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This document may not reflect the most recent enhancements to the UMT Portfolio Builder™ application.

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## UMT Portfolio Builder<sup>™</sup> 3.3 – User Manual

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WELCOME

# **About This Book**

This User Manual contains information about *UMT Portfolio Builder*<sup>TM</sup>. It is divided into sections and chapters that relate to the core functionality and logical usage of the system. The remainder of this section presents the organization of this manual. It lists the chapters and provides a breif description of each one.

Chapter 1, "Overview", briefly explains the UMT Project Portfolio Management Methodology.

Chapter 2, "Getting Started", details basic navigation through the UMT Portfolio Manager ™.

Chapter 3, "Projects", describes how projects are defined, viewed, edited and managed in the *UMT Portfolio Builder* TM.

Chapter 4, "Programs", describes how programs are created, edited, viewed, and managed in the *UMT Portfolio Builder* TM.

Chapter 5, "Applications", describes how applications are created, edited, viewed, and managed in the *UMT Portfolio Builder* ™.

Chapter 6, "Resource Inventory", describes how information about resources (availability and requirements) is presented and managed.

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Chapter 7, "Portfolios", describes how portfolios are created and managed in the *UMT Portfolio Builder* TM.

Chapter 8, "Launching the UMT Portfolio Management Analytical Tools from the Portfolio Builder <sup>TM</sup>", describes how the *UMT Portfolio Builder* <sup>TM</sup> is integrated with other modules in the *UMT Portfolio Manager*<sup>TM</sup>, i.e. the *UMT Portfolio Planner*<sup>TM</sup>, the *UMT Portfolio Optimizer*<sup>TM</sup> and the *UMT Portfolio Dashboard* <sup>TM</sup>.

Chapter 9, "Reports", describes how to access standard reports in the *UMT Portfolioi Builder*<sup>TM</sup> as well as provides descriptions of key reports.

Chapter 10, "Preferences", describes the options from the **Preferences** section of the *UMT Portfolio Builder*<sup>TM</sup>.

Chapter 11, "Settings", briefly describes the options found in the Settings section of the *UMT Portfolio Manager*™.

Chapter 12, "Appendix", describes the technical requirements and recommendations for running the *UMT Portfolio Manager*<sup>TM</sup>.

# Overview

# Overview of the UMT Portfolio Management Methodology

The UMT Portoflio Manager<sup>™</sup> software is conceived and based on the Portfolio Management methodology that UMT has been developing over the past fifteen years. Before describing in depth the different modules of the application, it is essential that the methodology and the underlying theory that are the foundations of the software are properly understood.

Practice has shown that an improper management of a portfolio leads to financial losses and the inability to maximize overall value. In fact, 50% of IT projects fail to meet objectives and over 60% of projects fail because of poor or inefficient management. The causes are quite simple: projects do not always fulfil the strategic objectives of the company, they are not prioritized and their benefits and constraints are not properly assessed.

The UMT Portfolio Management methodology is designed to align a company's portfolios of projects and IT applications with its business strategy and to optimize the portfolios against multiple constraints, such as cost and resources, to derive the optimal value from the investments.

#### The UMT Project Portfolio Management Methodology:

**Building a Shared Vision** is the first step of the methodology and involves identifying the Business Drivers of the organization. Drivers are specific, actionable, and measurable objectives that the organization wants to fulfil. Once the drivers have been defined, their relative importance is evaluated using pair-wise comparison. The output of the pair-wise comparison is a prioritized list of drivers, each driver having an assigned weight.

During the **Developing Projects and Initiatives** step, the projects / initiatives under consideration by the organization are captured. Doing so includes understanding each initiative, recognizing dependencies among them and identifying attributes related to each initiative such as cost, resource requirements, duration, etc.

**Developing impact definitions and prioritizing the portfolio of projects** involves evaluating the impact of each project on the organization's objectives in order to determine the project weight and to define a prioritized list of projects and initiatives.

Analyzing and optimizing the portfolio of projects reveals the "best set" of initiatives for the organization. The prioritized list of projects, as determined previously, is confronted with different constraints, such as cost, resources or "must do" initiatives. Using the *UMT Portfolio Optimizer*<sup>TM</sup> software and the embedded proprietary algorithms, different scenarios are created and analyzed so that the best solution for the organization, given its constraints, is determined.

The "must do" initiatives are projects which will be forced in the solution when the management considers that these are mandatory projects that must be executed under all circumstances. An example could be a a Regulatory project that is mandatory in order for the Company to remain in Compliance with the law.

The Portfolio Planning and the Portfolio Tracking processes complete the UMT Project Portfolio Management Methodology. Once the optimal portfolio of projects has been identified it is now time to schedule these projects to achieve the greatest business value at an early date while at the same time maximizing resource utilization and meeting obligations for "must do" projects. This is accomplished using the *UMT Portfolio Planner*<sup>TM</sup>.

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The Portfolio Tracking step involves the ongoing monitoring of the selected initiatives and selected portfolios. The *Portfolio Dashboard*<sup>TM</sup> component of the UMT software suite supports this process by providing ad-hoc executive dashboard reports customizable to meet specific reporting needs.



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## GETTING STARTED

The following section of the User Guide will provide basic information about the interface of the UMT Portfolio Manager<sup>M</sup> software, about how to move between its modules and the terminology of the various items.

# **Access and Login**

In order to access the UMT Portfolio Manager<sup>™</sup>, open the **Internet Explorer** browser and use the link provided by the administrator.

The Account Login screen will be displayed as in Figure 2-1.

Account Login	
Account name: Account password:	
Login	

**Figure 2-1 Account Login** 

Type the account name and password and click Login.

The **User Login** screen will appear as in Figure 2-2.



Figure 2-2 User Login

Type the user name and password and click **Login**. A list with all the entities in your portfolio, within the UMT Portfolio Builder<sup>TM</sup> module will appear.

	pement		Builde	r Optimizer Plar	iner Dashboard i	About Help LogO
lder / Main View				Settings My Score	card Resource Poo	Preferences Repo
Group by	Hierarchy		> Filter			
Organizations		Apply	No Filter			<ul> <li>Apply</li> </ul>
<ul> <li>Display E</li> </ul>	intities		Quick Sea	arch		
Projects		Apply				Apply
Name		A V	Status	Start Date	End Date	Total Cost
- Corporate		<b>B</b>				
- te Custom	er Service	<b>B</b>				
	ication Security (Finance)	<b>1</b>	Build	4/1/2005	7/1/2005	0.00
- 😵 ben 1	test cost tracking at the aggreagte levels	<u></u>	Build	4/1/2005	10/1/2005	200,000.00
- The Bright	ttStore Vantage ROI Analysis	5	Build	3/1/2005	4/1/2005	0.00
- Transferred CRM	2.0	<b>1</b>	Build	2/1/2005	11/1/2005	955,000.00
	Project		Build	2/1/2005	1/1/2006	0.00
- EGIF	RA Regulatory Compliance	<u>1</u>	Build	11/1/2005	12/1/2005	0.00
EOY	Reporting	<u> </u>	Build	11/1/2005	12/1/2005	0.00
- <u>FIN. 7</u>	Asset Management		Build	1/1/2005	4/1/2005	0.00
	MVS TOOIS		Build	3/1/2005	5/1/2005	0.00
- The orac	le / Linux		Build	3/1/2005	6/1/2005	0.00
- Serv	ice Delivery Project	<u> </u>	Build	2/1/2005	4/1/2005	0.00
- SLA	Measurement System	6	Build	5/1/2005	10/1/2005	0.00
- Tech	Direction for Office Printing		Build	5/1/2005	7/1/2005	0.00
	Customer Service	<u></u>	Complete Request Form	5/18/2005	6/15/2006	1,475,000.00
– 😨 <u>test</u>	MSP Gartner - Project 4.Published	<b>1</b> 22	Complete Request Form	5/5/2005	2/5/2006	0.00
- 🐨 [ mo	re ]					
E 18 Decision	1 Support	6				
E Trance		<b>P</b>				
- Re Human F	Resources					
- R Legacy I	Re-platforming	6				-
						_
Cross View	View All (including linked entities)		Add	View	Edit	Delete

