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

Publication Reference *UMT Portfolio Builder™ 3.3 – User Manual*

UMT Portfolio Builder™ 3.3 – User Manual

CONTENTS

WELCOME

About This Book

This User Manual contains information about *UMT Portfolio Builder™*. 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 ™.*

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

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.

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

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

Chapter 9, “Reports”, describes how to access standard reports in the *UMT Portfolioi Builder*™ as well as provides descriptions of key reports.

Chapter 10, “Preferences”, describes the options from the **Preferences** section of the *UMT Portfolio Builder*™.

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*™.

CHAPTER

1 OVERVIEW

Overview of the UMT Portfolio Management Methodology

The UMT Portoflio Manager™ 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.

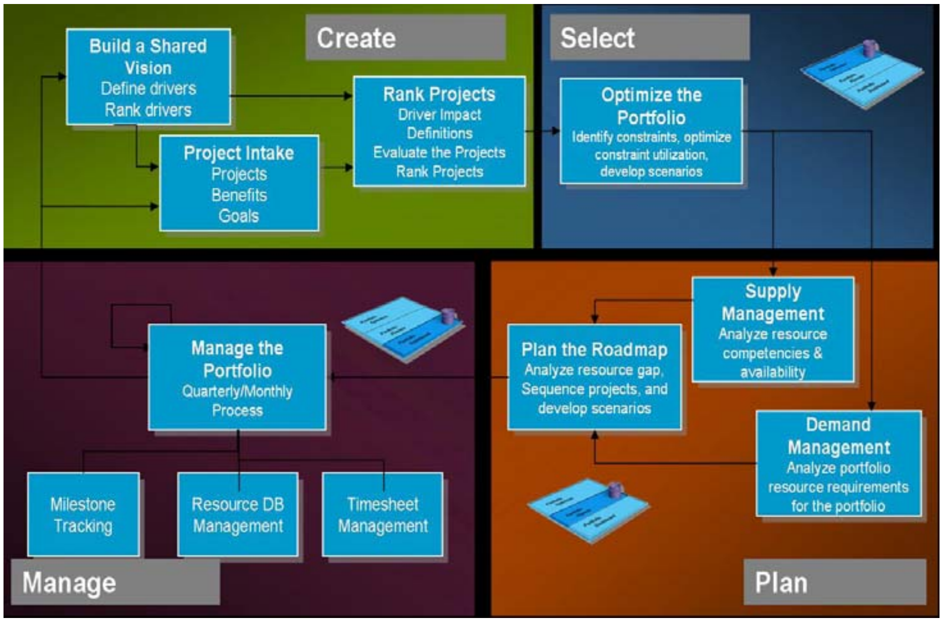
Developing impact definitions and prioritizing the portfolio of projects involves evaluating the impact of each project on the organization's objectives in order to determine the project weight and to define a prioritized list of projects and initiatives.

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*™ 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*™.

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



CHAPTER

1 GETTING STARTED

The following section of the User Guide will provide basic information about the interface of the UMT Portfolio Manager™ 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™, 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.

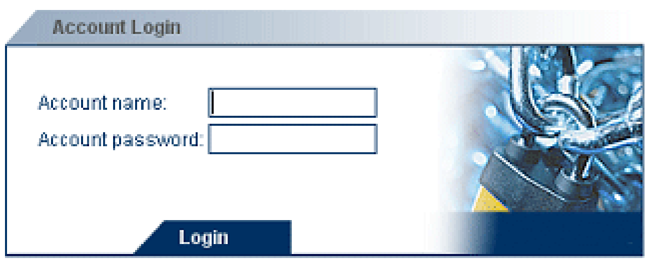


Figure 2-1 Account Login

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™ module will appear.

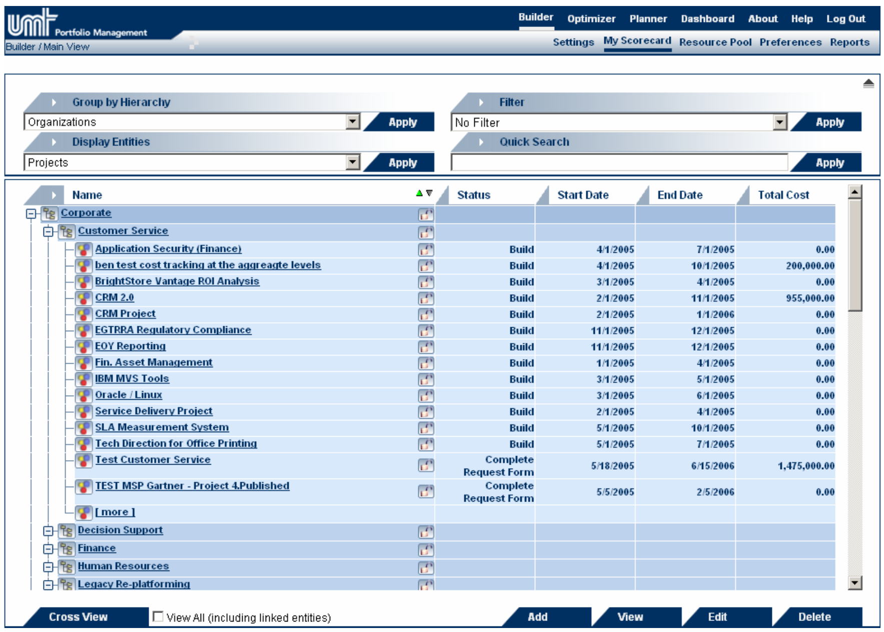


Figure 2-3 Project List Screen

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.

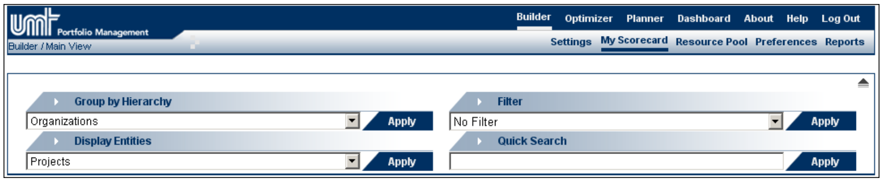


Figure 2-4 Navigation Toolbar

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

Item	Description
	Organization: Click it in order to open / close the 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
	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 (▲ / ▼).

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 **Preferences** section where you can set Microsoft Project preferences, configure Scorecard and change user information.
Reports	Opens the **Reports** section where you can generate and view report files.

Click 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.

CHAPTER

2 PROJECTS

The **My Scorecard** feature of the *Portfolio Builder*™ 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 project-planning 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.

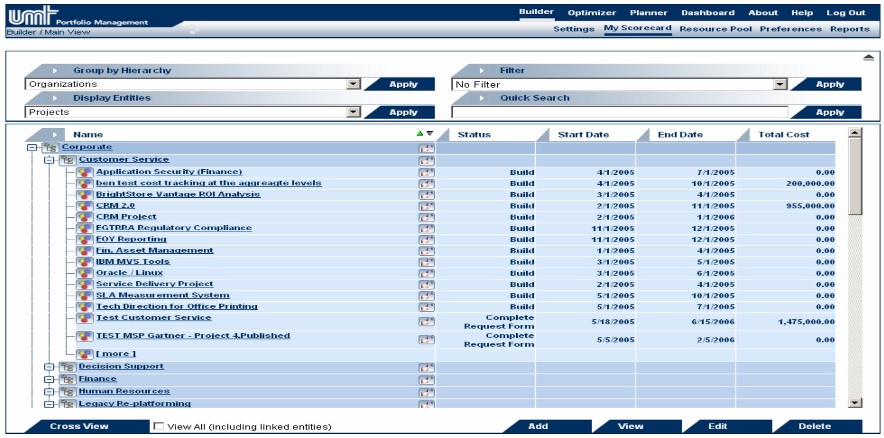


Figure 3-1 Project List Screen

Note: Click ⏬ 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. Click "+" to open an organization and click "-"to close it. Each project will contain an icon .

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** / **Checked Out**) .

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:

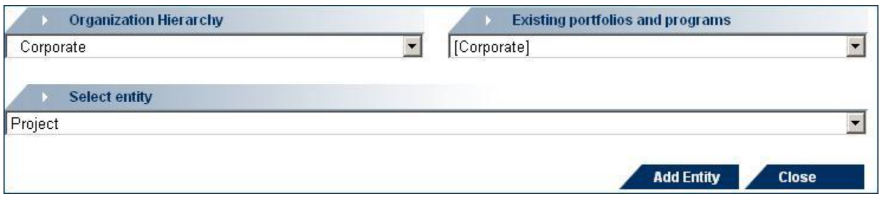


Figure 3-2 Add Project

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 – Portfolios).

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

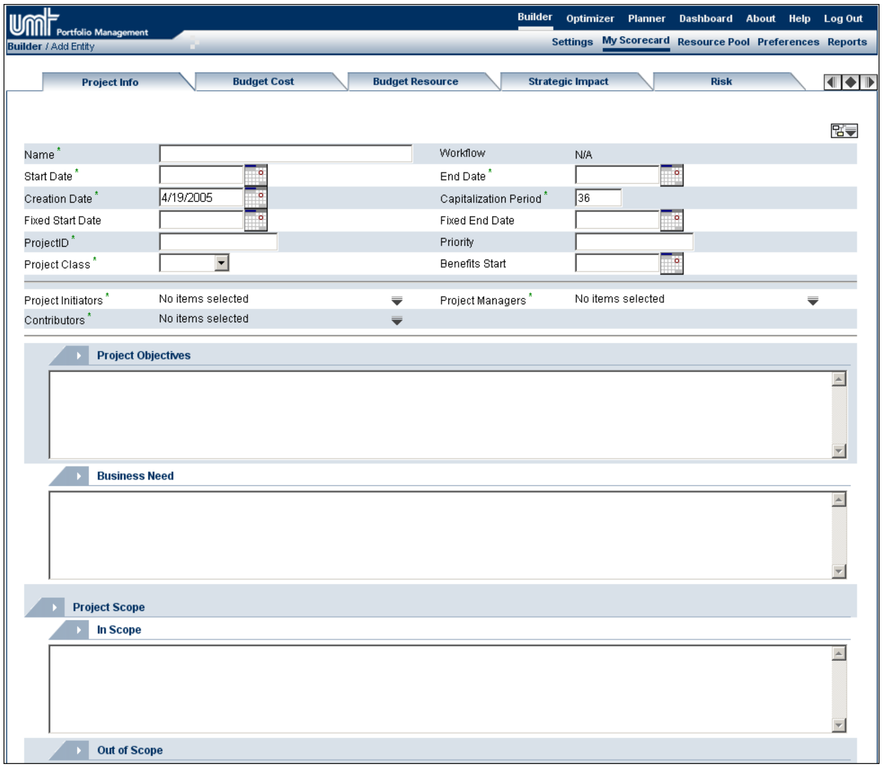


Figure 3-3 Add Project Screen

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 *Portfolio Builder*™ must select the user assigned to the project

as **Project Initiator**.

Project Manager (required)	As in the case of **Project Initiator**, the person that enters the project in the *Portfolio Builder*™ must select the user assigned to the project as **Project Manager**.
Contributors (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
Start/End Date (required)	Expected **Start** and **End Date** of the project.
Creation Date (required)	Represents the date when the project was entered in the *Portfolio Builder*™. 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 **Budget Cost** 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 *Portfolio Planner*™ 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 *Portfolio Optimizer*™ 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*™ 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.

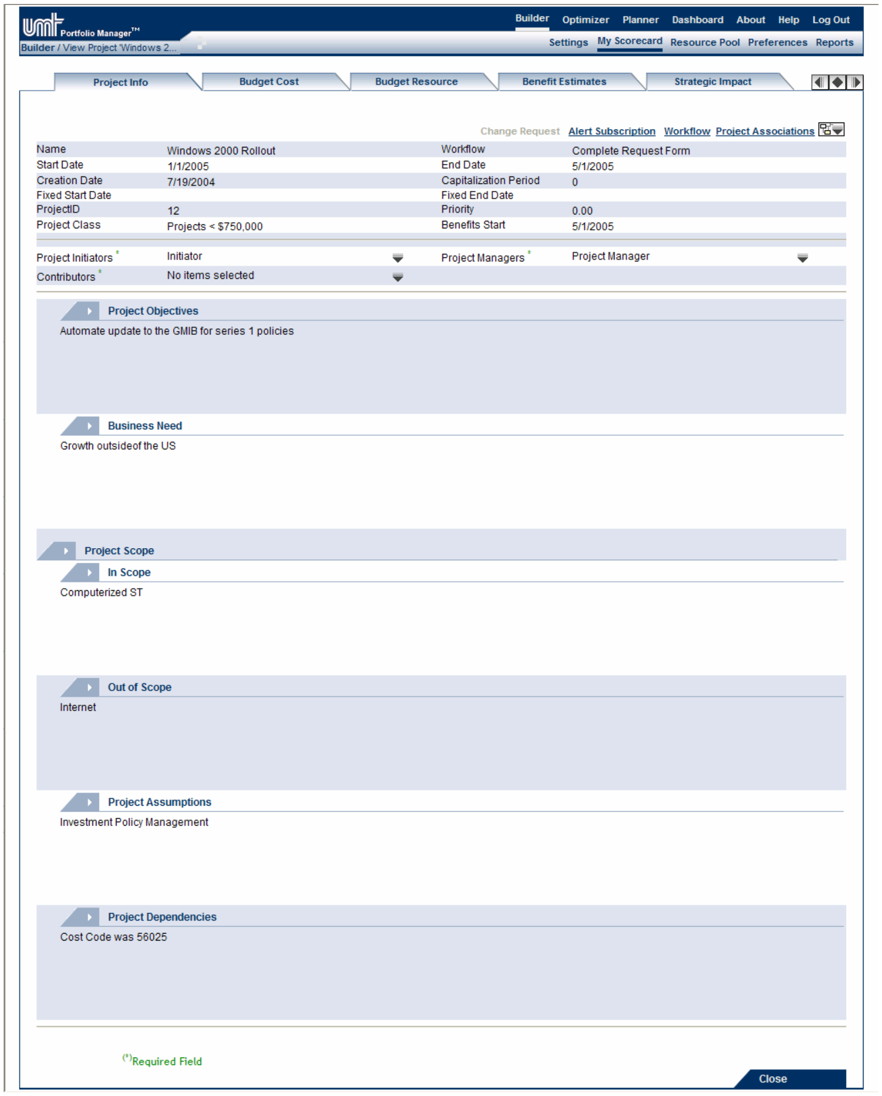


Figure 3-4 View Project Screen

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

- **Workflow**: To access the workflow information

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.

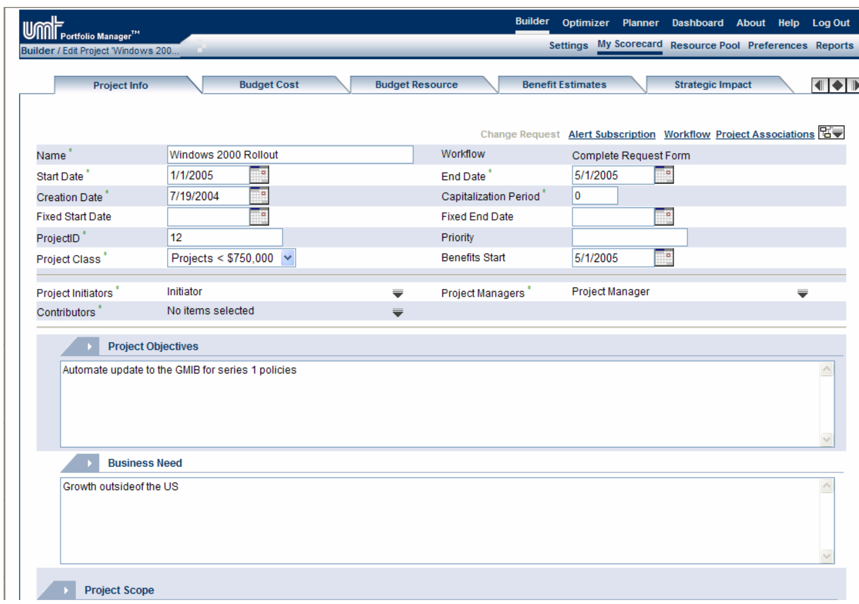


Figure 3-5 Edit Project Screen

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.

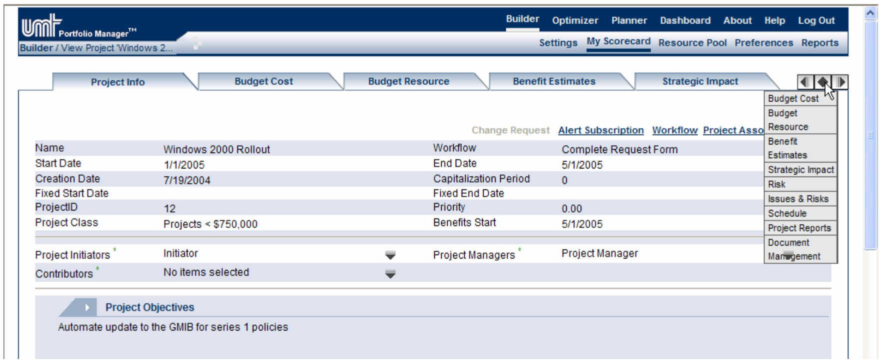


Figure 3-6 Project Screen – Navigating Through Tabs

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.

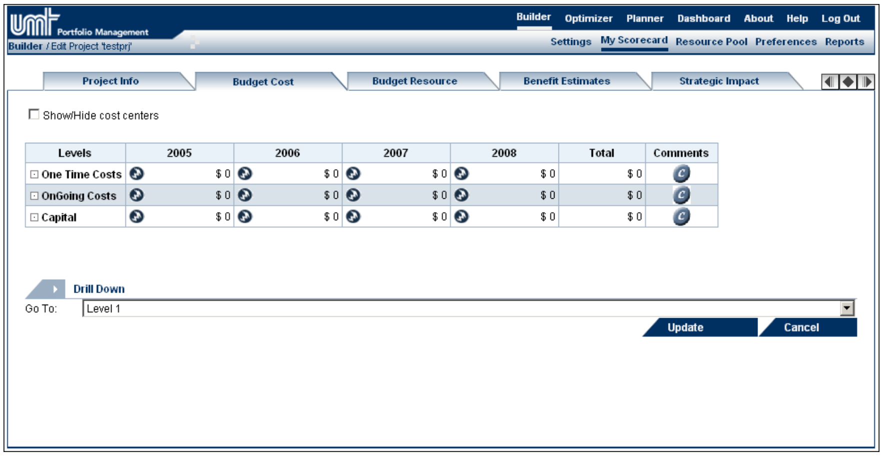


Figure 3-7 Edit Project – Budget Cost Screen

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.

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.

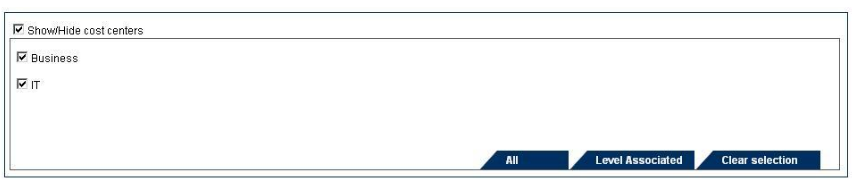


Figure 3-8 Project - link to Cost Centers

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 icon in the appropriate cell of the table. The following window (Figure 3-9) will appear:

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.

