

Exercise 12: Measuring Our Progress

This is the last Exercise. When you are done with it, your organization will have implemented the Simmer System.

- A. In this chapter and earlier ones, you've seen several examples of information that the PPFMO has the ability to create with the information gathered so far. If you have not done so already, create for your organization:
- a) WBS Dictionary listing all programs and initiatives, with their intended outcomes and scopes
 - b) Program Baseline showing the current approved performance requirements, delivery dates and budgets for all programs and initiatives
 - c) Master Schedule showing all programs and initiatives within the programs
 - d) Budget showing allocations of funds to all programs for the coming year, and planned or proposed allocations out to as many years as the organization builds its financial plans.
 - e) Resource Capacity chart showing the needs and availability of key resource types at least for the coming fiscal period. This view may need to be longer if the organization takes a long time to hire (yes, government, we are looking at you, especially where clearances are involved). Your window should be at least 4 times as long as it takes to bring someone on board from the time that the need is identified to the time that they are fully ready to participate in work.
 - f) Dependency log (may be created with the scheduling tool)
 - g) Issues Log
 - h) Change Control Log
 - i) Governance Board Operating Procedure, including:
 - i) Procedures for programs to submit annual proposed budgets and initiatives
 - ii) A Development Life Cycle model that establishes event-driven review requirements
 - iii) Templates for decision packages to support approval, milestone and periodic reviews
 - iv) Operating calendar showing meetings and the known topics to be addressed (i.e. there are points in the year when the agenda must be the upcoming budget, or end-of-year financials). The board may want to block other times for designated activities. The point of this is to achieve the proper balance of board workload and delegation.
 - j) Periodic status report procedure and format

Did I forget anything? Probably. Add it to your list. See how much progress you have made?

- B. We said we were not going to worry about maturity models. But it really is time to congratulate yourself.
- a) If you are in the private sector, see if your company has a Gartner subscription and get their PPM maturity model (Gartner's competitor organizations such as Forrester and the Corporate Executive Board probably have similar offerings). If you are in the public sector, take a look at the Government Accountability Office (GAO) maturity model, currently publication 04-394G: it

changes from time to time so go to their website to get the latest version. Either of those frameworks is very applicable in both public or private sector organizations.

- b) Now look and see how many of the program and portfolio activities your organization is now doing.
 - c) You may find on the maturity models that you are deep into Level 3 but you cannot score above Level 2 because you have not published standard practices for managing projects within programs. You may actually be surprised to learn that the organization already has fairly solid project management practices. After all, the data is coming up to the PPFMO somehow! These are rather widely available skills. Now that the PPFM structure has fallen into place, that dormant expertise maybe flourishing again. If not, then you have a focus for the coming year!
- C. Remember the Feely exercises in Chapter 1 and 2 ? Go back and do them again now that you've gotten to the end of the Simmer System. If you really have made that progress, I think you'll see a dramatic change in your own attitude towards your workplace, your colleagues and your own contributions. That alone should be worth the journey.