


# Maximizing PPM to paint a picture of alignment, productivity and effectiveness, for the C-suite

Link Alander

*Vice Chancellor / CIO*
Lone Star College

Maria Croft

*Director, Contact Center*
Lone Star College

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# Agenda

- About us
- CIO View of PPM
- Transforming intake
- What is the C-suite looking for?
- Communicating with Data
- Results
- Q&A



CIO - OTS Projects 9-1-16 to 8-31-17 by Status

| Department | Status: Planning | Proposed | Active | Future | Completed | Pending - Funding | Pending - Concept | Proposal - Draft | Total |
|---|---|---|---|---|---|---|---|---|---|
| (empty) | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Center of Excellence | 0 | 0 | 1 | 0 | 10 | 0 | 0 | 0 | 11 |
| Contact Center | 0 | 0 | 4 | 0 | 11 | 0 | 0 | 1 | 16 |
| Desktop Support | 0 | 0 | 1 | 0 | 2 | 0 | 0 | 1 | 4 |
| Enterprise Apps | 1 | 0 | 9 | 0 | 21 | 0 | 0 | 7 | 38 |
| OTS-CY | 0 | 0 | 5 | 0 | 10 | 0 | 0 | 0 | 15 |
| OTS-KW | 0 | 0 | 2 | 0 | 18 | 0 | 0 | 1 | 21 |
| OTS-MC | 1 | 1 | 11 | 0 | 28 | 0 | 0 | 8 | 49 |
| OTS-NH | 0 | 2 | 2 | 0 | 7 | 0 | 0 | 1 | 12 |
| OTS-SO | 0 | 0 | 3 | 0 | 2 | 0 | 0 | 0 | 5 |
| OTS-TB | 0 | 0 | 2 | 0 | 9 | 0 | 0 | 1 | 12 |
| OTS-UP | 0 | 0 | 5 | 8 | 10 | 0 | 1 | 0 | 24 |
| Tech Services | 6 | 2 | 63 | 0 | 109 | 1 | 4 | 11 | 196 |
| Total | 8 | 6 | 108 | 8 | 237 | 1 | 5 | 31 | 404 |


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# Speaker Introduction



**Name:** Link ALander

**Title:** Vice Chancellor / CIO

**Function:** Office of Technology Services

**Company:** Lone Star College System

**Experience:** Over 25 years of IT experience in higher education in all aspects of IT. The last 7 in executive management.

**Expertise:** Strategic Planning, Financial management,

**Achievements:** Redesigned the way IT operates at Lone Star using a business unit approach. This is very unique in higher education.

**Current Projects:** Expanding service automation and business process redesign



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# Speaker Introduction



**Name:** Maria Croft

**Title:** Director, Contact Center

**Function:** Development/Design/IT/HR/Enterprise Service Management

**Company:** Lone Star College – Office of Technology Services

**Experience:** 14 years in IT and 5 years in management.

**Expertise:** DevOps, Compliance, Devices, Analytics, Security

**Achievements:** Completed first overhaul of deployment process. Increase Call Resolution to 85% and Reduced Call Abandoned Rate to 2%. Developed ServiceNow app that provides clear process and consistency is follow for all applications deliver to our customers and internal to groups.

**Current Projects:** Driving process efficiencies. Automating all procurements/HR work streams


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**Name:** Lone Star College

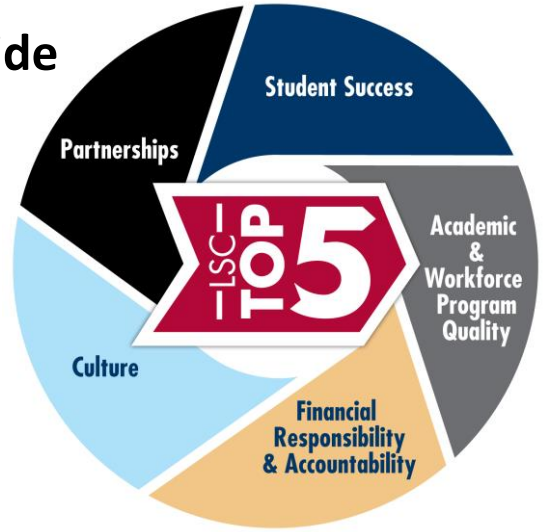
**Industry:** Education

**Market Focus:** We provide educational opportunities to citizens in the North Houston area with a clear focus on Student Success. Serving over 200,000 students per year.