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

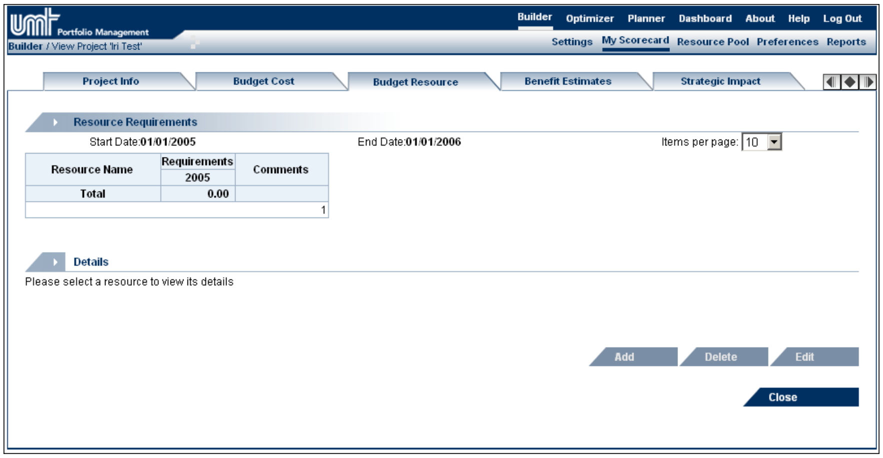


Figure 3-10 Edit Project - Budget Resource Screen

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.

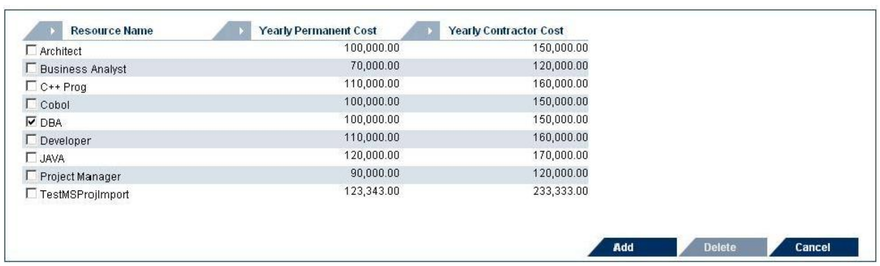


Figure 3-11 Project - Add Resource

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

2. Click **Edit** to enter values for the resources.

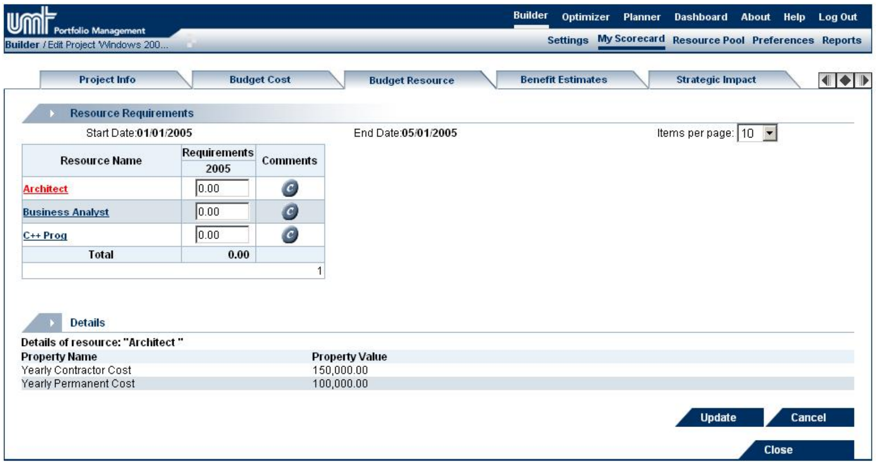


Figure 3-12 Edit Project - Budget Resource Requirements

Enter the Requirements values for each time period.

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

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

The resource requirement values are used for further analysis as they are transferred to the *Portfolio Planner*™ 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 (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.

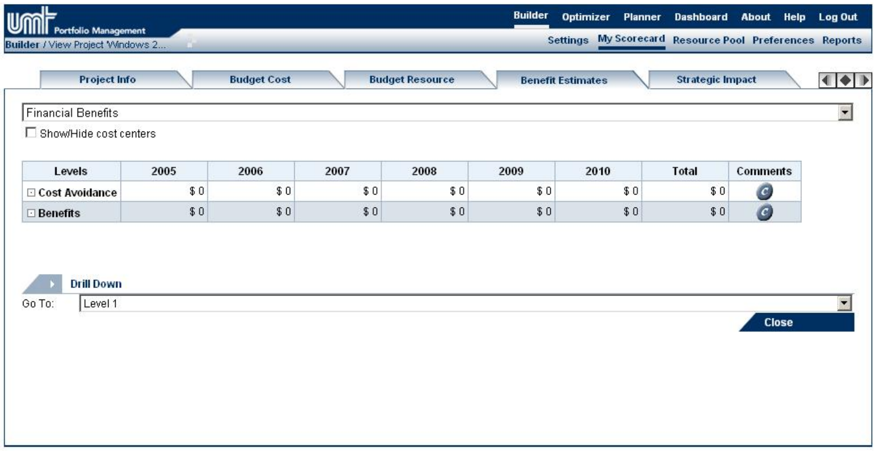


Figure 3-13 Edit Project - Benefit Screen

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 icon in the appropriate cell of the table and enter the values in the window that appears.

Figure 3-14 Edit Project – Enter Benefit Values

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

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.

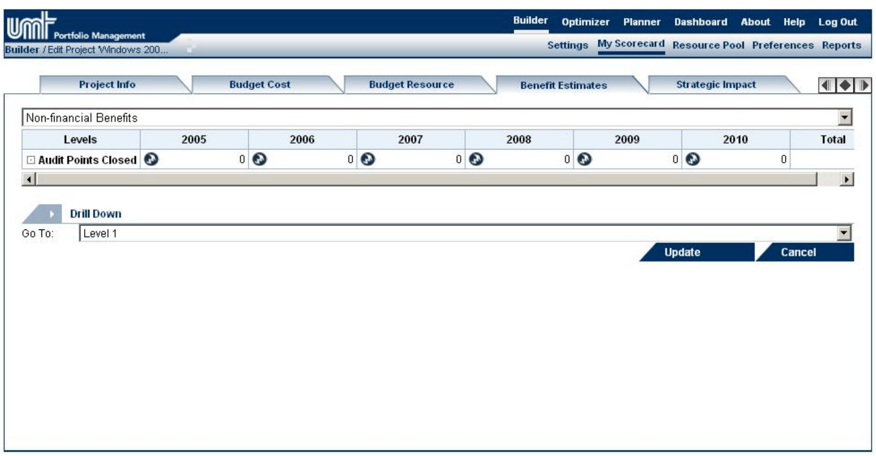


Figure 3-15 Edit Project – Non Financial Benefit Screen

Project Strategic Impact

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

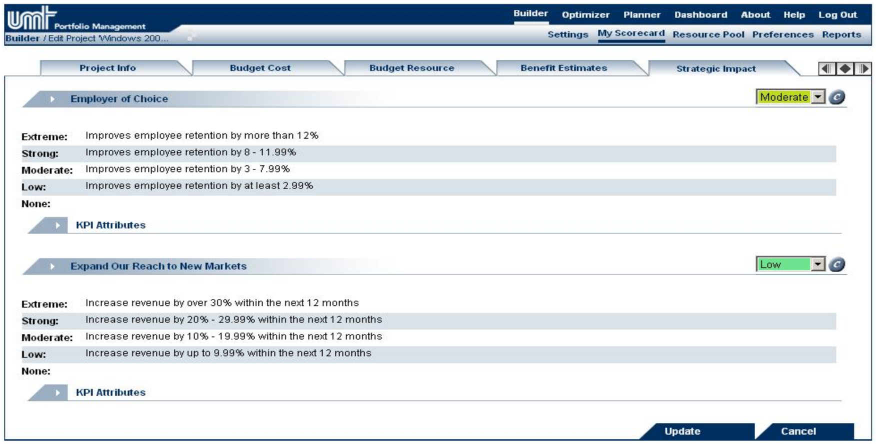


Figure 3-16 Edit Project - Strategic Impact

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 .

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.

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:

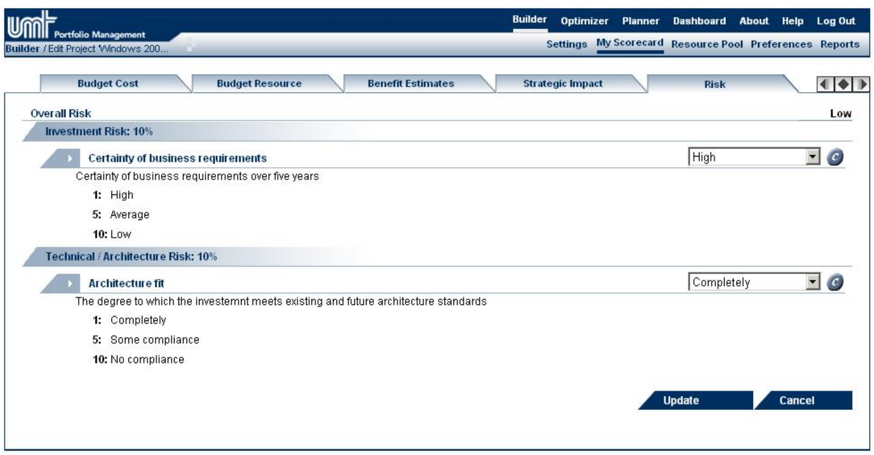


Figure 3-17 Edit Project - Risk Screen

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*™ module.

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.

The access is made through the **Issues & Risks** tab:

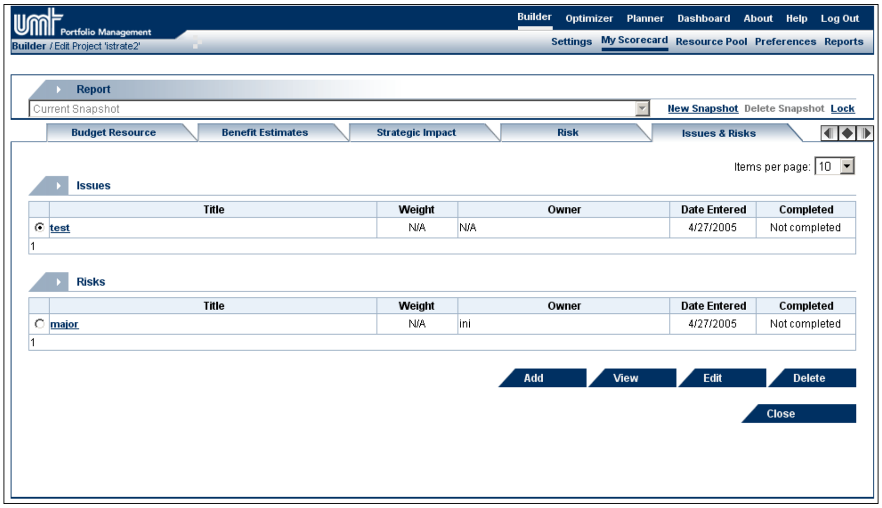


Figure 3-18 Edit Project - Issues and Risks Screen

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:

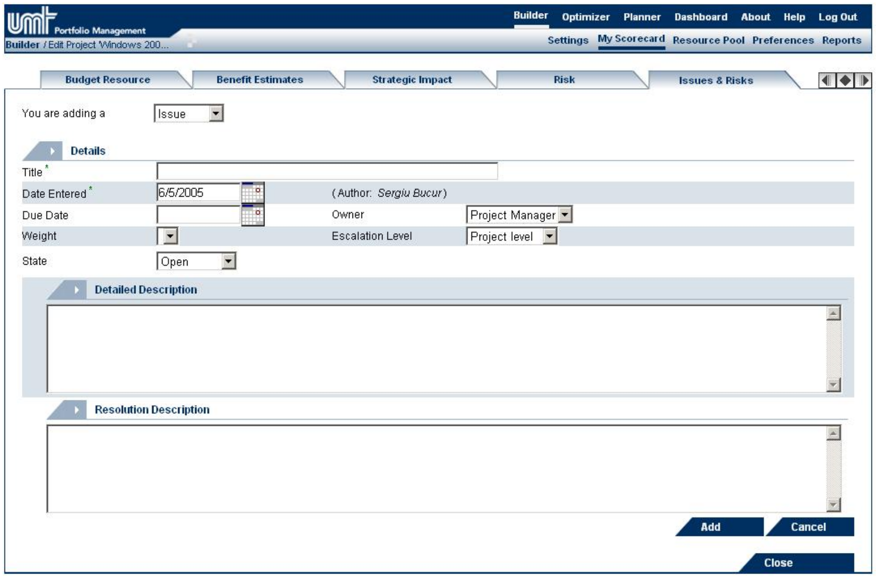


Figure 3-19 Projects - Add Issues & Risks

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.

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*™ and in the *Portfolio Optimizer*™.

Open the **Schedule** tab (Figure 3-20).

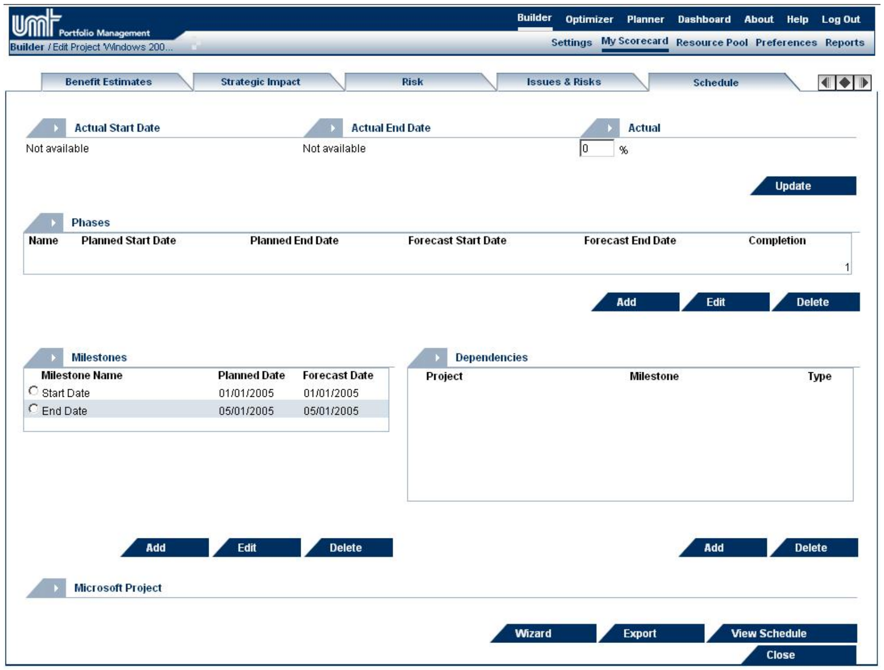


Figure 3-20 Edit Project - Schedule Screen

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:

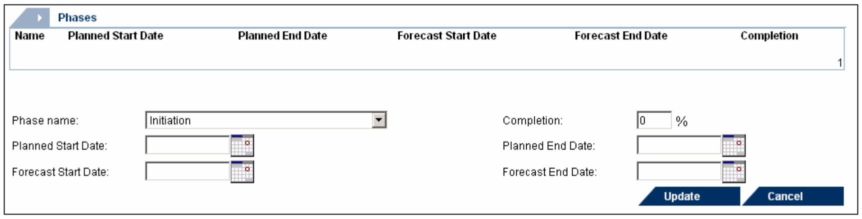


Figure 3-21 Project - Add Phase

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:

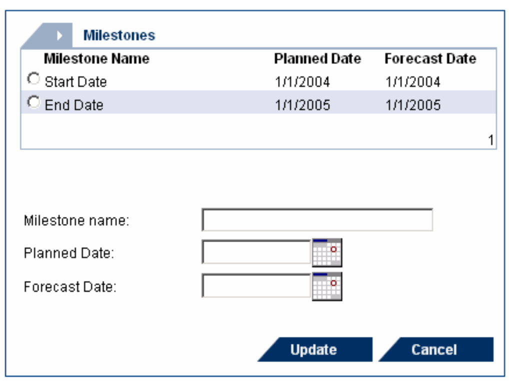


Figure 3-22 Project - Add Milestone

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:

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**

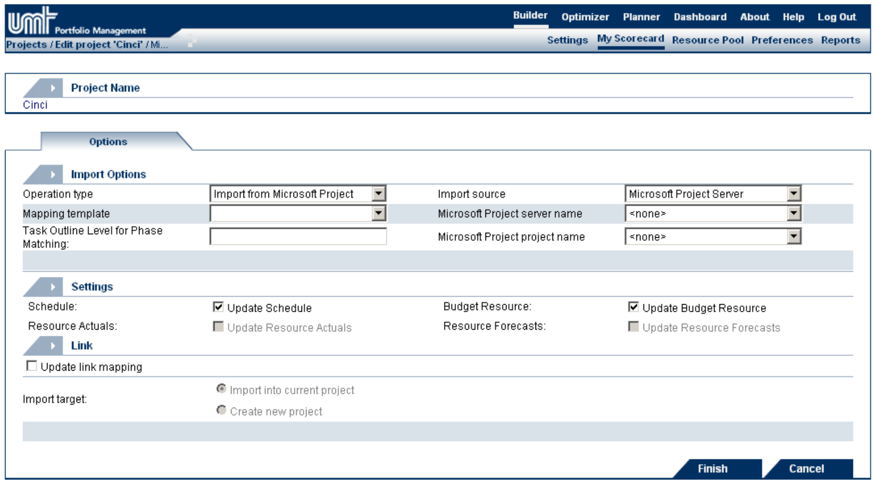


Figure 3-24 Edit Project –Microsoft Project Wizard

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:

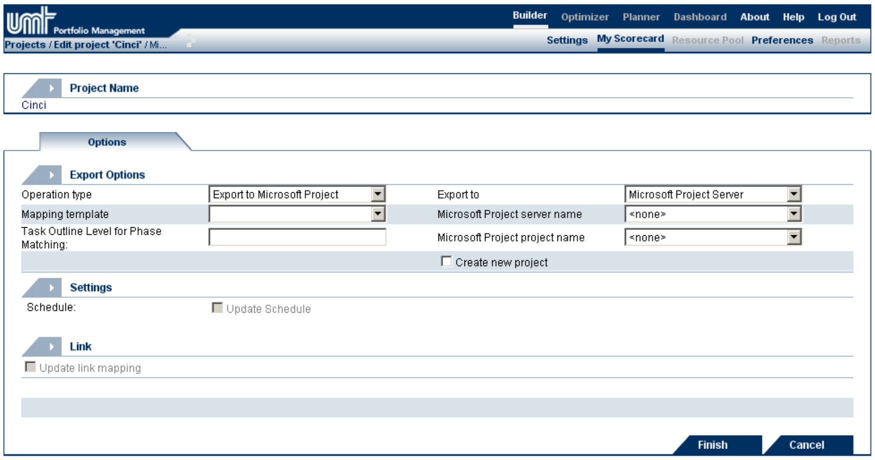


Figure 3-25 Edit Project –Export Screen

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.

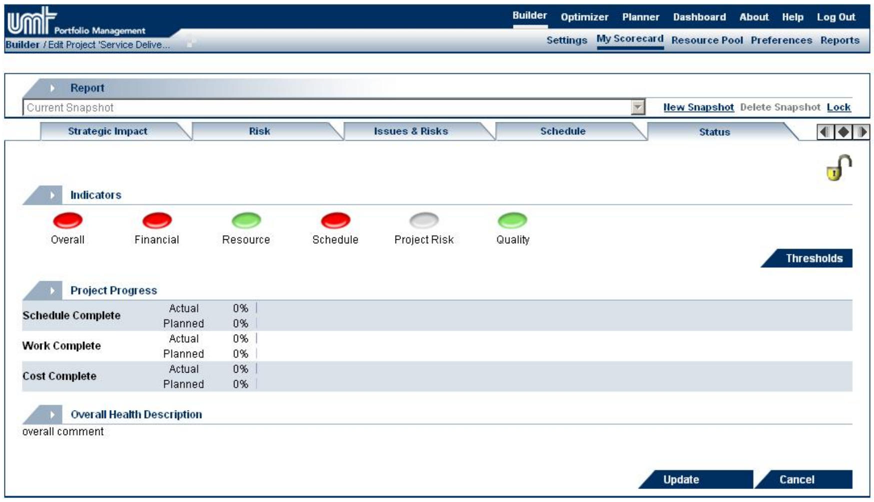


Figure 3-26 Edit Project - Status

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

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.