Figure 2-3 Project List Screen

```
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```

# **Navigation Principles**

Use the dark blue toolbar located at the top of the screen to navigate between different modules of the UMT Portfolio Manager™.

The About screen displays information about the currently logged in user.

The *Help* screen displays a context-sensitive help menu based on your location in the tool.

	Builder	Optimizer	Planner	Dashboard	About Help	Log Out
		Settings My	Scorecard	Resource Poo	Preferences	Reports
	Filler					<b></b>
Apply	Piller No Eiltor					innhr
Арру	Quick Sear	ch				oppiy
Apply						pply
	<ul> <li>Apply</li> <li>Apply</li> </ul>	Appby No Filter Appby No Filter Appby Ottok Sear	Builder Optimizer     Settings M     Filter     Apply     Apply     Apply	Builder         Optimizer         Planner           Settings         My Scorecard           Image: Setting Setti	Builder Optimizer Planner Dashboard A Settings My Scorecard Resource Pool	Builder Optimizer Planner Dashboard About Help Settings MyScorecard Resource Pool Preferences Filter Apply Orick Search Apply Duck Search

Figure 2-4 Navigation Toolbar

You will find navigation around UMT Portfolio Manager™ clear and easy.

#### Item Description

- Organization:Click it in order to open / close the<br/>organization.
- Project: Click it in order to open the **Project Information** section where you can see the project details. You can also click the project's name
- Program: Click it in order to open a program.
- Portfolio: Click it in order to open the **Portfolio Information** section where you can see the portfolio details. You can also click the portfolio's name
- R Application: Click it in order to open an application.

All of the above entities can be sorted ascendingly / descendingly by their name. Simply click the corresponding arrow ( $\blacktriangle$  /  $\bigtriangledown$ ).

The features listed in the light blue right top of the screen allow you to navigate between different sections of the module.

Option	Description
Settings	Opens the section where you can configure the UMT Portfolio Manager settings.
My Scorecard	Opens the default section of the UMT Portfolio Builder™ module.
Resource Pool	Opens the section where resources available at each organization level are accounted and stored.
Preferences	Opens the <b>Preferences</b> section where you can set Microsoft Project preferences, configure Scorecard and change user information.
Reports	Opens the <b>Reports</b> section where you can generate and view report files.

Click  $\overline{=}$  from the right top of the screen to open the **Portfolio Selector** which contains three drop-down menus and a quick search field.

From the **Group by Hierarchy** drop-down menu you can group by **Organizations**, **Custom Portfolios**, **Programs**, **Applications**, **Organizations and Programs**, **Organizations and Applications**, **Custom Portfolios and Programs** or **Custom Portfolios and Applications**.

You can select the entity from the **Display Entities** drop-down menu that contains four options: **Programs**, **Projects**, **Applications** or **Projects and Applications**.

The organizations contain programs and portfolios which in their turn contain applications and projects.

The filter can be selected from the Filter drop-down menu.

**TIP**: Remember to select **Apply** after making a selection.

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CHAPTER

# 2

PROJECTS

The **My Scorecard** feature of the *Portfolio Builder*<sup>TM</sup> supports definition, review and maintenance of different project proposals. The projects are tracked from initiation, through the approval process, until the implementation stage.

# **Key Concepts**

The project maintenance operations are able to update the projectplanning information (i.e. cost, benefits and resources – FTEs) and assess project risk and project strategic impact on the organization's objectives. After the login procedure, the application opens at the **My Scorecard** view: Figure 3-1.

Group by Hierarchy		► Filter			
Organizations	Apply	No Filter			<ul> <li>App</li> </ul>
Display Entities		Duick S	earch		
Projects	<ul> <li>Apply</li> </ul>				Арр
Name	A 7	Status	Start Date	End Date	Total Cost
te Corporate	<b>F</b>				
- Te Customer Service	<b>1</b> 27				
Application Security (Finance)	(C)	Build	4/1/2005	7/1/2005	0.00
ben test cost tracking at the aggreagte levels	<b>1</b>	Build	4/1/2005	10/1/2005	200,000.00
BrightStore Vantage ROI Analysis	(C*)	Build	3/1/2005	4/1/2005	0.00
- T CRM 2.0	<b>1</b>	Build	2/1/2005	11/1/2005	955,000.00
- The CRM Project	<b>1</b>	Build	2/1/2005	1/1/2006	0.00
- EGTRRA Regulatory Compliance	<b>1</b>	Build	11/1/2005	12/1/2005	0.00
- FOY Reporting	<b>1</b>	Build	11/1/2005	12/1/2005	0.00
- 🐨 Fin. Asset Management	(C <sup>1</sup>	Build	1/1/2005	4/1/2005	0.00
- BM MVS Tools	<b>1</b>	Build	3/1/2005	5/1/2005	0.00
- 🐨 Oracle / Linux	<b>1</b>	Build	3/1/2005	6/1/2005	0.00
- 😵 Service Delivery Project	<b>1</b>	Build	2/1/2005	4/1/2005	0.00
- 😵 SLA Measurement System	<b>1</b>	Build	5/1/2005	10/1/2005	0.00
- 🐨 Tech Direction for Office Printing	11 A A A A A A A A A A A A A A A A A A	Build	5/1/2005	7/1/2005	0.00
- Test Customer Service	<b>1</b>	Complete Request Form	5/18/2005	6/15/2006	1,475,000.00
- TEST MSP Gartner - Project 4.Published	<b>1</b>	Complete Request Form	5/5/2005	2/5/2006	0.00
[more ]					
- Tg Decision Support	<b>1</b>				
- The Finance	(C)				
- Re Human Resources	( <b>1</b> 7)				
Re Legacy Re platforming					

Figure 3-1 Project List Screen

**Note:** Click  $\overline{\Psi}$  from the right top of the screen to open the **Portfolio Selector**.

Select **Projects** from the **Display Entities** drop-down menu and click **Apply**.

The section displays all the existing projects, grouped by organizations<sup>1</sup>. Click "+" to open an organization and click "-"to close it. Each project will contain an icon<sup>1</sup>.

Besides the name of each project, information about the projects' status and their workflow state, there is the check-in status of the project: (Checked In  $\bigcirc$  / Checked Out  $\bigcirc$ ).

**Note:** For checked out projects the name of the person who checked them out is also displayed when crossing over the icon with the mouse.

The section also displays the programs defined at the selected **Organization level**, and the number of projects included in each. Programs are displayed as folders, on top of the list. The projects included in a program are displayed as items contained in that folder.

# **Managing Projects**

# **Creating a Project**

Click Add to create a project. The next window will appear:

Organization Hierarchy	Existing portfolios and programs	
Corporate	[Corporate]	•
Select entity		-
Project		
	Add Entity	Close

Figure 3-2 Add Project

**Note:** You can also associate the project with a portfolio after you create it, with the **Manage Portfolio** option (this option is detailed in another chapter of this user guide – <u>Portfolios</u>).

Select the Organization Hierarchy, the entity (project in our case) and the existing portfolios and programs. Click **Add Entity**. The next window will appear:

			Builder Optimi	zer Planner	Dashboard About	Help Log Out
Builder / Add Entity			Settings	My Scorecard	Resource Pool Pret	ferences Reports
Project Info	Budget Cost	Budget Resource	Strategic Impa	ct	Risk	
Name *		Workflow	N/A		_	
Start Date *	•	End Date *			2	
Creation Date *	4/19/2005	Capitalization	Period 36		_	
Fixed Start Date		Fixed End Date			2	
ProjectID*		Priority			-	
Project Class "	<u> </u>	Benefits Start			2	
Project Initiators *	No items selected	🗢 🛛 Project Manag	ers" No it	ems selected		Ŧ
Contributors *	No items selected	₹				
Business N	eed					×
						¥
Project Scope						
in Scope						
						×
Out of Scop	e					

#### Figure 3-3 Add Project Screen

The screen presents several data input fields, where project related information should be entered.

Attention: The fields marked with an asterisk are required.

Field	Description
Name (required)	The name should be descriptive enough to uniquely identify each project.
Workflow Status	Information about the workflow status of the project is taken directly from the workflow section (presented later in this chapter) and displayed here. This value cannot be edited from this page.
Project Initiator (required)	The person that enters the project in the <i>Portfolio</i> $Builder^{TM}$ must select the user assigned to the project

as Project Initiator.

<b>Project Manager</b> (required)	As in the case of <b>Project Initiator</b> , the person that enters the project in the <i>Portfolio Builder</i> <sup>TM</sup> must select the user assigned to the project as <b>Project Manager</b> .
<b>Contributors</b> (required)	The contributors are a group of users that can only change the projects which they are assigned to. They can not create projects.

**Note:** The difference between **Initiator** and **Manager** is that the **Initiator** owns the project proposal until it is approved, while the **Manager** owns it through implementation and after. The two positions may be held by two different persons or by the same person, depending on each project.

Field	Description
<b>Start/End Date</b> (required)	Expected <b>Start</b> and <b>End Date</b> of the project.
<b>Creation Date</b> (required)	Represents the date when the project was entered in the <i>Portfolio Builder</i> <sup>TM</sup> . It is set default on the system date, but can be changed if needed.
Capitalization Period (required)	Represents the additional period (measured in months) for which budget cost should be entered to account for capitalization/depreciation. This means that in the <b>Budget Cost</b> tab – one of the projects' attributes - the period for which costs should be defined is the project life from start to end date, plus the number of months for the capitalization period).
Fixed Start/End date	Represents the fixed start and end dates for the project – which cannot start any earlier than the fixed start date and cannot end any later than the fixed end date. These two dates are mainly used by the <i>Portfolio Planner</i> <sup>TM</sup> module in the process of scheduling projects against available resources.
Project ID	Represents the project's ID - may be a string of

(required)	numbers and letters that helps group the projects and identify them easily.
Project Class (required)	It is possible to set up multiple workflows, which are assigned a unique Project Class. Here you can select the Project Class and therefore which workflow the project will travel.
Priority	The priority of the project within the portfolio (may be either entered manually or computed as a result of an analysis using the <i>Portfolio Optimizer</i> <sup>TM</sup> tool).
Benefit Start	The date when the project begins to produce benefits.

You can also describe the project objectives, business needs, its scope, including a clarification about what is out of scope, and any other assumption made in designing and estimating costs of the project, as well as its dependencies.

Besides the fields presented above, which appear by default for all the projects created, the *Portfolio Builder*<sup>TM</sup> allows the definition of some custom fields that would appear on this page, fields which may be specific for each *Portfolio* (or organization level) and will only appear for the projects created in that *Portfolio*. These fields are called **Custom Attributes** (and may be numerical, text or date fields) and they are explained in the **Attributes Definition** section of this user guide. If chosen, these **Custom Attributes** may also be shown on a different page called the **Additional Info** tab. Information on the **Additional Info** tab can be found in the *Settings Guide*.

**Note:** Remember to click **Add** at the bottom of the page to save the project information.

## **Viewing/Editing a Project**

There are two methods to view an existing project:

- 1. Select it from the list and click View
- 2. Click the project's name in the list

In both cases, the **Project Information** screen will be displayed, together with links to all the **Project attributes tabs** (**Budget cost**, **Benefit**, **Strategies impact**....) in read-only mode.

			Builder	Optimizer Planner	Dashboard About Help	Log Ou
uilder / View Project "Window	s 2		S	ettings My Scorecard	Resource Pool Preference	es Repor
Decident lafe	Burdget Cost	Budget Bas	auroa Banafi	tEstimatos	Strategic Impact	
Project into	buugercost	budget kes	buice benefit	Latimates	strategic impact	
						07=1
Name	Windows 2000 Rollaut		Change Reques	Complete Request	Form	ons 🗠 🔻
Start Date	1/1/2005		End Date	5/1/2005	roini	
Creation Date	7/19/2004		Capitalization Period	0		
Fixed Start Date	40		Fixed End Date	0.00		
Project Class	Projects < \$750,000		Benefits Start	5/1/2005		
Project Initiators <sup>1</sup>	Initiator	_	Project Managers	Project Manager		_
Contributors *	No items selected	<b>—</b>	r roject managers	, rojost manager		•
Project O	bjectives					
Automate update to	the GMIB for series 1 policies					
Pueinoee	Nood					
Business	Need					
Growth outsideof the	os					
Project Scope						
In Scope						
Computerized ST						
Out of Sc	ope					
Internet						
Project A	ssumptions					
Investment Policy M	anagement					
Drainet D	anondoncios					
Project D	ependencies					
Cost Code was 560	25					
(1)						
(")Requ	ired Field					
					Close	

Figure 3-4 View Project Screen

Figure 3-4 displays the access to several links to other project-related functions of the software:

• Workflow: To access the workflow information

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Note: Proper user rights are required to access this function.

- Alert Subscription: To access the alert subscription module, where e-mail message subscriptions can be set up for different events that can take place in the application
- **Change Request**: To access the function where the project manager can request additional resources and funds after the project is selected for implementation and approved.
- **Project Associations**: To access the function where the project manager can associate the project with an organization, portfolio, program, or application.

Click **Close**, at the bottom of the **View Project** screen, to go back to the **Project List**.

To modify a project's information, select that project from the list and click **Edit** located at the bottom of the screen

The **Project Information** window allows changing any data related to the project.

Portfolio Manager <sup>114</sup>			Builder Optimizer Plann	er Dashboard About Help LogOut
ilder / Edit Project 'Window	's 200		settings my scorect	Resource Pool Preferences Report
Project Info	Budget Cost	Budget Resource	Benefit Estimates	Strategic Impact
		Chang	e Request Alert Subscriptio	m Workflow Project Associations
Name	Windows 2000 Rollout	Workflow	Complete Requ	est Form
Start Date *	1/1/2005	End Date *	5/1/2005	
Creation Date *	7/19/2004	Capitalization	Period 0	
Fixed Start Date		Fixed End Date	e	
ProjectID *	12	Priority		
Project Class *	Projects < \$750,000 V	Benefits Start	5/1/2005	•
Project Initiators *	Initiator	👻 🛛 Project Manag	ers * Project Manager	<b>—</b>
Contributors *	No items selected			
Project	Objectives			
Automato undato	to the CNIR for earlies 1 policies			
Automate update	to the GMIB for series 1 policies			<u> </u>
				<u>×</u>
Busines	is Need			
Growth outsideof	the US			~
L				<u> </u>
Project Scop	e			

Figure 3-5 Edit Project Screen

Click **Update** to save changes or click **Cancel** to go back to the **Project List** screen without saving any changes.

# **Project Attributes Tabs**

Besides **Project Information**, there are nine attributes tabs that are associated to each project; these tabs are presented in the following pages of this user guide.

Project Info	Budget Cost	Budget Reso	ource Benefit	Estimates S	strategic Impact	
	·		v			Budget Cost
						Budget
			Change Request	Alert Subscription Wo	rkflow Project Asso	Resource
Name	Windows 2000 Rollout		Workflow	Complete Request For	rm	Benefit
Start Date	1/1/2005		End Date	5/1/2005		Estimates
Creation Date	7/10/2003		Canitalization Period	0		Strategic Impact
Eived Start Date	//19/2004		Eived End Date	U		Risk
ProjectID	40		Priority	0.00		Issues & Risks
Projectio	12		Departie Clast	0.00		Schedule
Projeci Class	Projects < \$750,000		Denenits Start	5/1/2005		Project Reports
						Document
Project Initiators	Initiator	₹	Project Managers	Project Manager		Manugement
Contributors *	No items selected	<b>—</b>				

Figure 3-6 Project Screen – Navigating Through Tabs

As shown in Figure 3-6, to navigate through all the attribute tabs use the diamond and left/right arrows to access a specific tab or scroll through the tabs.

## Project Budget Cost

Use the **Budget Cost** tab to access the project cost data while editing a project.

**Note:** When this section is accessed from the **View mode**, the page will be displayed as read-only.

umt				Bui	lder Optimizer Pla	nner Dashboard	About Help LogOut
Builder / Edit Project testp	ement I) <sup>o</sup>				Settings My Score	ecard Resource P	ool Preferences Reports
Project li	nfo	Budget Cost	Budget Resource	e Be	enefit Estimates	Strategic II	npact 🔹 🌒
Levels	2005	2006	2007	2008	Total	Comments	
One Time Costs	<b>()</b>	0 🚱 🛛 💲 🕻	S0	0	\$0 \$0	0	
OnGoing Costs	<b>()</b>	0 🚱 🖇 🖇	S \$0	0	\$0 \$0	C	
🖸 Capital	<b>6</b> ) §	0 🚯 🖇 🖇	S0	Ø	\$0 \$0	0	
Drill Down Go To: Level 1						Update	Cancel

Figure 3-7 Edit Project - Budget Cost Screen

The table shows the cost categories (left side of the screen) defined and associated with the portfolio where the project is originated.

Note: Both actions are performed in the Settings section of the application.

It also displays the values for each category, for the current year and for several more years (the number of additional years depends on the number of months defined for the **Capitalization Period** of the project, in the **Project Information** screen). The last column computes the total across all the budget years.

You can also enter short descriptions in the **Comments** field by clicking the corresponding icon **C**.

By default, all **Cost Centers** associated with the portfolio appear linked to the project. In order to change this, use the **Show/Hide Cost Centers** option (top of the screen in Figure 3-7). In the following screen clear the cost centers that are not suitable for the project.

Show/Hide cost centers			
▼ Business			
<b>⊽</b> IT			
	 All	Level Associated	Clear selection

Figure 3-8 Project - link to Cost Centers

In order to edit a specific cost category:

- 1. Select the hierarchy level from the **Drill Down** list at the bottom of the screen.
- 2. Click the Sicon in the appropriate cell of the table. The following window (Figure 3-9) will appear:

-
T

Figure 3-9 Edit Project – Enter Cost Values

Type in the appropriate values and click **OK** to enter the values in the table.

**Note:** Keep in mind that if you enter values for a "*parent*" cost category, any defined values for its "*children*" will be deleted. Otherwise the value for the "*parent*" category will be the sum of the values defined for all its "*children*" (a warning is being displayed before deleting the values for the children levels).

3. After entering values for all the cells in the table, click **Update** to save your work. If you click **Cancel** you will go back to the **Project List** section without saving any changes.

## **Project Budget Resource**

Each project requires, besides **Budget Cost** (expressed in monetary terms), human resources in order to be successfully implemented. They can be permanent employees of the organization or contractors.

The Project Budget Resource section keeps track of all the initial resource requirements for the project and their distribution, while the project is put into practice.

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	~ 노				Builder (	Intimizer	Planner	Dashboard	About	Heln	Log Out
U	Portfolio Management				Cot	ingo My	Scorecard	Reported Re	ol Profer	opeoo	Reports
Build	ler / View Project 'Iri Test'				360	angs		Resourcert	or Freier	ences	Reports
	Project Info	В	udget Cost	Budget Resource	Benefit E	stimates		Strategic In	apact		
	Resource Requir	rements									
	Start Date:01/	01/2005		End Date:01/01/2006			Ite	ems per page	10 💌		
	Resource Name	Requirements 2005	Comments								
	Total	0.00									
L			1								
	Details										
F	Please select a resource to	view its details									
						_					
							\dd	Delete		Edit	
									Clos	se	

The resource requirements data entry is made through the **Budget Resource** tab. The following window will appear:

Figure 3-10 Edit Project - Budget Resource Screen

The **Budget Resource** screen is presented as a table, where each row represents a resource and each column represents a month for the project (the timeframe of the project is displayed above the table's header).

When a project is created there are no initial resource requirements and by default the resource table (Figure 3-11) is empty. There are three simple steps to add a resource requirement:

1. Click Add to select the available resources.

Architect	100,000.00	150,000.00	
Business Analyst	70,000.00	120,000.00	
C++ Prog	110,000.00	160,000.00	
Cobol	100,000.00	150,000.00	
✓ DBA	100,000.00	150,000.00	
Developer	110,000.00	160,000.00	
JAVA	120,000.00	170,000.00	
Project Manager	90,000.00	120,000.00	
TestMSProjImport	123,343.00	233,333.00	

Figure 3-11 Project - Add Resource

Select the resource you need for the project and click **Add** to enter it in the table.

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2. Click Edit to enter values for the resources.

ന്ന്				Builder	Optimizer	Planner	Dashboard	About	Help	Log Out
Ider / Edit Project Windows 200.				Se	ttings My	Scorecard	Resource Po	ol Prefe	erences	Report
Project Info	Budg	et Cost	Budget Resource	Benefit	stimates		Strategic Im	pact		• •
Resource Require	ments									
Start Date:01/01	/2005		End Date:05/01/2005			Ite	ms per page:	10 💌		
Resource Name	Requirements 2005	Comments								
Architect	0.00	C								
Business Analyst	0.00	0								
C++ Prog	0.00	0								
Total	0.00									
		1								
Details										
Details of resource: "Archite	ect "	Dee	wante Malera							
Property Name		150								
Yearly Permanent Cost		100	0,000.00							
							Update	Cir	Cano	el

Figure 3-12 Edit Project - Budget Resource Requirements

Enter the Requirements values for each time period.

You may enter notes into the **Comments** field by clicking the corresponding icon **9**.

3. Click **Update** to save the changes.

The resource requirement values are used for further analysis as they are transferred to the *Portfolio Planner*<sup>TM</sup> module, where the process of scheduling projects for the most efficient resource usage is managed.

### **Project Benefit Estimates**

Click the **Benefit Estimates** tab to edit a project's estimated benefits; this enables to do benefit tracking after the project is completed.

**Note:** When you access this tab from the **View mode**, the page will be displayed as read-only.

The financial benefits table presented in Figure 3-13 displays the benefit categories defined for the portfolio where the project was initially created

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(displayed at the left side of the screen) and it also displays the values for each category for the current year and for the following five years.

Project Im	•	Budget Cost	Budg	jet Resource	Benefit Es	atimates	Strategic Ir	npact	
Financial Benefits	nters								-
Levels	2005	2006	2007	2008	2009	2010	Total	Comments	
🗉 Cost Avoidance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	C	
Benefits	\$ 0	\$ 0	\$0	\$ 0	\$0	\$0	\$0	G	
Drill Down									-
Drill Down     Dro: Level 1								Close	_
Drill Down									

Figure 3-13 Edit Project - Benefit Screen

In order to enter data for a specific benefit category:

- 1. Select the hierarchy level from the **Drill Down** list located at the bottom of the screen.
- 2. Click the So icon in the appropriate cell of the table and enter the values in the window that appears.

Cost Centers	Values
Business	J
IT	

Figure 3-14 Edit Project - Enter Benefit Values

Click **OK** and they will be displayed in the table.

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3. After assigning values to the table, click **Update** (bottom of the screen) to save and apply the changes.

The same logic for **Budget Cost** applies to **Benefit** data - if you enter values for a "*parent*" benefit category any previous values for its "*children*" will be deleted. Otherwise, the value for the "*parent*" category will be displayed as the sum of its "*children*" data. However, a warning message is displayed when editing a category that has "*children*" defined, telling you that the values for the lower level categories are deleted.

## **Project Non Financial Benefit Estimates**

Select **Non Financial Benefits** from the drop-down menu (Figure 3-13) to access this data table.

**Note:** When you access this section from the **View mode**, the page will be displayed as read-only.

The non financial benefits table presented in Figure 3-13 is similar to the financial benefit estimates tab. It shows the benefit categories defined for the portfolio where the project was initially created (displayed at the left side of the screen) and it also displays the values for each category for the current year and for the five following years.

	200		_	Builde	Settings M	/ Scorecard	Resource P	ool Prefe	rences	Repor
Project Info	в	Budget Cost	Budget Resource	Bene	efit Estimates		Strategic Ir	npact		• •
Ion-financial Benefits										
Levels	2005	2006	2007	2008		2009	2	010		Tota
Audit Points Closed	Ø	0 🚱	0 🚯	0 🚱	0 🚱		0 🚯		0	
Drill Down						u	pdate		Cance	]
Drill Down						_ u	lpdate		Cance	I
Drill Down DTC: Level 1						u	pdate		Cance	I
Drill Down D TO: Level 1						u	pdate		Cance	ł
Drill Down D TO: Level 1						U	lpdate		Cance	I
Drill Down To: Level 1						u	pdate		Cance	1

Figure 3-15 Edit Project - Non Financial Benefit Screen

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## **Project Strategic Impact**

Select the Strategic Impact tab to access the project impact assessment.

DOIL Bootfo	nlio Management	Builder	Optimize	r Plänner	Dashboard	About	leip Log Ou
der / Edit Pro	oject Windows 200	5	ettings N	ly Scorecard	Resource Po	ol Prefer	ences Repor
	Project Info Budget Cost Budget Resource	Benefi	t Estimates		Strategic Im	pact	
) E	imployer of Choice					Mode	erate 💌 🥝
Extreme:	Improves employee retention by more than 12%						
Strong:	Improves employee retention by 8 - 11.99%						
Moderate:	Improves employee retention by 3 - 7.99%						
Low: None:	Improves employee retention by at least 2.99%						
.ow: None:	Improves employee retention by at least 2.99% KPI Attributes spand Our Reach to New Markets					Low	0
Low: None:	Improves employee retention by at least 2.99% KPI Attributes Spand Our Reach to New Markets Increase revenue by over 30% within the next 12 months					Low	<u> </u>
Low: None: Extreme: Strong:	Improves employee retention by at least 2.99% KPI Attributes Sepand Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 20% - 29.99% within the next 12 months					Low	0
Low: None: Extreme: Strong: Moderate:	Improves employee retention by at least 2.99% KPI Attributes Sepand Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 20% - 29.99% within the next 12 months Increase revenue by 10% - 19.99% within the next 12 months					Low	
Low: None: Extreme: Strong: Moderate: Low:	Improves employee retention by at least 2.99% KPI Attributes Expand Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 10% - 19.99% within the next 12 months Increase revenue by 10% - 19.99% within the next 12 months					Low	
Low: None: Extreme: Extreme: Strong: Moderate: Low: None:	Improves employee retention by at least 2.99% KPI Attributes sepand Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 20% - 29.99% within the next 12 months Increase revenue by 10% - 19.99% within the next 12 months Increase revenue by up to 9.99% within the next 12 months					Low	

Figure 3-16 Edit Project - Strategic Impact

A list of all the drivers associated with the portfolio is displayed. You can also see the drop-down lists for assessing the **Impact** of the project on each of the drivers - Figure 3-16.

Note: The Impact values are None, Low, Moderate, Strong and Extreme.

A description of each *Impact* value appears below each driver. It is the same description that was defined in the **Settings/Drivers Management** section.

You may also enter descriptions in the **Comments** fields by clicking the corresponding icon **O**.

You can also see for each driver the associated KPI attribute - when there is any. KPI attributes are created from the **Settings** feature. A KPI attribute is associated to a Business Driver from the **Settings** /**Business Driver** Definition screen.

The associated KPI attribute for each Business Driver appears automatically in the **Strategic Impact** tab.

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The value of the KPI attribute will be used to automatically determine the level of impact of the project on the Business Driver. For example:

- An Increase Revenue driver could be measured by Total Revenue or a NPV value.
- A cost efficiency driver could be measured by a Cost Reduction
- An employee satisfaction driver could be measured by an Employee Retention rate (%) KPI

Note: KPI means Key Performance Indicator.

## **Project Risk**

This section computes the overall risk score for the project using **Risk Categories** and **Questions** that are associated to the project's portfolio.

The access is made through the **Risk Assessment** tab. The following window will appear:

	Builder	Optimi	zer Planner	Dashboard	About Help	i Li	og Out
Builder / Edit Project Windows 200		Settings	My Scorecard	Resource Poo	ol Preferenc	es P	eports