## Company's Primary Products/solutions:

- Service Now – ERP for IT & ESM
- Oracle – PeopleSoft ERP

## Company-wide Initiatives









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## Objectives

- Improve the way you manage and communicate projects to the C-suite.
- **It is about the process first**, then the tools.

## What you will learn

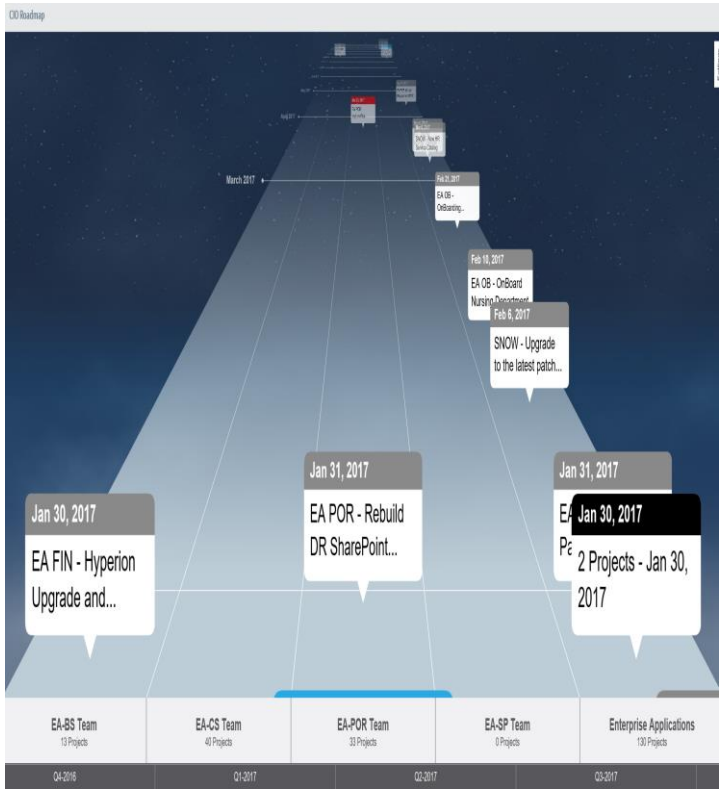
- Managing and communicating and enterprise view of IT projects
- Alignment is critical in communication
- Tailoring to your audience
- Tailoring your tools reporting to provide simplicity and detail
- **Telling the Story!**