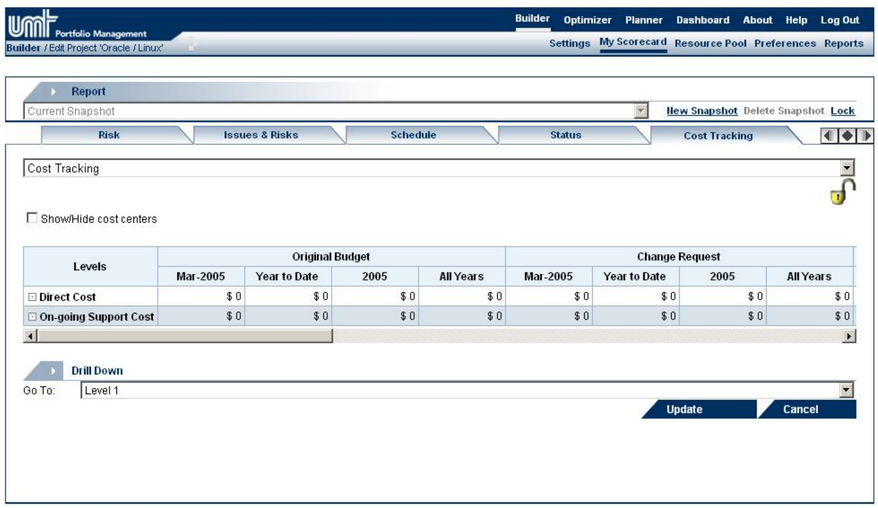


Figure 3-28 Edit Project – Cost Tracking

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.

Project Resource Tracking

Open the **Resource Tracking** tab.

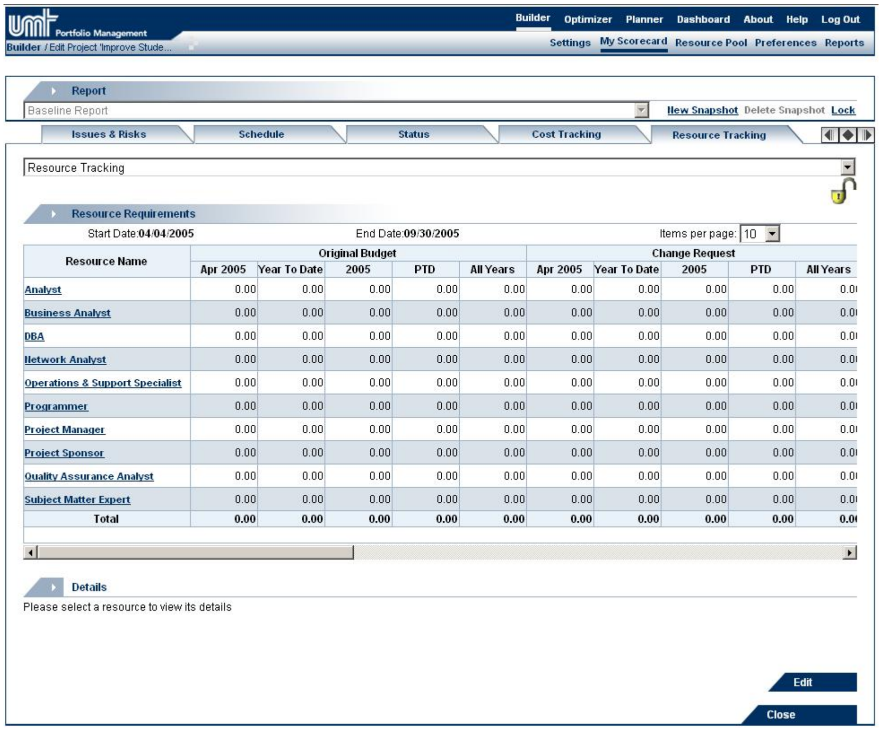


Figure 3-29 Edit Project – Resource Tracking

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.

Project Reports

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

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

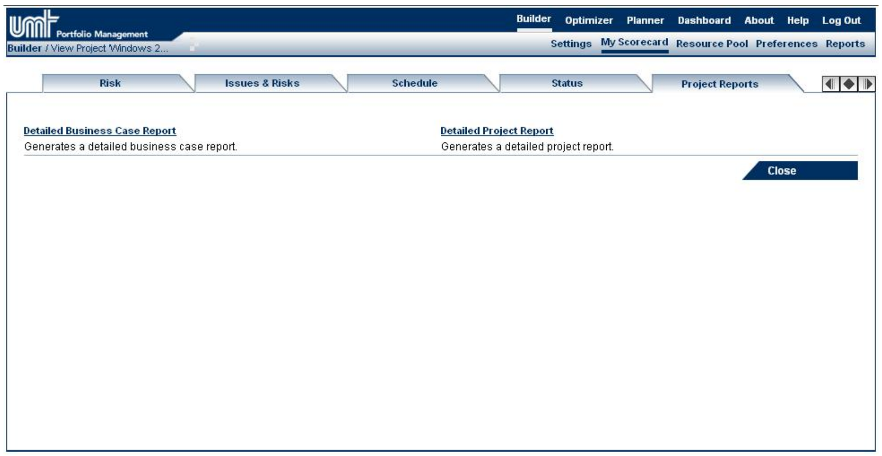


Figure 3-30 Edit Project - Reports

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™* 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™* supports storing project-related documents, grouped in folders, and document versioning.

Open the **Document Management** tab:

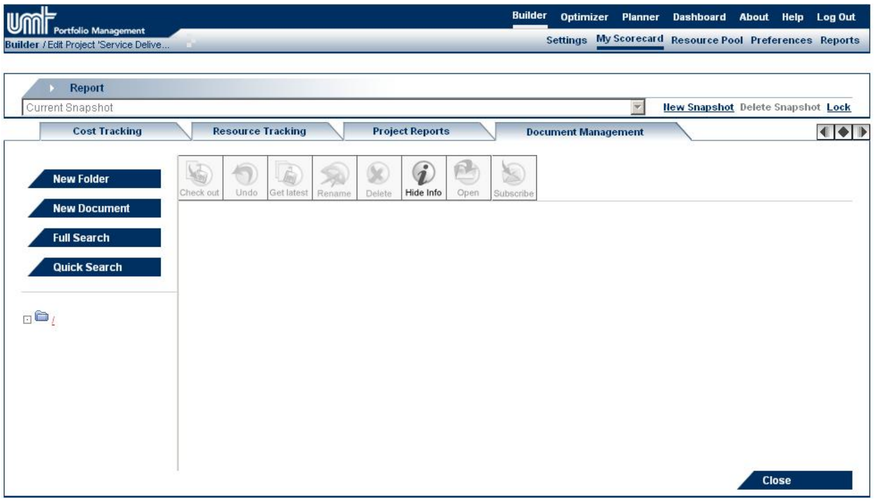


Figure 3-31 Edit Project - Documents

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:**

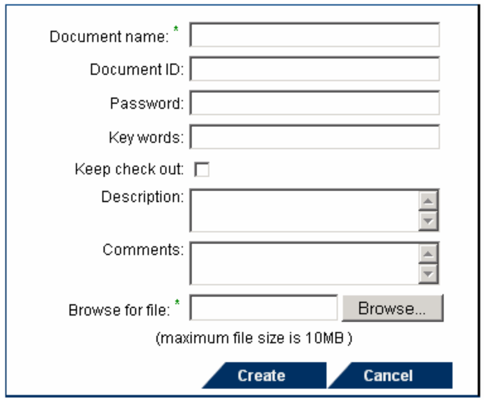


Figure 3-32 Project - Add Documents

Field	Description
Document name	Type in the document name. It must be unique at its level.
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. **Note:** 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.

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:

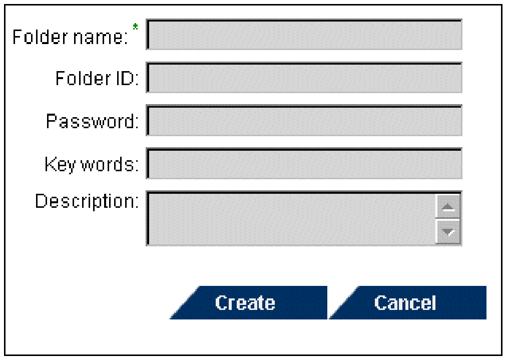


Figure 3-33 Project - Add Folder

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.

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. **Note:** 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 Search** and **Quick Search** 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.

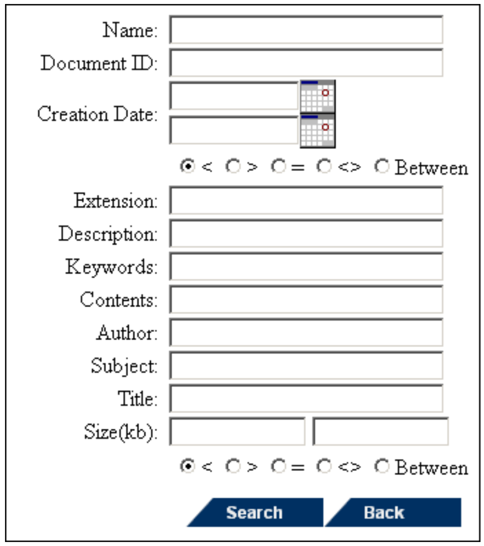


Figure 3-34 Project - Add Documents

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

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

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.

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.

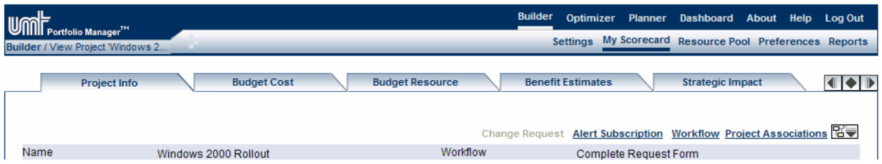


Figure 3-35 Project Info Tab

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

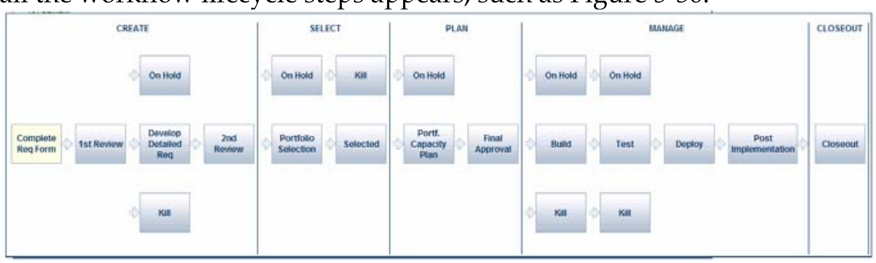


Figure 3-36 Workflow Steps

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

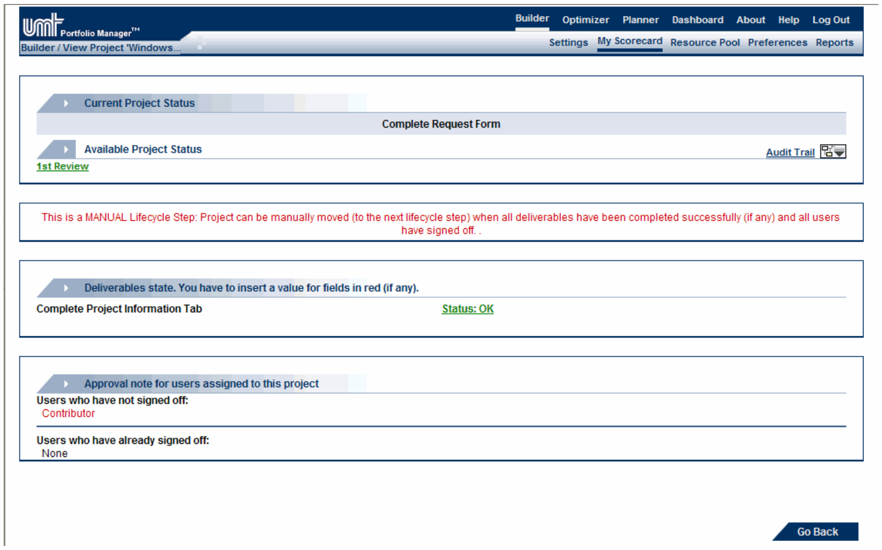


Figure 3-37 Workflow Page

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

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*™ 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.

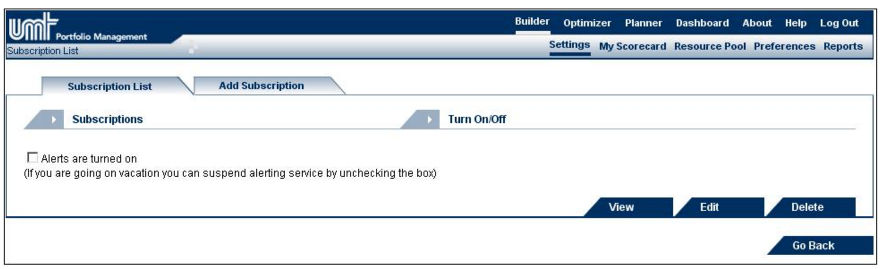


Figure 3-39 Edit Project - Alert Subscriptions

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 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.

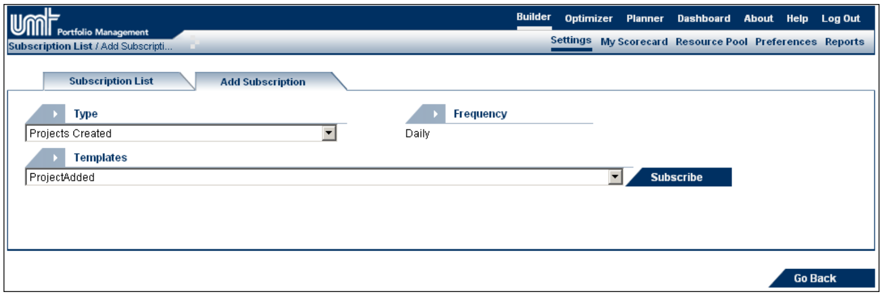


Figure 3-40 Project - Add Subscription

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.

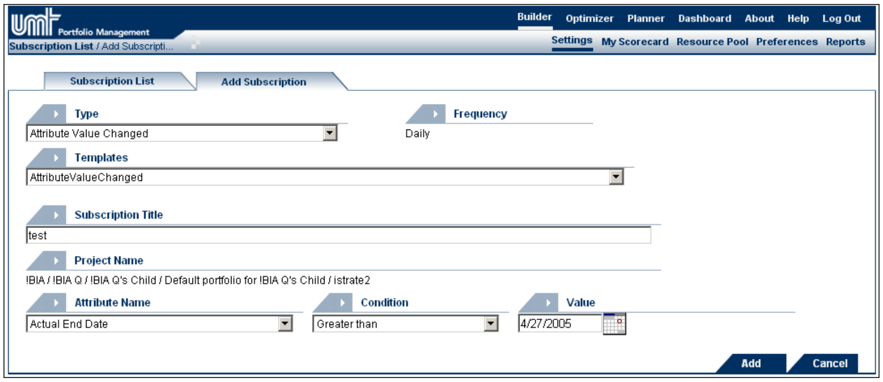


Figure 3-41 Subscriptions – Project Attribute Value Changed

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.

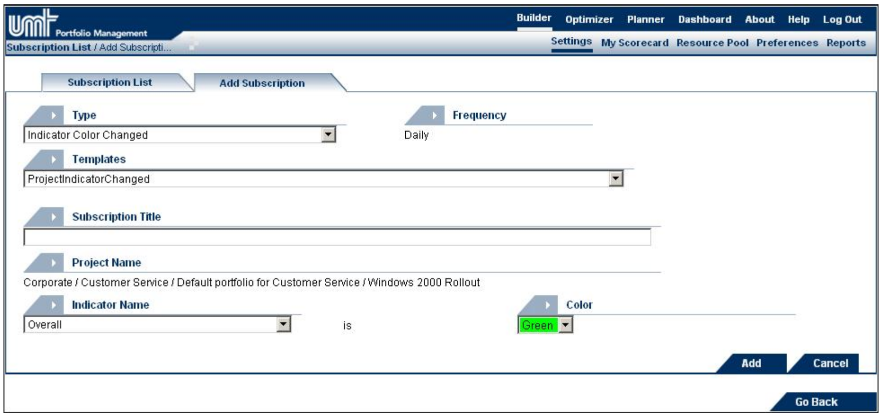


Figure 3-42 Subscriptions – Project Indicator Color Reached

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.

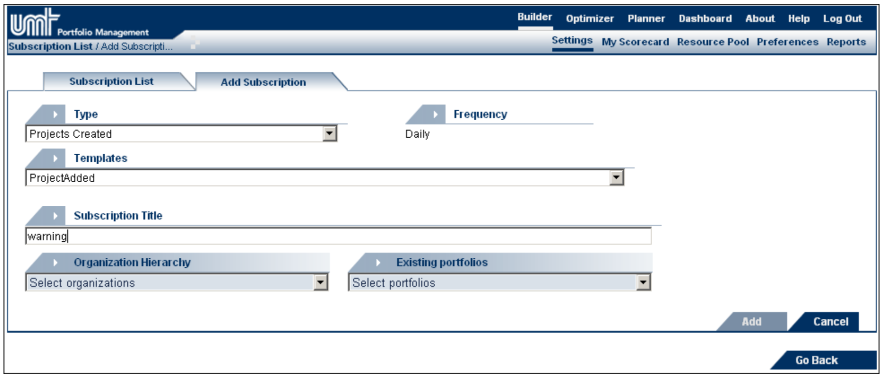


Figure 3-43 Subscriptions - Project Created

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.

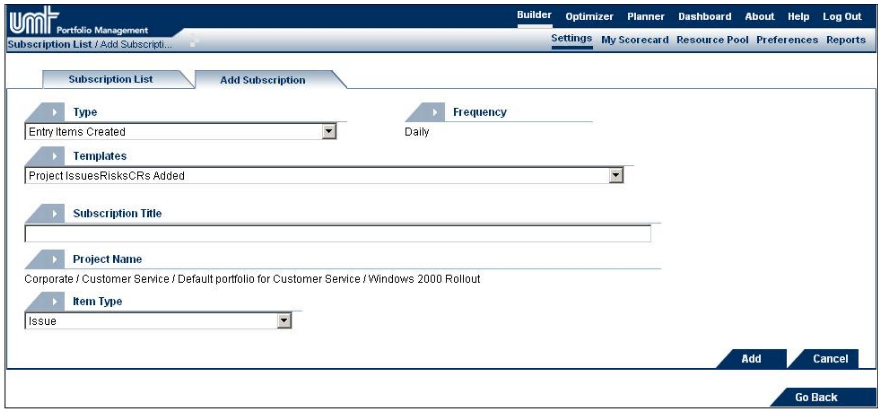


Figure 3-44 Subscriptions - Project Entry Items Added

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.

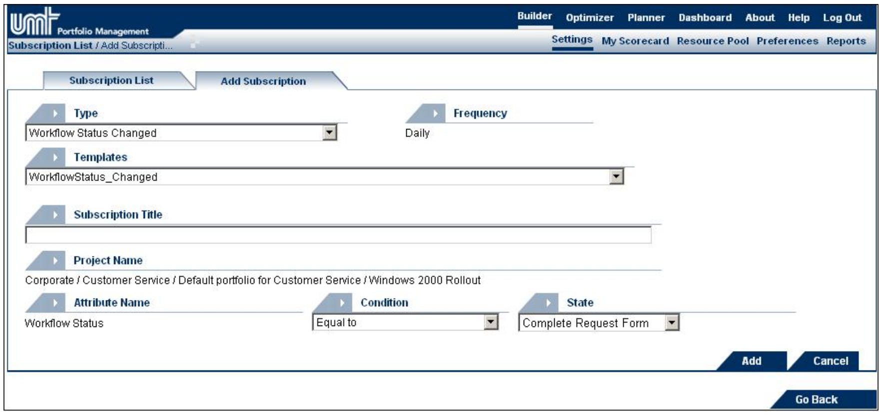


Figure 3-45 Subscriptions - Project Workflow Status Changed

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.