Budget Cost Budget Resource Benefit Estimates	Strate	egic Impa	et	Risk	_	K	
Overall Risk							Low
Investment Risk: 10%							
Certainty of business requirements				High		-	C
Certainty of business requirements over five years							-
1: High							
5: Average							
10: Low							
Technical / Architecture Risk: 10%							
Architecture fit				Complet	ely	•	C
The degree to which the investemnt meets existing and future architecture standards							
1: Completely							
5: Some compliance							
10: No compliance							
17							
				Update	Can	el	
					14		

Figure 3-17 Edit Project - Risk Screen

For each **Risk Category** there are multiple questions and each question has multiple pre-defined weighted answers.

A **Risk Score** is calculated for each category and a total score is displayed in the top-right section as **Overall Risk**. This value can be used for further analysis as it is transferred to the *Portfolio Optimizer*<sup>™</sup> module.

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## **Project Issues and Risks**

This section allows the tracking of the various issues and risks that may influence the planned, on-time delivery of the project, from the moment it is raised until it is closed.

mt			Builder	Optimizer Planner	Dashboard Al	out Help Log0
ilder / Edit Project "istrate2"	1		1	Settings My Scorecard	Resource Pool	Preferences Repo
Report						
Current Snapshot				7	New Snapshot De	elete Snapshot Loc
Budget Resource	Benefit Estimates	Strategic Impac	t V	Risk	Issues & Risks	
> Issues					lterr	s per page: 10 🔳
	Title	Weight	(	Owner	Date Entered	Completed
		N/A	N/A		4/27/2005	Not completed
Risks	Title	Moight		Jumor	Data Entered	Completed
C major	Title	VVeignt	ini	Jwner	AI27/2005	Not completed
1		1471			42172000	Hereompiered
			Add	View	Edit	Delete
						Close
						0000

The access is made through the Issues & Risks tab:

Figure 3-18 Edit Project - Issues and Risks Screen

The section contains 2 tables: Issues and Risks.

**Note:** The buttons at the lower portion of the screen present the management options of both issues and risks.

To add an issue or a risk to the list, click **Add**. The next window (Figure 3-19) will appear:

				Build	ler Optimi	zer Planner	Dashboard /	About Help	Log Out
der / Edit Project Windo	ws 200				Settings	My Scorecard	Resource Pool	Preferences	Reports
Budget Reso	urce	Benefit Estimates	Strategic Impact		Risk		Issues & Risl	(5	•
'ou are adding a	Issue	•							
Details									
Fitle *	0.00000								
Date Entered	6/5/2005		(Author: Sergiu Bucur)	Desired Max					
Jue Date Moight			Owner Eccelation Level	Project Man	ager 💌				
State	Onen		Lacalabori Level	[Filigect level					
	Topon								
Detaile	a Description								
									-
									_
Resolu	tion Description								lare.
									1
							Add	Cano	el
								Close	

Figure 3-19 Projects - Add Issues & Risks

Figure 3-19 displays both **Issues** and **Risks**. To select the type (issue or risk) that should be added, use the scroll down menu at the top of the screen.

There are several fields that need to be completed:

- **Title** Should be as detailed as possible
- Due Date
- Owner
- Weight (or importance)
- **Escalation Level** If it is an issue or risk that affects only the project or if it affects the program that the project is part of, or the portfolio

Optional: A detailed description of the **Issue/Risk** and resolution (when obtained can also be captured as in Figure 3-19.

Click Add to insert the new Issue/Risk in the corresponding list.

If you want to view/edit/delete an issue or a risk, select it and click the corresponding button.

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Additional Risk and Issue attributes can de defined with the **Settings/ Attributes Management** feature and, when associated with the portfolio the project belongs to, these attributes will be displayed and available for data entry in the **Issues & Risks** tab.

Note: The **Weight** attribute can hold any value in use within your organization, e.g. High, Medium, and Low, or Red, Yellow and Green. It is configurable through the **Settings/Attributes Management**.

## **Project Schedule**

This tab keeps track of different important dates in the project's lifecycle. These dates can be related to all the projects' phases and milestones, which are set up in this section.

Dependencies between the edited project's milestones and other projects' milestones in the portfolio are also defined in this section.

**Note:** The dependencies are taken into account when performing different analyses with the entire portfolio of projects, both in the *Portfolio Planner*<sup>TM</sup> and in the *Portfolio Optimizer*<sup>TM</sup>.

Open the Schedule tab (Figure 3-20).

	Management of Windows 200				Builder Optimi: Settings	zer Planner I My Scorecard F	Dashboard Resource Poo	About Help of Preference	Log Out s Reports
Benefi	it Estimates	Strategic Impa	at 🔪	Risk	Issues & Risks	•	Schedule		
> Actu	ial Start Date		Actual	End Date		> Actual			
Not available			Not available		0	%			
Phas Name Pla	ses anned Start Date	Planned	End Date	Forecast Start Date	For	ecast End Date	1	Update	
									1
Miles Milestone I Start Date	stones Name	Planned Date 01/01/2005 05/01/2005	Forecast Date 01/01/2005 05/01/2005	Dependencie Project	95	Milestone			Гуре
Micr	Add rosoft Project	Edit	Delete			ž	Add	Del	lete
					Wizard	Export	Vi	ew Schedule	

Figure 3-20 Edit Project - Schedule Screen

The section contains 5 different tables: **Project Actual Dates and % Actual Completion, Phases, Milestones, Dependencies** and **Microsoft Project**.

The Actual Start date is the earliest planned start date under the Phases table. The Actual End date is the latest forecast end date under the Phases table. The % Actual shows how much of the project is actually completed, and is entered manually by the project manager.

#### **Project Phases**

Project phases are set up using the options presented in the mid-section of the screen in Figure 3-20 (**Phases** pane).

In order to define a new phase for the project, click the **Add** button corresponding to the **Phases** pane. Figure 3-21 will appear:

art Date	Planned End Date	Forecast Start	Date Foreca	nst End Date	Completion	
						1
Initiation		•	Completion:	0 %		
	0		Planned End Date:		0	
	•		Forecast End Date:		0	
				Update	Cancel	
	art Date	art Date Planned End Date	art Date Planned End Date Forecast Start I	art Date Planned End Date Forecast Start Date Forecast Initiation Completion: Planned End Date: Forecast End Date: Forecast End Date:	art Date Planned End Date Forecast Start Date Forecast End Date Initiation Initiation Initiation Forecast End Date: Initiation Initi	art Date Planned End Date Forecast Start Date Forecast End Date Completion

Figure 3-21 Project - Add Phase

A list with the available phases for the project is displayed (this list is set up in the **Settings/Attributes Definition** section of the application).

Select the phase from the scroll down menu, enter the planned and forecasted start and end dates and click **Update** to add it to the list.

**Note:** The completion percentage is displayed in the box placed in the upper right corner.

To remove one of the phases defined for the project, select it from the list and click **Delete** corresponding to the **Phases** pane.

#### **Project Milestones**

By default, there are two milestones already defined when the project is created (**Start Date** and **End Date**).

To define a new milestone, click **Add** in the **Milestones** pane. The window (Figure 3-22) below appears:

Milestone Name	Pla	nned Date	Forecast Date
C Start Date	1/1	/2004	1/1/2004
C End Date	1/1	/2005	1/1/2005
Milestone name:			
Milestone name:			
Milestone name: Planned Date:			
Milestone name: Planned Date: Forecast Date:		0	

Figure 3-22 Project - Add Milestone

Enter in a name, a planned date and a forecast date for the new milestone. Click **Update** to add the milestone to the list.

**Note:** Keep in mind that milestones can only be defined between the start date and the end date of the project.

To remove one of the milestones defined, select it from the list and click the **Delete** button corresponding to the **Milestones** pane.

Attention: The Start Date and the End Date cannot be deleted.

#### **Project Dependencies**

Here you can set dependencies between the created project and other projects in the portfolio.

To define a new dependency, click **Add** corresponding to the **Dependencies** pane. The window below (Figure 3-23) will appear:

Dependecies Project	Milestone	Туре
Available projects Data Import Improvement	Available milestones     Start Date	•
	Update	Cancel

Figure 3-23 Project - Add Dependency

Select the dependent project and its milestone from the scroll-down lists and click **Update** to save the new dependency.

To remove one of the dependencies defined, select it from the list and click **Delete**.

#### **Microsoft Project**

This section contains three buttons related to Microsoft Project:

- Wizard opens MS Project wizard
- Export opens the MS Project wizard forced on the export project options
• View Schedule – opens a new window showing a Gantt chart containing the project's schedule, as it was imported from MS Project

In the bottom side of the section click Wizard

				Builder	Optim	izer I	Planner	Dashboard	About	Help	Log Out
Projects / Edit project 'Cinci' / Mi					Settings	My Sc	orecard	Resource P	ool Pref	erences	Reports
Project Name											
Options											
Import Options											
Operation type	Import from Microsoft Project	-	Import source				Microso	ft Project Ser	ver	•	
Mapping template		-	Microsoft Projec	t server	r name		<none></none>			-	
Task Outline Level for Phase Matching:	[		Microsoft Projec	t projec	t name		<none></none>			•	
Settings											
Schedule:	Vpdate Schedule		Budget Resou	rce:			🗹 Upda	ite Budget Re	esource		
Resource Actuals:	🔲 Update Resource Actuals		Resource Fore	ecasts:			🔲 Upda	te Resource	Forecast	s	
> Link											
Update link mapping											
	Import into current project										
Import target:	Create new project										
	- ereate nen project										
								Finish		Canc	el

Figure 3-24 Edit Project -Microsoft Project Wizard

In the **Operation Type** field select the action. You have two possibilities:

- Import from Microsoft Project
- Export to Microsoft Project

#### **Importing from Microsoft Project**

The following options are available:

- **Mapping Template** select a mapping template to map the imported fields
- Import Source select to import from Microsoft Project Server or Microsoft Project File (.mop)

If you select **Microsoft Project Server** you must select the server name and the project name.

Microsoft Project server name – select a server from the drop-down list

- **Microsoft Project project name** select a project from the server to import into UMT Suite
- Select MPP file click Browse and select the file from the computer
- **Update Schedule** updates the schedule information
- **Update Budget Resource** updates the budget resource information
- **Update Resource Actuals** updates the resource actuals information
- **Update Resource Forecasts** updates the resource forecasts information
- **Update Link Mapping** creates a link between the imported project and its target
- **Import Target** you can choose either to import into the existing project, or to import and create the imported project into UMT

If you choose importing in a new project, you must specify the project name and its class:

- New Project Name type the name of the new project
- New Project Class type the class of the new project

Select Finish.

#### **Exporting to Microsoft project**

After selecting **Export to Microsoft Project**, Figure 3-25 will appear:

			Builder	Optimi	zer Planner	Dashboard	About Help	Log Out
rojects / Edit project 'Cinci' / M	2		S	ettings	My Scorecard	Resource Po	ol Preference	s Reports
Project Name								
Options	<							
Export Options								
Operation type	Export to Microsoft Project	-	Export to		Microso	ft Project Serv	er 💌	
Mapping template		-	Microsoft Project server	name	<none></none>		•	
Task Outline Level for Phase Matching:			Microsoft Project projec	t name	<none></none>		•	
			🗖 Create new project					
> Settings								
Schedule:	🔲 Update Schedule							
▶ Link								
Update link mapping								
						Finish	Car	icel

Figure 3-25 Edit Project - Export Screen

The following options are available:

- **Mapping Template** select a mapping template to map the exported fields
- Export to select to export to Microsoft Project Server or Microsoft Project File (.mpp)

If you select **Microsoft Project Server** you must select the server name and the project name.

- Microsoft Project server name select a server from the drop-down list
- Microsoft Project project name select a project from the server to export into Microsoft Project
- **Create new project** creates a project on MS Project Server with the same name as the one opened

If you select Microsoft Project File you must select the file.

- Select MPP file click Browse and select the file from the computer
- **Create new MPP file** exports the project to a new file and at the end prompts the user for the file name
- **Update Schedule** updates the schedule information
- **Update Link Mapping** creates a link between the exporting project and its source

Select Finish.

## **Project Status**

Click the **Status** tab to enter or see the project status.

	15111100 D				Build	ler Optim	izer Planner	Dashboard	About	Help	Log Out
ilkler / Edit Project 'Serv	rice Delive					Settings	My Scorecard	Resource Po	ol Prefe	rences	Reports
> Report											
Current Snapshot							7	New Snapshot	Delete :	Snapsh	ot Lock
Strategic li	mpaet	Risk		lssues & Risks		Schedule		Status			< ♦ ▶
											Ð
Indicators				0	0						
Overall	Financial	Resource	Schedule	Project Risk	Quality						
										Three	sholds
Project P	rogress										
Schedule Complete	Actual Planned	0%   0%									
Work Complete	Actual Planned	0%									
Cost Complete	Actual Planned	0%									
Overall He	ealth Description										
overall comment											
								Update		Cance	

Figure 3-26 Edit Project - Status

Click each indicator to select its color and to enter a description or a comment. The next window will appear:

ndicator color:	ed 🗾 💌	
inancial comment		<u>.</u>
		-

Figure 3-27 Edit Project - Status

Select a color from the corresponding drop-down menu, type in a comment and click **Update**.

Indicators based on other project status information, e.g. cost budget to actual variance, resource usage variance, etc., are automatically calculated and their color is derived automatically depending on the thresholds defined for that indicator.

## **Project Cost Tracking**

Click the **Cost Tracking** tab to access this data.

	100				Builder Optim	izer Planner	Dashboard A	lbout Help	Log Out
uilder / Edit Project 'Oracle / Linux'	1				Settings	My Scorecard	Resource Pool	Preferences	Reports
Report									
Current Snapshot						Y	lew Snapshot I	elete Snapsh)	ot Lock
Risk	Issue	es & Risks	Schedu	ile	Status		Cost Trackin	a	
Out Tables			0						100
Cost Tracking									-
									9
🗖 Show/Hide cost centers									
		Original Bu	idget			Chang	e Request		T
Leveis	Mar-2005	Year to Date	2005	All Years	Mar-2005	Year to Date	2005	All Ye	ars
🖸 Direct Cost	\$ 0	\$0	\$ 0	\$0	\$ 0	\$	0	\$0	\$0
On-going Support Cost	\$0	\$0	\$0	\$0	\$0	\$	0	\$0	\$ 0
4		1							•
Deill Davan									
Dili Down									
Go To: Level 1									
							Jpdate	Cance	I

Figure 3-28 Edit Project - Cost Tracking

You can track Budget vs. Actual and vs. Forecast values in the Cost Tracking tab.

Users with appropriate rights are able to enter the Actual cost for the current portfolio period (quarter or month), Actual Cost Adjustments to Actual Costs reported in prior periods and Forecast Cost for the project.

Select **Cost Forecast** from the drop-down menu and you can enter the costs for each of the portfolio future periods (quarters or months) by clicking the corresponding icon.

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## **Project Resource Tracking**

Open the **Resource Tracking** tab.

Issues & Risks	Sch	edule		Status		Cost Trackin	U V	Resource Tra	cking	
Resource Tracking							~			
ricocaroo ridonnig										1
Resource Requirement	s									
Start Date:04/04/2009	5		End Date	:09/30/2005			Ite	ems per page:	10 💌	
Resource Name	Aux 2005	Ori	ginal Budget	DTD	All Ve er e	Aux 2005	Chi Vers Te Date	ange Request	DTD	
Analyst	Api 2005		2005	0.00	All rears	Api 2005		2005	0.00	All reals
Business Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
DBA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
letwork Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Operations & Support Specialist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Programmer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Project Sponsor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Quality Assurance Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Subject Matter Expert	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
1										faar
•										•

Figure 3-29 Edit Project - Resource Tracking

You can track Budget vs. Actual and vs. Forecast values in the Resource Tracking tab.

Users with appropriate rights are able to enter the Actual resource usage for the current portfolio period (quarter or month) and Forecast usage for the project.

Select **Resource Forecast** from the drop-down menu and you can edit a current resource's requirements, add a new resource, or you can add comments to all the resource requirements by clicking the corresponding icon **C**.

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## **Project Reports**

For each project in the *Portfolio Builder*<sup>TM</sup>, two project-level reports are provided.

In order to generate the reports you must first select the **Project Reports** tab.



Figure 3-30 Edit Project - Reports

Both **Detailed Business Case Report** and **Detailed Project Report** appear as links (Figure 3-30). Run either report by clicking directly on the link.

• **Detailed Business Case Report** – captures all details of the project in a .PDF file, which can be easily printed, saved and shared with other users in the organization.

**Note:** Project data grouped by tab are displayed in the report, having exactly the same characteristics as the ones saved in the *Portfolio Builder*<sup>TM</sup> while the report is generated.

• Detailed Project Report – displays mainly tracking information and is very useful in the Implementation stage of the project (after it has been Approved). It displays information about how the project is performing in terms of budget, resources and schedule, in HTML format, which can be printed, saved and shared with other users in the organization.

### **Project Document Management**

The *Portfolio Builder*<sup>™</sup> supports storing project-related documents, grouped in folders, and document versioning.

Open the **Document Management** tab:

umt				Bu	lder Op	limizer	Planner	Dashboard	About	Help	Log Out
Builder / Edit Project 'Service Delive	2				Settin	gs My	Scorecard	Resource Poo	ol Prefe	rences	Reports
Depart											
Current Snapshot							*	lew Snapshot	Delete S	napsho	t Lock
Cost Tracking	Resource Tra	cking	Project Report	s 🗸	Document	Manag	ement				
New Folder New Document Full Search Quick Search	Check out Undo Ga	at latesi	Belete Hide Info	Open Subscrit	e	manag					
									Clo	se	

Figure 3-31 Edit Project - Documents

The left side menu allows users to create new folders and documents, and search through the existing ones, while the toolbar located above the list of folders and documents, offers the ability to perform operations.

Check **Show deleted documents** to view in the right side all the previously deleted documents.

To add a new document to the project, click New Document:

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Document name: *
Document ID:
Password:
Key words:
Keep check out: 🗖
Description:
Comments:
Browse for file: * Browse
(maximum file size is 10MB )
Create Cancel

Figure 3-32 Project - Add Documents

Field	Description							
Document name	Гуре in the document name. It must be unique at its evel.							
Document ID	Type in the document ID. This must be unique.							
Password	Type in the password in order to protect the document. This is optional.							
	<b>Note:</b> If entered, when trying to open the document the password will be required.							
Keywords	Type in the keywords to be used when making a search.							
Keep check out	Select the document state (checked in or keep checked out). No other user can edit the document until it is checked in.							
Description	Type in a description of the document.							
Comments	Type in comments. This is optional.							
<b>CIUL D</b>								

Click **Browse**, select the file and click **Create** to insert the document and version into the database. Based on document type, a parsing of the document is programmed and it will be initiated by the administration module for the full text search capability.

**Note:** All versions of a document must reside in the same folder. We recommend you to set the "document ID" as folder name.

To create a new folder click **New Folder** and enter all the needed information:

Folder name: * [	
Folder ID:	
Password:	
Key words:	
Description:	<u>A</u> V
	Create Cancel

Figure 3-33 Project - Add Folder

Field	Description
Folder name	Type in the folder name. It must be unique at its level.
Folder ID	Type in the folder ID. This must be unique.
Password	Type in the password in order to protect the all the documents from this folder. This is optional. Note: When trying to open a document from this folder the
	password will be required.
Keywords	Type in the keywords to be used when making a search.
Description	Type in a description of the folder.

**Attention:** A folder does not exist on the [STORAGE] folder; it groups multiple documents in order to allow for a tree structure of the documents.

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The toolbar contains the following buttons:

Field	Description
Check Out	Locks the document, so that no other user can edit it until it is checked in.
Undo	Discards the last operation made with the document.
Get Latest	Creates a copy of the latest version of the document and can be viewed or saved on the local hard disk.
Rename	Changes the name of the document.
Delete	Deletes the document. The application will verify if the user ID has the right to delete the document.
	<b>Note:</b> If you want to delete the document version and if it's the last version of the document, the operation fails, demanding that the document itself must be deleted.
Hide / Show Info	Hides/shows the information section regarding the selected folder or document.
Open	Opens a list of all the versions for the selected document; by using it, changes in documents can be tracked easily.
Subscribe / Unsubscribe	Allows the user to set up an e-mail subscription on any document. With this option on, you will be notified whenever the document is changed or checked-out by another user, through an e-mail sent by the application.
Use the Full Searc	<b>h</b> and <b>Quick Search</b> buttons to easily find documents.

**Note:** The search words must be separated by comma.

In the **Quick Search** case you can only look after keywords. Click **Full Search** in order to look after for all the documents parameters.

Name:	
Document ID:	
Creation Date:	
	$\odot$ < O > O = O <> O Between
Extension:	
Description:	
Keywords:	
Contents:	
Author:	
Subject:	
Title:	
Size(kb):	
	$\odot$ < O > O = O <> O Between
	Search Back

Figure 3-34 Project - Add Documents

The full search is executed using **Microsoft Indexing Service** and allows you to perform this operation using a wide variety of parameters such as: Name, Document ID, Creation Date between a time interval, Extensions, Description, Keywords, Contents, Author, Subject, Title or Size in kb.

The following steps must be followed in order to setup the **Microsoft Indexing Service**:

- 1. Create a catalogue called UMT and add the [STORAGE] folder into it.
- 2. Create a SQL linked server on the SQL machine.
- 3. Customize the performance of the indexing service to provide a fast response to document changes.
- 4. The re-indexing of the saved files will be initiated when the file changes on the [STORAGE]. Depending on the size of the document and the server load, some time can pass before the index is updated.
- 5. For PDF files, an additional installation is required (ifilter50.exe). http://www.adobe.com/support/downloads/detail.jsp?ftpID=2611
- 6. For ZIP files, an additional installation is required (ZFilter.exe). http://www.tversoft.com/company/4-Share/ZFilter.html

 For a full documentation about the capabilities of the Index Server, see <u>ms-help://MS.MSDNQTR.2003APR.1033/dnsql7/html/filedatats.htm</u>

Click **Backup storage** to make a recursive backup of the storage director folder using the ZIP library and to download it to the client.

Click **Restore storage** to rename the storage folder, to upload a previously ZIP'd backup of the storage director and to unzip it over the storage director. All the document tables in the database will be read and all the documents versions that have no storage corresponding file will be marked as deleted.

Click **Purge Database** to clean out the database.

Click Remove Check Out to let other users modify the documents.

## **Checking a Project In/Out**

This option locks the project while a user is editing it, so that other users cannot make modifications to it at the same time. When a project is checked out by a certain user, other users can only access the project in **View** mode.

Upon entering the edit mode of a project, the state changes to "Checked Out"; the name of the user appears when your mouse is held over the lock icon.

When leaving the project, click **Close** to automatically remove the lock. The project is checked back in.

**Note:** If a **Project** tab is left open using the top toolbar links or the browser is closed abruptly, the project remains checked in; after for two hours, the project is checked out and the lock removed.

The lock can also be set manually by clicking on the corresponding lock icon of the project. The check-out lock will expire after two hours if not removed.

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# **Deleting a Project**

To delete an existing project:

- 1. Select it from the list (Figure 4-1)
- 2. Click **Delete**
- 3. Click **OK** in the confirmation window and an updated list will appear

Note: If you click **Cancel** the action will be aborted.

# **Workflow**

To access the Workflow page, click on **Workflow** at the top right of the Project Info tab.



This will open up Figure 3-37. If the user clicks on the showing all the workflow lifecycle steps appears, such as Figure 3-36.

CREATE	SELECT PLAN	MANAGE	CLOSEOUT
· Om Hold	On Hold Kill On Hold	On Hold On Hold	
Complete Neq Form 1st Review Develop Detailed Review	Portfolio Selected Capacity Final Approval	Build         Test         Deploy         Post Implementation	Closeout
C Rall		ton of ton	

Figure 3-36 Workflow Steps

The step that is highlighted is the step that the project is currently in (e.g. Complete Req Form).

	Builder Optimizer Planner Dashboard About Help Log O
IIIIII Portfolio Manager" ilder / View Project "Windows	Settings My Scorecard Resource Pool Preferences Report
Current Project Status	
	Complete Request Form
Available Project Status	Audit Trail
1st Review	
This is a MANUAL Lifecycle Step: Project can be man	ually moved (to the next lifecycle step) when all deliverables have been completed successfully (if any) and all users have signed off
Deliverables state. You have to insert a val	ue for fields in red (if any).
Complete Project Information Tab	Status: OK
Approval note for users assigned to this p	roject
Users who have not signed off:	
Contributor	
Users who have already signed off: None	
	Go Back

#### Figure 3-37 Workflow Page

The first part of the Workflow Page, as shown in Figure 3-37, shows the Current Project Status. Directly underneath is a list of any available lifecycle steps that the project can be moved to. Next is a brief description, informing the user that the current workflow step is either a manual lifecycle step or automatic lifecycle step.

**Manual Lifecycle Step** – Project can be manually moved to the next lifecycle step when all deliverables have been completed successfully (if any) and all users have signed off.

In this case for the project to be moved to the next lifecycle step, the appropriate user must manually go to the workflow page and select the next step from the list of available lifecycle steps.

**Automatic Lifecycle Step** – Project will move automatically to the next lifecycle step when all deliverables have been completed successfully (if any) and all users have signed off.

In this case, no user has to move the project into the next lifecycle step. As soon as all requirements are met, the project is moved to the appropriate step.

After the description, there is a table showing the state of all the deliverables for the lifecycle step. In Figure 3-38, the only deliverable is the **Complete Project Info Tab**, and the status is shown as OK (the

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requirement is completed). If any deliverables are not completed, it will be shown in red. See Figure 3-38 as an example.

Deliverables state	e. You have to insert a value for fields in r	red (if any).	
Complete High Level Benef	it Forecast	Cost Avoidance Benefits	

Figure 3-38 Deliverables state

Here, Cost Avoidance and Benefits data have not yet been completed.

The last part of the workflow page, as shown in Figure 3-37, lists the users who have signed off on the project in the specific lifecycle step, and any user who has not yet signed off on the project that needs to in order to move the project along in the workflow.