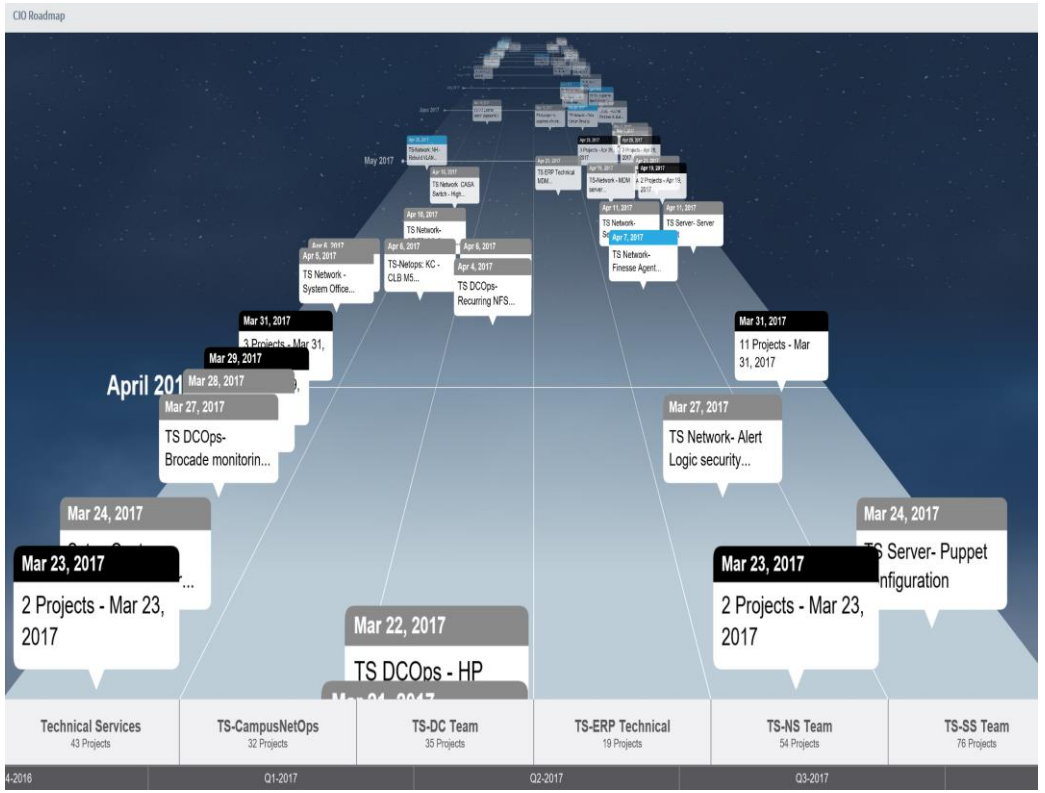


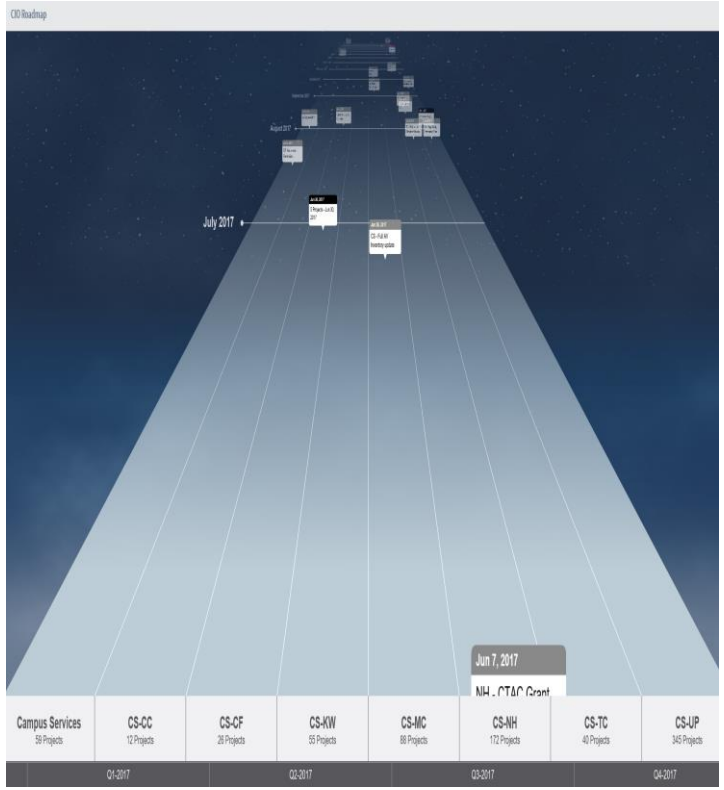

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# The CIO view - While this was great – it was not enough!

- I had exceptional visibility but it was in a CIO's format
- It was the first time I could see all projects, all teams and all portfolios






