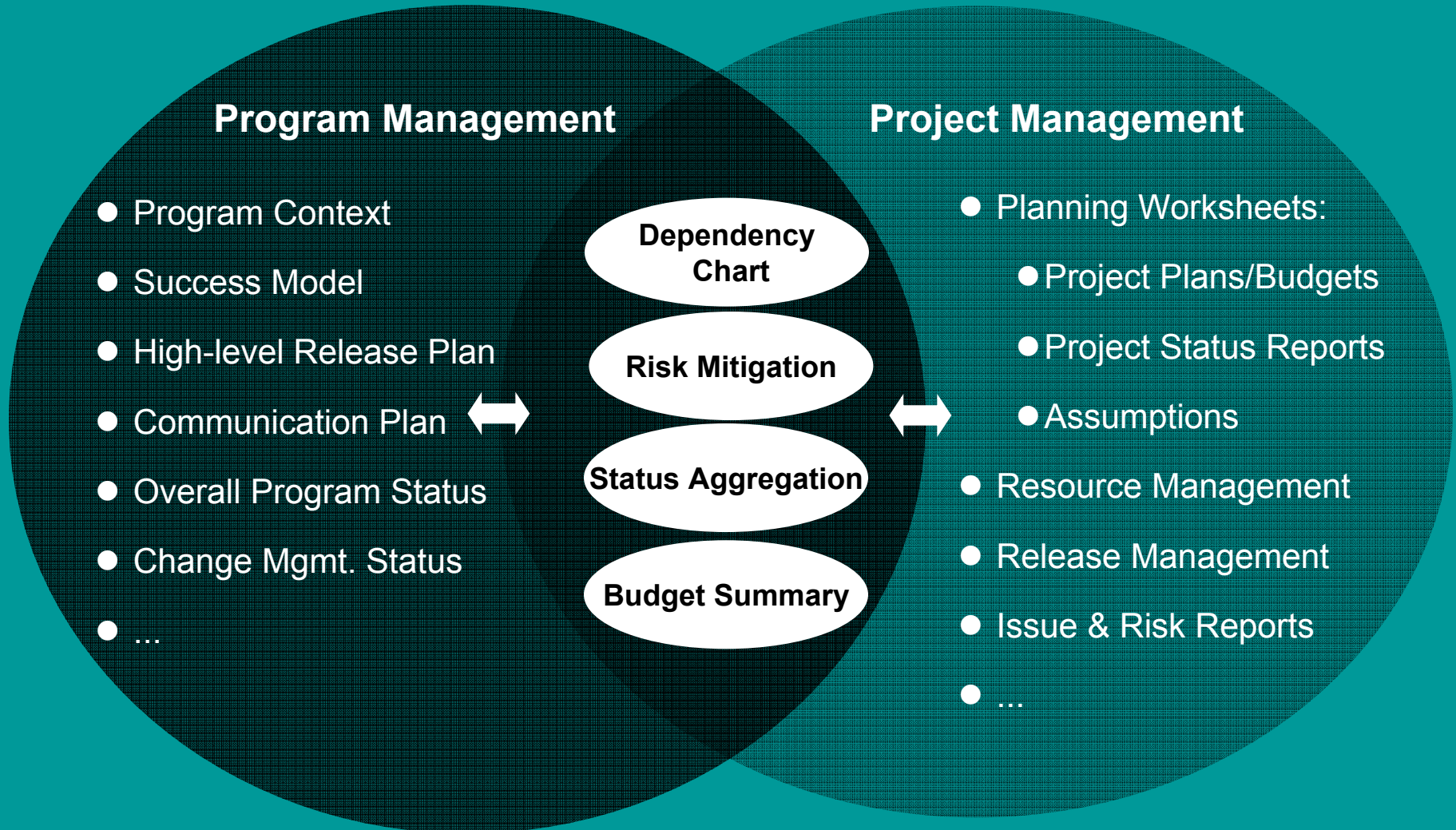
# Focus on Right Things



“Expert is someone who has succeeded in making decisions and judgments simpler through knowing what to pay attention to and what to ignore.”