# **Alert Subscription**

This function of the *Portfolio Builder*<sup>™</sup> allows the users to set up e-mail alerts whenever specific project events occur.

After setting up the alert, when the event occurs, an e-mail is sent to the user that subscribed to this service, informing him/her about the event.

This module is accessed through the **Alert Subscription** link present at the top-right side of Figure 3-4 View Project Screen.

umt	Builder	Optimize	r Planner	Dashboard	About I	Help L	Log Out
Subscription List		Settings N	ly Scorecard	Resource Po	ol Prefere	ences	Reports
Subscription List Add Subscription							
Subscriptions							
Alerts are turned on							
(If you are going on vacation you can suspend alerting service by unchecking the box)							
			View	Edit	- /	Delete	•
					1	Go Ba	ck

Figure 3-39 Edit Project - Alert Subscriptions

The window in Figure 3-39 displays a list of the subscriptions the user has set up, and options to set up new ones (using **Add Subscription** tab). A check box allowing the user to turn off the e-mail alert service is also

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present. If cleared, the user will no longer receive notifications when the specified events occur.

Note: A user cannot set up alerts for other users, but only for one's self.

In order to add a new subscription, click the **Add Subscription** tab – top of the screen in Figure 3-39. The set up screen displayed (Figure 3-40 Project - Add Subscription), permits selection of the type and template of the subscription.

	Builder Opt	imizer Planner	Dashboard	About Help	Log Out
Subscription List / Add Subscripti	setting	IS My Scorecard	Resource Po	ol Preferences	s Reports
Subscription List Add Subscription					
Projects Created Daily		_			
Templates		T Sul	ascribo		
		Ju	Jacinoc		
				Go E	lack

Figure 3-40 Project - Add Subscription

There are five subscription types that can be set up (each one will be explained in detail):

- Attribute Value Changed
- Project Indicator Color
- Project Created
- Project Issue, Risk, Change Request and Milestone Created
- Workflow Status Changed

Each subscription can be set up using one of the e-mail templates defined in the **Settings** section of the application.

To set up a new subscription, select the type and template and click **Subscribe**.

# **Project Attribute Value Changed**

This e-mail alert notifies users whenever an attributes value changes above or below a certain threshold.

	Builder Optimizer Planne	r Dashboard About Help LogOut
Subscription List / Add Subscripti	Settings My Scoreca	rd Resource Pool Preferences Reports
Subscription List Add Subscription		
Type Frequency		
Attribute Value Changed 🗾 🗾 Daily		
Templates		
AttributeValueChanged	•	
Subscription Title		
test		
Project Name		
IBIA / IBIA Q / IBIA Q's Child / Default portfolio for IBIA Q's Child / istrate2		
Attribute Name Condition	Value	
Actual End Date Greater than	4/27/2005	
		Add Cancel

Figure 3-41 Subscriptions - Project Attribute Value Changed

The following fields must be completed:

- Type
- Templates
- Alert Title
- Attribute Name
- Condition
- Value

Click **Add** and e-mail alerts will be sent to the user whenever the attribute value meets the condition set for the selected project.

## **Project Indicator Color**

The second type of alert occurs when an indicator has a certain color.

scription List / Add Subscripti						.tungs	my score	card	Resource Po	or Pres	erences	з керс
Subscription List	Add Subscription											
Туре				Frequency								
Indicator Color Changed			Daily									
Templates												
ProjectIndicatorChanged							-					
ProjectIndicatorChanged							•					
ProjectIndicatorChanged							•					
ProjectIndicatorChanged Subscription Title												
ProjectindicatorChanged  Subscription Title  Project Name								1				
ProjectindicatorChanged   Subscription Title   Project Name  Compare Counters Service (Det	ault partfalia for Custom	ar Canica (Wi	ndowe 2000 Re	allout				]				
ProjectindicatorChanged  Subscription Title  Project Name Corporate / Customer Service / Def	ault portfolio for Custome	er Service / Wi	ndows 2000 Ro	ollout		Color		1				
ProjectindicatorChanged  Subscription Title  Project Name Corporate / Customer Service / Det Indicator Name	ault portfolio for Custome	er Service / Wi	ndows 2000 Ro	ollout	-	Color		]				
ProjectindicatorChanged  Subscription Title  Project Name Corporate / Customer Service / Det Indicator Name Overall	ault portfolio for Custome	er Service / Wi is	ndows 2000 Ro	ollout	Green	Color						

Figure 3-42 Subscriptions - Project Indicator Color Reached

The following fields must be completed:

- Type
- Templates
- Alert Title
- Indicator Name
- Value (the threshold color)

Click **Add** and e-mail alerts will be sent to the user whenever the indicator reaches the selected color indicator for the project as set in the **Value** field.

## **Project Created**

When subscribing to this e-mail alert, the user will be notified whenever a project has been created in a specific organization or portfolio.

	Builder	Optim	izer Planner	Dashboard	About Hel	b Log Out
Subscription List / Add Subscripti	-	Settings	My Scorecard	Resource Poo	ol Preferenc	es Reports
Subscription List Add Subscription						
Type Frequency						
Projects Created  Daily						
> Templates						
ProjectAdded			•			
Cubosciption Title						
subscription nue						
[wannig]						
Organization Hierarchy     Existing portfolios						
Select organizations			•			
					Add	Cancel
					_	
					G	Back

Figure 3-43 Subscriptions - Project Created

The following fields must be completed:

- **Type** select from the scroll-down list the type
- Templates
- Alert Title
- Organization Hierarchy
- Existing Portfolios

Click **Add** and e-mail alerts will be sent to the user whenever a project is created in the selected department.

**Note:** The user will **not** be notified when projects are created in organizations below the one selected (children of the selected organization), but only in the one selected.

## **Project Entry Items Created**

This e-mail alert notifies the users of any **Issue**, **Risk**, **Change Request** or **Milestone** added to the project.

	Builder	Optimi	zer Planner	Dashboard	About Help	Log Ou
Subscription List Add Subscription  Type Entry terms Created Daily						
Templates Project IssuesRisksCRs Added      Subscription Title			¥			
Project Name Corporate / Customer Service / Default portfolio for Customer Service / Windows 2000 Rollout						
tem Tune						

Figure 3-44 Subscriptions - Project Entry Items Added

The following fields must be completed:

- Type
- Templates
- Alert Title
- Parameter -- Issue, Risk, Change Request or Milestone

Click **Add** and e-mail alerts will be sent to the user whenever a parameter is added to the project.

## **Project Workflow Status Changed**

This alert sends an e-mail notification to the users that set it up whenever the project reaches a certain **Workflow Status** or when the **Workflow Status** has changed.

IIIIII Porticilo Management			s	ettings	My Scorecard	Resource Po	ol Prefe	rences	Report
Subscription List Add Su	bscription		-						
Type Workflow Status Changed		Frequency							
Templates		,							
WorkflowStatus_Changed					*				
-									
Classic and a statistic and Third a									
Subscription Title									
Subscription Trie									
Project Name									
Subscription Time     Project Name Corporate / Customer Service / Default portfolio	for Customer Service / Win	ndows 2000 Rollout							
Project Name Corporate / Customer Service / Default portfolio Attribute Name	for Customer Service / Win	ndows 2000 Rollout		State		-			
Subscription Title     Project Name     Orporate / Customer Service / Default portfolio     Attribute Name     Norkflow Status	for Customer Service / Win Cond Equal to	ndows 2000 Rollout littion	Compl	State ete Requ	uest Form	-			
Project Name Project Name Corporate / Customer Service / Default portfolio Attribute Name Workflow Status	for Customer Service / Win Cond Equal to	ndows 2000 Rollout litton	Compl	State ete Requ	uest Form	•	Add		ancel

Figure 3-45 Subscriptions - Project Workflow Status Changed

The following fields must be completed:

- Type
- Templates
- Alert Title
- **Condition** select the **Equal to** condition which notifies the user whenever the project has reached the selected status value
- Value select Value has changed which notifies the user whenever the workflow status of the project changes

Click **Add** to save the alert.

# **Change Request**

To access change request, simply go to the **Project Info** tab and click on **Change Request** at the top right of the tab. This will bring up Figure 3-46.

	Builder	Optim	zer F	Planner	Dashboar	rd A	bout	Help	Log Out
Builder / Edit Project 'Windows		Settings	My Sc	orecard	Resource	Pool	Prefe	rences	Reports
Change Request List Add Change Request									
Name									
> Status									
RAISED									
> Date Entered									
1/9/2006 (M/d/yyyy)									
Description									
									~
									~
Author									
John Smith									
Owner									
Contributor									*
Approver									
Account manager									¥.
Business									~
Attributes									
					Add			Cancel	
								0- D	1-

Figure 3-46 Add Change Request

Here, the user must enter a name for the change request and fill out the rest of the page, including a date, description, owner, approver, and cost center. Then click **Add** at the bottom of the screen. The author is completed automatically (name of the user entering the change request).

Once Add is selected two additional tabs appear, the **Cost Breakdown** tab and the **Work Breakdown** tab. This is shown in Figure 3-47.

	В	uilder Optimiz	er Planner My Scorecard	Dashboard	About Help	Log Out
Builder / Edit Project '!8/24/2005 t		setungs	ing boorecard	Resource Po	or Preference:	Reports
Change Request List Edit Change Request	Cost Breakdown	Work Brea	kdown			
Name						
test						
► Status						
RAISED						
Date Entered						
1/10/2006 (M/d/yyyy)						
Description						
beachpaon						
Autor						
James Panagos						
> Owner						
Initiator						~
Approver						
James Panagos						*
Cost Center						
Business						~
Attributes						
				Update	Cance	el
					_	
					Go E	lack

Figure 3-47 Add Change Request with additional tabs

In order to complete the change request, the user must complete the two tabs and then click on **Update** at the bottom of the screen. Figure 3-48 shows the **Cost Breakdown** tab, and figure 3-49 shows the **Work Breakdown** tab.

mt								В	uilder	Optimizer P	lanner	Dashboard	About	Help Lo	g Out
ilder / Edit Project '!8/24/2005 t	-				_	_		_		Settings My Sci	precard	Resource Po	ol Pre	ferences Re	port
01 0 11:1		5 10 01	0						_						
Change Request List		Edit Change	Requ	est	Co	st B	reakdown			work breakdow	ו				
Levels		Jul-06		Aug-06			Sep-06			Oct-06		Nov-06		Dec-06	
Direct Cost	0	\$0	0	5	60	0		\$0	0	\$ 0	Ø	\$ 0	Ø	S	0 (
On-going Support Cost	0	\$0	0	ş	60	0		\$0	0	\$ 0	0	\$ 0	0	s	0 (
Hardware / Software	0	\$0	0	ş	60	0		\$0	0	\$ 0	Ø	\$0	Ø	s	0 (
Internal support / training cost	0	\$0	0	5	60	0		\$0	0	\$ 0	0	\$ 0	0	s	0 (
Incremental cost	0	\$0	0	5	50	0		\$0	0	\$ 0	Ð	\$ 0	Ø	s	0 (
IT Governance	0	\$ 0	0	ş	50	0		\$0	0	\$ 0	0	\$ 0	0	s	0 (
<															>
<b>—</b>															
Drill Down															
Go To: Level 1															~
												Undato		Cancol	
												opuate		Cancer	
														Go Back	

Figure 3-48 Add Change Request - Cost Breakdown

				Builder Optimi	zer Planner Da My Scorecard De	ashboard About H	elp Log Out
Builder / Edit Project '!8/24/2005 t				Jettinga		source roor riterere	nees neports
Change Request List	Edit Change	Request	Cost Breakdown	Work Bre	akdown		
Resource Type Required	ments						
Start Date:07/01/2006	1	End Date	e:02/28/2007		Items	per page: 10 💌	
Decourse Name				Change Re	quest		
Resource Name	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07
Architect	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00	0.00	
Details     Please select a resource to view it:	s details					Update	> Cancel
							Go Back

The **Cost Breakdown** tab works the same as the **Budget Cost** tab when the user is initially inputting cost data for the proposed project.

Figure 3-48 Add Change Request - Work Breakdown

The **Work Breakdown** tab works the same as the **Budget Resource** tab when the user is initially inputting resource data for the proposed project. The user must first select **Add** to choose resource types, and then **Edit** to input specific data for each resource.

Once all proper information is completed, the user must click on **Update** in order to finish the **Change Request**. At this point the Approver selected in the beginning of the **Change Request** will receive an e-mail notification to go into the project, access the **Change Request** page and approve or deny the **Change Request**.

# **Project Associations**

To access project associations, simply go to the **Project Info** tab and click on **Project Associations** at the top right of the tab. This will bring up Figure 3-49.

	Builder	Optimizer	Planner	Dashboard	About Hel	D Log Out
Builder / Edit Project "Windows	5	Settings My	Scorecard	Resource Po	ol Preferenc	es Reports
Organization Associations Portfolio Associations Program Associations		Applications	Supported			
Associate the Project with a Program						
Program Name     Rela	ition		[Add	1		
Finance Program 🗸 Linked To		1	Delet	e]		

Figure 3-49 Project Associations - Program Associations Tab

This is used to access the function where the project manager can associate the project with an organization, portfolio, program, or application. The figure above shows the **Program Associations** tab as an example. There is a dropdown list under **Program Name**. This list is all the programs in the *UMT Portfolio Manager*<sup>TM</sup>. After the user selects the appropriate program, click on **Add** at the right to associate the project with that program.

If the project is already associated with a program, the **Add** button is greyed out and the user can only **Delete** an association for that project.

# **Project Snapshot Report**

The *UMT Portfolio Builder*<sup>TM</sup> provides project tracking and forecasting functionalities that, amongst other uses, can be used by the *UMT Portfolio Dashboard*<sup>TM</sup> for deriving project indicators. These functionalities were detailed in the Project Status, Cost Tracking and Resource Tracking tabs chapters.

To that effect, the *UMT Portfolio Builder*<sup>TM</sup> provides with the ability to save the information from these three project tabs into project snapshots.

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Snapshots are taken at regular intervals, e.g. monthly if the reporting granularity is monthly. Past snapshots can be recalled at any time by using the **Report** drop-down menu located in the upper section of the screen, right above the project tabs. Past snapshots are only accessible when the project is in **View** mode.

Report     Itew Snapshot     Delete Snapshot       Current Snapshot     Issues & Risko     Schedule       Strategic Impact     Risk     Issues & Risko       Image: Strategic Impact     Resource     Schedule       Strategic Impact     Resource     Schedule       Strategic Impact     Resource     Schedule       Strategic Impact     Resource     Schedule       Overall     Financial     Resource       Schedule     Ower     Schedule       Project Progress     Schedule     Project Progress       Schedule     Ower     Actual     0%       Vork Complete     Actual     0%       Planned     0%       Overall Health Description       overall comment		ment				Builde	er Optimi	zer Planner	Dashboard	About Help	Log Ou
Report         Current Snapshot       Itew Snapshot       Delete Snapshot       Lee Snapshot       Delete Snapshot       Lee Snapshot <thlee< th=""><th>Ider / Edit Project 'Servic</th><th>ce Delive</th><th></th><th></th><th></th><th></th><th>Settings</th><th>My Scorecard</th><th>Resource Po-</th><th>ol Preference</th><th>s Report</th></thlee<>	Ider / Edit Project 'Servic	ce Delive					Settings	My Scorecard	Resource Po-	ol Preference	s Report
Current Snapshot     Item Snapshot       Strategic Impact     Risk     Issues & Risks     Schedule       Indicators     Image: Schedule     Project Risk     Quality       Project Progress     Schedule     O%         Schedule     O%         Planned     O%         Planned     O%         Overall Health Description     Overall Health Description	> Report										
Strategic Impact       Pisk       Issues & Risks       Schedule       Status         Image: Status       Image: Statu	Current Snapshot							T.	llew Snapshot	Delete Snapsl	hot Lock
Indicators         Overall       Financial       Resource       Schedule       Project Risk       Quality         Project Progress         Schedule       O%       Actual       0%       O%         Work Complete       Actual       0%       Planned       0%         Cost Complete       Actual       0%       Cost Complete       Planned       0%         Overall Health Description       Overall Health Description       Overall Health Description	Strategic Im	ipact	Risk		lssues & Risks		Schedule		Status	/	• •
Indicators         Overall       Financial       Resource       Schedule       Project Risk       Quality         Project Progress         Schedule       O%       Actual       0%       O%         Work Complete       Actual       0%       Project Risk       Quality         Cost Complete       Actual       0%       Cost Complete       Planned       O%         Cost Complete       Actual       0%       Cost Complete       Planned       O%         Overall Health Description       Overall Health Description       Cost Comment       Cost Comment											-
Overall       Financial       Resource       Schedule       Project Risk       Ouslity         Project Progress       Schedule       O%       Owner       Nork       Nork         Work Complete       Planned       0%       O%       Owner       Nork         Planned       0%       O%       Owner       Owner       Owner       Nork       Owner       Owner <t< td=""><td>Indicatore</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	Indicatore										
Overall     Financial     Resource     Schedule     Project Risk     Quality       Project Progress       Schedule Complete     Actual     0%       Planned     0%       Work Complete     Actual     0%       Planned     0%       Cost Complete     Planned       Planned     0%       Overall Health Description	maicators				0						
Project Progress     Schedule     O%     Planed     O%       Work Complete     Actual     0%     Actual     0%       Work Complete     Planed     0%     Actual     0%       Cost Complete     Actual     0%     Actual     0%       Overall Health Description     overall comment.     Overall Comment.     Overall Comment.	Overall	Financial	Resource	Schedule	Project Rick	Quality					
Project Progress         Schedule Complete       Actual       0%         Planned       0%       Planned         Work Complete       Actual       0%         Planned       0%       Planned         Cost Complete       Planned       0%         Overall Health Description       overall Comment						ara anny				Thre	sholds
Project Progress       Schedule Complete     Actual     0%       Planned     0%       Work Complete     Planned     0%       Planned     0%       Cost Complete     Planned     0%       Overall Health Description	_										anoraa
Schedule Complete     Actual     0%       Planned     0%       Work Complete     Actual     0%       Planned     0%       Cost Complete     Planned       Planned     0%       Overall Health Description	Project Pro	gress									
Vork Complete     Actual     0%       Planned     0%       Cost Complete     Actual     0%       Planned     0%       Overall Health Description	Schedule Complete	Actual	0%								
Work Complete         Planned         0%           Planned         0%         Planned         0%           Cost Complete         Planned         0%         Planned         0%           Overall Health Description overall comment:         Overall Health Description         Overall Health Description         Overall Health Description		Planned	0%								
Cost Complete Actual 0% Planned 0% Verall Health Description overall comment	Work Complete	Planned	0%								
Cost Complete Planned 0%  Overall Health Description  overall comment		Actual	0%								
Overall Health Description overall comment	Cost Complete	Planned	0%								
Overall Health Description overall comment											
overall comment	_										
	Overall Hea	alth Description									
	Overall Hea	alth Description									
	Overall Heat	alth Description									

Figure 3-50 - Snapshot Report

The **New Snapshot** link, located to the upper right hand side of the screen, allows you to create a new snapshot report. Click on the link, and enter the name for the current snapshot report that will be archived, and the name for the next snapshot report to be created. Click on **OK** to validate your entry. See Figure 3-51.

	Builder Optimizer Planner Dashboard About Help Log Out
Cillill Portfolio Manager	Settings My Scorecard Resource Pool Preferences Reports
Add Snapshot Report	
Archive Report: January 2006	
Clicking 'OK' will archive the current snapshot report 'January 2005' Archiving the is snapshot report, edit the name in the Archive Report text field.	report will switch all data to read-only. If you want to rename the
New Report: February 2006	
Clicking 'OK' will create a new snapshot report for the next period 'February 2005'. field.	If you want to rename the report, edit the name in the New Report text
	OK Cancel

Figure 3-51 - Add Snapshot Report

It is also possible to delete past snapshot reports. Click on the **Delete Snapshot** link. A pop-up window will be displayed, asking you to confirm you want to delete the current snapshot. Upon your OK, the current snaphot report will be deleted and the previous snapshot report will be made the new current snaphot report. See Figure 3-52.

Microso	ft Internet Explorer 🛛 🔀
2	Are you sure you wish to delete current snapshot?
	OK Cancel

Figure 3-52 - Delete Snapshot Report Confirmation

Finally, if you wish to limit the other users' ability to edit the current snapshot report while still giving them the opportunity to view the report information, you can **Lock** the current report by clicking on the **Lock** link. The link will then change to **Unlock** to allow you reverting back to the unlock status.

CHAPTER



Programs

This section provides the *Portfolio Builder*<sup>TM</sup> users with the ability to link projects from different *Business Areas* (BAs) that may be part of the same larger initiative. Projects can be linked together by assigning them to Programs.

# **Key Concepts**

Programs are defined at the *Default Portfolio* level and can group sets of projects within the same Business Area (BA), where the *Default Portfolio* is defined.

Note: A project cannot be included in more that one distinct program.

After the login procedure, the application opens the 'My Scorecard' view.

r / Main View		_	Settings	My Scorecard	Resource Pool	Preferences	Rej
Group by Hierarchy		EiH	har				
Imanizations	Apphe	No Filter				- At	onk
Display Entities			lick Search				pipar
Programs	Apply		ick Scarch			Ap	pply
Name	A 7	Status	Start Da	te 🖌 Enc	I Date 🖌	Total Cost	_
- Tg Corporate	67						
E Restored	6						
- ERM Program	<b>C</b> *					948,000.0	00
Einance Program	6					0.0	00
- 19 Decision Support	6						
- Te Finance	6						
🔁 🏫 Human Resources	C <sup>2</sup>						
Egacy Re-platforming	C						
	6						
- France - F	<u></u>					0.0	00
- Frank Internation to MS Word	<b>1</b>					0.0	00
- E Sox Upgrades	<u>.</u>					0.0	90
update all vendor contracts for business intelligen	<u>ce</u> []]					0.0	90
- Tg Other	62						۰.
	6						
+ Tg Ersin01	6						
	<u> </u>						
- In Technology	<u>()</u>					5,175,020.2	26
C. C. Lecturology							

**Figure 4-1 Programs List Screen** 

**Note:** Click **\overline** from the right top of the screen to open the **Portfolio Selector**.

Select **Programs** from the **Display Entities** drop-down menu and click **Apply**.

The section displays all the existing programs, grouped by organization **\***. Click "+" to open an organization and click "-"to close it. You can identify a program by its icon:

Besides the name of each program, information about the program's status and its state (**Checked In** 🛃 / **Checked Out** 🕑) is displayed.

**Note:** You can identify the user who has checked out the program by placing the mouse over the lock icon.

# **Managing Programs**

# **Creating a Program**

Click Add to create a program. The window below will appear:

Organization Hierarchy	Existing portfolios and programs
Corporate 🔽	[Corporate]
Select entity Program	
, rogram	
	Add Entity Close

#### Figure 4-2 Add Program

Select the Organization Hierarchy, the entity (program in this case) and the existing portfolios and programs. Then click **Add Entity**. The window below will appear:

ump-			Bu	uilder	Optimi	zer Planner	Dashboard	About Hel	b Log Out
Builder / Add Entity				S	ettings	My Scorecard	Resource Po	ol Preferenc	es Reports
Program Informa	lion								
Name <sup>*</sup> Start Date Fixed Start Date ProgramID <sup>*</sup> Program Managers	program1 1234 No items selected	-	End Date Fixed End Date Priority		1				
Program	Objectives								
test Business	Need								X
Program	Dependencies								
									K
Attributes									
(*) <sub>Req</sub>	aired Field						Add	Can	cel

Figure 4-3 Add Program Screen

The screen presents several data input fields, where program related information should be entered.

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Attention: The fields marked with an asterisk are required.

Field	Description
Name (required)	The name should be descriptive and if it is an acronym, spell out the entire name.
Program ID (required)	Represents the program's ID – may be a string of numbers and letters that helps group the programs and identify them easily.
<b>Program</b> Manager (required)	Click <b>▼</b> and select a program manager.
Priority	The priority of the program within the portfolio (may be either entered manually or computed as a result of an analysis using the <i>Portfolio Optimizer</i> <sup>™</sup> tool).

You can also describe the program objectives, business needs, its scope, including a clarification about what is out of scope, and any other assumption made in designing and costing the program, as well as its dependencies.

The **Start & End** dates are automatically calculated according to the projects that comprise the program.

**Note:** Remember to click **Add** at the bottom of the page to save the changes.

## **Viewing/Editing a Program**

There are two methods to view an existing program:

- 1. Select it from the list (Figure 4-1) and click View
- 2. Click the program's name in the list

In both cases, the **Program Information** screen will be displayed, together with links to all the **Programs attributes** sections (**Budget cost**, **Benefit**, **Strategies impact**....), in read-only mode.

MFPortfolio Managem	ent Progr		Builder	Optimizer Planne Settings My Scorecar	r Dashboard d Resource Poo	About Help Log I Preferences Rep
Program Inform	ation Budget Cost	Budget Resource	Benefit Estimat	tes Strategic	Impact	
					Change Request	Alert Subscription
Name	CRM Program					
Start Date	1/1/2005		End Date	6/15/2006		
Fixed Start Date	5/18/2005		Fixed End Date	6/15/2006		
ProgramID			Priority	0		
<sup>o</sup> rogram Managers	No items selected	<b>T</b>				
Program Sc     In Scop     Out of S     Program	ope e icope n Assumptions					
Program	n Dependencies					
Fotal Cost	948,000.00					
<sup>(*)</sup> Re	quired Field					Close

Figure 4-4 View Program Screen

Figure 4-4 displays the access to several links to other modules of the application:

- **Change Request**: To access the section where the program manager can view change requests entered at the project level and escalated to the program level.
- Alert Subscription: To access the subscription module, where email message subscriptions can be set up for different events that can take place.

Click **Close**, at the bottom of the **View Program** screen, to go back to the **Program List**.

To modify program information, select it from the list (Figure 4-1) and click **Edit** located at the bottom of the screen

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r / Eait Program 'CRM Pr	ogram							po
Program Inform	ation	Budget Cost	Budget R	esource Benefit Esti	nates Strat	egic Impact		
						Change Request	Alert Subscripti	tion
me*	CRM Program	n						
rt Date	1/1/2005			End Date	6/15/2006			
ed Start Date	5/18/2005			Fixed End Date	6/15/2006			
gramID *				Priority				
gram Managers	No items sele	ected		▼				
Program	Objectives							
Program	Objectives							1
Program	Objectives							×
Program	Objectives							×
Program	o Objectives							X
Program	objectives						-	×
Program     Busines	n Objectives s Need							×
Program     Busines	n Objectives							×
Program     Busines	objectives							×
Program     Busines	n Objectives							×
Program     Busines	s Need							N N
Program     Busines	s Need							×
Program     Busines     Program Sco	s Need							×
Program     Busines     Program Sco	n Objectives							×
Program     Busines     Program Sco     In Scope	n Objectives S Need							A A
Program     Busines     Program Scope     In Scope	n Objectives							X

The **Program Information** window allows changing any data related to the project.

Figure 4-5 Edit Program Screen

**Note:** Operations with the other sections (**Budget Cost**, **Budget Resource**, etc.) are similar to those for projects, however they are an aggregate of data from the project level.

Click **Update** to save changes or click **Cancel** to go back to the **Project List** screen without saving any changes.

## **Deleting a Program**

To delete an existing program:

- 1. Select it from the list (Figure 4-1)