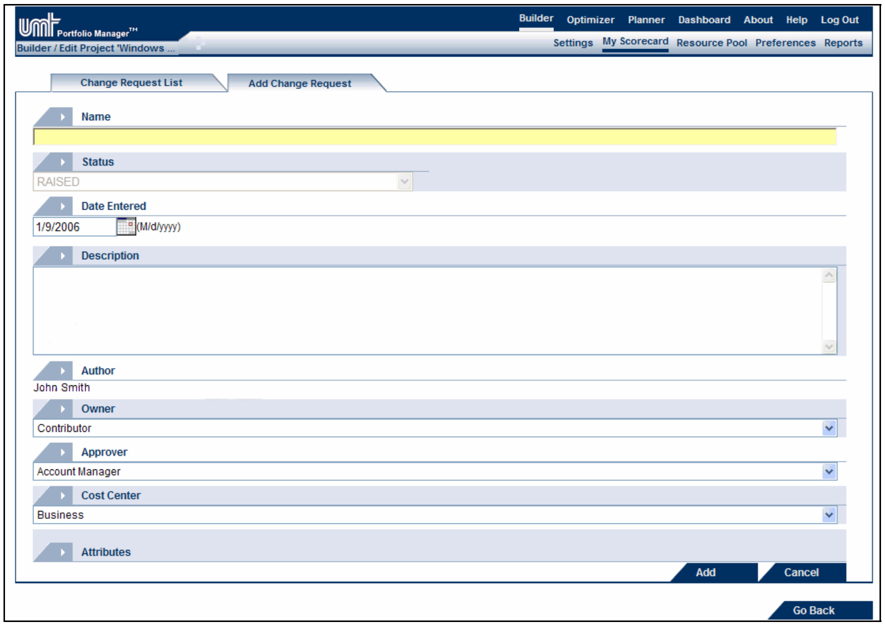


Figure 3-46 Add Change Request

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.

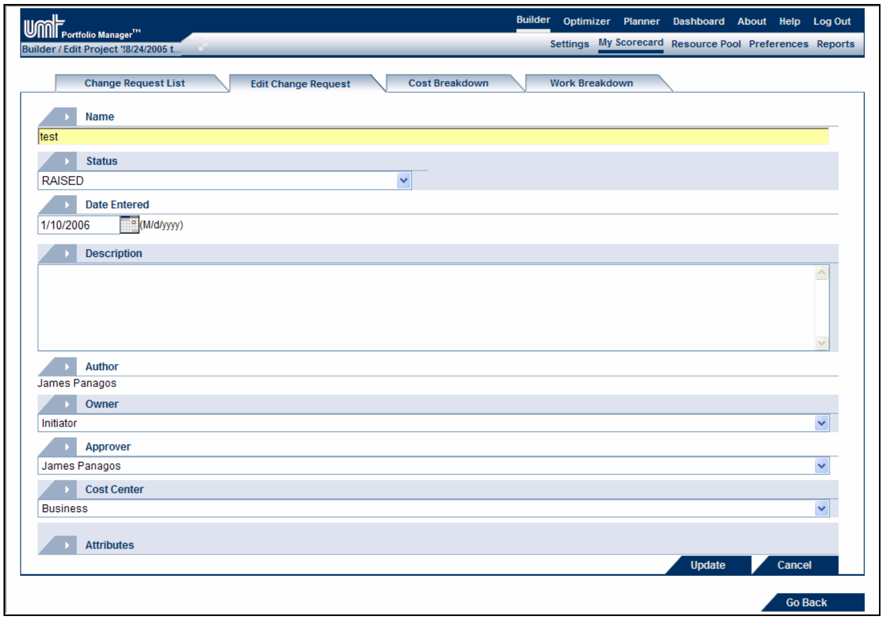


Figure 3-47 Add Change Request with additional tabs

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.

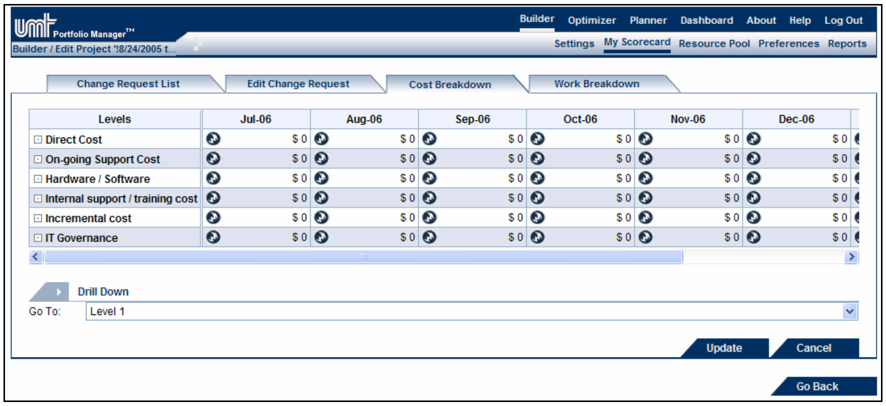


Figure 3-48 Add Change Request – Cost Breakdown

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

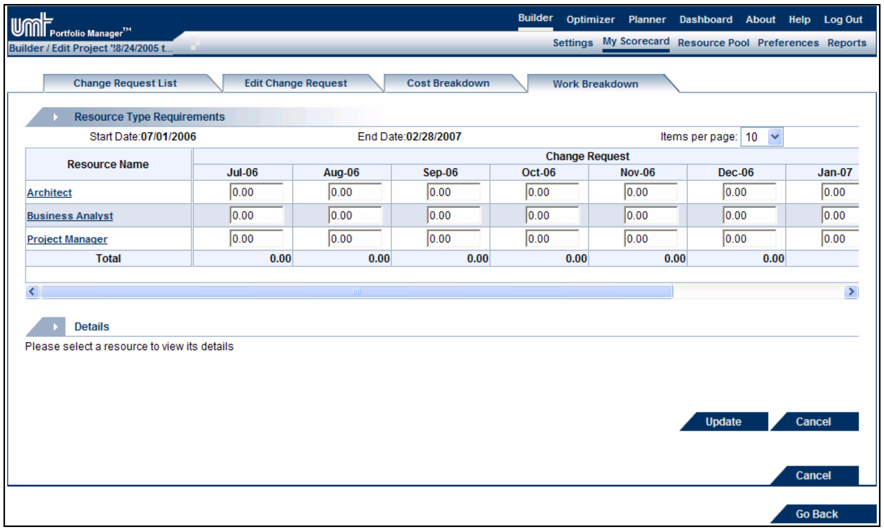


Figure 3-48 Add Change Request – Work Breakdown

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.

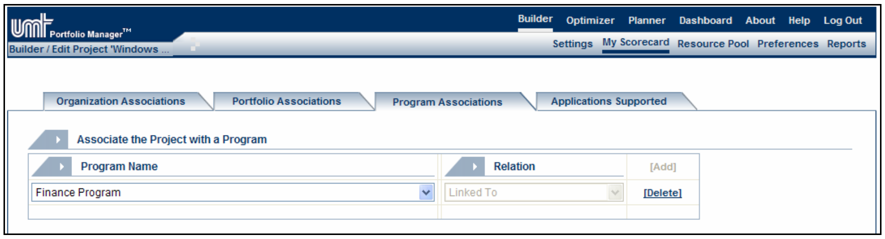


Figure 3-49 Project Associations – Program Associations Tab

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*™. 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*™ provides project tracking and forecasting functionalities that, amongst other uses, can be used by the *UMT Portfolio Dashboard*™ 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*™ provides with the ability to save the information from these three project tabs into project snapshots.

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.

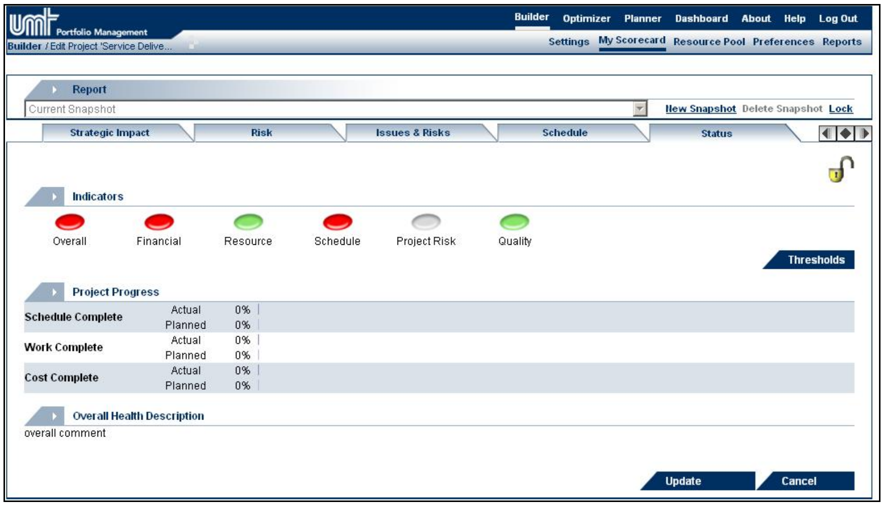


Figure 3-50 - Snapshot Report

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.

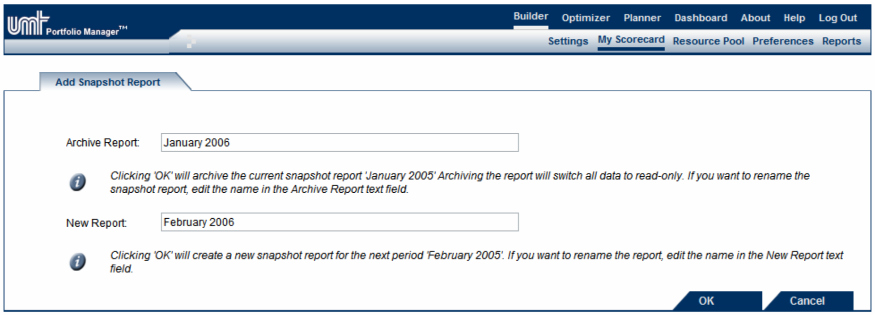


Figure 3-51 - Add Snapshot Report

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.

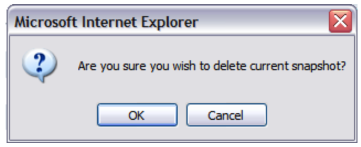


Figure 3-52 – Delete Snapshot Report Confirmation

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

4 PROGRAMS

This section provides the *Portfolio Builder™* 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.

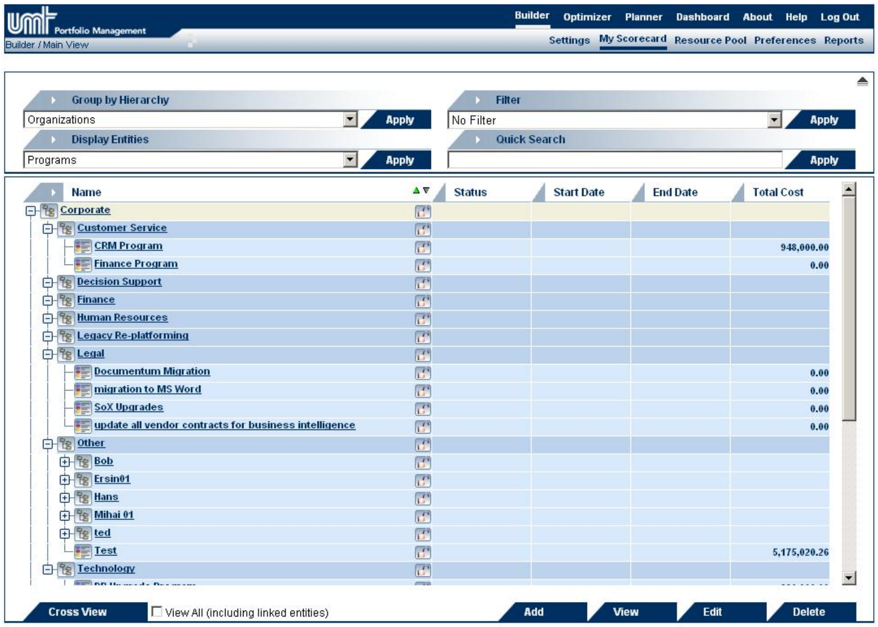


Figure 4-1 Programs List Screen

Note: Click 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:

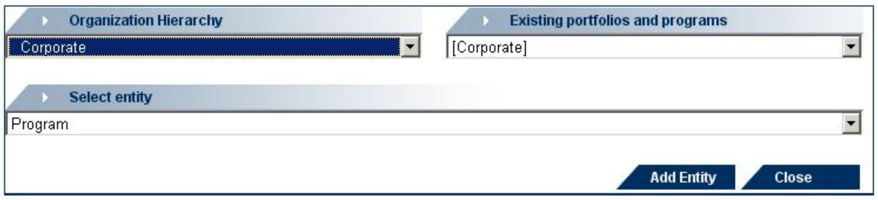


Figure 4-2 Add Program

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:

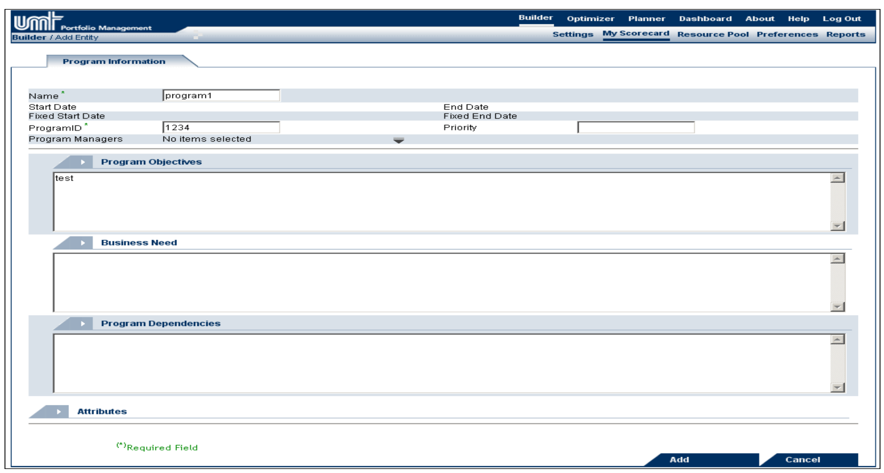


Figure 4-3 Add Program Screen

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

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.
Program Manager (required)	Click ▼ 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 *Portfolio Optimizer*™ 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.

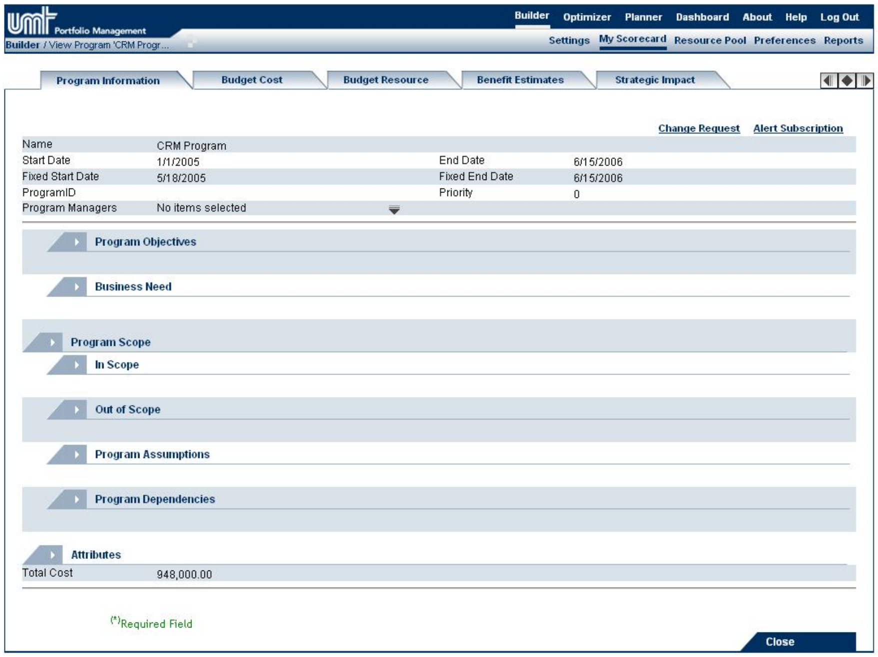


Figure 4-4 View Program Screen

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 e-mail 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

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

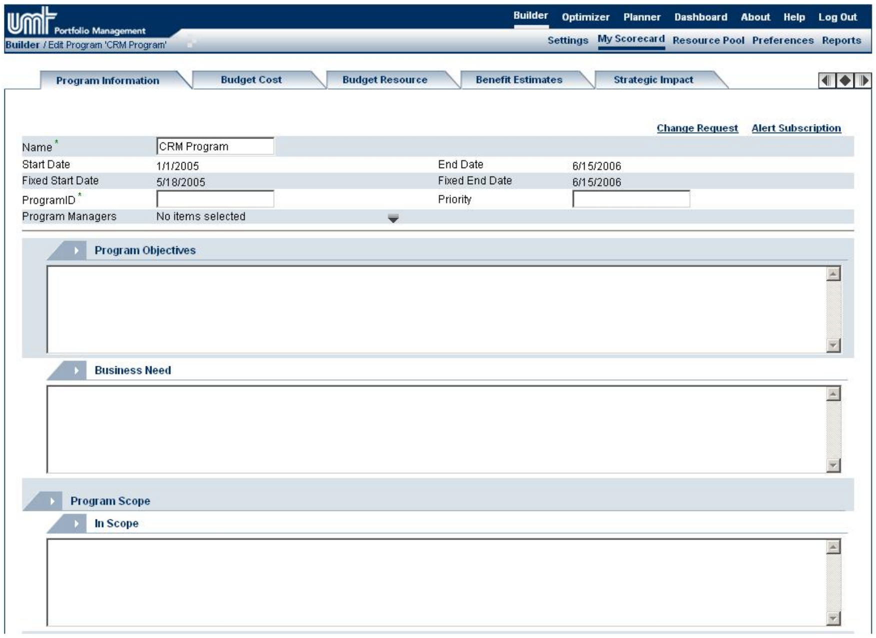


Figure 4-5 Edit Program Screen

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.

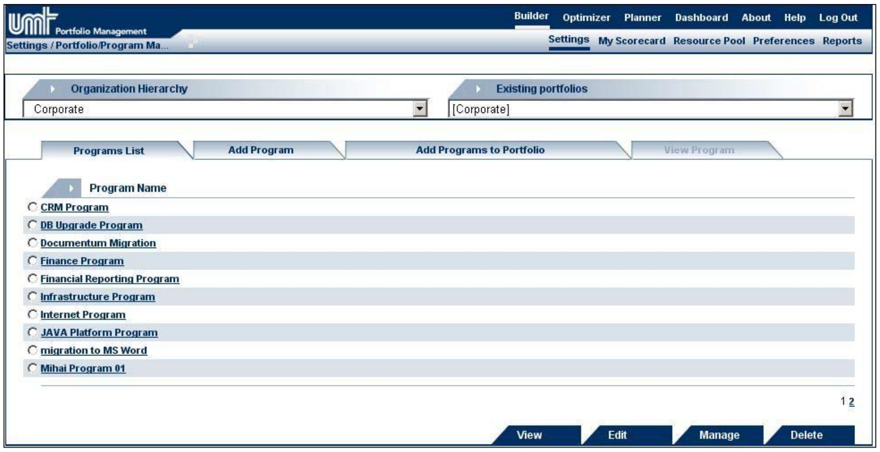


Figure 4-6 Programs List

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

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

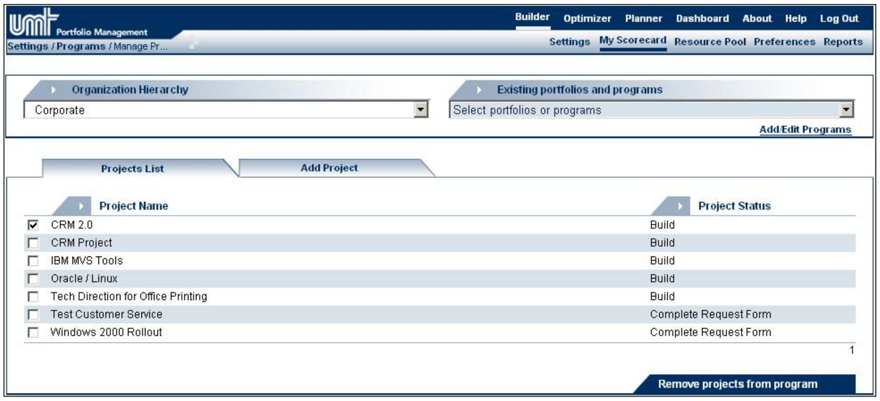


Figure 4-7 Programs List

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.