Edward de Bono (lateral thinking and creativity)

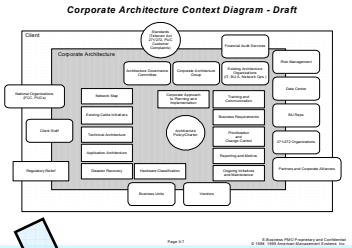
# PMO/Project Mgt Overlap



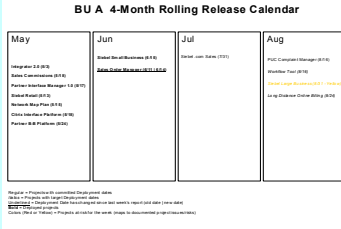
# PMO/PM Tools Overlap

PMO

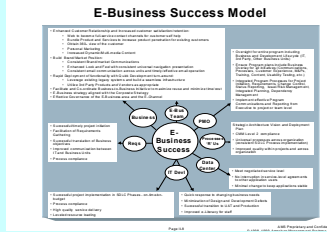
## CONTEXT DIAGRAM



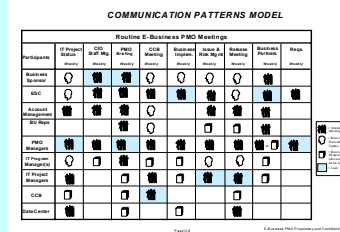
## ROADMAP



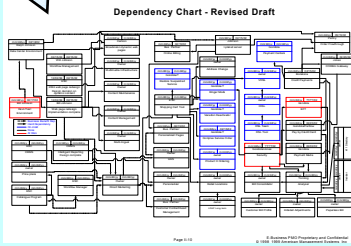
## SUCCESS MODEL



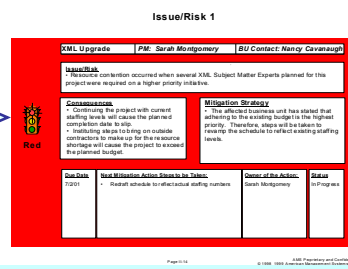
## COMMUNICATIONS



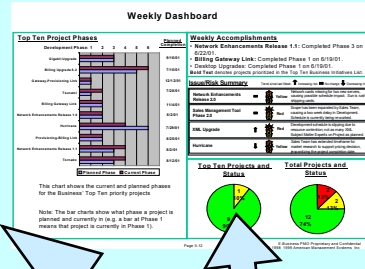
## DEPENDENCY CHART



## RISK W/ MITIGATION



## DASHBOARD

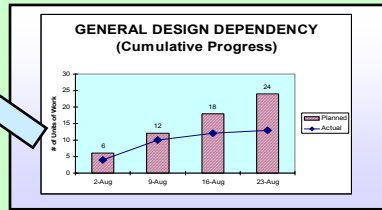


Facilitate

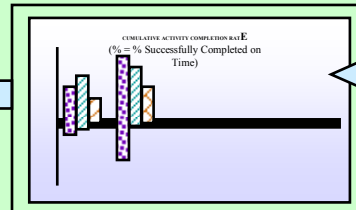
Guide

DEMARC LINE

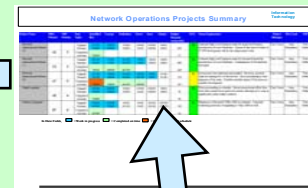
## DEPENDENCY TRIGGERS



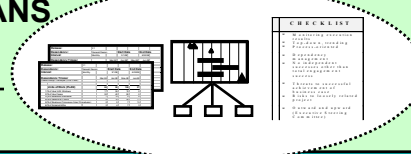
## PROGRESS METRONOME



## AGGREGATE STATUS



## INDIVIDUAL WORK PLANS/ PROJECT PLANS



PM

Aug Sep Oct Nov  
Trigger 56 95 106 127

# Dependencies and Change

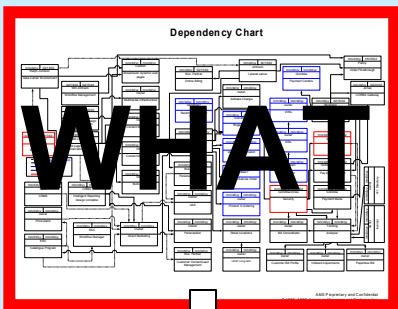


“Become a student of change. It is the only thing that will remain constant.”