- 2. Click Delete

3. Click **OK** in the confirmation window and an updated list will appear.

# **Managing Projects in Programs**

This chapter focuses on changing features of and within a program. This is accessed from the **Settings** screen, **Organization & User Management** section.

# Adding/Removing Projects to/from a Program

Steps to follow in order to add projects in a program:

- 1. Access the **Settings** section
- 2. Click **Portfolio / Program Management**; in the **Organization & User Management**
- 3. Click Program Management from the right section

The **Program Management** page will appear, with the list of existing programs.
Urganization Hierarchy	Existing portfolios	
Corporate	[[Corporate]	•
Programs List Add Program	Add Programs to Portfolio View Program	
Program Name		
CRM Program		
DB Upgrade Program		
Documentum Migration		
Finance Program		
C Financial Reporting Program		
Infrastructure Program		
C Internet Program		
JAVA Platform Program		
migration to MS Word		

#### **Figure 4-6 Programs List**

- 4. Select the program from the selection list
- 5. Click Manage tab

A list of all the projects included in that program will appear.

/////F		Builder Optimizer Planner Dashboard About Help LogOut
ttings / Programs / Manage Pr		Settings My Scorecard Resource Pool Preferences Reports
Organization Hierarchy		Existing portfolios and programs
Corporate	-	Select portfolios or programs
		Add/Edit Programs
Projects List Add Project		
Project Name		Project Status
CRM 2.0		Build
CRM Project		Build
IBM MVS Tools		Build
Oracle / Linux		Build
Tech Direction for Office Printing		Build
Test Customer Service		Complete Request Form
Windows 2000 Rollout		Complete Request Form
		1

#### **Figure 4-7 Programs List**

In this section, projects can also be removed from programs. To remove a project you must select the check box corresponding to the project and click **Remove Projects from Program**.

**Note:** The project will only be removed from the program, not deleted from the entire application.

6. Click the **Add Project** tab at the top of the screen.

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ings	/Programs / Manage P	Settings My Scorecard Resource Pool Preferences Repo
	> Organization Hierarchy	Existing portfolios and programs
(	Customer Service	Finance Program
		Add/Edit Programs
	Projects List Add Project	
	Project Name	Project Status
Ø	Application Security (Finance)	Build
	ben test cost tracking at the aggreagte levels	Build
1	BrightStore Vantage ROI Analysis	Build
	CRM 2.0 - included in program 'CRM Program'	Build
	CRM Project - included in program 'CRM Program'	Build
7	EGTRRA Regulatory Compliance	Build
V	EOY Reporting	Build
V	Fin. Asset Management	Build
	IBM MVS Tools - included in program 'CRM Program'	Build
Γ	Oracle / Linux - included in program 'CRM Program'	Build
V	Service Delivery Project	Build
V	SLA Measurement System	Build
	Tech Direction for Office Printing - included in program 'CRM Program'	Build
	Test Customer Service - included in program 'CRM Program'	Complete Request Form
	TEST MSP Gartner - Project 4.Published	Complete Request Form
	TEST MSP Gartner - Project 5.Published	Complete Request Form
	victot MSP test 1	Complete Request Form
	Web based help desk appliaction	Complete Request Form
	Windows 2000 Rollout - included in program 'CRM Program'	Complete Request Form

A list of all the projects that can be added to the program will appear.

Figure 4-8 Manage Program Screen - Add Project to Program

Because a project can be included in only one program, the screen in Figure 4-8 displays in red the projects that are already part of a program, and therefore cannot be added to the currently selected program

The name of the program they are included in, is also displayed, in brackets. The projects already assigned to the program are displayed in green, while the ones that are available to be assigned are displayed in black.

7. Select the check boxes corresponding to each project to include them in your program.

Click **Update** to save your changes – bottom of the screen in Figure 4-8 the **Programs Management** screen is updated to reflect the changes. The projects included in the program are listed, together with their workflow status.



**APPLICATIONS** 

The **My Scorecard** section of the *Portfolio Builder*<sup>TM</sup> enables Organizations to create, maintain analyze and manage their existing application portfolio.

# **Key Concepts**

After login, the application opens at the My Scorecard section.

Group by Hierarchy		> Filter		
ganizations	Apply	No Filter		Apply
Display Entities		Duick Search		
plications	Apply			Apply
Name	AT /	Status 🖌 Star	t Date 🖌 End Date	Total Cost
Corporate	(3 <sup>1</sup> )			
Customer Service	67			
P B Decision Support	<b>C</b>			
- Te Finance	<b>1</b>			
E Muman Resources	C7			
E The Legacy Re-platforming	<b>1</b>			
C- 1 Legal				
• % Other	7			
- Technology	(7)			
- R Active Internal	<b>1</b>	Production		3,073,531
- R Active Retail	177	Production		8,841,463
- R Aladdin & Equinox	17 <sup>1</sup>	Production		886,669
- 3 Analytics	17 C	Production		1,157,625
- R CIW for Marketers	<u>.</u>	Production		1,862,000
- 36 Client Syc Portal	C*	Production		6,650,000
- 3 Connectivity	C*	Production		316,946
- <u>36 DOT</u>	C*	Production		266,000
- 🔏 Equities CRM	C*	Production		0
- 3 Everest	C <sup>1</sup>	Production		392,952
- 3 Exchange Services	67	Production		10,122,000
- 3. GL	(B)	Production		798,000

**Figure 5-1 Applications List Screen** 

**Note:** Click  $\overline{\Psi}$  from the right top of the screen to open the **Portfolio Selector**.

Select **Applications** from the **Display Entities** drop-down menu and click **Apply**.

The section displays all the existing applications, grouped in Organizations<sup>1</sup>. Click "+" to open an Organization and click "-"to close it. You can identify an application by its icon:

Besides the name of each application, information about the program(s) status and their state (Checked In C / Checked Out C) is displayed.

# **Managing Applications**

### **Creating an Application**

Click Add to create a program. Figure 5-2 will appear:



Figure 5-2 Add Applications

Select the **Organization Hierarchy**, the entity (application in our case) and the existing portfolios and programs. Click **Add Entity**. The next window will appear:

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			5	ettings	My Scorecard	Resource Po	ol Preference	s Reports
ler / Add Entity			2	octungs		Resourcery	or reference	5 Report
Application Info								
Jame *			ID*	5				
′er≢ <sup>*</sup>			Туре	Utilit	y 💌			
nalysis Start Date	•		Estimated Lifespan*	120				
pplication Status *	Development 💌							
Retirement Date	•		System Age					
of Users *			# of Licences *					
icence Type *	Perpetual 💌							
opplication Initiators *	Smith		Application Managers *	No ite	ms selected			
uningge Onengers <sup>*</sup>	No items selected	-						
Objective		•						
Objective		•						*
Objective			Vendor Contact Name*					X
Objective Iendor Name*	UMT nama@company.com		Vendor Contact Name*					×
Vendor Name * rendor Contact *	UMT name@company.com		Vendor Contact Name *					×
Vendor Name* Vendor Name* Vendor Contact* Attributes Attributes	UMT nama@company.com		Vendor Contact Name <sup>®</sup> Application Estimated T	CO 0				×
Vendor Name* rendor Name* rendor Contact* Attributes upplication 2006 Annual Soat vonthectural Fit	UMT name@company.com		Vendor Contact Name* Application Estimated T Availability	co 0				×
Vendor Name * Vendor Name * Vendor Contact * Attributes application 2005 Annual Sost vechitactural Fit Useliness Importance	UMT name@company.com		Vendor Contact Name * Application Estimated T Availability Business Risk	CO 0	×			*
endor Name * endor Name * endor contact * Attributes pplication 2005 Annual cost rchitectural Fit useness Importance kelp Desk Tickets	UMT  Iname@company.com		Vendor Contact Name * Application Estimated T Availability Business Risk	CO 0	×			×
Vendor Name * Vendor Name * Vendor Contact * Attributes Attributes urchitectural Fit Useness Importance Help Desk Tickets	UMT  Iname@company.com		Vendor Contact Name* Application Estimated T Availability Business Risk	co 0	×			

Figure 5-3 Add Application Screen

Attention: The attributes marked with an asterisk on this screen are required.

Attribute	Description
Name (required)	The name should be descriptive and if it is an acronym, spell out the entire name. This attribute is a system requirement.
Version (required)	The application version must be entered in this attribute.
Analysis Start Date	Enter in the analysis start date (this should be the date when the application was created, or when the Organization was created, whichever is later). This attribute is a system requirement.
Application Status	Select the application status: <b>Development</b> or <b>Production</b> . This attribute is a system requirement.
(required)	

Retirement Date	Type in the retirement date. This should be initially derived from the analysis start date + estimated lifespan. However the Application Manager or user with appropriate rights should be able to adjust this date as required (i.e. when a decision is made to retire the application).
Number of Users	Type in the number of users.
(required)	
License Type (required)	Select the license type: <b>Perpetual</b> or <b>Term</b> .
Application ID (required)	Represents the application's ID – may be a string of numbers and letters that helps group the applications and identify them easily.
Туре	Select one of the following: Utility, Enhancement or Frontier.
Estimated Lifespan	Type in the expected lifespan in months. This attribute is a system requirement.
System Age	Type in the age of the system.
Number of Licenses	Type in the number of licenses.
Application Initiators	Select the application initiators. The <b>Super Users</b> may change this person by selecting someone else from the list (the list is only active for <b>Super Users</b> ).
Business Sponsors	Select the business sponsors.
Application Managers	Select the application managers. The <b>Super Users</b> may change this person by selecting someone else from the list (the list is only active for <b>Super Users</b> ).
Objective	Type in the program objective.

Vendor NameType in the vendor name.Vendor ContactType in the vendor contact: phone or e-mail address.Vendor ContactType in the vendor contact name.NameName

Note: Remember to click Add at the bottom of the page to save the changes.

The **Analysis Start Date** and the **Estimated Lifespan** derive the time period displayed in the **Cost** and **Resource** tabs from <u>Other Sections</u>.

### **Viewing/Editing an Application**

There are two methods to view an existing application:

- 1. Select it from the list (Figure 5-1) and click View
- 2. Click the application's name in the list

In both cases, the **Application Information** screen will be displayed, together with links to all the **Application attributes** tabs (**Budget cost**, **Benefit**, **Strategies impact**...), in read-only mode.

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Inter / View Application 'Act	tive I		Settings	My Scorecard Re	ashboard About Help esource Pool Preference	Log Ou s Repor
> Report						
Current Snapshot						
Application Inf	o Budget Cost	Strategic Impact	Architect	tural Fit		•
			Enh	ancement Request	Application Associa	tions
Name	Active Internal	ID	001	026		
Ver#	2.1	Type				
Analysis Start Date	10/1/2004	Estimated	Lifespan ()			
Application Status	Production	Production	Date 4/8/	2005		
Retirement Date	2/26/2014	System Ag	je 38			
# of Users	346	# of Licen	es 500			
Licence Type						
Application Initiators *	No items selected	The Application Application	n Managers * No	items selected	-	
Business Sponsors *	No items selected	₹				
Objective	•					
test						
Vendor Name		Vender Ce	ntact Name Sm	ith		
Vendor Contact	313-505-5000					
Attributes						
bia app cost	0.00					
(*)Req	uired Field					
					Close	

**Figure 5-4 View Application Screen** 

Figure 5-4 displays the access to several links to other modules of the application:

- Enhancement Request: To access the section where the application manager can request additional enhancements.
- **Application Associations**: To access the section where the application manager can view and edit the associations between the application and other entities (i.e. Organization, Custom Portfolios Projects and other Applications).

Click **Close**, at the bottom of the **View Application** screen, to go back to the **Application List**.

#### **Transformation Decision**

The administrator can configure (in the **Settings** section) the planning horizon for capturing application Transformation Decisions (i.e. Transformation Decision Horizon = 5 years).

The first year is default to **Analysis Start Date** and the last year is equal current year plus 5 years. The administrator can also configure the list values for the Transformation Decision attribute (i.e. N/A, Maintain, Retire etc). All the users should be able run filters using these attributes.

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These transformation decisions are listed on the **Schedule** tab of **Organizations** and **Custom Portfolios**.

To modify **Application** information, select it from the list (Figure 5-1) and click **Edit** located at the bottom of the screen

The **Application Information** window allows changing any data related to the project.

ucal			Builder	Optimize	r Planner D	ashboard Al	bout Help	Log Out
Portfolio Management			Se	ttings N	ly Scorecard R	esource Pool	Preferences	Reports
builder / cut Application Aladar	1 or							
Report								
Current Snapshot					V Nev	v Snapshot D	elete Snapsh	ot Lock
Application Info	Budget Cost	Strategic	Impact Ar	chitectur	al Fit			
				Enhand	ement Request	Applicat	tion Associat	tions
Name *	Aladdin & Equinox		ID*	00101	4			
Ver#*	3.1		Туре		-			
Analysis Start Date	10/1/2004		Estimated Lifespan *	36				
Application Status *	Production -		Production Date *		•			
Retirement Date	6/28/2012		System Age	58				
# of Users "	237		# of Licences "	300				
Licence Type *								
Application Initiators *	No items selected	₩	Application Managers *	No iter	ns selected			
Business Sponsors *	No items selected	Ψ						
Objective								
teat								-
test								<u></u>
						_		<b>Y</b>
Vendor Name *			Vendor Contact Name *	Davis				
Vendor Contact*	315-313-5300							
Attributes								
bia app cost	0.00							
(*) <sub>Requi</sub>	ired Field							
					Upo	late	Cance	d i

Figure 5-5 Edit Application Screen

Click **Update** to save changes or click **Cancel** to go back to the **Project List** screen without saving any changes.

# **Other Application Tabs**

- Application Budget Cost
- Application Strategic Impact
- Application Architectural Fit
- Application Process Impact
- Application Risk
- Application Operational Performance
- Application Status
- Application Cost Tracking
- Document Management
- Application Information Links

## **Application Budget Cost**

### **Editing Application Budget Cost**

Select the **Budget Cost** tab to access this section while editing a project.

**Note:** When this section is opened in **View mode**, the page will be displayed as read-only.



Figure 5-6 Edit Application – Budget Cost Screen

The table shows only the applications cost structure.

It also displays the values for each category, for the expected lifespan of the application. The last column computes the total for all the budget periods.

By default, all **Cost Centers** associated with the portfolio appear when a field is selected for updating. In order to change this, use the **Show/Hide Cost Centers** option. In the following screen clear the cost centers those are not suitable for the application.

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Show/Hide cost centers	
₩ Business	
пы	
	All Level Associated Clear selection

Figure 5-7 Application - link to Cost Centers

The Application Manager (or users with appropriate rights) is able to edit cost estimates for each application for its estimated lifespan (i.e. **Analysis Start Date + Estimated Lifespan**). When in edit mode, a user can enter the cost estimates directly into the **Applications Cost** structure.

The cost of the supporting projects is automatically aggregated into the predefined Project Node in the application cost structure. In the Financial Management Settings feature, the administrator can define which category of the **Projects Cost** structure will be mapped to a category in the **Applications Cost** structure.

### **Allocating Application Costs**

Applications can be linked to Organizations, other than the one it was "Created In", using the **Application Associations** link from the Application Info tab. The total cost of the application, for all periods, can be allocated (including 0%) among the linked Organizations, including the "created in" Organization.

If an application is associated to other Organizations, users in those Organizations will see an entry for the application on their scorecard when they use the "View All" mode. They can not edit budgeted cost data via that entry. All Scorecard entries of a linked application will display the un-allocated cost if that is a selected column in the user's preferences. The Organization total of the cost column will include the cost of the application, adjusted for the Organization's cost allocation percentage.

Applications can also be linked to **Custom Portfolios**; but not for the purpose of allocating costs. When **Custom Portfolios** are selected in the Portfolio viewer, **Custom Portfolio**-level costs aggregations can only be simple totals of the unallocated cost of applications.

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If a user opens the application while viewing a different funding Organization (i.e. the application has been Linked using the **Organization Associations** page), the costs relating to that Organization should be displayed by default. The costs will not be editable from this view

By default the application's total budget cost will be displayed in the Organization the application was "Created In" (i.e. **Budget Costs** for all **Organizations**). To see only the portion of the cost that is attributable to current Organization, click the "Display Costs for Current Business Area Only" box; see the top of Figure 5-6.

The view will change to portray only the portion of costs attributable to current Organization. The check box label will change to "Display Total Application Cost (All Business Areas)", which is the alternate choice.

### **Tracking Application Costs**

If you select the **Production** option from the **Application Status** attribute (in the **Application Information** tab) the **Budget Cost** data is automatically copied to the **Cost Tracking** tab as **Forecast Costs**, and the **Budget Cost** tab defaults to a read-only status.

The default budget cost period is yearly when an application is added. When a user changes the **Applications Status** attribute from any choice to **Production**, the **Application Granularity** switches to the **Analysis Type** (months or quarters). See the **Organization Settings** page for details. The yearly amounts are allocated evenly among the periods (months or quarters) chosen.

## **Application Strategic Impact**

The **Strategic Impact** tab provides a mechanism to assess an application's contribution directly to the Organization's Business Drivers. Use of this tab implies that the Organization is using a two-step model to calculate applications' business importance. The alternative, three-step model, is implied by use of the **Process Impact** tab. See the Application section of

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the *UMT Portfolio Optimizer*<sup>™</sup> *User Manual* for a discussion of two and three-step alignment models.

**Note:** If an Organizations chooses to always use the three-step model, the administrator can disable (and hide) the Strategic Impact.

Select the **Strategic Impact** tab to access this section.

	Builder Optimizer Planner Dashboard About Help LogOut
Suilder / Edit Application 'Client Svc	Settings My Scorecard Resource Pool Preferences Reports
Report	
Current Snapshot	Mew Snapshot Delete Snapshot Lock
Application Info Budget Cost Strategic Impa	act Architectural Fit
Employer of Choice	20
E-termine -	
Extreme.	
Su ung. Madaratar	
low	
Low.	
Hole.	
Expand Our Reach to New Markets	- 0
Expand our reden to new markets	
Evtrama	
Strong	
Moderate:	
Low: Low Impact on Expand Reach to New Markets on apps	
None:	
	Update Cancel

Figure 5-8 Edit Application - Strategic Impact

A list of all the Business Drivers associated with the portfolio is displayed. You can also see the drop-down lists for the contribution assessment choices for the application on each of the drivers.

The default contribution assessment choices are **None**, **Low**, **Moderate**, **Strong**, and **Extreme**. A description of each assessment choice appears below each driver. The description was defined in the **Settings/Drivers Management** section.

**Note:** Although Business Drivers can be the same for portfolios of all entity types in the Organization, the administrator must create specific Business Drivers for use with applications so that contribution statements that are tailored for applications can be defined.

The assessment values populate an application to business driver impact matrix (for a two-step model) in the Portfolio Optimizer. See the

Applications section in the *UMT Portfolio Optimizer™ User Manual* for details on saving Business Driver contribution attributes.

## **Application Architectural Fit**

The Architectural Fit tab enables the assessment of each application against a set of Enterprise Architectural Drivers.

The applications administrator can build a library of Enterprise Architecture Drivers in the **Settings** screen and associate these drivers with various Organizational levels.

This tab will also allow a user to complete the fit assessments.

MF	B	uilder Oj	timizer	Planner	Dashboard	About Help	Log Out
der / Edit Ap	Io Management	Setti	ngs My	Scorecard	Resource Po	ol Preference	es Reports
_							
R	eport				Now Enanchet	Doloto Enone	hot Look
A	aponot polication Info Budget Cost Strategic Impact	Arch	tectural	Eit	new snapshot	Denote Shaps	
	, <u>, , , , , , , , , , , , , , , , , , </u>	7.0.01			\	_	
) E	nploy maintainable design & technologies					Low	<u> </u>
Utilizes bes	t-practices in coding and design. Employs maintainable technologies with minimal []						
Extreme:	Program Code and/or technology is well known, well documented and easily maintained						
Strong:	Program Code and/or technology is well known, not well documented and easily maintain	ned					
Noderate:	Program Code and/or technology is somewhat known, not documented and maintainable	е					
.ow:	Program Code and/or technology is not well known, not well documented and difficult to n	naintain					
None:							
A	Ihere to standards and accepted design patterns					Strong	<u> </u>
Employs st	andard technologies, platforms and is aligned with the current enterprise design patterns						
xtreme:	The application employs standard technologies platforms and design patterns						
Strong:	The application employs enterprise standard technologies platforms and previously acce	pted desig	n []				
	The application employs standard technologies platforms and previously used but not ac	cepted des	ign []				
vioderate:							
.ow:	The application employs standard technologies platforms and unique design patterns						

Figure 5-9 Edit Application - Architectural Fit Screen

Select the best assessment choice from the corresponding drop-down menu for each Architecture Driver.

**Note:** The default assessment values are **None**, **Low**, **Moderate**, **Strong** and **Extreme**. The administrator can change these choices if appropriate.

You can also enter short descriptions in the **Comments** fields by clicking the corresponding icon **G**.

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The fit assessments for each application dynamically populate the Application to Enterprise Architecture Driver impact matrix in the Portfolio Optimizer. This matrix is used to derive an Architectural Fit score for each application. See the Applications section in the *UMT Portfolio Optimizer*<sup>TM</sup> *User Manual* for details on saving Architecture Fit attributes.

Click **Update** to save the changes.

## **Application Process Impact**

This tab supports the assessment of applications' business importance against a set of **Business Processes** (in a three-tier model), and Business Functions related to each **Business Process**.

**Note:** If an Organization chooses to use a two-tier model, the Process Impact tab should still be completed in order to map applications to Business Functions, to populate the **Application Functional Overlap** report.

The access is made through the **Process Impact** tab:



Figure 5-10 Edit Application - Process Impact Screen

Select the appropriate contribution assessment choice from the corresponding drop-down menu.

**Note:** The default **Assessment values** are **None**, **Low**, **Medium** and **High**. The administrator can edit these labels, and their associated values if necessary.

You can also enter short descriptions in the **Comments** fields by clicking the corresponding icon **G**.

You can build a library of **Business Processes** and associate each one to entries in the library of more generic **Business Process Functions** in the **Settings** page. For example:

- Financial (Business Process), associated to:
  - Payroll (Business Process Functions)
  - P&L Reporting (Business Process Functions)
  - General Ledger (Business Process Functions)

**Note**: The administrator can configure the choices for the relational attribute for associating applications to **Business Process** Functions.

The administrator can specify which **Business Process** and which **Business Process** Functions can be associated with an Organizational area.

- The Financial **Business Process** and all lower level **Business Process** Functions (i.e. Payroll, P& L Reporting and General Ledger) could be associated with Business Unit 1.
- The Financial **Business Process** and one of the **Business Process** Functions (i.e. Payroll) could be associated with Business Unit 2.
- The "Transaction Management / Trade Support" process in Figure 5-10 Edit Application Process Impact Screen, has two Business Functions, "Payroll" and "P&L Reporting" associated with it.

In the Process Impact tab, users can record the following:

- Assess the contribution of the application to **Business Processes**. These values should automatically populate the Application to **Business Process** matrix in the Portfolio Optimizer.
- Specify whether the application delivers one or more of the **Business Process Functions**. These values are used to populate the *Application Functional Overlap* report and to calculate a redundancy score for each application pair in the matrix view of that report (when the Business Functions filter is used).

### **Application Risk Assessment**

The administrator can configure a Risk Assessment questionnaire to assess applications' technical risk. The overall score is used in the Portfolio Optimizer to analyze the application portfolio.

The access is made through the **Risk Assessment** tab.

III Perticile Menagement  J Edit Application (Client Svc		Settings N	y Scorecard	Resource Poo	and a second second	Internation Contractory
Report					ol Preferenc	es Report
urrent Snapshot			Y	New Snapshot	Delete Snap	shot <u>Lock</u>
Budget Cost Strategic Impact Architectural F	Fit V	Process I	mpact	Risk As:	sessment	
caled Overall Risk						Lov
Business Risk: 11%						
Business Criticality				Low		• 0
What is the level of business criticality of the application?						
1: Low						
3: Medium						
6: High						
9: Extreme						
Technology Risk: 66%						
Application Complexity				High		• 0
What is the complexity level of the application						
1: Low						
3: Medium						
6: High						
9: Extreme						

Figure 5-11 Edit Application - Risk Screen

For each **Risk Category** there are multiple questions and each question has multiple pre-defined answers.

A total score is calculated for each category and aggregated into a weighted, **Overall Risk** score, displayed at the top-right corner of the tab. This value is stored in the attribute "Application Risk Score", which can be used for further analysis used in the *Portfolio Optimizer*<sup>TM</sup> module.

You can also enter short descriptions in the **Comments** fields by clicking the corresponding icon **a**.

Click **Update** to save the changes.

## **Application Operational Performance**

The administrator can configure an Operational Performance survey questionnaire to assess applications' ability to meet processing needs. The overall score is used in the Portfolio Optimizer to analyze the application portfolio.

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Open the **Operational Performance** tab:

	Builder Optimizer Planner Dashboard About Help Log Out
Builder / Edit Application 'RTP'	Settings My Scorecard Resource Pool Preferences Reports
> Report	
Current Snapshot	New Snapshot Delete Snapshot Lock
Strategic Impact Architectural Fit Process Impact	Risk Assessment Operational Performance
Scalled Overall Performance	High
Application Operational Performance : 100%	
Average Daily Downtime	Under 1 minute 🗾 🥝
What is the average daily downtime?	i
5: Under 1 minute	
3: Between 1 and 15	
minutes	
1: Over 15 minutes	
Average Response Time	Under 0.1 second 🗾 🥝
What is the average response time per click?	
5: Under 0.1 second	
3: Between 0.1 seconds	
and 1 second	
1. Above i second	
	Update Cancel

Figure 5-12 Edit Application - Reports

For each **Risk Category** there are multiple questions and each question has multiple pre-defined answers.