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

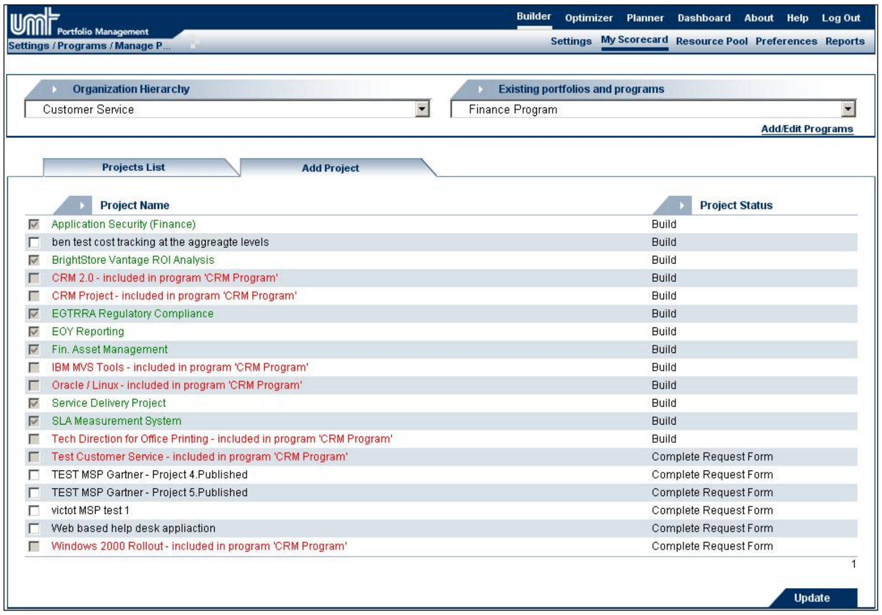


Figure 4-8 Manage Program Screen – Add Project to Program

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.

CHAPTER

5 APPLICATIONS

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

Key Concepts

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

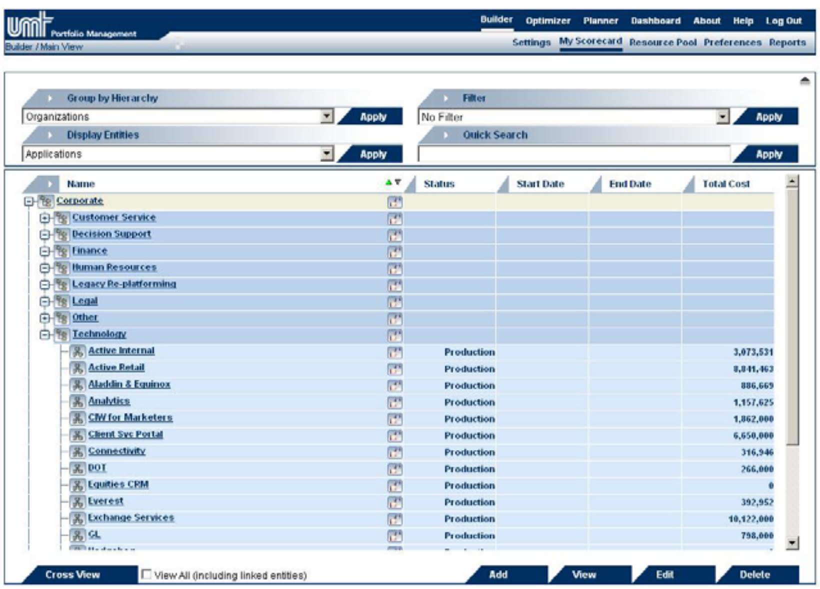


Figure 5-1 Applications List Screen

Note: Click 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. 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** / **Checked Out**) is displayed.

Managing Applications

Creating an Application

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

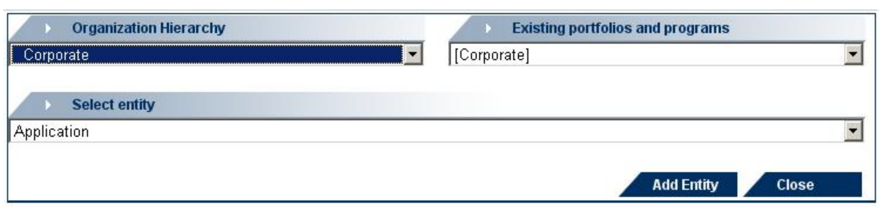


Figure 5-2 Add Applications

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

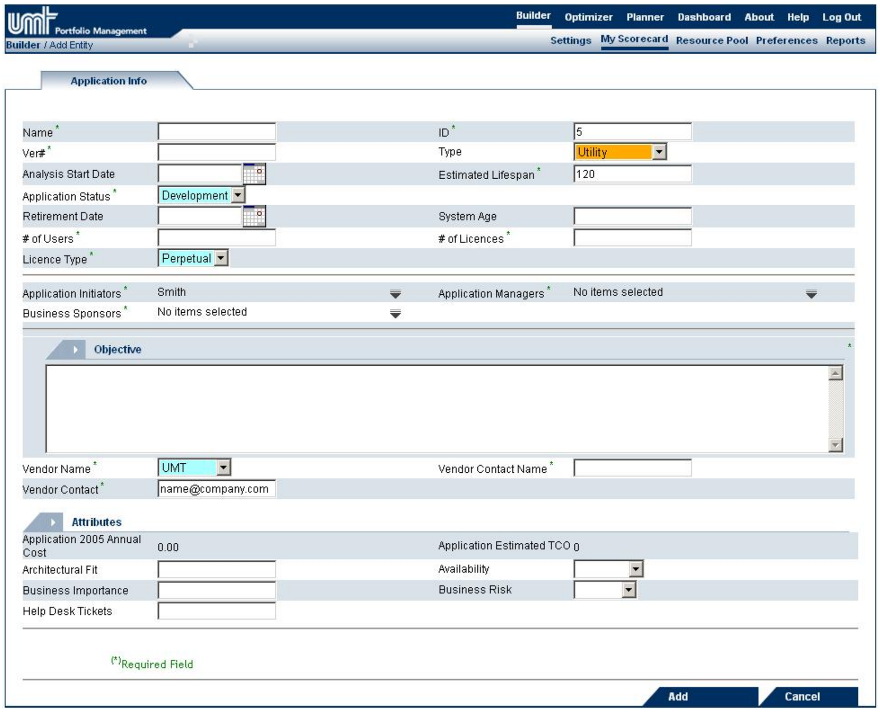


Figure 5-3 Add Application Screen

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 (required)	Select the application status: **Development** or **Production**. This attribute is a system requirement.

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 (required)	Type in the number of users.
License Type (required)	Select the license type: **Perpetual** or **Term**.
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.
Type	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 **Super Users** may change this person by selecting someone else from the list (the list is only active for **Super Users**).
Business Sponsors	Select the business sponsors.
Application Managers	Select the application managers. The **Super Users** may change this person by selecting someone else from the list (the list is only active for **Super Users**).
Objective	Type in the program objective.

Vendor Name	Type in the vendor name.
Vendor Contact	Type in the vendor contact: phone or e-mail address.
Vendor Contact Name	Type in the vendor contact name.

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 Other Sections.

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.

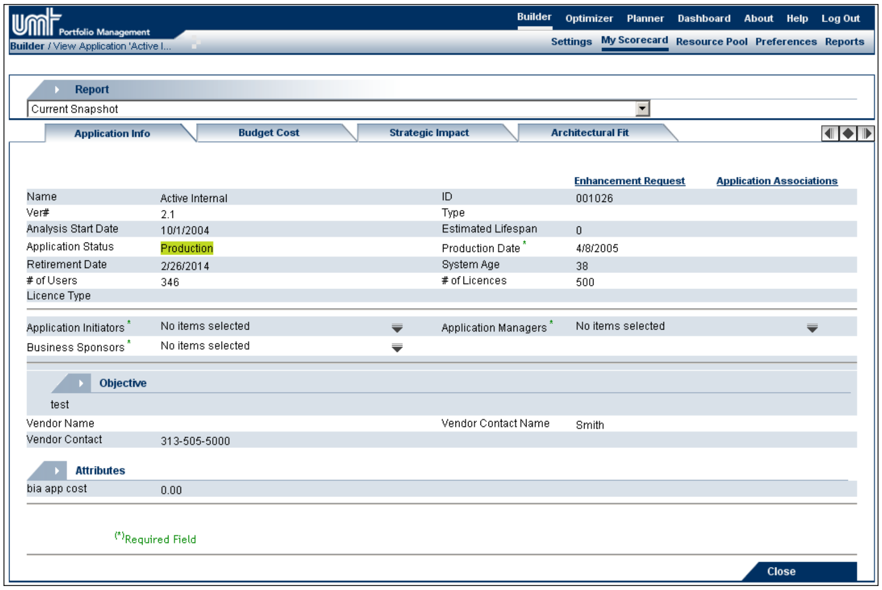


Figure 5-4 View Application Screen

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.

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.

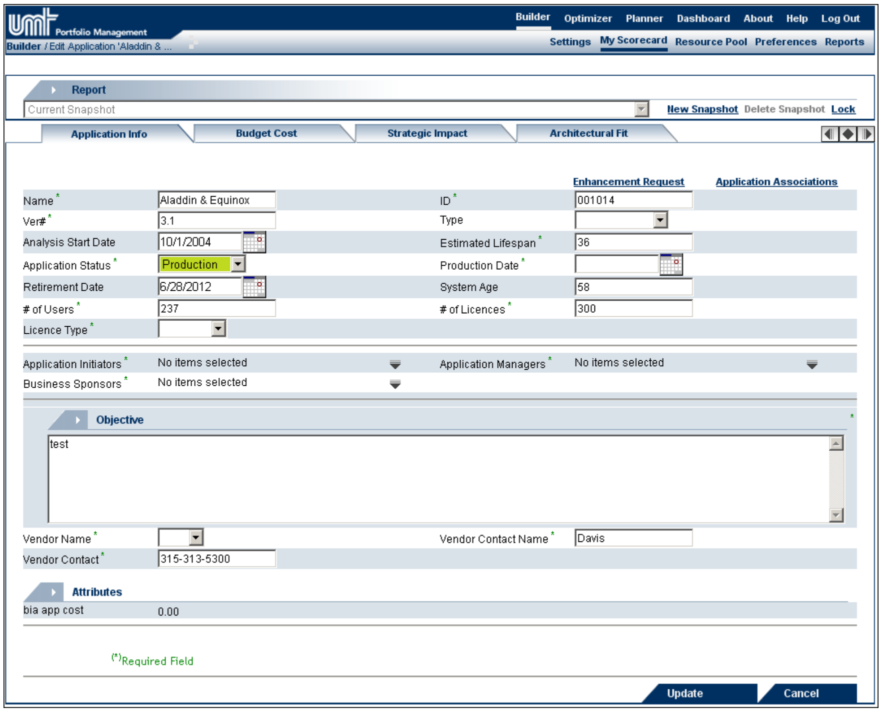


Figure 5-5 Edit Application Screen

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.

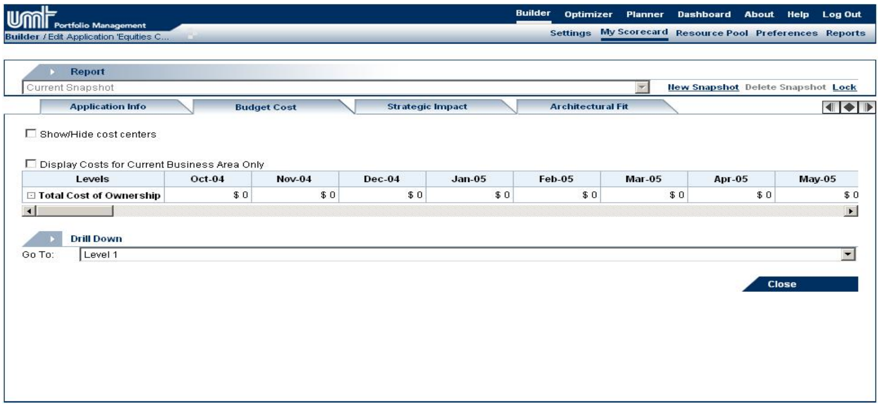


Figure 5-6 Edit Application – Budget Cost Screen

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.

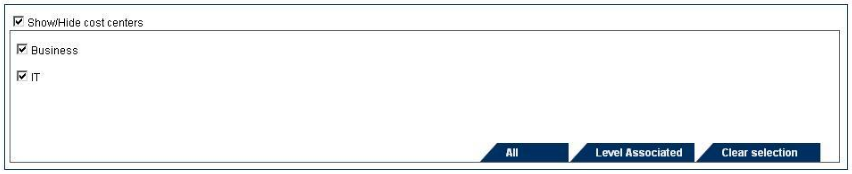


Figure 5-7 Application - link to Cost Centers

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.

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 the *UMT Portfolio Optimizer™ 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.

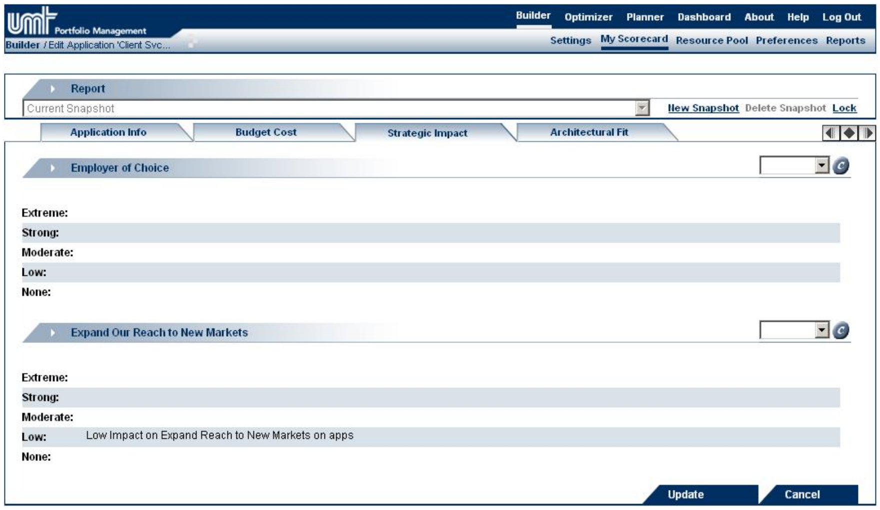


Figure 5-8 Edit Application - Strategic Impact

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.

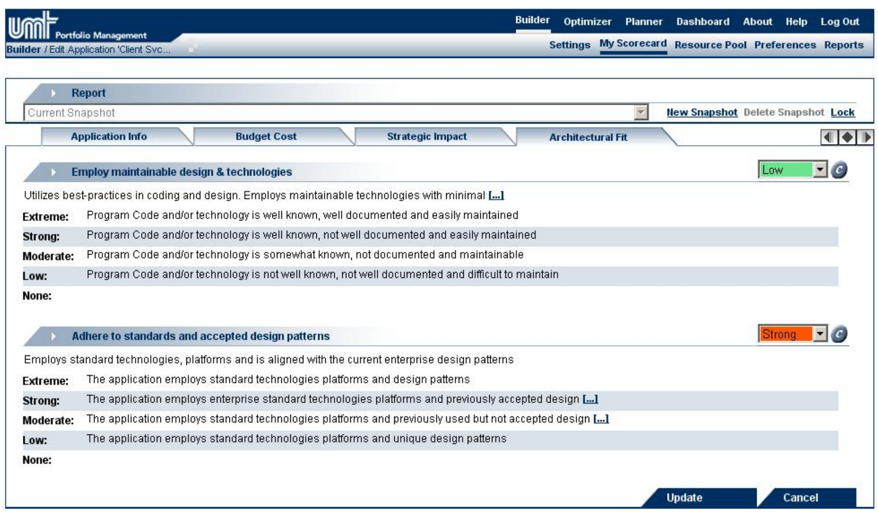


Figure 5-9 Edit Application - Architectural Fit Screen

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.

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™ 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:

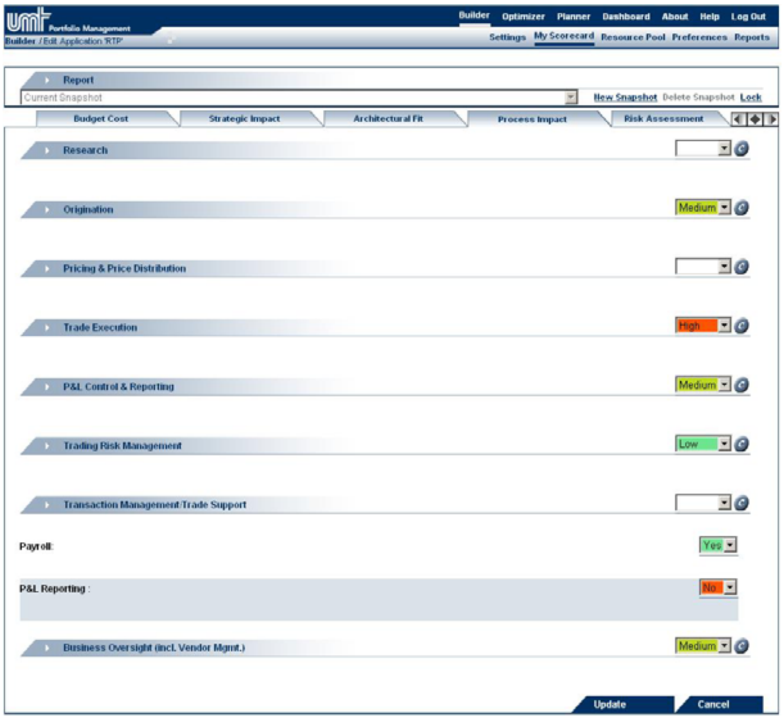


Figure 5-10 Edit Application - Process Impact Screen

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.

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.

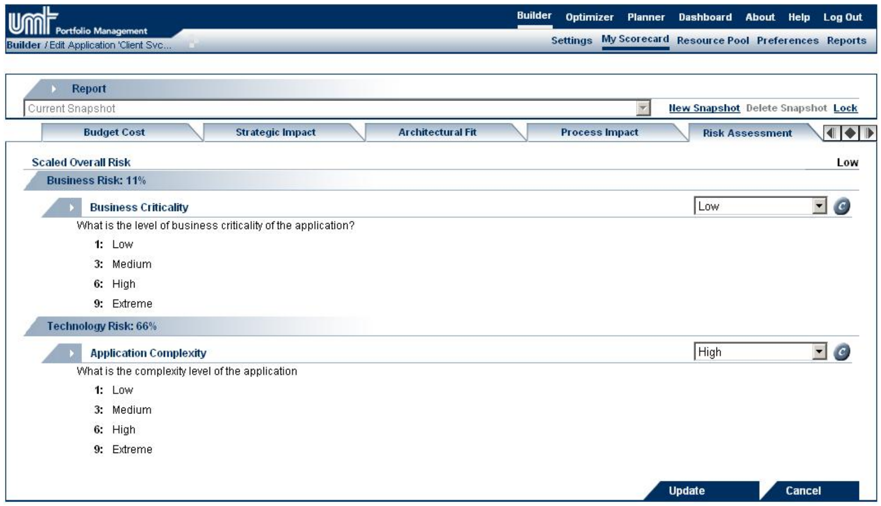


Figure 5-11 Edit Application - Risk Screen

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*™ module.