Anthony J. D'Angelo

# PMO Focus on Dependencies/Changes

## DEPENDENCY CHART



## PROGRAM ISSUES/RISKS

**Issue/Risk Summary** Trend since last Week: ↑ Increasing risk ■ No change ↓ Decreasing risk

Network Enhancements Release 2.0	Yellow	Network cards missing for two new servers causing possible schedule impact. Sun is rush shipping cards.
Sales Management Tool Phase 2.0	Red	Scope has been expanded by Sales Team causing a two week delay in Development. Schedule is currently being re-worked.
XML Upgrade	Red	Development schedule is slipping due to resource contention; not as many XML Subject Matter Experts on Project as planned.
Hurricane	Yellow	Sales Team has extended timeframe for market research to support pricing decision, jeopardizing the project completion date.

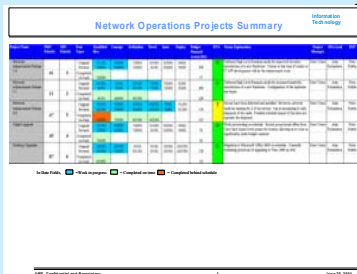
## MITIGATION STEPS

**Issue/Risk 1**

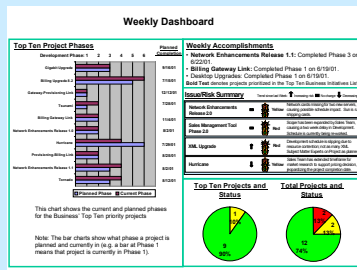
XML Upgrade	PM: Sarah Montgomery	BU Contact: Nancy Cavanaugh
<b>Issue/Risk</b>	Resource contention occurred when several XML Subject Matter Experts planned for this project were required on a higher priority initiative.	
<b>Causes/Roots</b>	Continuing the project with current staffing levels will cause the program implementation to slip. Additional resources will be required to support the program.	
<b>Mitigation Strategy</b>	The affected business unit has stated that acknowledging the expense against the budget out of the program will be required to support the program.	
<b>Next Steps</b>	Request for additional resources to be added to the program.	
<b>Owner</b>	Sarah Montgomery	Project Manager
<b>Status</b>	Open	In Progress

# HOW

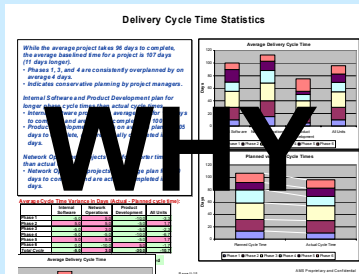
## PROGRESS STATUS



## DASHBOARD



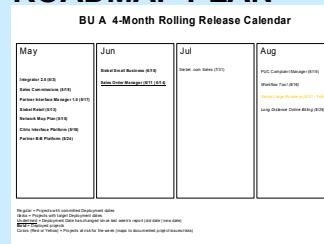
## EXECUTIVE ANALYSIS



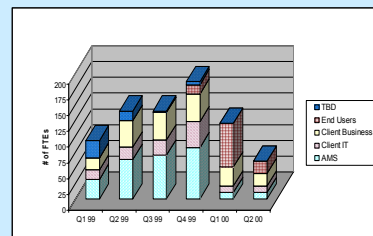
# Main

Focus on dependencies, risks, program impacts, trends, decisions

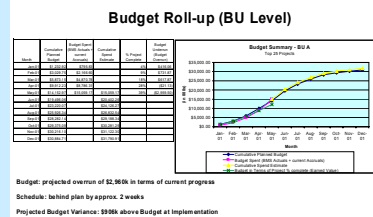
## ROADMAP PLAN



## STAFFING PLAN



## BUDGET ROLL-UP



# Appendix

Show progress against baseline plan

# Summary Information Needs

- High Level Plan - - Context Diagram, Success Model, Communication Plan, Organization Plan, Roadmap/Release Plan
- Executive-Level Dependency Management - - factors key to the Organization's success, plus managing Risks to Dependency progress
- Status Aggregation for Executive Presentation -  
- Dashboards showing key metrics and snapshots for Organization

# Need for PMO Tools

“Our Age of Anxiety is, in great part, the result of trying to do today's jobs with yesterday's tools.”



Marshal McLuhan (1911-1980)

# PMO Analysis Tools

- Central tools for data collection, aggregation, analysis
- Work products/flows managed with tools
- Start simple for quick results
- Focus on high priority information needs
- Build on initial successes for strong support to executives, other audiences
- Plan for tool infrastructure