A total score is calculated for each category and aggregated into a weighted, **Overall Performance** score displayed at the top-right corner of the tab. This value is stored in the attribute "Operational Performance Score", which can be used for further analysis used in the *Portfolio Optimizer*<sup>TM</sup> module.

You can also enter short descriptions in the **Comments** fields by clicking the corresponding icon **G**.

Click **Update** to save the changes.

## **Application Status**

Click the **Status** tab to see the application status.

Portfolio Manag	gement 'RTP'			_	Builder	Optimize	r Planner y Scorecard	Dashboard Resource Po	About of Prefer	icip LogOut ences Reports
Report				ni i				New Snanebot	Delete Si	anchot Lock
Architect	tural Fit	Process Imp	oact 🗸	Risk Assessment	Operatio	nal Perform	ance	Application	Status	
Indiastor	~									1
		0	0							
Overall Health	Help Desk Tickets	Cost	SLA							Thresholds
Applicatio	on Progress									
Application Cost	Actual Completed Planned	0%								
Overall H	Completed	0.00								
_										
									Chro	_
									Clos	e

Figure 5-13 Edit Application - Status

For indicators that are manually set, click each indicator to select its color and to enter a description or a comment. The next window will appear:

Indicator color
Indicator color: Green 💌
Indicator comment
test 🖉
Update Cancel

Figure 5-14 Edit Application - Status

Select a color from the corresponding drop-down menu, type in a comment and click **Update**. The administrator can define formulae to set the color of the application risk and operational performance indicators based on the results of the related surveys. Although the color of calculated indicators can not be set manually, comments can be entered by clicking on the indicator in the Status tab.

### **Application Cost Tracking**

Click the Cost Tracking tab.

ad 는				1	Builder Optimiz	er Planner Das	hboard About	Help Log O
IIII Portfolio Management Iler / Edit Application 'RTP'			_		Settings	My Scorecard Res	ource Pool Prefe	rences Repo
Report								
Current Snapshot						T llew S	Snapshot Delete	Snapshot Lo
Process Impact	Risk As	sessment 0	perational Perfo	rmance	Application Stat	us	Cost Tracking	
Show/Hide cost centers								J
l evels		Application Orig	inal Budget			Application Rev	ised Budget	
LOVOID	Oct-2004	Year to Date	2004	All Years	Oct-2004	Year to Date	2004	All Years
Total Cost of Ownership	\$ 66,667	\$ 66,667	\$ 200,000	\$ 800,000	\$ 66,667	\$ 66,667	\$ 200,000	\$ 800,0
Drill Down								
o To: Level 1								1
						Upda	te	Cancel

Figure 5-15 Edit Application - Cost Tracking

Users can track Budget against Actual and Forecast values in the Cost Tracking tab. Costs are forecast and tracked in periodic Snapshots. The Snapshot for a period allows a user to edit the current period's Actual cost and the Forecast costs for the current period and all future periods for the expected life of the application.

To edit Forecast costs, select **Cost Forecast** from the drop-down menu and edit the costs in each future period by clicking the corresponding icon.

Application Budget Cost can be allocated among Organizations by using the *"Funded By"* feature in the *Organization Associations* tab; see Application Associations, below. Actual and Forecast costs follow the same allocation. The application is *"Created In"* only one organization; it can be *"linked"* to many others. Only users with appropriate rights to the *"Created In"* organization can edit application cost data.

If a user opens an application while viewing it from a "linked" Organization, only the costs relating to that Organization are displayed. The application's total cost values are displayed in the Organization the

application was "*Created In*". Users in either Organization can toggle between allocated and total cost views by clicking the "Display Costs for Current Business Area Only" and "Display Total Application Cost (All Business Ares)" options shown below.

Process Impact	Risk Ass	sessment	Operational Perfo	rmance	Application Stat	us	Cost Tracking		
Cost Tracking Table									
								<u> </u>	
Display Costs for Current B	usiness Area Onl	ly							
		Original	Budget				Change Request	est	
Levels	Jul-2004	Year to Date	2004	All Years	Jul-2004	Year to Date	2004	Application Date	
inter	\$ 334	\$ 334	\$ 2,004	\$ 6,018	\$0	\$ 0	\$0		
Total Cost of Ownership	\$ 334	\$ 334	\$ 2,004	\$ 5,015	\$ 0	\$ 0	\$ 0		
Application Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		
						Upda	lte	Cancel	
Snapshot Reports urrent Snapshot						Vpda	Snapshot Delete	Cancel	
Snapshot Reports urrent Snapshot Process Impact	Risk Ass	sessment	Operational Perfo	rmance	Application Stat	Vpda VPda	Snapshot Delete Cost Tracking	Cancel Snapshot L	
Snapshot Reports urrent Snapshot     Process Impact ost Forecast Table	Risk Ass	sessment	Operational Perfo	rmance	Application Stat	New New	Snapshot Delete Cost Tracking	Cancel Snapshot Lo	
Snapshot Reports urrent Snapshot Process Impact ost Forecast Table	Risk Ast	sessment	Operational Perfo	rmance	Application Stat	New.	<u>Snapshot</u> Delete Cost Tracking	Snapshot L	
Snapshot Reports     urrent Snapshot     Process Impact     ost Forecast Table	Risk As ost (All Business Jul-04	Areas) Aug-04	Operational Perfo	oct-04	Application Stat	Upos New us Dec-04	Snapshot Delete Cost Tracking Jan-05	Snapshot L	
Snapshot Reports urrent Snapshot Process Impact ost Forecast Table Display Total Application C Levels inter	Risk Ast ost (All Business Jul-04 \$ 33	Areas) Aug-04 \$ 33	Operational Perfo	Oct-04 § 33	Application Stat Nov-04 \$ 33	Vpos New us Dec-04 \$ 33	Snapshot Delete Cost Tracking Jan-05 \$ 17	Snepshot Ls	
Snapshot Reports urrent Snapshot     Process Impact     ost Forecast Table     Display Total Application C     Levels     Inter     Total Cost of Ownership	Risk Ass ost (All Business Jul-04 \$ 33 \$ 33	Areas) Aug-04 \$ 33 \$ 33	Operational Perfo Sep-04 \$ 33 \$ 33	rmance Oct-04 \$ 33 \$ 33	Application Stat Nov-04 \$ 33 \$ 33		Snapshot Delete Cost Tracking Jan-05 \$ 17 \$ 17	Snapshot Lo Feb-05 Snapshot Lo Snapshot Snapshot Lo Snapshot Snapshot Sna	
Snapshot Reports urrent Snapshot Process Impact ost Forecast Table Display Total Application C Levels Inter Total Cost of Ownership	Risk Ass ost (All Business Jul-04 \$ 33 \$ 33	Areas) Aug-04 \$ 33 \$ 33	Operational Perfo Sep-04 \$ 33 \$ 33	Oct-04 \$ 33 \$ 33	Application Stat Nov-04 \$ 33 \$ 33		Snapshot Delete Cost Tracking Jan-05 \$ 17 \$ 17	Snapshot Ls	
Snapshot Reports urrent Snapshot Process Impact ost Forecast Table Display Total Application C Levels linter Total Cost of Ownership Dirdit Cost of Ownership Dirdit Down	Risk Ast ost (All Business Jul-04 \$ 33 \$ 33	Areas) Aug-04 \$ 33 \$ 33	Operational Perfo Sep-04 \$ 33 \$ 33	Oct-04 \$ 33 \$ 33	Nov-04 \$ 33 \$ 33	Upor ✓ New UB Dec-04 § 33 § 33	Snapshot Delete Cost Tracking Jan-05 \$ 17 \$ 17	Snapshot L Feb-05 S S S S S S S S S S S S S	
Snapshot Reports urrent Snapshot Process Impact ost Forecast Table Display Total Application C Levels Inter Total Cost of Ownership Dill Down To: Level 1	Risk Ass ost (All Business Jul-04 \$ 33 \$ 33	Areas) Aug-04 \$ 33 \$ 33	Operational Perfo	Oct-04 \$ 33 \$ 33	Application Stat Nov-04 \$ 33 \$ 33	Upor ✓ <u>New</u> US Dec-04 \$ 33 \$ 33	Snapshot Delete Cost Tracking Jan-05 \$ 17 \$ 17	Snapshot L	
Snapshot Reports Unrent Snapshot Process Impact Ost Forecast Table Display Total Application C Levels Inter Total Cost of Ownership Drill Down To: Level 1	Risk Ass ost (All Business Jul-04 \$ 33 \$ 33	Areas) Aug-04 \$ 33 \$ 33	Operational Perfo	Oct-04 \$ 33 \$ 33	Application Stat Nov-04 \$ 33 \$ 33	Upper Very New Very	Snapshot Delete Cost Tracking Jan-05 \$ 17 \$ 17	Snapshot Le	
Snapshot Reports Wrrent Snapshot Process Impact Cost Forecast Table Display Total Application C Levels Inter Total Cost of Ownership Drill Down Drill Down DTo: Level 1	Risk Ast ost (All Business Jul-04 \$ 33 \$ 33	Areas) Aug-04 \$ 33 \$ 33	Cperational Perfo	Oct-04 \$ 33 \$ 33	Application Stat	Dec-04 \$ 33 \$ 33 Upda	Snapshot Delete Cost Tracking Jan-05 \$ 17 \$ 17	Snapshot Lo Feb-05 S S Cancel	

#### Figure 5-16

The Cost Data for applications in Production only is aggregated to the Cost Tracking Tab at Organization and Custom Portfolio levels. Only the allocated portions of costs that are allocated through associations to Organizations are included in Organization totals. Custom Portfolio totals include simple totals of all costs for every application in the Custom Portfolio.

### **Document Management**

The *Portfolio Builder*<sup>TM</sup> supports storing project-related documents, grouped in folders, and document versioning. The **Documents** tab is similar to the one for <u>Projects</u>.

### **Application Information Links**

### **Enhancement Request**

This feature of the *Portfolio Builder*<sup>TM</sup> allows the users to log new enhancement requests for each application.

This module is accessed through the **Enhancement Request** link present at the top-right side of Figure 5-4.

Um	Portfolio Management	Builder Optimizer Planner Dashboard About Help LogOut
Applica	List Enhancement Request Add Enhancement Request	Jetuniya <u>my soor som a</u> kessuite roor rieletenkes kepots
		J
c	Name A T	Date Entered ▲▼ 6/6/2005 1
		View Edit Delete
		Go Back

Figure 5-17 Enhancement List

The window displays a list of the enhancements requested for the application, and options to record new ones (using **Add Enhancements Request** tab).

In order to add a new enhancement request, click the **Add Enhancements Request** tab – top of the screen in Figure 5-17. The Add Enhancement Request screen will appear:

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	Builde	r O	Optimiz	er	Planner	Dasht	oard	About	Help	Log Out
Applications / Application: RTP /		Sett	tings	My So	corecard	Resou	rce Po	ol Pref	erences	Reports
List Enhancement Request Add Enhancement Request										
Name										
Date Entered										
6/6/2005 (M/d/yyy)										
Description										
										*
										*
Author										
Sergiu Bucur										
> Owner										
Lewis										•
						A	ld		Cance	
								1	Go B	ack

Figure 5-18 Enhancement - Add Enhancement Request

You must complete the following fields for each request:

- Name
- Date Entered
- Description
- Author
- Owner

### **Application Associations**

This feature of the *Portfolio Builder*<sup>™</sup> allows the users to view and edit the associations between the application and other entities (i.e. Organization, Custom Portfolios, Projects, and other Applications).

This module is accessed through the **Application Associations** link present at the top-right side of Figure 5-4.



**Figure 5-19 Organizations** 

The window contains 4 sections: **Organizations**, **Custom Portfolios**, **Supporting Projects** and **Dependent Applications**.

#### **Organizations**

In this section you can view and edit the associations between **Applications** and different **Organizations**. A user can record associations to other Organizations. If that association entails a funding responsibility, a non-zero percentage of application costs can be allocated to the "linked" Organization.

**Note:** You can associate the application with any level within the Organization hierarchy.

Portfolio Management		Builder	Optimizer ttings My 1	Planner Dashi Scorecard Resou	board About Helj iree Pool Preferenc	es Reports
Organizations Custom Portfolios	Supportin	g Projects	Depende	nt Applications		
Corganization Name		Relation		Funded by	[Add]	
Technology	¥	Created In	100			
					Jpdate Go	Back



Click Add to create a new link between Application and Organizations.

You must specify the following:

- **Organization Name** Select the names of the Organizations that are Funding the application.
- **Relation** Select the relation between the application and the relevant Organization. The relations are: **Linked To** or "Created In" (applied by default when an application is "Created In" an Organization).
- **Funded by** Type in the % cost allocation for the linked Organization (between 0% and 100%). When an application is "Created In" an Organization the allocation cost is default 100%.

Click **Update** to save the changes.

#### **Custom Portfolios**

In this section you can view and edit the associations between **Applications** and different **Custom Portfolios**.

You are able to link applications with multiple Custom Portfolios.

	Builder Optimizer Planner Dashbo	ard About Help Log Out
Applications / Application: Activ	Settings My Scorecard Resour	ce Pool Preferences Reports
Organizations Custom Portfolios Supporting Projects	Dependent Applications	
Link Applications With Custom Portfolios		
Custom Portfolio Name	Relation	[Add]
	Up	date Go Back

**Figure 5-21 Custom Portfolios** 

Click Add to create a new link between Application and Organizations.

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• You must specify the **Custom Portfolio Name** - Select the names of the **Custom Portfolios** to which the application is linked.

Click **Update** to save the changes.

#### **Supporting Projects**

In this section you can view and edit the associations between the **Applications** and the **Projects** that impact / support the application.

You are able to link applications with multiple projects.

		Builder Optimize	r Planner	Dashboard Ab	out Help	Log Out
Applications / Application: Activ	-	Settings M	y Scorecard	Resource Pool	Preferences	Reports
Organizations Custom Portfolios Supporti	ng Projects	Depen	dent Applica	tions		
Link Supporting Projects To Application						
Project Name		> Type		Cost Allocation	[Add]	
	[View]	Maintenance	• 0		[Delete]	
				Update	Go Bad	:k

**Figure 5-22 Supporting Projects** 

Click **Add** to create a new link between **Application** and **Supporting Projects**.

You must specify the following:

- **Project Name** Select the name of the project that impacts the application.
- **Type** Select the type of project impacting (i.e. Maintenance, Enhancement, and Retirement project).
- **Cost Allocation** –Enter the percentage of the project cost to be automatically captured from the selected project.

Click **Update** to save the changes.

#### **Dependent Applications**

In this section you can view and edit the applications relationships / dependencies with other applications.

umr		Builde	Optimizer	Planner	Dashboard Abo	ut Help	Log Out
Applications / Application: Activ			Settings My S	corecard	Resource Pool P	references	Reports
Organizations Custom Por	Ifolios Su	upporting Projects	Dependen	t Applicat	ions		
Link Application To Dependent Appl	cations						
Name	Dependency	Name			Transf Method	er [Add]	
IBia M App	Sends To 💌	Active Retail	Y	[View]	Manual 👱	[Delete]	
							-
					Update	Go Ba	:k

**Figure 5-23 Dependent Applications** 

Click Add to create a new link between applications.

You must specify the following:

- **Dependency** Select the dependency for the application selected in the first **Name** field, by selecting one of the following values:
  - **Sends To** The application in the first name column sends data to application in the second name column.
  - **Receives From -** The application in the first name column receives data from the application in the second name column.
  - **Exchanges** Both applications exchange data with each other.
- **Name** Select the name of the associated application. Click **View** to access the associated application's information tab.
- **Transfer Method** Select the appropriate data transfer method (manual or automatic).

Click **Update** to save the changes.

## **Deleting an Application**

To delete an existing program:

- 1. Select it from the list (Figure 5-1)
- 2. Click Delete
- 3. Click **OK** in the confirmation window and an updated list will appear

Note: If you click **Cancel** the action will be aborted.

CHAPTER



### **RESOURCE POOL**

This chapter of the *Portfolio Builder*<sup>TM</sup> manual describes how information about resources (availability and requirements) is displayed and how to handle it. It is assumed that the resource types were already defined in the appropriate module in the **Settings** section of the UMT Portfolio Manager<sup>TM</sup>.

# **Key Concepts**

In order to perform project-planning analysis, information regarding resource availability and requirements must be entered in the application. Follow the steps below to enter the information:

- 1. Enter the resource types in the application (together with cost details of permanents and contractors). This is done in the **Settings** section (and presented in another chapter of the manual).
- 2. The availability for each resource type at any level of the organization hierarchy must be assessed (if the resource type is available). This will provide an image of what the organization currently possesses in terms of <u>available resources</u>.
- 3. <u>Resource requirements</u> for each project have to be assessed and entered into the *Portfolio Builder*<sup>™</sup>. Click the **Budget Resource** tab in the **Project** section. The total requirements for each resource type will be available in the **Skill Requirement** section.

4. The last section of the module shows the <u>Actual Resource</u> <u>Availability</u> data. It represents the difference between the original availability and the total requirements, for each resource type.

# **Original Resource Availability**

With this feature of the *Portfolio Builder*<sup>TM</sup>, you will find the resources available at each organization level.

Select the **Resource Pool** tab from the main menu and select **Original Availability** (Figure 6-1) to open the resource inventory window.



**Figure 6-1 Resource Pool** 

Figure 6-2 displays a table with the resources available for every organization level in the hierarchy.

Note: After selecting an organization level from the list, the table will refresh.

Organization Hierarc	hv				Existin	a portfolios					
Finance				T [F	inance]					-	
Original Availability			_								
Resource Requireme Start Date:01/01/2000	nts End Date:01/01/2015			Skills Type: Permanents 💌				Items per page: 10 💌			
Resource Name	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00	
Architect	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.	
usiness Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.	
++ Prog	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.	
Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.	
Details										J	

Figure 6-2 Resource Pool - Original Availability

The available resources within each organization should be selected, in terms of both permanent employees and contractors (**Skill Type** selection list displays data in accordance with the item selected).

To modify the values for a resource:

- 1. Select the type (**Permanent** or **Contractor**)
- 2. Select the resource from the list
- 3. Click Edit (right-bottom part of Figure 6-2)
- 4. Type the values for every month in the table
- 5. Click Update to save the changes

**Note:** The resources are aggregated up in the organizational hierarchy, and therefore, for an organization, you cannot type a resource value that is smaller than the sum of the values entered for the levels below it.

## **Resource Requirements**

The second function of the feature displays resource requirements data, aggregated for all projects belonging to the same organization level.

To access this section, click the **Resource Pool** tab from the main menu and select **Skills Requirement** (Figure 6-1).

Organization Historyla					Pulatin	a northeline				
Finance				T IF	inance]	g portrollos				
Skills Requirement										
Start Date:01/01/2000	End Date:01/01/2015					ltems per page: 10 💌				
Resource Name	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00
Architect	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Business Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
C++ Prog	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
•										<u>)</u>

**Figure 6-3 Resource Pool – Resource Requirement** 

Figure 6-3 displays aggregated resource data for the selected organization in a read-only format. Each value represents the sum of the requirements of all projects in the organization for that specific resource and for that time period.

**Note:** When selecting a resource type, its details are presented in the lower part of the screen.

# **Actual Resource Availability**

The last function in the resource pool feature provides information about the actual availability at each organization level. It represents the difference between original availability and resources required for each project in the organization (the first two sections available in the module).

To access this section, click the **Skill Inventory** tab from the main menu and select **Actual Availability** (Figure 6-1).

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					Bui	der Optimiz	er Planner	Dashboard	About Help	Log OL	
ual Availability	1	_	_	_		Settings	My Scorecard	Resource Pe	ool Preference	es Repor	
Organization Hierarchy	1			_	Existin	g portfolios				<b>m</b>	
Finance		(Finance)									
·	_										
Actual Availability											
Resource Requirement	ts										
Start Date:01/01/200	0	End Date:01/01/2015 Items per page:							10 💌		
Resource Name	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00	
Architect	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
Business Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.	
C++ Prog	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.	
Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
4										5	
Details											
Details of resource: "Architect "		Pro									
Property Name Vearly Contractor Cost		Pro 150	perty Value								
really contractor Cost		100	0000.00								

**Figure 6-4 Resource Pool – Actual Availability** 

The actual resource availability table (Figure 6-4) shows the availability values for each of the resources, for every time period of the portfolio.

The values are computed by subtracting the aggregated resource requirements (Figure 6-3) from the original availability table (Figure 6-2).

The values are displayed in three colors:

- Green, if there is a surplus of the resource type, shown with a positive value on the grid
- **Red**, if there is a shortage of the resource type, shown in brackets on the grid
- Black, if there is no surplus or deficit, shown with a zero on the grid

The values cannot be edited in this table, as they are computed automatically from the data provided by the first two sections of the module – **Original Availability** and **Resource Requirements**.

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PORTFOLIOS

# **Key Concepts**

When projects are added in the *Portfolio Builder*<sup>TM</sup>, they are automatically associated with the default portfolio of the organization they belong to. As a result, the default portfolio of an organization will contain all projects created in that organization (*Line of Business*), and all projects created in the sub-organizations of that organization (*Business Areas*).

Besides *Default Portfolios*, the UMT Portfolio Manager<sup>TM</sup> supports definition of custom portfolios, which are created at the organization level, and where projects belonging to that organization can be included.

This option gives the possibility to perform analyses using the *Portfolio*  $Optimizer^{TM}$  and  $Planner^{TM}$  on different project groupings.

Since *Default Portfolios* are created automatically when defining an organization level in the hierarchy, this section of the manual will only deal with the definition and management of *Custom Portfolios*.
# **Managing Portfolios**

Only users with the proper permissions, as determined by the rights set for the user group they belong to, have access to the Portfolios Management link in the Settings tab, where they can add/edit/delete/view portfolios, assign and remove projects from portfolios.

### **Default Portfolio**

When creating an organization hierarchy level (in the **Organization Hierarchy Management** section) a portfolio is created by default for that level. This portfolio has the same name as the organization level, and will contain by default all projects defined in that organization level (*Line of Business, Business Area*).

This portfolio is called the *Default Portfolio* of that organization level and cannot be deleted or edited in the **Portfolios Management** section (in fact it will not even appear in that section).

### **Creating a Custom-Defined Portfolio**

To access the **Portfolio's** maintenance section of the application, you must follow the next steps:

- 1. Access the **Settings** section;
- Click Portfolio / Program Management; in the Organization & User Management grouping;
- 3. Click Portfolio Management from the right section.

The **Portfolio Management** page will appear, with the list of existing portfolios.

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To view the existing portfolios for a specific organization level, select that level from the **Organization Hierarchy** box. The list of the existing portfolios is then displayed (see Figure 7-1).

	Builder Optimizer Planner Dashboard About Help Log Out
Settings / Portfolio Program Ma	Settings My Scorecard Resource Pool Preferences Reports
Organization Hierarchy	
Customer Service	<b>•</b>
Portfolios List Add Portfolio	View Portfolio
Portfolio Name	
	1
	View Edit Manage Delete

**Figure 7-1 Portfolios List** 

To create a new portfolio:

1. Click the Add Portfolio tab

The data entry screen is displayed in Figure 7-2

- 2. Type the required information in the corresponding fields (Portfolio Name (mandatory), Portfolio Description and the Portfolio Analysts)
- 3. Click Add (bottom-right part of the screen in Figure 7-2)

The new portfolio will be added to the list.



Portfolio Management		Builder Optimi	ter Planner	Dashboard	About Help	Log O
gs / Portfolio/Program Ma		Settings	My Scorecard	Resource Po	ool Preference	s Repor
Organization Hierarchy						
Customer Service						-
Portfolios List	Add Portfolio Vie	w Portfolio				
Portfolio Name						_
Portfolio Description						
						-
						×
Dortfolio Ansket						×
Portfolio Analyst alabite Lisers					Portfolio	Analyst
Portfolio Analyst     allable Users     va Dadabhov	▲ Chris Mill	8			Portfolio	Analyst
Portfolio Analyst allable Users va Dadabhoy enoit Millet	▲ Chris Mill ➤ Contribut	s			Portfolio	Analyst
Portfolio Analyst allable Users va Dadabhoy enoit Millet tad Werner	Chris Mill	s			Portfolio	Analyst
Portfolio Analyst aliable Users va Dadabhoy enot Millet rad Werner ran Scully	Chris Mill	s Dr			Portfolio	Analyst
Portfolio Analyst aliable Users va Dadabhoy enoit Millet rad Wemer ran Scully hris Matero	Chris Mill	s Dr			Portfolio	Analyst
Portfolio Analyst     allable Users     wa Dadabhoy enoit Millet rad Werner rad Scully hris Matero laes Dahlstrand	Chris Mill Contribut	s or			Portfolio	Analyst
Portfolio Analyst allable Users va Dadabhoy enotit Millet rad Werner rian Scully hris Matero laes Dahlstrand aniel Theander	Chris Mill	s or			Portfolio	Analyst
Pottfolio Analyst aliabie Users va Dadabhoy enoit Millet and Werner tran Scully his Matero laes Dahstrand aniel Theandor aniel Theandor aniel Theandor aniel Theandor	Chris Mill	s or			Portfolio	Analyst
Portfolio Analyst  aliabic Users va Dadabhoy enoit Millet rad Werner rad Werner rad Scully thris Matero laes Dahistrand aniel Theander aniel Vernis ennis Percher ris Mersoniu	Chris Mill Contribut Contribut	s or			Portfolio	Analyst
Portfolio Analyst allable Users va Dadabboy enoit Millet ad Werner rian Scully his Matero laes Dahlstrand aniel Theander aniel Theander snin Evenis envis Percher rsin Karaoglu	Chris Mill Contribut e >> v ee	s or			Portfolio	Analyst
Portfolio Analyst      allable Users     va Dadabhoy enoti Millet rad Warner rad Warner rad Scully hris Matero laes Dahlstrand aniel Theander ennis Percher rsin Karaoglu      stat Date	Chris Mill Contribut Contribut	s or	Analysis	Типе	Portfolio	Analyst
Portfolio Analyst alabie Users va Dadabhoy enoit Millet rad Werner rain Scully hris Matero laes Dahlstrand aniel Theander aniel Theander sine Karaglu      Start Date	Chris Mill Contribut Contribut S P End Date	s or	Analysis	Туре	Portfolio	Analyst

Figure 7-2 Add Portfolio Screen

In Figure 7-1 you can also edit, view or delete a previously created portfolio (select the portfolio and click the corresponding button).

### **Viewing/Editing a Portfolio**

There are two methods to view/edit an existing portfolio:

- 1. Select it from the list and click **View** (Figure 7-1)
- 2. Access the **My Scorecard** module, select **Custom Portfolios** from the **Group by Hierarchy** drop-down menu, click **Apply**, select a portfolio and click **View** / **Edit**. Here you can see all the other sections of the portfolio.

In the first case a window just like in Figure 7-2 will appear.

In the second case the **Portfolio Information** screen will be displayed, together with links to the entire **Portfolio attributes** tabs (**Budget cost**, **Benefit**, **Strategies impact**....).

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	ent -					Buil	lder (	Optimizer	Planner	Dashboard	About	Help	Log Out
Ider / Edit Portfolio 'Manda	ted'		_		_		Sett	tings My	Scorecard	Resource P	ool Pret	ferences	Reports
Portfolio Inform	ation	Budget Cost		Budget Resource	, \	Benefit Esti	imates		Strategic I	mpact			
									C	hange Reques	at <u>Aler</u>	t Subscr	iption
Name *	Mandated												
Portfolio Managers	No items	selected		-									
Mandated portfoli	o contains all r	nandate progran	ıs										×
Busines	s Need												
													4

Figure 7-3 Edit Portfolio Screen

The tab displays the access to several links to other functions of the application:

- Alert Subscription: To access the subscription module, where email message subscriptions can be set up for different events that can take place in the UMT Portfolio Manager<sup>TM</sup>
- **Change Request**: To access the section where the portfolio manager can request additional resources and funds.