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

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.

Open the **Operational Performance** tab:

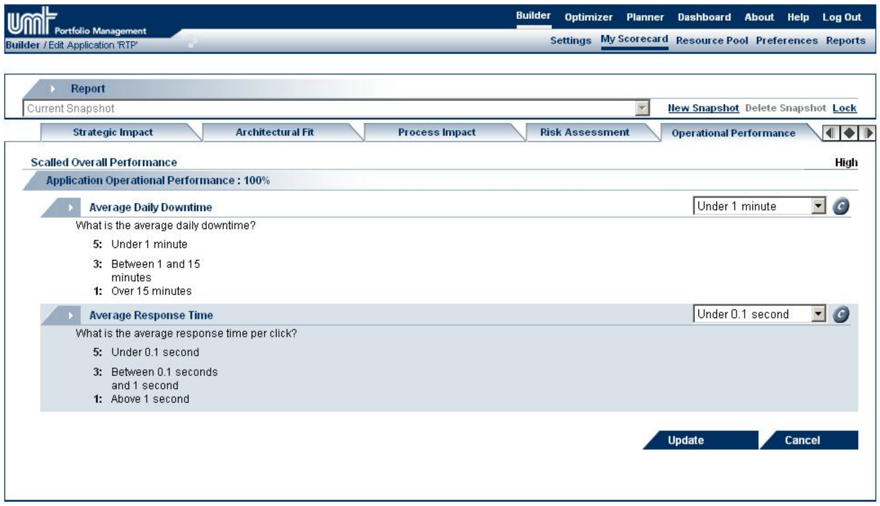


Figure 5-12 Edit Application - Reports

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*™ module.

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

Click **Update** to save the changes.

Application Status

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

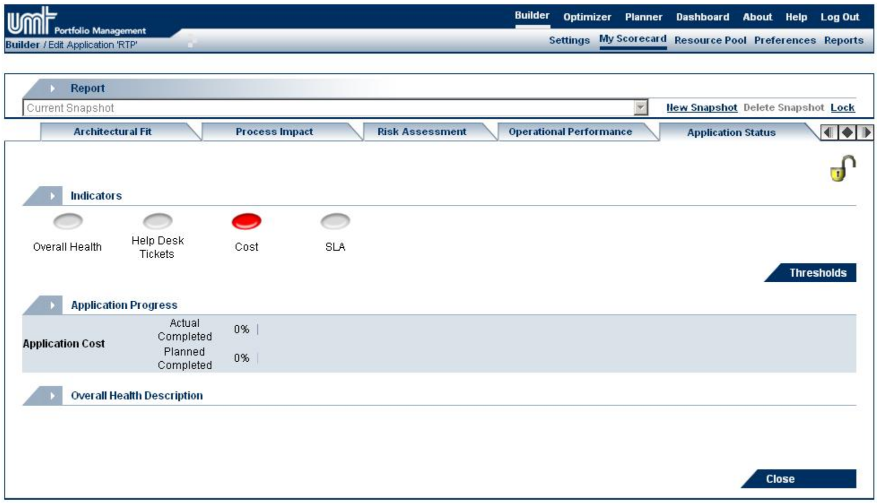


Figure 5-13 Edit Application - Status

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:

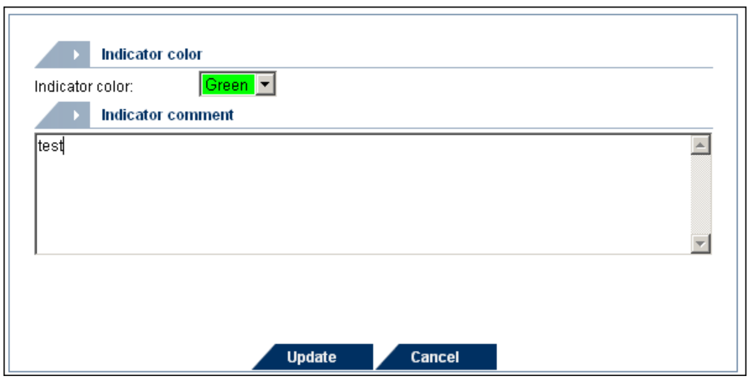


Figure 5-14 Edit Application - Status

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.

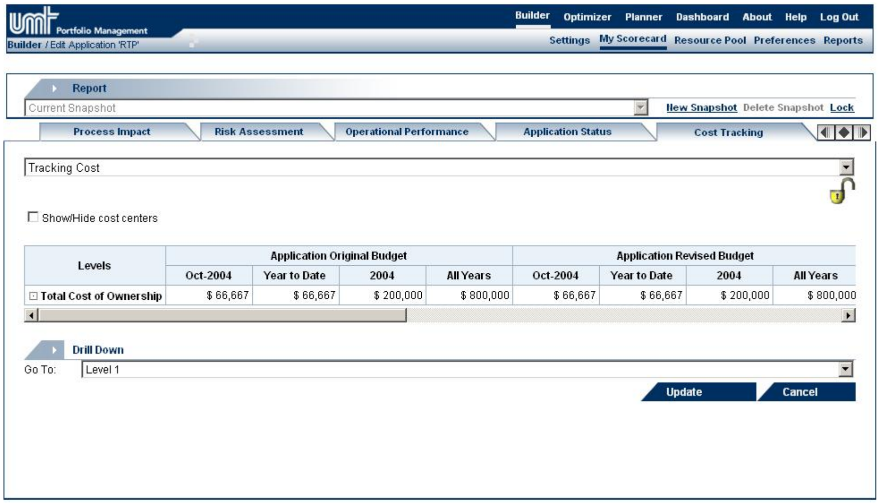


Figure 5-15 Edit Application – Cost Tracking

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.

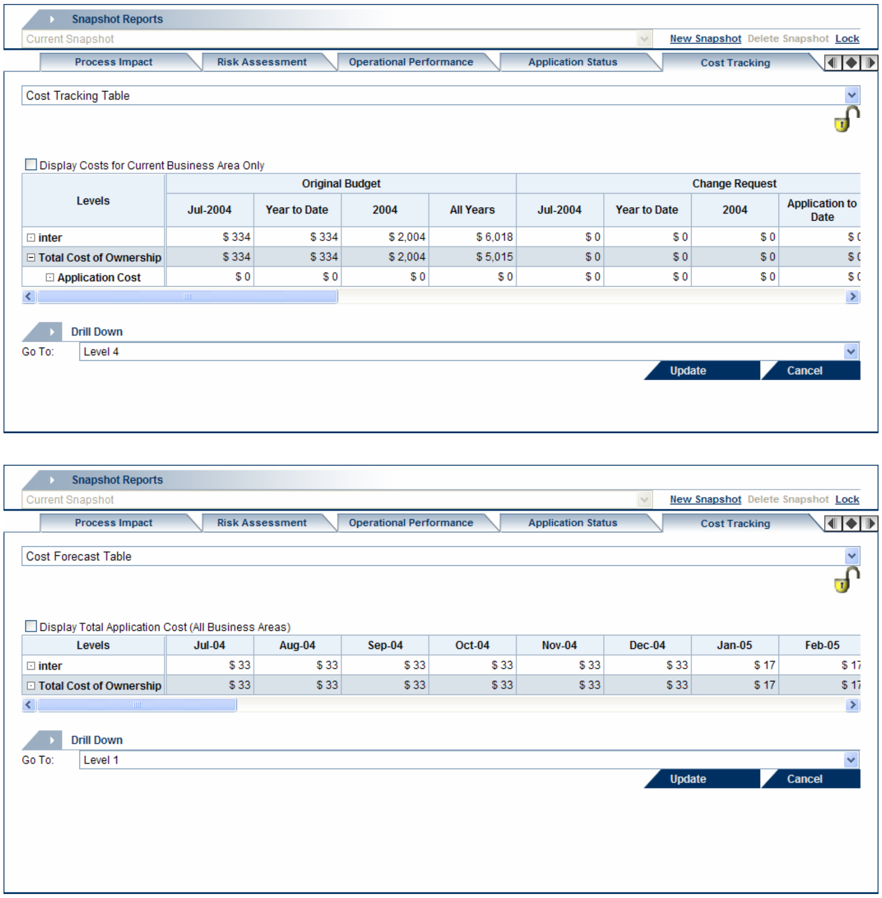


Figure 5-16

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™* supports storing project-related documents, grouped in folders, and document versioning. The **Documents** tab is similar to the one for [Projects](#).

Application Information Links

Enhancement Request

This feature of the *Portfolio Builder™* 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.

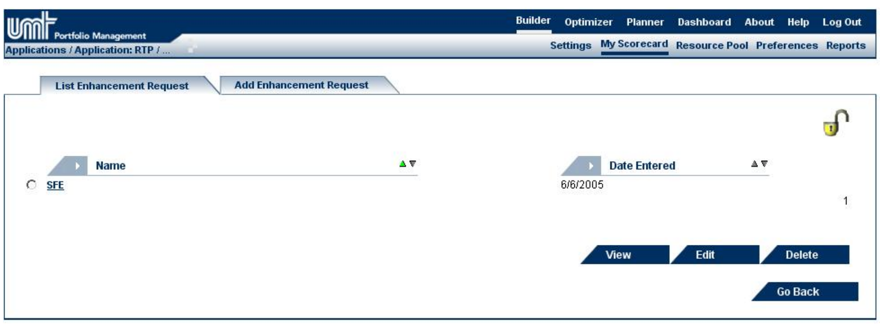


Figure 5-17 Enhancement List

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:

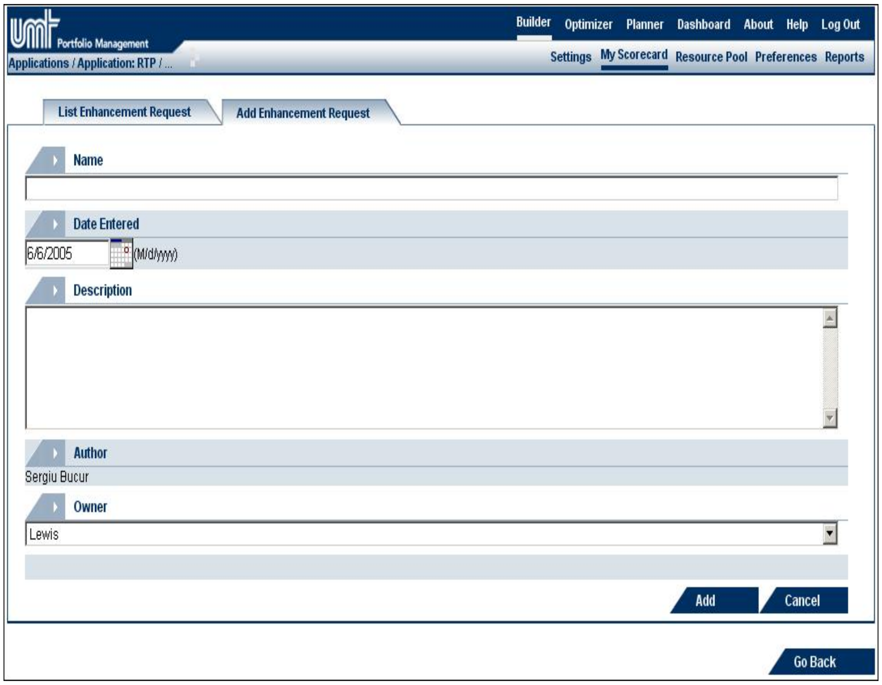


Figure 5-18 Enhancement - Add Enhancement Request

You must complete the following fields for each request:

- **Name**
- **Date Entered**
- **Description**
- **Author**
- **Owner**

Application Associations

This feature of the *Portfolio Builder*™ 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.

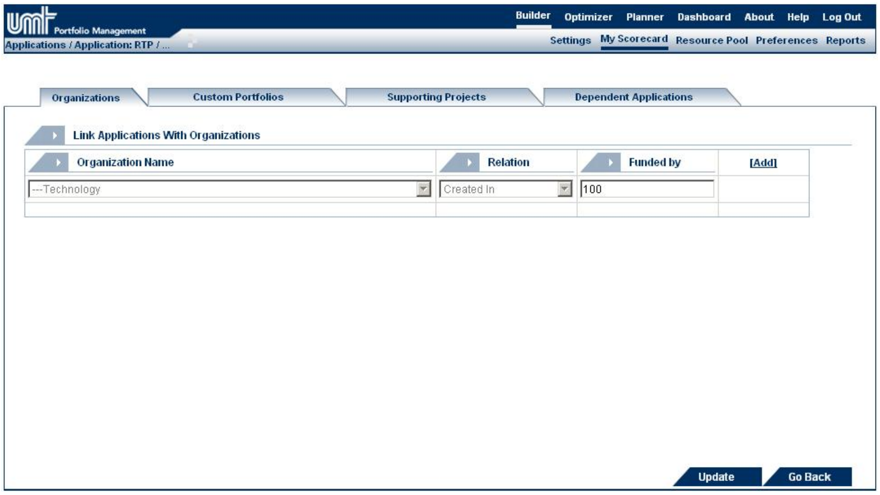


Figure 5-19 Organizations

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.

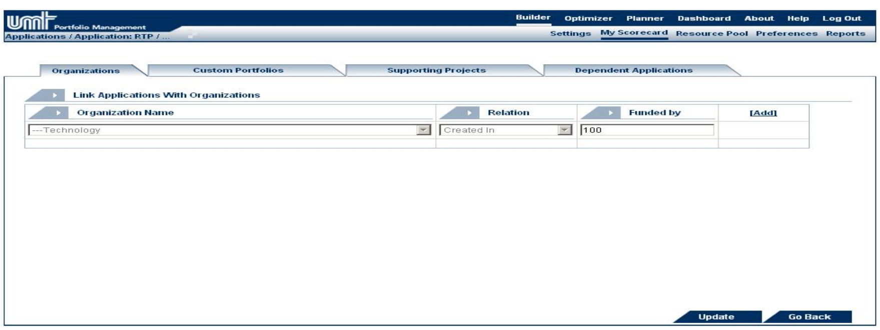


Figure 5-20 Organizations

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.

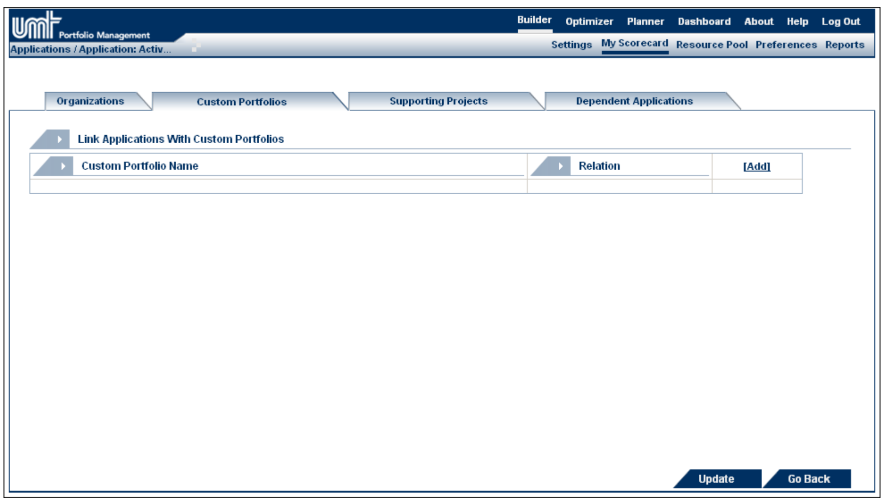


Figure 5-21 Custom Portfolios

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

- 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.

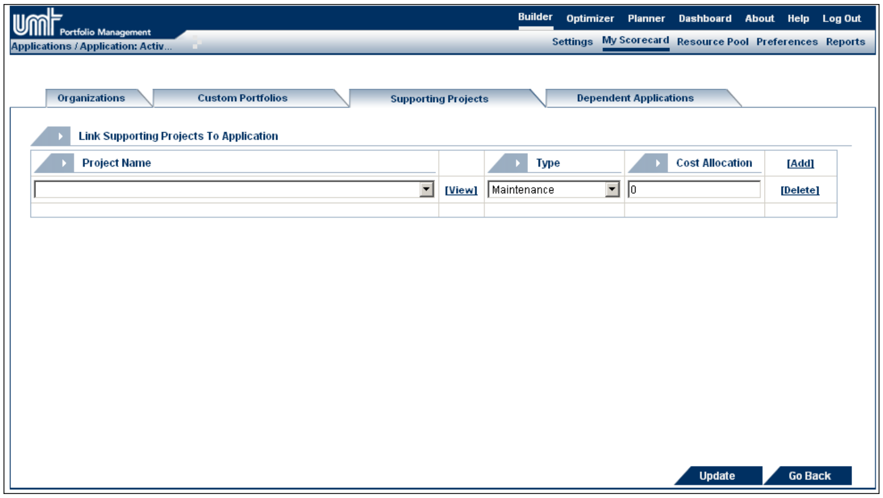


Figure 5-22 Supporting Projects

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.

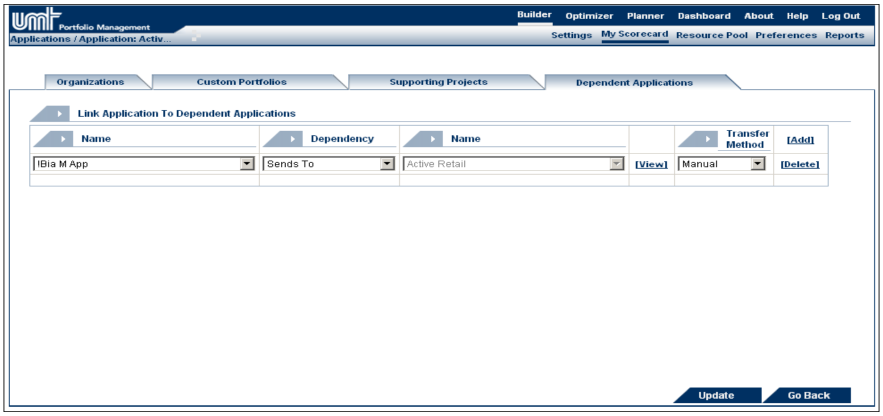


Figure 5-23 Dependent Applications

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

6 RESOURCE POOL

This chapter of the *Portfolio Builder*™ 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™.

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 available resources.
3. Resource requirements for each project have to be assessed and entered into the *Portfolio Builder*™. 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 [Actual Resource Availability](#) 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™*, 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.

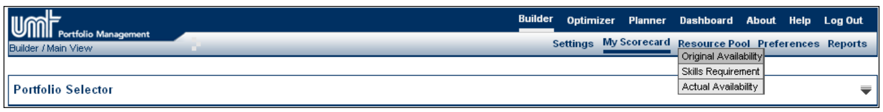


Figure 6-1 Resource Pool

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.

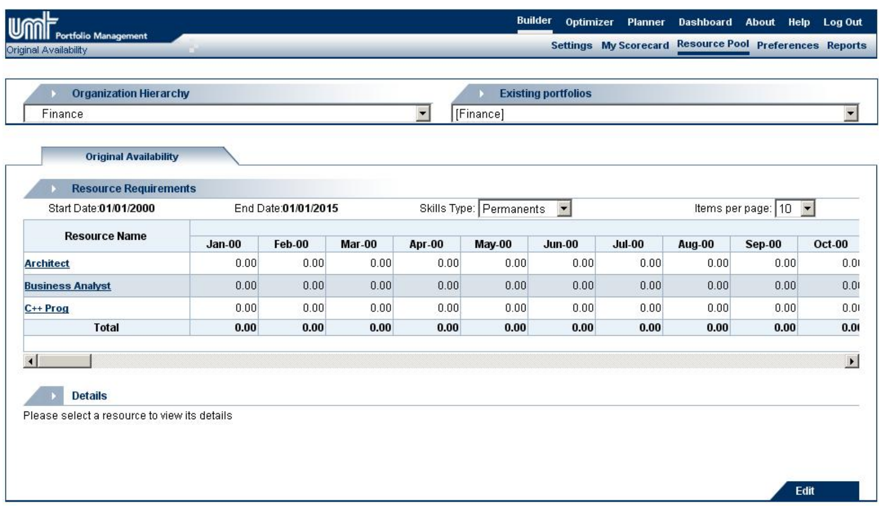


Figure 6-2 Resource Pool - Original Availability

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).