## **Other Portfolio Tabs**

Besides **Portfolio Information**, there are other tabs, and are presented in the following pages of this user guide.

#### **Portfolio Budget Cost**

Use the **Budget Cost** tab to access this section while editing a portfolio.

	-				Builder Optimiz	er Planner Da	shboard About	Help Log Out
Ider / Edit Portfolio 'Mandated'					Settings	My Scorecard Re	source Pool Pref	erences Reports
Portfolio Information	Budge	t Cost	Budget Resource	Benefit	Estimates	Strategic Impa	ct	
Project Cost Data								
C Show/Hide cost centers								
Levels	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05
🗉 Direct Cost	\$ 0	\$77,000	\$ 77,000	\$77,000	\$114,500	\$114,500	\$114,500	\$ 114,500
On-going Support Cost	\$ 0	\$0	\$ 0	\$0	\$ 31,250	\$ 31,250	\$ 31,250	\$ 31,250
•	1							•
Go To: Level 1 Application Cost Da	ta							•
C Show/Hide cost centers								
Levels	Total							
Total Cost of Ownership	\$0							
Drill Down Go To: Level 1								•

Figure 7-4 Edit Portfolio – Budget Cost Screen

The **Budget Cost Data** is read-only and dynamically aggregated from the underlying projects and applications.

The **Project Cost Structures** and **Application Cost Structures** are displayed in two separate tables within the same tab.

If there are no applications captured within a **Custom Portfolio**, the **Application Cost Structure** will not be displayed at the aggregate levels.

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#### Portfolio Budget Resource

Select the **Budget Resource** tab to view Figure 7-5:

Portfolio Information	Budget (	Cost	Budget Rea	source	Benefit Est	imates	Strategic I	mpact		4 4
Resource Requirements										
Start Date:01/01/2005			End Date	8:06/15/2006			It	ems per page	10 💌	
Resource Name	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Require Sep-05	nents Oct-05
architect	0.00	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.
usiness Analyst	0.00	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.
++ Prog	0.00	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.
lobol	0.00	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.
BA	0.00	1.56	1.56	1.56	1.56	1.56	1.56	1.56	1.56	1.
Total	0.00	6.89	6.89	6.89	6.89	6.89	6.89	6.89	6.89	6.
4					1					
Details										
lease select a resource to view its	details									

Figure 7-5 Edit Portfolio - Budget Resource Screen

The **Budget Resource Data** is read-only and dynamically aggregated from the underlying projects.

If there are no projects captured within a **Custom Portfolio**, the **Project Budget Resource Table** will not be displayed at the aggregate levels.

The **Budget Resource** screen is presented as a table, where each row represents a resource and each column represents a month for the project.

#### **Portfolio Benefit Estimates**

Use the **Benefit Estimates** tab to access this section while you are editing a portfolio.

inancial Benefits T Show/Hide cost ce	able enters								
Levels	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	
Cost Avoidance	\$0	\$142,857	\$142,857	\$142,857	\$142,857	\$ 342,857	\$ 342,857	\$ 342,857	
Benefits	\$0	\$ 71,429	\$ 71,429	\$ 71,429	\$ 71,429	\$ 198,095	\$ 198,095	\$198,095	
Drill Down									

Figure 7-6 Edit Project - Benefit Screen

The benefit estimates (both **Financial** and **Non- Financial**) are read-only and dynamically aggregated from the underlying projects.

#### **Portfolio Strategic Impact**

Select the **Strategic Impact** tab to access Figure 7-7:

Portfo	io Information Budget Cost Budget Resource Benefit Estimates	Strategic Im	npact	• •
Emp	ployer of Choice			0
mpact Extreme	Improves employee retention by more than 12%		Number of	Projects ) projects
Strong	Improves employee retention by 8 - 11.99%			2 projects
loderate	Improves employee retention by 3 - 7.99%			3 projects
.0W	Improves employee retention by at least 2.99%		:	3 projects
lone			1	2 projects
npact	and Our Reach to New Markets		Number of	Projects
Dateme	and Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 20% - 29.89% within the next 12 months		Number of	Projects ) projects
Depart Extreme Strong Anderate	and Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 20% - 29.99% within the next 12 months		Number of	Projects projects projects projects
mpact extreme Strong foderate .0.0W	and Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 20% - 29,99% within the next 12 months Increase revenue by 10% - 19,99% within the next 12 months		Number of	Projects ) projects ) projects 1 projects 5 projects
Dependence Depend	and Our Reach to New Markets Increase revenue by over 30% within the next 12 months Increase revenue by 20% - 29.99% within the next 12 months Increase revenue by 10% - 13.99% within the next 12 months Increase revenue by up to 9.99% within the next 12 months		Number of	Projects 0 projects 1 projects 5 projects 3 projects 3 projects

Figure 7-7 Edit Portfolio - Strategic Impact

A list of all the drivers associated with the portfolio is displayed.

Here you can see the Benefit KPI (Key Performance Indicator) for each Business Driver attribute, if defined, as the sum of the KPI attribute values for the projects in the portfolio.

You can as well enter the KPI Target value for the current year and for the number of years specified in the Benefits Realization period defined in the Account Settings page (i.e. current year + benefits realization period).

You can also insert short descriptions in the **Comments** field by clicking the corresponding icon **C**.

Click **Update** to save the changes.

#### **Portfolio Schedule**

The **Portfolio Schedule** section keeps track of different important dates in the portfolio's lifecycle.

Select the **Schedule** tab to view the **Portfolio Schedule** (Figure 7-8):

roject Schedule Data Table								8
Project Schedule Data								
	Planned Start Date	Planned End Date	Forecast Start Date	Forecast End Date	% Completion	Schedule Health	Governance Gate	
pplication Security (Finance)	04/01/2005	07/01/2005	Not available	Not available	0	$\bigcirc$	MANAGE	
RM 2.0	02/01/2005	11/01/2005	02/01/2005	10/28/2005	10	0	MANAGE	
RM Project	02/01/2005	01/01/2006	Not available	Not available	0	$\bigcirc$	MANAGE	
OY Reporting	11/01/2005	12/01/2005	Not available	Not available	0	$\bigcirc$	MANAGE	
in. Asset Management	01/01/2005	04/01/2005	Not available	Not available	0	$\bigcirc$	MANAGE	
3M MVS Tools	03/01/2005	05/01/2005	Not available	Not available	0	0	MANAGE	
racle / Linux	03/01/2005	06/01/2005	Not available	Not available	0	$\bigcirc$	MANAGE	
ech Direction for Office Printing	05/01/2005	07/01/2005	Not available	Not available	0	0	MANAGE	
est Customer Service	05/18/2005	06/15/2006	Not available	Not available	0	$\bigcirc$	CREATE	
Vindows 2000 Rollout	01/01/2005	05/01/2005	Not available	Not available	0	$\bigcirc$	CREATE	

Figure 7-8 Edit Portfolio - Schedule Screen

The schedule tab aggregates data for projects and applications in different views.

The following options can be selected from the drop-down menu:

- **Project Schedule Data Table** captures all projects within the Custom Portfolio and displays a table with all the information.
- **Application Transformation Decision Table** aggregates data from the Transformation Decision table in the Application Information Tab. The table captures all applications within the Custom Portfolio and displays a Transformation Decisions for the applications over a 5 year period (i.e. current year + 5 years).

You can click the application name to open the detailed information screen for the application.

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#### **Portfolio Status**

Select the **Status** tab to see the portfolio status (Figure 7-9):

	nement				Builder	Optimiz	er Planner	Dashboard	About Help	Log Out
er / Edit Portfolio 'Ma	andated'					Settings	My Scorecard	Resource Po	ol Preference	s Reports
Budget Rese	ource Bene	fit Estimates	Str at egic	Impact	Schedule		Status			
Project S	Status Data									
Indicator	s									
Overall	Financial	Resource	Schedule	Project Risk	Quality				Thre	sholds
Portfolio	Progress									
ork	Actual Completed	0%								
on contract of the second seco	Planned Completed	11%								
10	Actual Completed	0%								
ost	Planned	8%								
Overall H	lealth Description									
Applicati	on Status Data									
Indicator	s									
$\bigcirc$										
Overall Health									Thre	sholds
Portfolio	Progress								mile	anoida
	Actual	0%								
ost	Planned Completed	8%								
Overall H	lealth Description									
								Jpdate	Cance	el 👘

Figure 7-9 Edit Portfolio - Status

Click each manual indicator to select its color-coded status and to enter a description or a comment. Figure 7-10 will appear:

indicator color	
Indicator comment	
test	<u>_</u>
Update Cancel	

Figure 7-10 Edit Portfolio - Status

Select a color from the corresponding drop-down menu, type in a comment, and click **Update**.

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Automated indicators are automatically calculated up from the projects to display an aggregated status at the portfolio level.

#### **Portfolio Reports**

Portfolio-level reports can be custom-defined for each organization needs. These custom reports are listed in the tab and can be generated in a variety of electronic formats.

#### **Portfolio Cost Tracking**

Select the **Cost Tracking** tab to access this section while editing a portfolio (Figure 7-12).

	-				Builder Optimi	zer Planner Da	shboard About	Help Log Out
ilder / Edit Portfolio 'Mandated'					Settings	My Scorecard Re	source Pool Pref	erences Report
Benefit Estimates	Strategic Im	ipact	Schedule	Stat	us	Cost Tracking		
Project Cost Data								-
Show/Hide cost centers								
		Original B	udget			Change R	equest	
Levels	Current Period	Year to Date	Full Year	All Years	Current Period	Year to Date	Full Year	All Years
Direct Cost	\$ 77,000	\$ 77,000	\$ 847,000	\$ 852,000	\$ 0	\$ 0	\$ 7,000	\$ 7,000
On-going Support Cost	\$ 0	\$ 0	\$ 0	\$ 96,000	\$ 0	\$ 0	\$ 0	\$0
•[		1						F
Application Cost E	Data							
Cost Tracking Table								-
Show/Hide cost centers								
Levels		Application Or	iginal Budget			Application Re	vised Budget	
Levels	Current Period	Year to Date	Full Year	All Years	Current Period	Year to Date	Full Year	All Years
Total Cost of Ownership	\$0	\$ 0	\$ 0	\$	\$0	\$ 0	\$ 0	\$ 0
•								Þ
Drill Down								
Go To: Level 1								
							CI	ose

Figure 7-11 Edit Portfolio - Cost Tracking

Similar to the **Budget Cost Data**, the **Cost Tracking Data** is read-only.

The **Custom Portfolio Cost Tracking** table aggregates data from projects that have passed the **Approval** point in the **Workflow**. The Project Cost Structures and Application Cost Structures are displayed in two separate tables.

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**Cost Tracking Table** includes the following columns for both Projects and Applications:

- Original Budget Data
- Change Request Data
- Revised Budget Data
- Actual Cost
- Actual Variance
- Forecast Cost
- Forecast Variance

**Forecast Cost Table**: displays the aggregate forecast data for all Approved Projects and Applications.

The appropriate cost levels and Cost Centers can be selected and displayed for the Project and Application Cost Tables.

If there are no Projects captured linked to a Custom Portfolio, the Project Cost Tracking Table is not displayed at the aggregate levels.

If there are no Applications linked to a Custom Portfolio, the Application Cost Tracking table is not displayed at the aggregate levels.

#### Portfolio Resource Tracking

Select the **Resource Tracking** tab to view resource tracking information (Figure 7-13).

Resource Requirement	nts									
Start Date:01/01/20	05		End Da	te:06/15/2006				tems per pag	ie: 10 💌	
Resource Name	Current Period	Year To Date	Full Year	t Project To Date	All Years	Current Period	Cr Year To Date	ange Reque: Full Year	st Project To Date	All Years
lrchitect	1.33	1.33	12.00	0.00	12.00	0.00	0.00	0.00	0.00	0.00
usiness Analyst	1.33	1.33	12.00	0.00	12.00	0.00	0.00	0.00	0.00	0.00
++ Prog	1.33	1.33	12.00	0.00	12.00	0.00	0.00	0.00	0.00	0.00
obol	1.33	1.33	12.00	0.00	12.00	0.00	0.00	0.00	0.00	0.00
BA	1.56	1.56	14.00	0.00	14.00	0.00	0.00	0.00	0.00	0.00
eveloper	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
roject Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
estMSProjImport	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	6.89	6.89	62.00	0.00	62.00	0.00	0.00	0.00	0.00	0.00
( Details										F

Figure 7-12 Edit Portfolio – Resource Tracking

Similar to the Budget Resource Data, the Resource Tracking Data is readonly and dynamically aggregated from the underlying Projects.

The Custom Portfolio Resource Tracking table aggregates data from projects that have passed the Approval point in the Workflow.

The following options can be selected from the dropdown list of the Project Resource Tracking table:

**Resource Tracking Table** includes the following columns for both Projects and Applications:

- Original Budget Data
- Change Request Data
- Revised Budget Data
- Actual Data
- Actual Variance
- Forecast
- Forecast Variance

**Forecast Cost Table**: displays the aggregate forecast data for all Approved Projects.

If there are no Projects captured within a Custom Portfolio, the Project Resource Tracking Table is not being displayed at the aggregate levels.

#### **Portfolio Issues & Risk**

Select the **Issues & Risk** tab to view Figure 7-14 when working on a portfolio.

		Builder Optimizer I	Planner Dashboard Ab	out Help LogOut
Ilder / Edt Portfolio 'Corporate'	_	Settings My Sc	orecard Resource Pool	Preferences Reports
Budget Cost Budget Resource Benefit Es	timates	Strategic Impact Issue:	s & Risks	s per page: 10 💌
Issues				
Title 🛦 🔻	Weight ▲ ▼	Owner	Date Entered ▲ ▼	Completed ▲ ▼
C Ben Test (from 'A Sample Processes Re-eng)	N/A	Project Manager	4/12/2005	On 4/12/2005
No risks entered		Add Vie	w Edit	Delete Close

Figure 7-13 Edit Organization - Issues & Risk

Issues & Risk escalated from projects and programs, as well as portfoliolevel Issues and Risks are listed in the Portfolio Issues & Risks tab.

Portfolio-level Issues and Risks can also be entered and managed in that tab.

Users with appropriate rights (i.e. Edit / View Issues and Risks) within an organization are able to view or edit the escalated Issues and Risks at the portfolio Level. The amendments are automatically synchronized with the Issue or Risk at the Program and/or Project level.

#### **Portfolio Documents**

The *Portfolio Builder*<sup>™</sup> supports document management containing a central depository for documents which supports grouping and document versioning.

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# **Managing Projects in Portfolios**

# Adding/Removing Projects to/from a Portfolio

The application allows you to associate the projects with custom portfolios from the default ones where the projects are defined.

This can be done in the **Portfolio List** (Figure 7-1). First you have to select a portfolio and click **Manage**. The page displays a list with all the projects in the portfolio (each project having a check box next to it).

Protolio Management Projects / Manage Portfolios	Builder Optimizer Planner Dashboard About Help Log Out Settings MyScorecard Resource Pool Preferences Reports
Organization Hierarchy     Application Business Area	Existing portfolios     QP     AddEdit Portfolios
Projects List Add Projects to Portfolio	Add Programs to Portfolio Add Applications to Portfolio
Project Name	Project Status
	Draft
I Billing Support Center IVR	Draft
I LATIS FUSE LD Products	Draft
I103Voice Over IP (VoIP)	Draft
I104IBM Server Strategy	Draft
I105SLA Measurement System	Draft
I106MS Project Integration	Draft
I107Application Portfolio Restructuring	Draft
I108Custom Reports	Draft
	1
	Remove projects from portfolio

Figure 7-14 Manage Portfolio Screen - Projects in Portfolio

To add another project to your portfolio use the **Add Projects to Portfolio** tab – top of the screen in Figure 7-14.

The screen displayed in Figure 7-14 under the **Add Projects to Portfolio** tab, presents a list of all the projects in the organization level; each project having a check box next to it.

**Note:** If the project is already included in the portfolio, the check box is gray, read-only.

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To associate projects to a portfolio, follow the steps:

- 1. Select the check box corresponding to every project you need
- 2. Click Update (bottom of the same screen)

The projects will be displayed in the **Projects** section of the application for the corresponding selected portfolio.

Portfolio Management ects / Manage Portfolios / A	Builder Optimizer Planner Dashboard About Help Log Ou Settings <u>My Scorecard</u> Resource Pool Preferences Report
Organization Hiorarchy	Evicting partfaliac
Customer Denies	Musicity
Customer Service	AddEdit Portfolios
Projects List Add Projects to Portfo	iio Add Programs to Portfolio Add Applications to Portfolio
Organization Hierarchy	
Customer Service]	
Device the sec	Desired Onder
Project Name	Project Status
Application Security (Finance)	Build
Den test cost tracking at the aggreagte levels	Build
CDM 2.0	Build
CRM 2.0	Build
CRIM Flujett	Build
EOV Reserves	Build
<ul> <li>Eor Reporting</li> <li>Zin Accest Management</li> </ul>	Bullu
<ul> <li>Fin. Asset Wanagement</li> <li>IDM M/C Table</li> </ul>	Bullu
Z Orcele (Linux	Build
Service Delivery Project	Build
Service Derivery Project     Service Derivery Project	Dulu
Tech Direction for Office Drinting	Duild
Tech Direction of Onice Finling	Complete Request Form
TEST MCB Control - Project 4 Published	Complete Request Form
TEST MCP Cartner - Project 4.Published	Complete Request Form
victor MOR toot 1	Complete Request Form
Web based help deck appliaction	Complete Request Form
Alex pased ligh desk appliaction	Complete Request Form
Vindows 2000 Rollout	

Figure 7-15 Manage Portfolio Screen - Add Projects to Portfolio

To remove a project from the portfolio, follow the steps:

- 1. Select the check box corresponding to a project in Figure 7-14
- 2. Click Remove Projects from Portfolio

**Note:** The project will remain visible in the **Default Portfolio** and will not be deleted permanently.

### **Working with Custom Portfolios**

In the **Add Projects to Portfolio** tab, at the top right part of the screen (Figure 7-15), besides the selection options for organization levels (left side of the screen) there is another selection which allows selection of custom portfolios or filters.

Besides the default portfolio, custom portfolios and filters defined for the organization level are also available in the **Existing Portfolios and Filters** selection list.

**Note:** The default portfolio has the same name with the organization hierarchical level selected in the first list, and is displayed by default when selecting an item in the organization hierarchy, between large brackets.

To work with a set of projects in a custom portfolio, just select that custom portfolio and only the projects included in it will be displayed in the list.

When accessing the *Portfolio Optimizer*<sup>TM</sup> and *Planner*<sup>TM</sup> with a custom portfolio selected, only the projects included in that custom portfolio are available for analysis purposes.

## Aggregating projects to the Organization and custom portfolio

## **Aggregating Data**

A user is able to create and manage **Organizations** and **Custom Portfolios** with the **Settings** feature.

Users are able to group entities in the **My Scorecard** of the UMT Portfolio Builder<sup>TM</sup> synchronize by Organizations or Custom Portfolios (i.e. all

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entities will be automatically grouped under the Organization they were created in or the Custom Portfolio they have been linked to).

Select an Organization or a Custom Portfolio in the **My Scorecard** section to open the Detailed Information screens (for the Organization or Custom Portfolio selected). Only users with assigned rights are able to view or edit these tabs (i.e. the administrator or user with appropriate managerial rights can grant access to users to view or edit the Organization or Custom Portfolio Detailed Information Screens).

Project data and Application data are automatically aggregated to the Organizational and Custom Portfolio Level and displayed separately.

For example:

- The Budget Resource tab should capture the Resource Requirements for Projects and Applications in separate tables within the same tab.
- Project Change Requests and Application Change Requests will be displayed in two separate tables within the Change Request page at the Custom Portfolio or Organizational Level.

8

LAUNCHING THE UMT PORTFOLIO MANAGEMENT ANALYTICAL TOOLS FROM THE PORTFOLIO BUILDER™

# The Optimizer<sup>™</sup>, Planner<sup>™</sup> and Dashboard<sup>™</sup> Tools

Besides the *Portfolio Builder*<sup>™</sup>, the *UMT Portfolio Manager*<sup>™</sup> offers several other modules that provide a complete Portfolio Management solution to the business needs of an organization.

The *Portfolio Optimizer*<sup>TM</sup> tool offers an organization the means of analyzing the portfolios of projects, programs and applications that should be implemented. Use the selection methodology provided by UMT to optimize IT investments and ensure the continuous alignment of the portfolios with the company's strategy.

The *Portfolio Planner*<sup>TM</sup> is a planning tool that highlights your organization's resource deficiencies and surpluses, by comparing the resource availability (i.e. Supply) with the requirements for each project within the portfolio (i.e. Demand). The tool enables organizations to maximize resource utilization by scheduling the selected projects achieving the greatest business value at an early date and meeting obligations for "must do" projects.

The *Portfolio Dashboard*<sup>™</sup> offers support for the final step in the portfolio management process, *Portfolio Tracking*, by providing ad-hoc executive dashboard views and reports customizable to meet an organization's specific needs.

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# Data Relationships between the Portfolio Builder<sup>™</sup> and the UMT Analytical Tools

The analytical modules in the UMT Portfolio Manager<sup>TM</sup> use structurerelated data entered in the *Portfolio Builder*<sup>TM</sup> to perform analysis regarding the project selection, planning and tracking.

# Pre-requisites for an Effective Optimizer<sup>™</sup> Session

To be able to run an optimization session using the *UMT Portfolio Optimizer*<sup>TM</sup> tool, several categories of data must be entered in the *Portfolio Builder*<sup>TM</sup>.

#### **Project Portfolio Analysis**

**Cost** and **Benefit** related data must be entered, in order to be available as **Constraints** when running the optimization session.

In addition, the **Strategic Impact** of the projects on each of the **Drivers** associated with the portfolio they are defined in must be assessed. This is used for calculating the **Strategic Value** of each project in the portfolio, and then computing the optimal set of projects that should meet the organization's demands.

We recommend that the **Risk** score should also be determined for each project, as the analyses performed in the *Portfolio Optimizer*<sup>TM</sup> must take into account these aspects, too.

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#### **Program Portfolio Analysis**

Sets of programs, with linked projects and their data (see above Project Portfolio Analysis requirements) are required before being able to perform program portfolio analysis.

#### **Application Portfolio Analysis**

Sets of applications, populated with their data, are required before being able to perform Application portfolio analysis.

## Prerequisites for an Effective Planner<sup>™</sup> Session

The following must be entered in the UMT *Portfolio Builder*<sup>TM</sup> for an effective planning session using the *UMT Portfolio Planner*<sup>TM</sup>:

- Project Costs
- Project Priorities
- Project Start Dates
- Project End Dates
- Inter-Project Dependencies
- Project Resource Requirements
- Project Resource Availability

**Note:** Project start dates and project end dates are very important for the UMT Portfolio Planner<sup>TM</sup> because the duration of the projects will be used in the **Macro scheduling** process.

# Pre-requisites for an Effective Dashboard<sup>™</sup> Session

The *UMT Portfolio Dashboard*<sup>TM</sup> tool handles the **Portfolio Tracking** part of the *Portfolio Management* methodology supported by the *UMT Portfolio Manager*<sup>TM</sup>.

The *UMT Portfolio Dashboard*<sup>TM</sup> shows all the approved projects and all applications that are in production. It does not allow adding/editing entities but only viewing.

It is possible to define dashboard-specific views and configurations to complement the *UMT Portfolio Builder*<sup>TM</sup> views.

The data that should be entered in the *Portfolio Builder*<sup>™</sup> and used in the tracking process concerns the **Actual and Forecast Cost** involved in the project's implementation vs. **Original Cost**, **Actual and Forecast Resources** vs. **Original Resources**, and the **Real Benefits** vs. **Expected Benefits**.

# Returning to the Portfolio Builder™ from a Tool Session

The top toolbar of these tools contains a link labeled **Builder** (see in Figure 8-1 the top toolbar displayed in the *UMT Portfolio Optimizer*<sup>TM</sup> tool).

To return to the **Builder** module, click **Builder** from the toolbar and the **My Scorecard** section will open.

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umt.		Builder	Optimizer	Planner	Dashboard #	About Help	Log Out
Builder / Main View	2	Se	ettings My	Scorecard	Resource Pool	Preferences	Reports
							•
Group by Hierarchy		> Filter					=
Organizations	Apply	No Filter				•	Apply
<ul> <li>Display Entities</li> </ul>		Quick Searc	:h				
Projects	Apply						Apply

Figure 8-1 Builder Toolbar

CHAPTER

9

REPORTS

## **Overview**

A reporting engine exists that allows ad-hoc reporting. To access the reporting engine, click on Reports on the upper, right corner of the **Dashboard** menu. This will take you to the Reporting list screen.

The Reporting List displays any private, user-specific or public reports that are available to run. User-specific reports are displayed under **My Reports** while public reports are displayed under **Public Reports**. Reports can be output in three different formats: Adobe Acrobat (.pdf), MS Excel (.xls) and Internet Explorer (.html). To run a report in pdf format, select the report and click on **Generate**. Or a report can be run in the selected format by clicking on the appropriate icon.

Reports can also be edited and deleted by selecting the report and the respective option in the lower, right corner. Editing a report is the same process as creating a new report. To add a new report, click the **Manage Reports tab**.

Existing Reports Man	age Reports
Select Entity Type	
Organizations and Portfolios 💌	
Report templates	
O Issues And Risks	2 Defined, Define New
C Cost Tracking	2 Defined, Define New
C Detailed Cost Tracking	0 Defined, Define New
C Project List / Grouping	2 Defined, Define New
C Project Cost Breakdown By Attribute	6 Defined, Define New
C Project Cost Breakdown By Cost Center	5 Defined, Define New
C Application Functional Overlap	1 Defined, Define New
C Application Process Integration	1 Defined, Define New
C Application List / Grouping	1 Defined, Define New
O Project Approvals Summary Report	0 Defined, Define New
C Projects by Status	2 Defined, Define New
C Workflow Management	1 Defined, Define New
C Organization Portfolio Financials Report	0 Defined, Define New
C Resource Competency Report	0 Defined, Define New

Figure 9-1 Reporting Management Screen

For more detailed information on how to use the Reports menu of the UMT Portfolio Builder<sup>TM</sup>, refer to the Reports chapter of the Portfolio Dashboard<sup>TM</sup> manual.



# 10 Preferences

In the **Preferences** section you can specify options for Microsoft Project, for **My Scorecard** section and you can change user information.

Click **Preferences** from the toolbar to access this section.

	Builder Optimizer Planner Dashboard About Help LogOut
references	Settings My Scorecard Resource Pool Preferences Reports
Preferences	
Microsoft Project Preferences	
Project Servers	
My Scorecard Configurator	
Configure Scorecard Views	
Configure Scorecard Attribute Window	
Sharepoint Preferences	
Sharepoint Server User Settings	
> User Management	
Change User Information	

**Figure 10-1 Preferences** 

# **Microsoft Project Preferences**

Click Project Servers in (Figure 10-1). The next window will appear:

		Builder	Optimizer	Planner	Dashboard	About Help	Log Out
Preferences		S	ettings My	/ Scorecard	Resource Poo	Preference	<sup>s</sup> Reports
Project Servers							
Server Name	Server User Name						
© ServerTest	administrator						
							1
					View	Edit	

Figure 10-2 Preferences - Project Servers list

Here you can view or change the project server settings.

## Viewing project server settings

There are two methods to view project server settings:

- 1. Select it from the list and click View
- 2. Click the server's name in the list

In both cases, the **General Settings** screen will be displayed in read-only mode.

Click Close.

## Modifying project server settings

Select the server name and click Edit. The following window will appear:

mt		Builder Op	timizer Planner	Dashboard About	Help Log Out
ferences / Edit Microsoft Proje	1	Settin	igs My Scorecard	Resource Pool Prefer	ences Reports
Project Servers					
General Settings					
Project Server Name	ServerTest	Network Domain	win2k3prj		
Project Server Username	administrator	Network Username	administrator		
Project Server Password	*****	Network Password	*****		
Change Project Ser	ver Password				
Old Password					
New Password					
Confirm New Password					