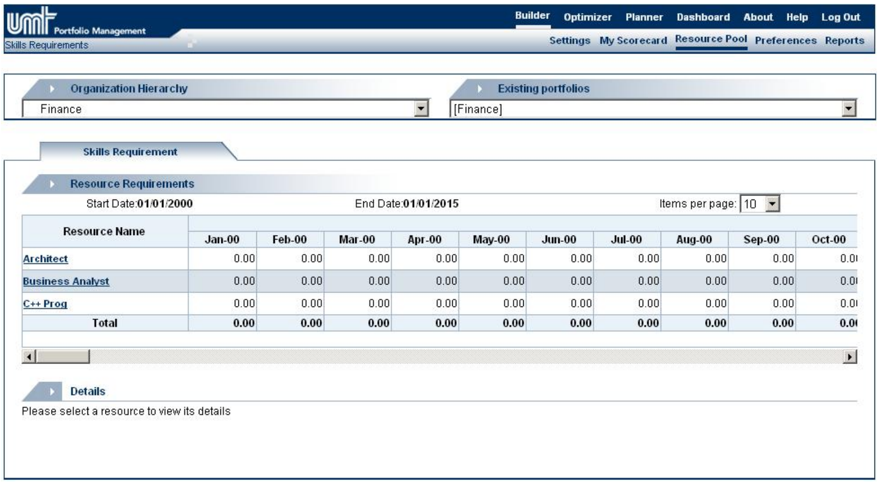


Figure 6-3 Resource Pool – Resource Requirement

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).

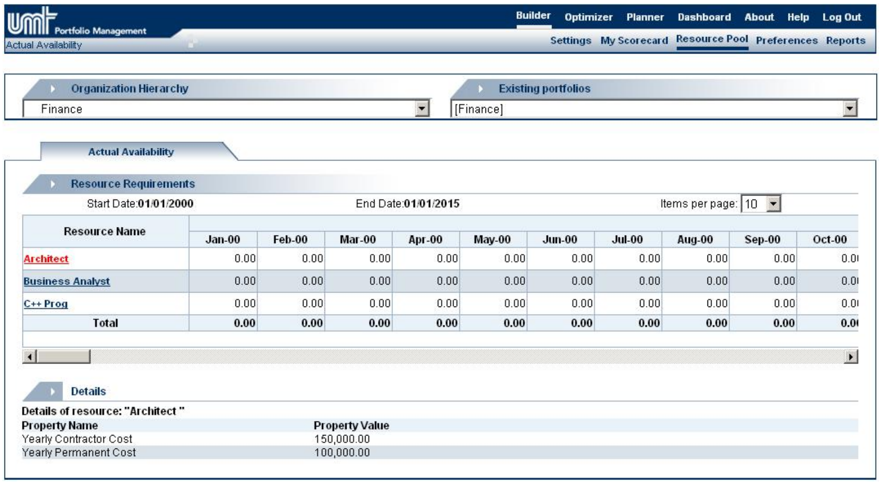


Figure 6-4 Resource Pool – Actual Availability

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.**

CHAPTER

7

PORTFOLIOS

Key Concepts

When projects are added in the *Portfolio Builder*™, 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™ 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*™ and *Planner*™ 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;
2. 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.

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).

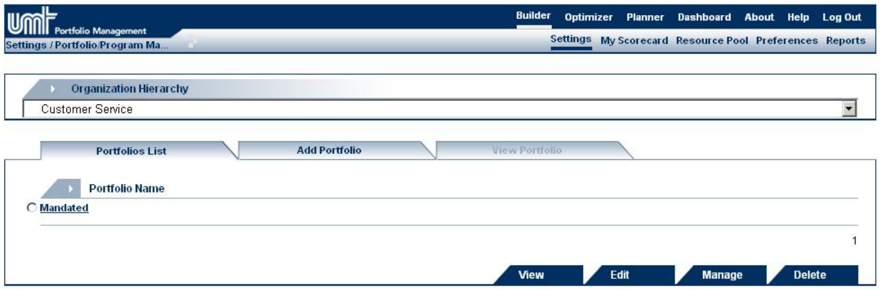


Figure 7-1 Portfolios List

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.

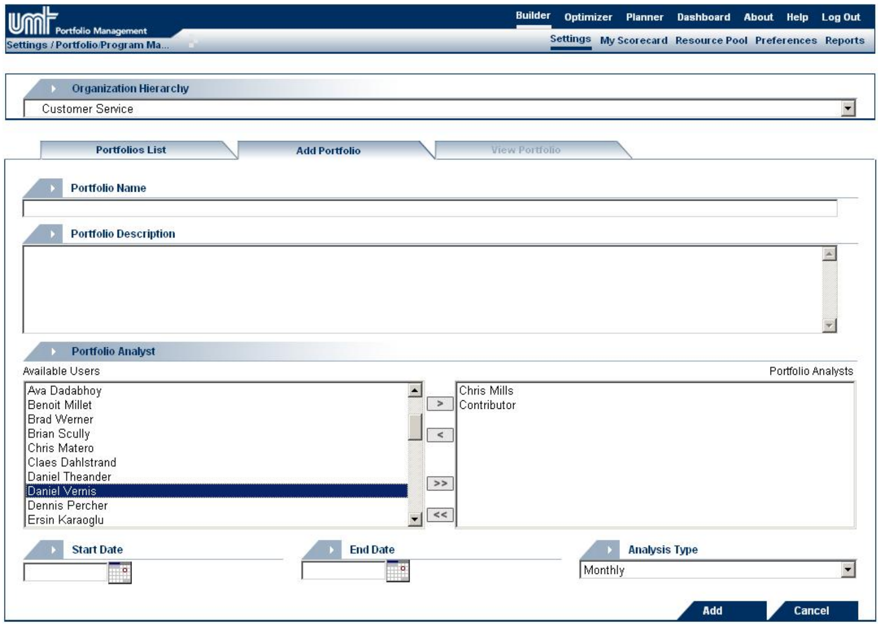


Figure 7-2 Add Portfolio Screen

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**….).

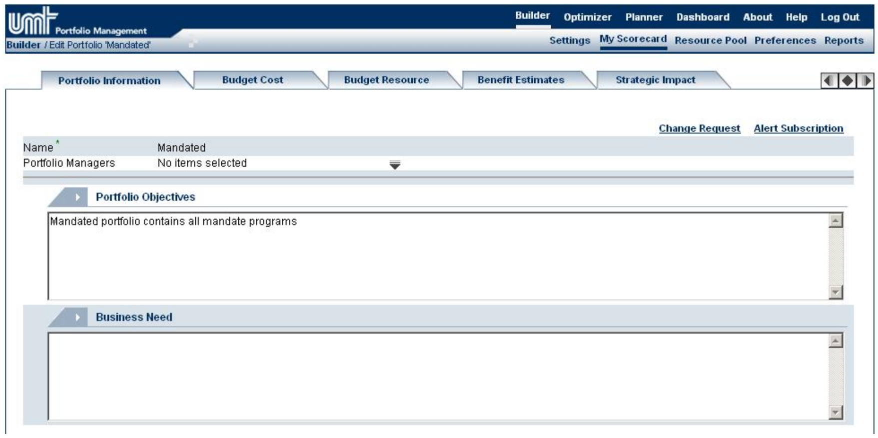


Figure 7-3 Edit Portfolio Screen

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

- **Alert Subscription**: To access the subscription module, where e-mail message subscriptions can be set up for different events that can take place in the UMT Portfolio Manager™
- **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.

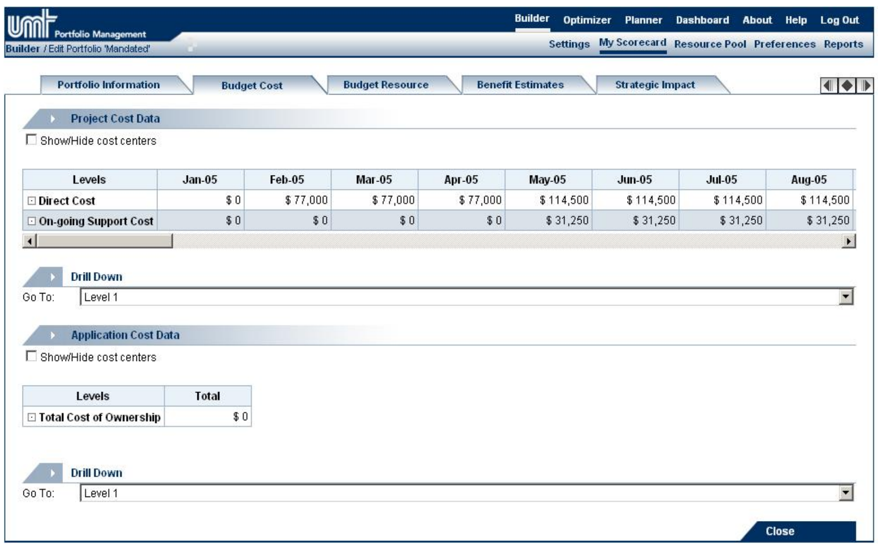


Figure 7-4 Edit Portfolio – Budget Cost Screen

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.

Portfolio Budget Resource

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

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.

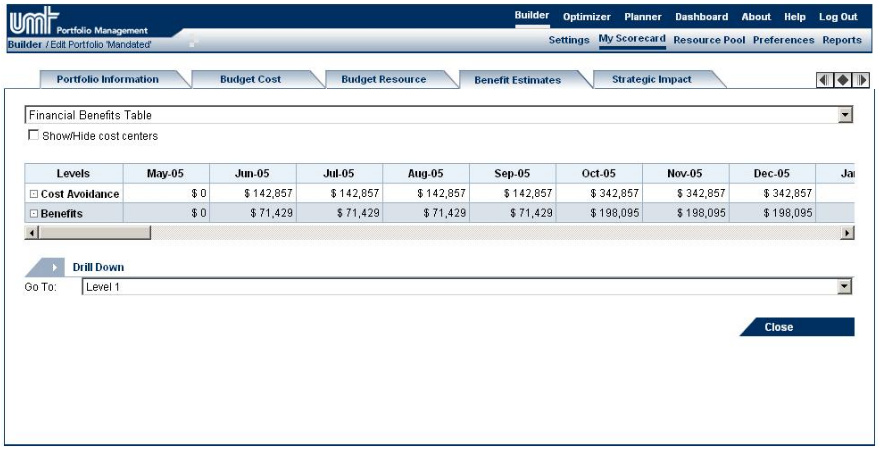


Figure 7-6 Edit Project - Benefit Screen

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:

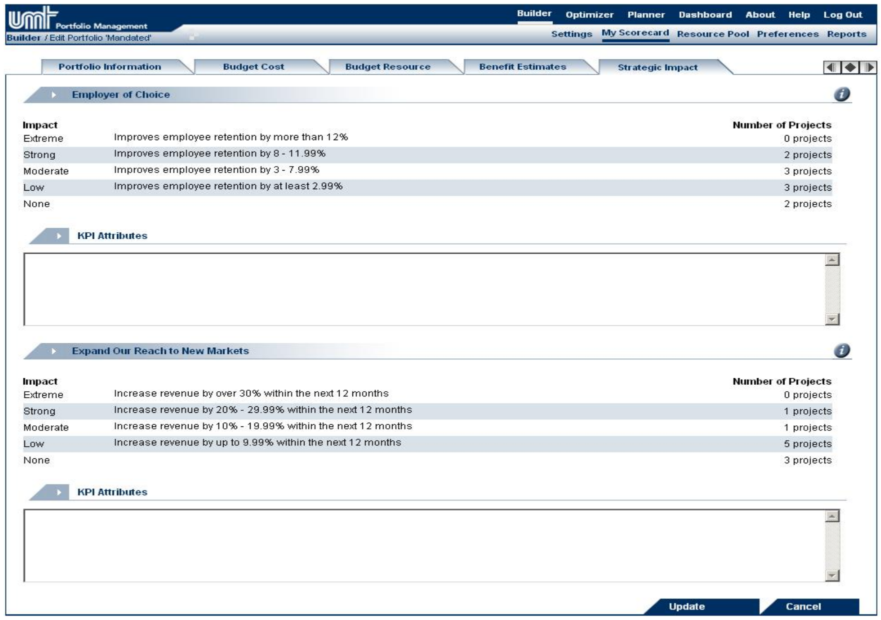


Figure 7-7 Edit Portfolio - Strategic Impact

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.

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):

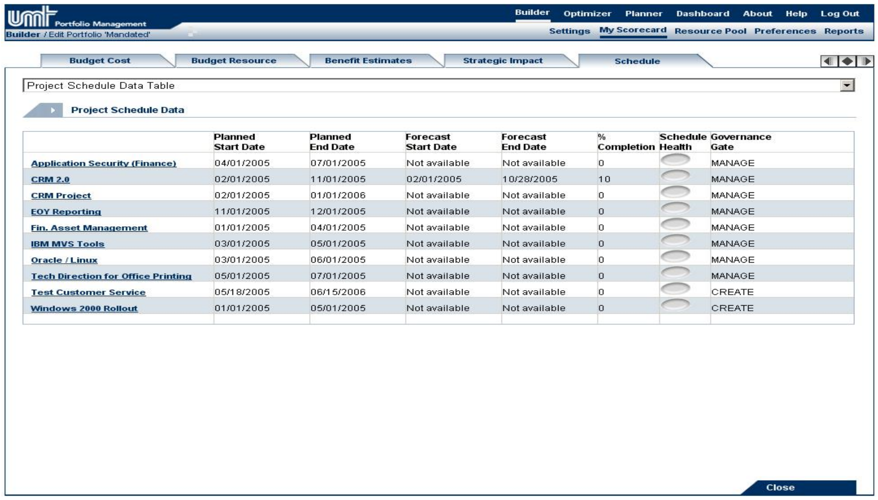


Figure 7-8 Edit Portfolio - Schedule Screen

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.

Portfolio Status

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

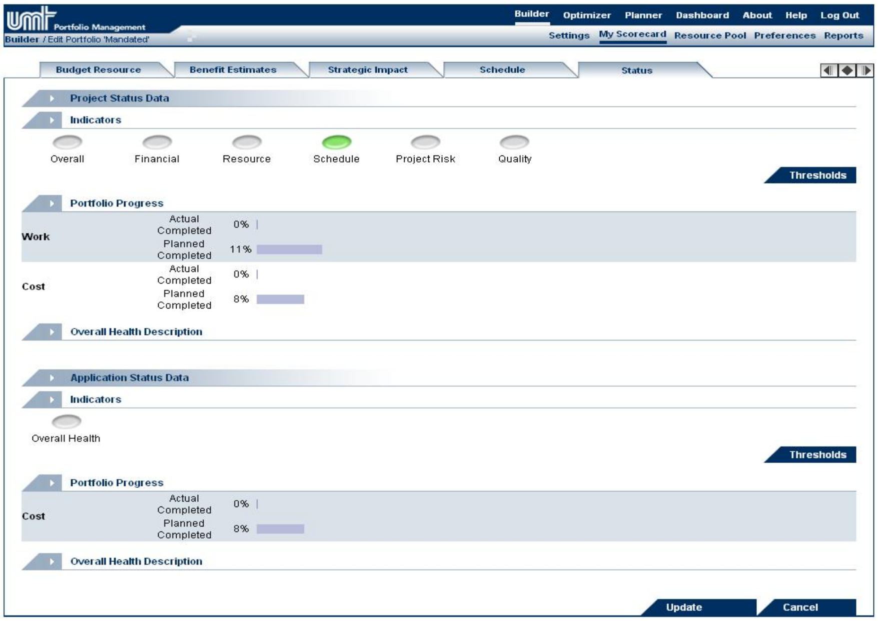


Figure 7-9 Edit Portfolio - Status

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

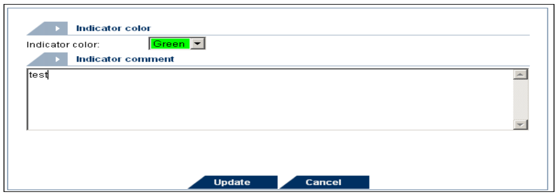


Figure 7-10 Edit Portfolio - Status

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

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).

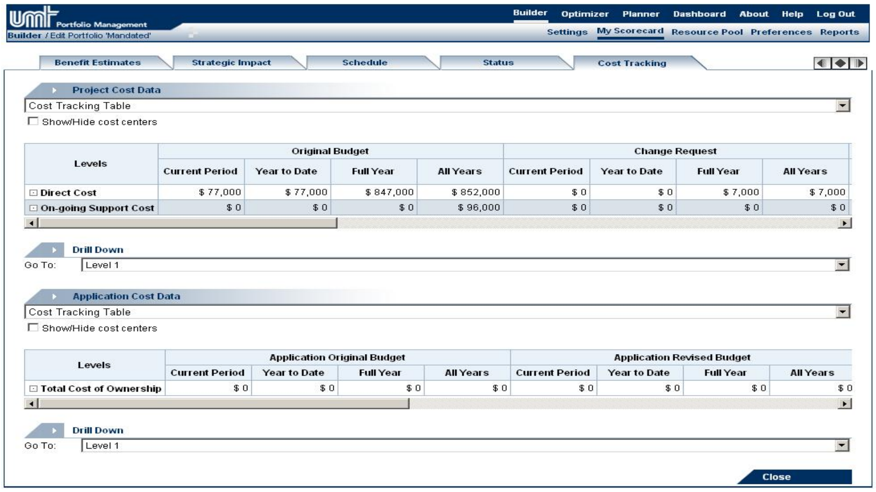


Figure 7-11 Edit Portfolio – Cost Tracking

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.

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).

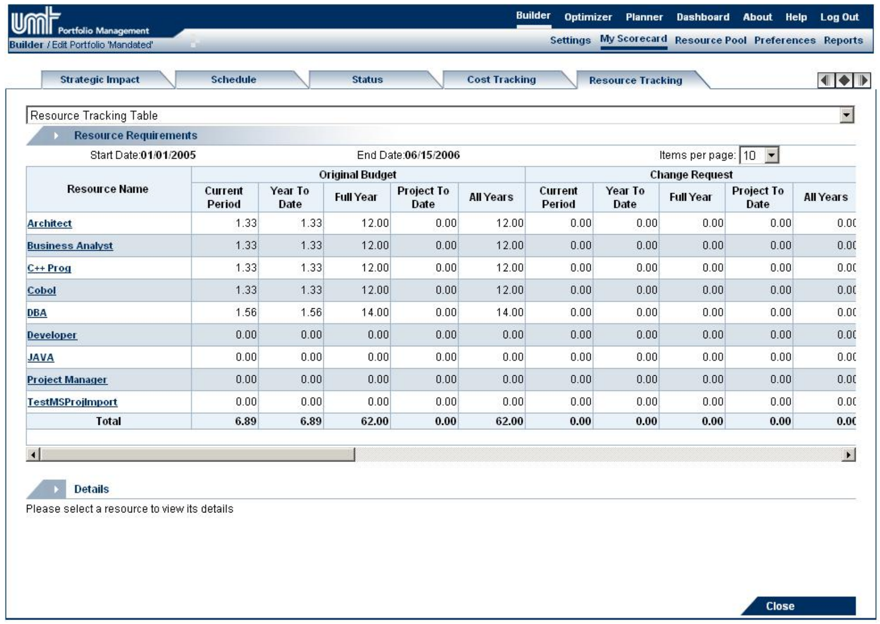


Figure 7-12 Edit Portfolio – Resource Tracking

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

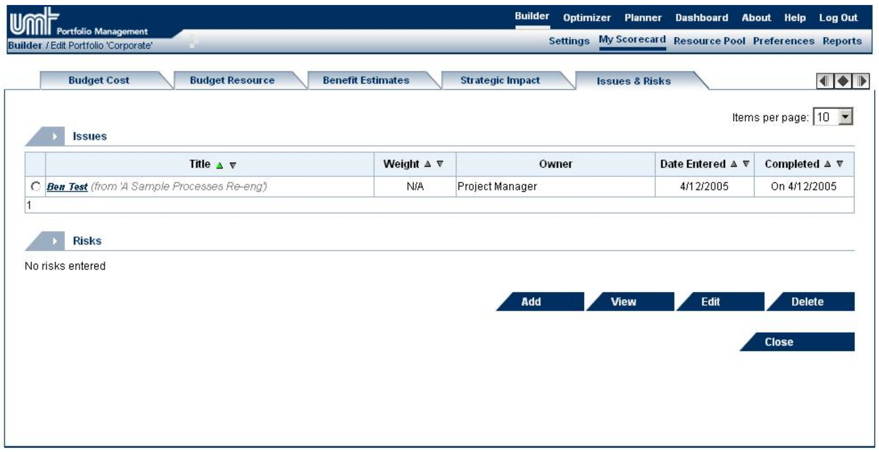


Figure 7-13 Edit Organization – Issues & Risk

Issues & Risk escalated from projects and programs, as well as portfolio-level 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*™ supports document management containing a central depository for documents which supports grouping and document versioning.