Change Network Pa	assword				
Old Password					
New Password					
Confirm New Password					

Figure 10-3 Preferences - General Settings

Here you can specify the MS Project settings for the previously selected server.

Tip: In the General Settings section you can see the server's name.

The following settings must be type in:

- Project Server Username username to access the project server
- **Project Server Password** password to access the project server

**Note:** You may need to contact the MS Project Server Administrator for this information.

- Network Domain the network domain of the computer where MS Project Server is installed
- **Network Username** username to access the computer where MS Project Server is installed
- **Network Password** password to access the computer where MS Project Server is installed

**Note:** You may need to contact the Ms Project Server administrator for this information.

You can also modify the project server and network passwords.

- Use the fields corresponding to **Change Project Server Password** to modify the project server password.
- Use the fields corresponding to **Change Network Password** to modify the network password.

Click **Update** to save all the changes.

# **My Scorecard Configurator**

You can configure the **Scorecard Views** and the **Scorecard Attribute Window**.

### **Configuring Scorecard Views**

Click **Configure Scorecard Views** in (Figure 10-1). The next window will appear:

Portfolio Management		Builder Optimizer Planner Settings My Scorecard	Dashboard About Help Log Out Resource Pool Preferences Reports
My Views List	Add View View My Views		
View Name	Description	Application	Default View
C Cost		Dashboard	Not selected as Default View
C Date		Builder	Not selected as Default View
C Workflow		Builder	Not selected as Default View
			1
		View	Edit Delete

Figure 10-4 Preferences - Configure Scorecard Views

Here you can see a list of all the existing **Views**.

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#### **Creating a view**

To add a new view, click the **Add View** tab. The data input form for the view settings will appear.

mt			Builder	Optimize	r Planner	Dashboard	About	Help	Log Ou
efferences / Manage Views /				Settings M	ly Scorecard	Resource Po	ol Prefe	erences	Repo
My Views List Add View	View My Viev	vs							
Name									
Description									
Group By Hierarchy			Filter						
None	*	No Filter							•
Display Entities									
Programs	<u> </u>								
Usage			Configurati	ion					
Builder	•	Date							•
🗖 Set as Default									10 11
						Add		Cano	el

Figure 10-5 Add View Screen

You must enter or select the following parameters:

- View name
- View description
- Hierarchy
- Filter
- Entities to be displayed
- Usage
- Configuration

Select **Set as Default** to set this view as default (at least a configuration must exist prior to creating a view).

After introducing the required information, click **Add** and the new view will be added to the **Views List**.

#### Visualizing a view

You can see an existing view in one of the two following ways:

- 1. Select the view from the list and click **View**
- 2. Click the view name from the **Views List**

Note: In the View mode the information regarding the View is read-only.

#### Modifying a view

In order to modify a view follow the steps:

- 1. Select the check box corresponding to the view
- 2. Click Edit
- 3. Modify the view information
- 4. Click **Update** to save the changes

The view details will be saved in the database and an updated **Views List** will appear.

#### **Deleting a view**

To delete an existing view:

- 1. Select the check box corresponding to the view
- 2. Click Delete
- 3. Click **OK** in the confirmation message

The view will be deleted from the database and a revised **Views List** will appear.

**Note:** If you click **Cancel** in the confirmation window the system will not save any modifications and will display the old list.

## Configuring Scorecard Attribute Window

Click **Configure Scorecard Attribute Window** in (Figure 10-1). The next window will appear:

Fortfolio Management eferences / Manage Configur	Builder Optimizer Planner Dashboard About Help Log O Settings My Scorecard Resource Pool Preferences Repor
My Configuration List Add Configuration Use	My configurations
C Cost	Dashboard Not selected in the default view
C Date	Builder Not selected in the default view
	View Edit Delete

Figure 10-6 Preferences - Configure Scorecard Attribute Window

Here you can see a list of all the existing configurations.

#### **Creating a configuration**

To add a new configuration, click the **Add Configuration** tab. The data input form for the configuration settings will appear.

My Configuration List Add Configuration           Name         But           Description         But	Vsage Ider
Name         But           Description         But	Vsage Ider
Bui Bui	llder
Description	
	-
Status Start Date End Date Total Cost	
Workflow Info Info Cost	
Organization [none] 🗾 [none] 🔳 [none]	
Portfolio [none] [none] [none]	
Program [none] 🔽 [none] 💽 Total Cost 💌	
Project Workflow Status 💌 Start Date 💌 End Date 💽 Total Budget Cost 💌	
Application Status 🔽 [none] 💽 [none] 💽 Application Estimated 1	
[Insert New Column] [Insert New Column] [Insert New Column] [Insert New Column]	

Figure 10-7 Add Configuration Screen

You must enter or select the following parameters:

- Configuration name
- Configuration description
- Usage
- Organization
- Portfolio
- Program
- Project
- Application

You can insert new columns, delete columns or add columns for all the settings. Click **Restore to default** to load the default settings.

After introducing the required information, click **Add** and the new configuration will be added to the **Configuration List**.

#### Viewing a configuration

You can view an existing configuration in one of the two following ways:

- 1. Select it from the list and click View
- 2. Click the configuration name from the Configuration List

**Note:** In the **View** mode the information regarding the configuration is read-only.

#### Modifying a configuration

In order to modify a configuration follow the steps:

- 1. Select the check box corresponding to the configuration
- 2. Click Edit
- 3. Modify the configuration information
- 4. Click **Update** to save the changes

The configuration details will be saved in the database and an updated **Configuration List** will appear.

#### **Deleting a configuration**

To delete an existing configuration:

- 1. Select the check box corresponding to the configuration
- 2. Click Delete
- 3. Click **OK** in the confirmation message

The configuration will be deleted from the database and a revised **Configuration List** will appear.

**Note:** If you click **Cancel** in the confirmation window the system will not save any modifications and will display the old list.

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# **Sharepoint Preferences**

Click SharePoint Server User Settings to access Figure 10-8.

	Buil	ilder Optimizer	Planner	Dashboard	About Help	Log Out
Preferences / Sharepoint Servers		Settings My	Scorecard	Resource Poo	Preferences	Reports
Sharepoint Servers						
Server Name	Server User Name					
○ <u>umt</u>						
						1
		N	iow	Edit	Close	0
			lew	Ealt	Close	e

This is used to change the user's SharePoint server password.

# **User Management**

Click **Change User Information** in (Figure 10-1). The user details screen will appear:

	Builder Optimizer Planner Dashboard About Help LogOut
Preferences / Users Details / Up	Settings My Scorecard Resource Pool Preferences Reports
Current User	Full Name
ser	Sergiu Bucur
Email Address	
Contact Information	Comments
Password	Confirm Password
	Update Cancel

**Figure 10-9 User Information Screen** 

You can change the following parameters:

• User name

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- Email address
- Contact information
- Comments
- Password



# Settings

# **Overview**

Click **Settings** from the toolbar to access this section.



#### Figure 11-1

This will open up the following page (Figure 11-2), which gives the user options described below.



#### **Figure 11-2 Settings Screen**

The **Settings** screen is divided into categories (e.g., Organization & User Management, Financial Management, etc.) with links under each category

Here the user can select from the following links:

- Account Management This is only accessible by the system's superuser
  - Account Management Add new account, or edit, delete existing accounts.

- Account Settings Select the appropriate Settings to be applied across the account. Note: these settings will apply to all Organizations, Portfolios, Programs, Projects and Applications.
- Manage Scorecards Define the Account level Views for the Builder & Dashboard Scorecards (i.e. Group By, Display Entities and Filter By).
- Manage Attribute Window Define the attributes to be displayed in the Account Level Scorecard.
- **Organization Management** Here you can customize the view of the corporate structure, business units or divisions in a corporation shown in the **My Scorecard** screen.
  - Organization Hierarchy Management Define an Organization Tree or edit, delete the existing organization tree. (Note: deleting an organization will also delete all entities within the organization).
  - Organization Settings Define automatic project id templates, organization codes, portfolio planning horizons and the default portfolio time granularity (i.e. Quarterly or Monthly) for each organization.
- *Portfolio/Program Management* This is used to add new Portfolios or Programs, or edit existing Portfolios or Programs.
  - Portfolio Management Define new, delete existing and centrally manage the relationships between Projects, Programs, Applications and Custom Portfolio's.
  - Program Management Define new programs, delete existing and centrally manage the relationships between Projects and Programs.
- *User Management* This is used to create users and to allocate specific rights and restrictions to them.
  - User Group Management Define, edit or delete User Groups.
     User Groups are a collection of User Rights that are used to control the Users access rights in Portfolio Manager (i.e. Portfolio Manager, Program Manager, Project Manager etc)
  - User Management Add a New User to the Portfolio Manager (i.e. add Username, Login ID, Contact Details Password etc) and specify which User Groups the individual is a member of for each organization.

- *Financial Management* This is used to customize the Budget Cost and Benefit Estimates tabs of the *UMT Portfolio Builder*<sup>™</sup>. The user can create and associate cost centers to organizations, as well as create or edit the cost tree used in the projects or applications.
  - Cost Center Management Define (edit or delete) the appropriate Cost Centers to be used across organizations and entities (i.e. Programs, Projects and Applications). Cost Centers allow users to break cost data down by specific categories (i.e. Business Expense vs. IT Expense).
  - Cost Center Associations Associate the defined Cost Centers with the appropriate levels within the Organization Hierarchy. Once associated the Cost Centers will be automatically displayed in the Project, Program and Application Cost Tabs within the Organization.
  - Cost Structure Management Define a Cost Tree that will be displayed in all project, program, portfolio and organization cost tabs (i.e. Budget Cost & Cost Tracking tabs). -
  - Cost Structure Associations Associate the defined Cost Tree with the appropriate levels within the Organization Hierarchy.
  - Cost Tracking Configuration Specify which columns (i.e. Current Period, YTD, Full Year, and Total Cost) should be displayed in each category (i.e. Original Budget, Revised Budget, Actual etc) in the Cost Tracking Tab.
  - Cost Structure Management Define a Cost Tree that will be displayed in all application, custom portfolio and organization cost tabs (i.e. Budget Cost & Cost Tracking tabs).
  - Cost Structure Associations Associate the defined Cost Tree with the appropriate levels within the Organization Hierarchy.
  - Cost Tracking Configuration Specify which columns (i.e. Current Period, YTD, Full Year, and Total Cost) should be displayed in each category (i.e. Original Budget, Revised Budget, Actual etc) in the Cost Tracking Tab.
  - Financial Benefit Management Define the Financial Benefit Tree that will be displayed in the Financial Benefits table in the project, program, portfolio and organization Benefit Tabs.
  - Financial Benefit Associations Associate the defined Financial Benefit Tree with the appropriate levels within the Organization Hierarchy.
  - Non-Financial Benefit Management Define the Non-Financial Benefit Tree that will be displayed in the Non-Financial Benefits

table in the project, program, portfolio and organization Benefit Tabs.

- Non-Financial Benefit Associations Associate the defined Non-Financial Benefit Tree with the appropriate levels within the Organization Hierarchy.
- Workflow Management Here the user can create different workflows for projects to follow based on the value of the Project Class attribute. This link is used to define Governance Gates, create workflows, define processes, define notifications and create lifecycles.
  - Governance Gates Management Define the Governance Gates (i.e. Create, Select, Plan and Manage) that will be used to group the Lifecycle Steps within the lower level Workflows
  - Workflows Management Add a Governance Workflow name and associate the defined Workflow to a specific Project Class value (note: when adding a project the user must select a specific Project Class value (in the Project Information) which is linked to a defined Workflow).
  - Workflow Process Management Define / group the Verification Processes (i.e. actions to be completed by users at each lifecycle step) and Link Processes (i.e. actions that trigger an event within UMT Portfolio Manager) that will be used in each Lifecycle Step.
  - Workflow Notification Management Define the "Notifications With Feedback" or "Notifications Without Feedback" that will be linked to a Lifecycle Step or a transition point between Lifecycle Steps.
  - Lifecycle Step Management Define the Lifecycle Steps to be included in each Governance Workflow. Lifecycle Steps are individual activities or decision points in the Workflow (i.e. Complete Project Request Form Lifecycle Step or Business Sponsor Approval Lifecycle Step)
  - o Email Templates Management
- *Survey Management* Surveys can be defined with lists of questions and possible answers. The questions will be displayed in the **Risk** tab for each project, program and application, and in the **Operational Performance** tab for each application. A score will be calculated based on the answers chosen for each question.

- Project Risk Management Define a Risk Assessment Questionnaire for Projects.
- Program Risk Management Define a Risk Assessment Questionnaire for Programs.
- Application Risk Management Define a Risk Assessment Questionnaire for Applications.
- Operational Performance Management Define an Operational Performance Questionnaire for Applications.
- *Driver Management* Use this link to create business drivers and their impact choices. These drivers are then shown in the **Strategic Impact** tab.
  - Business Driver Library Define Business Drivers and their associated Impact Statements for Projects, Applications and Programs
  - Business Driver Associations Associate the Business Drivers with the appropriate levels within the Organization Hierarchy. The Business Drivers will be displayed in the Applications, Projects, Programs, Custom Portfolio's and Organizations Strategic Impact Tabs.
  - Architecture Driver Management Define Architecture Drivers and their associated Impact Statements for Applications.
  - Architecture Driver Associations Associate the Architecture Drivers with the appropriate levels within the Organization Hierarchy. The Architecture Drivers will be displayed in the Applications, Custom Portfolio's and Organizations Architecture Fit Tabs.
- Business Process Management This is used to create business processes and business process functions, and to associate them to organizations.
  - Business Process Library Define a library of Business Processes and their associated Impact Statements.
  - Business Process Associations Associate the Business Processes with the appropriate levels within the Organization Hierarchy. The Business Processes will be displayed in the Applications, Custom Portfolio's and Organizations Process Impact Tabs.
  - Business Process Function Library Define lower level Business Process Functions that support each Business Process.
  - Business Process Function Associations Associate the Business Process Functions with the appropriate levels within the

Organization Hierarchy. The Business Process Functions will be displayed in the Applications, Custom Portfolio's and Organizations Process Impact Tabs.

- o Business Process / Function Link
- Attribute and Indicator Management Here the user can create attributes and associate them to appropriate organizations. These attributes or typically shown on the **Project Information** tab, **Additional Info** tab or the **Status** tab. Indicators can also be created and associated here. These can be manual or automatically defined based on a formula.
  - Attribute Definition Edit existing attributes or define new custom attributes (List, Real, Integer, Date & Alphanumeric) and specify which of the modules they should be displayed in.
  - Attribute Associations Associate the defined attributes with the appropriate levels within the Organization Hierarchy.
  - Indicator Management Define the Status Indicators that will be used to measure / track Projects and Applications (i.e. Overall Health, Cost, Resource, SLA etc). Indicators can either be manual (i.e. color selected by the user) or automated (i.e. derived from business rules).
  - Indicator Associations Associate the Indicators with the appropriate levels within the Organization Hierarchy.
- Resource Management This is used to define resource types and to associate them to necessary organizations. Here you can also choose which columns will be shown in the Project Resource Tracking Table (e.g., Forecast Work Year to Date).
  - Resource Type Management Define a Library of Resource Types (i.e. C++ Programmer, Project Manager, Business Analyst etc).
  - Resource Type Associations Associate the defined Resource Types with the appropriate levels within the Organization Hierarchy (i.e. Resource Pools).
  - Resource Tracking Configuration Specify which columns (i.e. Current Period, YTD, Full Year, and Total Resource) should be displayed in each category (i.e. Original Budget, Revised Budget, Actual etc) in the Resource Tracking Tab.
- **Project Server Gateway** This is used to set the bi-directional gateway between UMT Portfolio Builder<sup>™</sup> and Project Server.

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Here the user can also perform some administrative actions such as mass import or mass export.

- Project Server Management Define a connection with an instance of Microsoft Project Server (i.e. Name, URL etc).
- Automatic Refresh Settings Define the time settings for recurring synchronization events between UMT Portfolio Manager and Microsoft Project Server.
- Resource Pool Synchronization Settings Define the settings between the Microsoft Project Server Resource Pool and The Resource Pool in UMT Portfolio Manager.
- o Synchronization Error Log Lists all synchronization errors.
- Attribute Mapping Template Management Define import export Mapping templates to link attributes in UMT Portfolio Manager with Enterprise fields in Microsoft Project Server.
- Named Resource Management Allows the user to link Named Resources in Microsoft .mpp files with the Resource Types in UMT Portfolio Manger (note: this functionality is used when importing directly from the .mpp files).
- Outline Level Settings Specify the Outline level that the Phases are displayed in the Microsoft Project Plan. All entries in the Microsoft Project Plan created at the defined Outline Level will be imported into UMT Portfolio Manager as Phases.
- Synchronize Resource Pools Synchronize the Microsoft Project Server Resource Pool with the Resource Pool in UMT Portfolio Manager.
- Mass Import Select the appropriate projects defined in Microsoft Project Server and automatically import the project data into UMT Portfolio Manager
- Mass Export Select the appropriate projects defined in UMT Portfolio Manager and automatically export the project data to Microsoft Project Server.
- Refresh Projects
- Documents Management The user can search for documents across the whole portfolio, create new documents or folders, backup and restore the storage space.
- **User Security and Session Tracking** This holds a log file of user tracking information (limited), failed login attempts, and password changes.
  - User Login and Session Tracking Displays users sessions and users actions from each session.

- Failed Login Attempts Displays failed login attempts on account and/or user login.
- Password Changes Displays all password changes performed by any user.
- **Data Transfer** This can be used to import or export projects and/or applications, and their attributes.
  - Project Data Import Import Project data into UMT Portfolio Manager (i.e. project request forms, cost data, resource data etc).
  - Application Data Import Import Application data into UMT Portfolio Manager (i.e. Application attributes and Cost Data).
  - Project Data Export Select Project data to be exported into Excel.
  - Application Data Export Select Application data to be exported into Excel.
- Other Settings Here the user can centrally manage the Snapshot reporting process for Projects. The user may also create filters, create e-mail templates, and store additional documents for each project, program, portfolio or application.
  - Project Snapshot Report Management Centrally manage the Snapshot reporting process for Projects (i.e. Lock and Archive Reports).
  - Application Snapshot Report Management Centrally manage the Snapshot reporting process for Applications (i.e. Lock and Archive Reports).
  - Filter Management Define new and edit existing filters to be used within all modules of UMT Portfolio Manager.
  - Email Templates Management Define the email templates that will be used to notify the user that an event occurred in UMT Portfolio Manager (i.e. Workflow Related events or Automatic Alerts).
  - Documents Management Centrally mange the Document Management system.
  - Define Folder Structure Define a detailed folder structure for each level (Organizations & Portfolios) or entity (Projects, Applications, Programs)
  - Document Template Management Define template documents for each entity that can serve as a model for all new documents

• Document Template Association - Configure the associations between templates and levels (e.g. Organization or Portfolios)

**Note:** For more detailed instruction on the **Settings** screen, please refer to the *Portfolio Manager*<sup>™</sup> *Settings Guide*.

CHAPTER

12 APPENDIX

# **Technical Requirements and Recommendations**

The following are hardware and software requirements and recommendations for optimal performance.

# Software & System Standards

- Application Web Server: Microsoft Internet Information Server (IIS) 5.x, 6.x
- Application Server OS: Windows 2000 Server, Windows 2003 Server
- Application Server additional requirements: Microsoft .NET Framework 1.0 or 1.1, SoftwareFX ChartFX (ChartFX is included with UMT software suite)
- Database Server RDMS: Microsoft SQL Server 2000 (32 Bit)
- Reporting: Microsoft SQL Reporting Services

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- Programming Platform/Language: Microsoft ASP.NET / C#, C++
- Email Server Integration: Email notifications and alerts sent from UMT Portfolio Manager™ via SMTP Gateway
- Single sign-on utilizing Microsoft Active Directory: UMT Portfolio Manager<sup>™</sup> provides for user authentication using MS Active Directory if desired.
- Document Management: The UMT Portfolio Manager<sup>™</sup> has a built-in Document Management system. Integration with other 3<sup>rd</sup> party document management systems can be performed as a customization effort.
- Portfolio Manager<sup>™</sup> has pre-built connectors into MS Excel (version 2000 or newer), MS Windows Sharepoint Services 2003, MS Project (version 2000 or newer) and MS Project Server (version 2003).
- Client Financial Systems / General Ledger Integration: UMT has built client-specific interfaces into General Ledger / ERP systems, including SAP and PeopleSoft

# Hardware&SoftwareRecommendations

The following recommendations are based on 50 concurrent users.

### **Application Platform Specifications**

Application Hardware	UMT	Recommended	System	Hardware
	Config	uration:	-	
(If Licensee is installing				

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and hosting UMT Software in Licensee's data center)	<ul> <li>Application Server and Web Server on a single dedicated Windows server.</li> <li>Database Server on a single dedicated Windows server.</li> </ul>
	Dedicated Windows servers as described above should have the following minimum specifications:
	• Dual 2.4 GHz Pentium IV Processor class machine <i>with</i> :
	- 2 GB RAM
	- 300MB disk space for the application
	- Database size according to scale of installation (typically, 500MB)
	UMT recommends both a Production and a Test environment based upon the above dedicated server specifications.
	A typical client Production server hardware configuration is provided below. An identical Test environment hardware configuration is also recommended based on the same hardware configuration.
	• 1 Application Server (Dual Pentium 4 machine, 2GB RAM, Windows 2003 Server)
	• 1 Database Server ( Dual Pentium 4 machine, 2G RAM, Windows 2003 Server, MS SQL

	Server 2000)
Application Operating System and Utilities (If Licensee is installing and hosting UMT Software in Licensee's data center)	• Presentation Server: Microsoft Internet Information Server (IIS) 5.x, 6.x
	• Application Server OS: Windows 2000 Server, Windows 2003 Server
	• Application Server: Microsoft .NET Framework 1.0 or 1.1, SoftwareFX ChartFX
	• Database Server RDMS: Microsoft SQL Server 2000 (32 Bit)

### **Client Desktop Environment**

Client Operating System	• Microsoft Windows 2000, or Microsoft Windows XP
Client Software	<ul> <li>Client Browser: Microsoft IE 5.5 SP2 or 6x (for users who are provided with access to the UMT Portfolio Optimizer<sup>™</sup> and the UMT Portfolio Planner<sup>™</sup> modules, IE must be configured to accept signed ActiveX controls, which are used for complex data entry, reporting, analysis, and charting in the UMT Portfolio Optimizer<sup>™</sup> and UMT Portfolio Planner<sup>™</sup> modules. The ActiveX controls are signed with a UMT digital certificate, issued by Verisign Inc.)</li> </ul>
	<ul> <li>Client Desktop Software Requirement: Microsoft Excel 2000 or higher (For Excel 2002 (XP) "Trust access to Visual Basic Project" should be enabled, disabled by default.). If Microsoft Project integration is used, the Microsoft Project Client software must be installed (2000 or higher).</li> <li>Note: UMT Portfolio Manager<sup>™</sup> has</li> </ul>

### **Development/Testing/Staging Environments**

See Application Platform Specifications above.

# Network & Communications Requirements

Client PCs must have Intranet / Internet connectivity over corporate LAN to UMT Portfolio Manager<sup>TM</sup> server. To the extent required, UMT Portfolio Manager<sup>TM</sup> software suite may require connectivity to any external business applications that the UMT Portfolio Manager<sup>TM</sup> software suite may be importing (exporting) data from on a periodic basis.

# Integration with other Applications

Microsoft Index Server	The UMT Portfolio Manager <sup>™</sup> uses the MS Index Server to perform full text searches into the stored documents, as a feature of the Document Management module. The Index Server should be able index files from the UMT Portfolio Manager <sup>™</sup> storage folder. The recommended setup is:
	• The document storage folder should be setup on either the Application or the Database servers
	• The Index Server should be installed on the Database server and a linked server

	should be used to access the indexed data.
Microsoft Project Server	The UMT Portfolio Manager <sup>™</sup> uses Microsoft Project Server to import, export and synchronize schedule and resource data between the two applications. The MS Project Server requires additional configuration in order to work with UMT Portfolio Manager <sup>™</sup> (a PDS extender file must exist on the server side). Also, if working with resource data, an Analysis Server must be setup as a source for data import (either using an MS Olap Cube or a linked MS SQL Server). Since both types of authentication are supported (Windows integrated and user/password based), there is no constraint on the installation domain for any of the servers.
Microsoft Sharepoint Server	The UMT Portfolio Manager <sup>™</sup> can use MS Sharepoint Server to store documents and to access Issues lists by linking specific UMT entities (project, application, program or organization) to Sharepoint sites. There is no additional setup required for the MS Sharepoint Server. However, the UMT Portfolio Manager <sup>™</sup> must be able to use Windows authentication to connect with the MS Sharepoint Server.
Microsoft SQL Reporting Services	The UMT Portfolio Manager <sup>™</sup> uses Microsoft Reporting Services to display complex data reports. The MS Reporting Server requires additional setup in order to work with UMT Portfolio Manager <sup>™</sup> . The MS Reporting Server should be able to access UMT Database server in order to gather the data needed for the report display.