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).

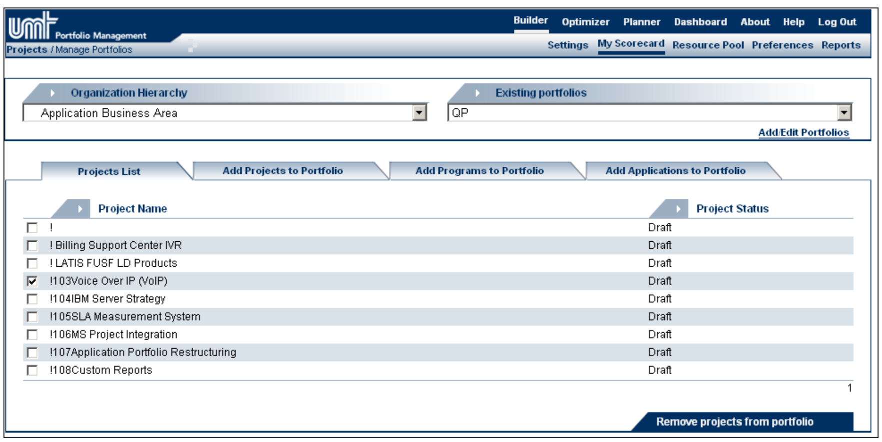


Figure 7-14 Manage Portfolio Screen - Projects in Portfolio

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.

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.

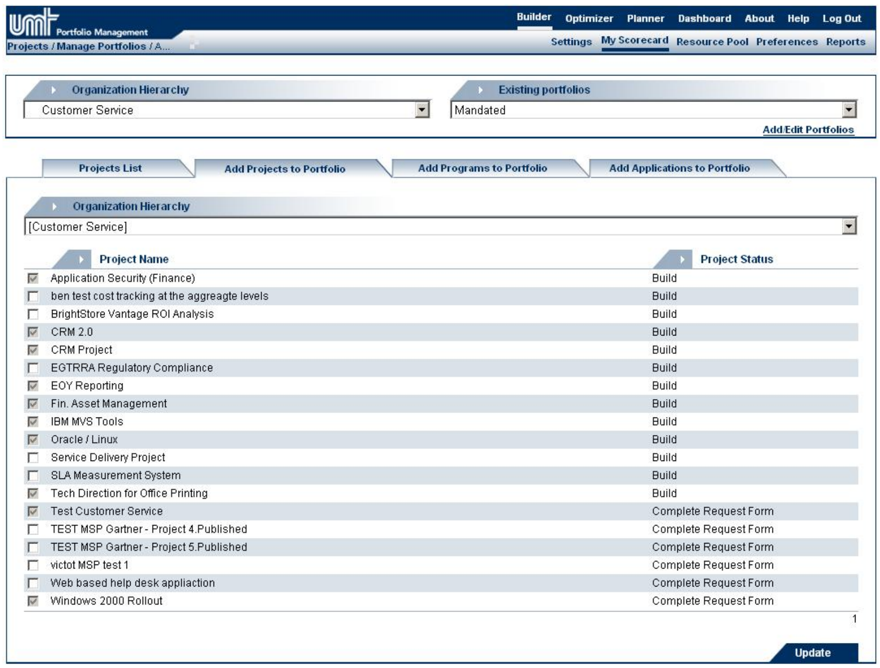


Figure 7-15 Manage Portfolio Screen – Add Projects to Portfolio

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*™ and *Planner*™ 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™ synchronize by Organizations or Custom Portfolios (i.e. all 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.

CHAPTER

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

The Optimizer™, Planner™ and Dashboard™ Tools

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

The *Portfolio Optimizer*™ 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*™ 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*™ 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.

Data Relationships between the Portfolio Builder™ and the UMT Analytical Tools

The analytical modules in the UMT Portfolio Manager™ use structure-related data entered in the *Portfolio Builder*™ to perform analysis regarding the project selection, planning and tracking.

Pre-requisites for an Effective Optimizer™ Session

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

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*™ must take into account these aspects, too.

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™ Session

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

- 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*™ because the duration of the projects will be used in the **Macro scheduling** process.

Pre-requisites for an Effective Dashboard™ Session

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

The *UMT Portfolio Dashboard*™ 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*™ views.

The data that should be entered in the *Portfolio Builder*™ 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*™ tool).

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

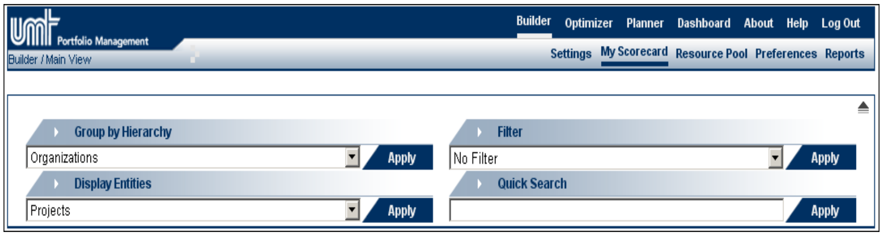


Figure 8-1 Builder Toolbar

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**.

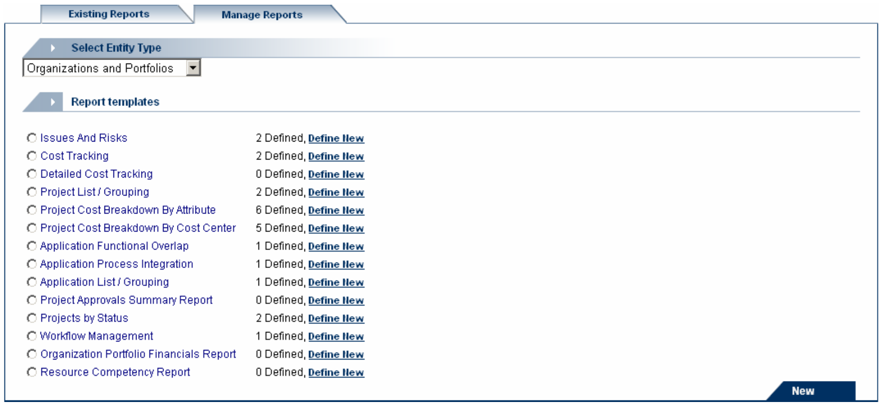


Figure 9-1 Reporting Management Screen

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

CHAPTER

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.

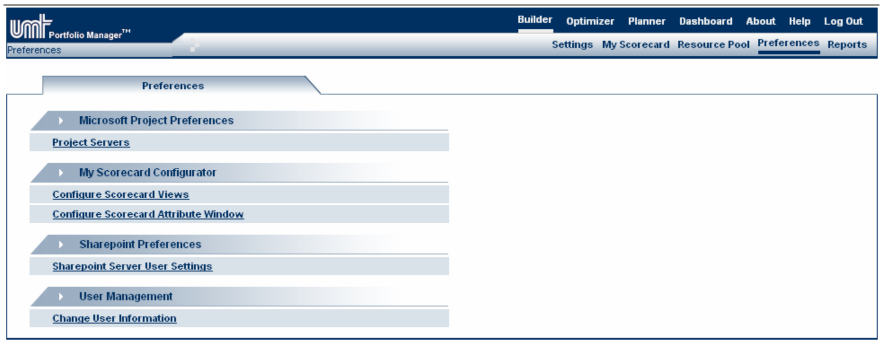


Figure 10-1 Preferences

Microsoft Project Preferences

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

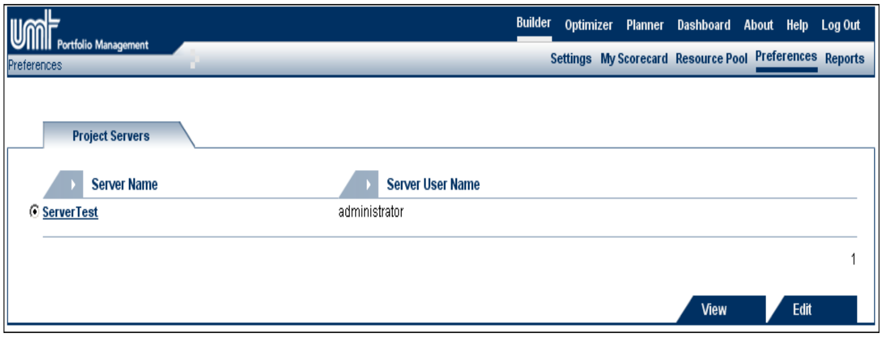


Figure 10-2 Preferences – Project Servers list

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:

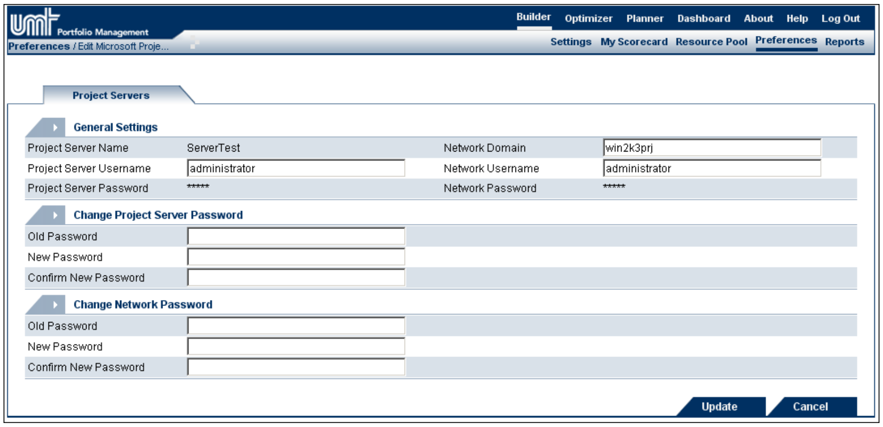


Figure 10-3 Preferences – General Settings

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:

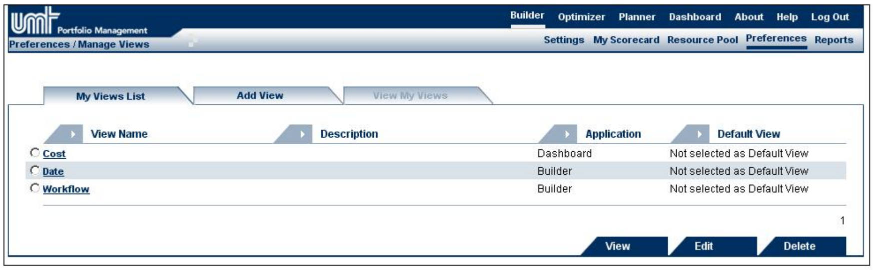


Figure 10-4 Preferences – Configure Scorecard Views

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

Creating a view

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

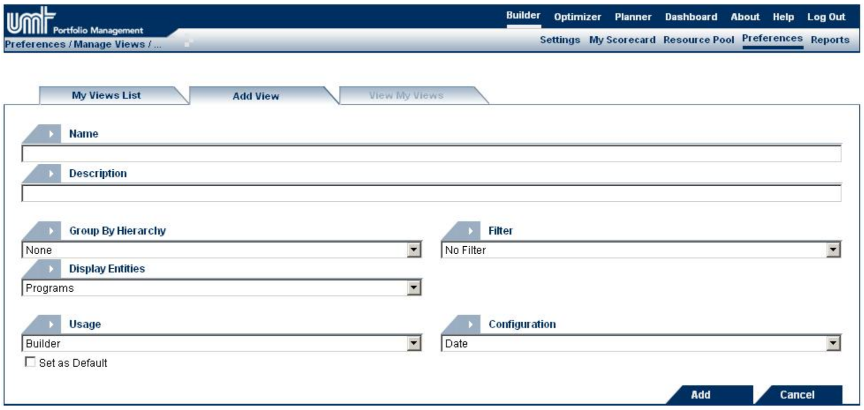


Figure 10-5 Add View Screen

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:

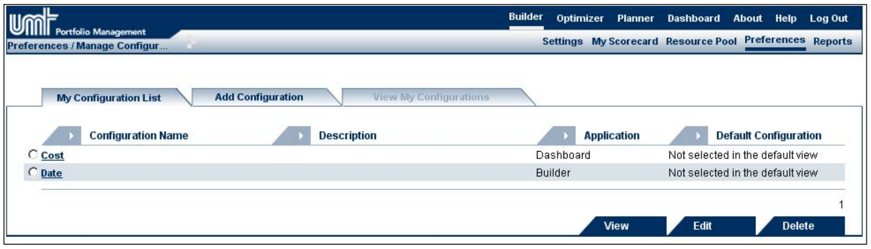


Figure 10-6 Preferences – Configure Scorecard Attribute Window

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.

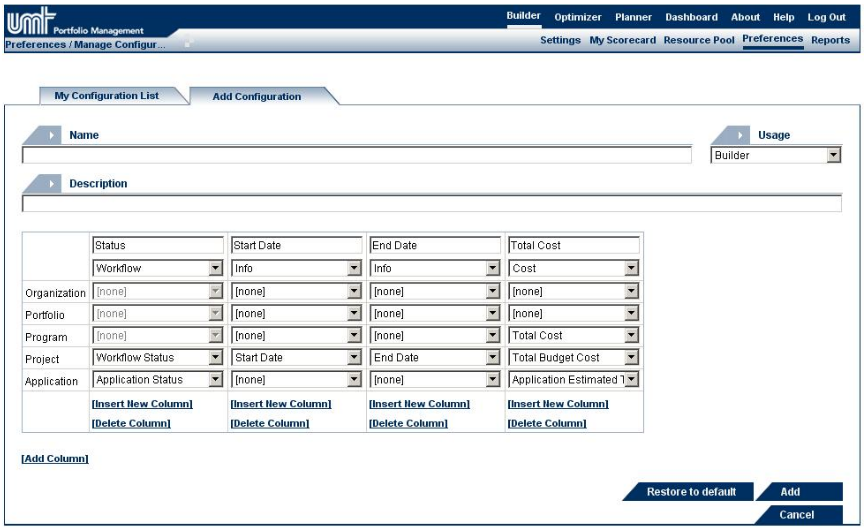


Figure 10-7 Add Configuration Screen

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:

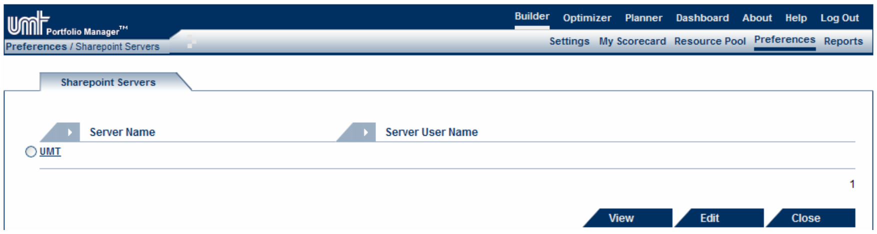
1. Select the check box corresponding to the configuration
2. Click **Delete**
3. Click **OK** in the confirmation message

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.

Sharepoint Preferences

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



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:

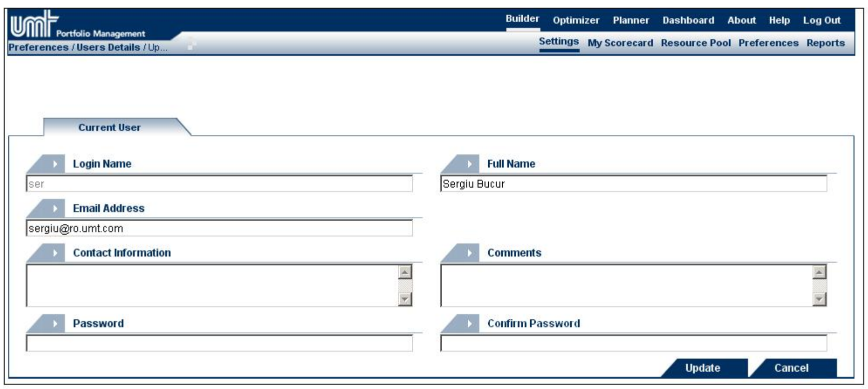


Figure 10-9 User Information Screen

You can change the following parameters:

- User name

- Email address
- Contact information
- Comments
- Password

CHAPTER

11 SETTINGS

Overview

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

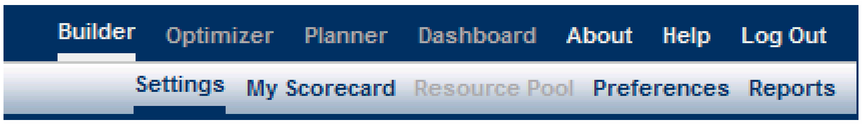


Figure 11-1

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*™. 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)
  - 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.
   - 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™ and Project Server.

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.
- 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™ 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

- 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™ provides for user authentication using MS Active Directory if desired.
- Document Management: The UMT Portfolio Manager™ has a built-in Document Management system. Integration with other 3rd party document management systems can be performed as a customization effort.
- Portfolio Manager™ 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 & Software Recommendations

The following recommendations are based on 50 concurrent users.

Application Platform Specifications

Application Hardware *(If Licensee is installing*	UMT Recommended System Hardware Configuration:

and hosting UMT Software in Licensee's data center)	• Application Server and Web Server on a single dedicated Windows server. • Database Server on a single dedicated Windows server. Dedicated Windows servers as described above should have the following minimum specifications: • Dual 2.4 GHz Pentium IV Processor class machine *with*: - 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	• Client Browser: Microsoft IE 5.5 SP2 or 6x (for users who are provided with access to the UMT Portfolio Optimizer™ and the UMT Portfolio Planner™ 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™ and UMT Portfolio Planner™ modules. The ActiveX controls are signed with a UMT digital certificate, issued by Verisign Inc.) • 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). o Note: UMT Portfolio Manager™ has

	pre-built connectors into MS Excel and MS Project for import/export.

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™ server. To the extent required, UMT Portfolio Manager™ software suite may require connectivity to any external business applications that the UMT Portfolio Manager™ software suite may be importing (exporting) data from on a periodic basis.

Integration with other Applications

Microsoft Index Server	The UMT Portfolio Manager™ 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™ 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™ 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™ (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™ 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™ must be able to use Windows authentication to connect with the MS Sharepoint Server.
Microsoft SQL Reporting Services	The UMT Portfolio Manager™ uses Microsoft Reporting Services to display complex data reports. The MS Reporting Server requires additional setup in order to work with UMT Portfolio Manager™. The MS Reporting Server should be able to access UMT Database server in order to gather the data needed for the report display.