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# Transformation

- Change the game – New planning cycle and governance

LSC Strategic Plan 2015 to 2020

LSCS-OTS Strategic Plan 2016 to 2021

IT – Strategic Plan

IT Strategy

IT Operations Framework

Communication

Information Security

IT Service Continuity

OTS Tactical Planning

18 month cycle with 6 month reviews

Project framework design

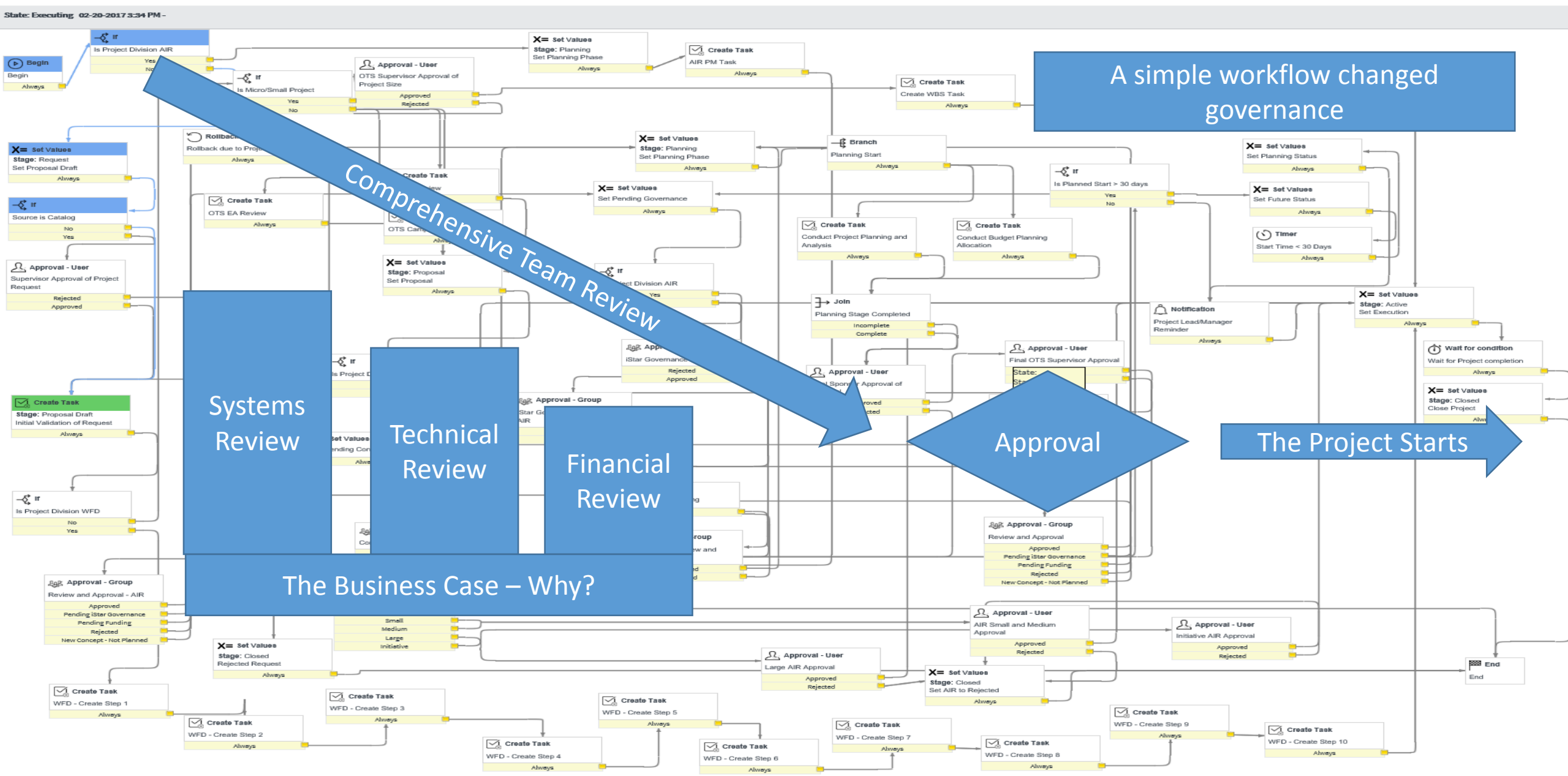
IT Governance




CIO - Open Proposals

| Number | Project Name | Stage | Planned start date | Planned end date |
|---|---|---|---|---|
| Status: Pending - Concept (4) | | | | |
| Status: Pending - Funding (1) | | | | |
| Status: Proposal - Draft (22) | | | | |
| Status: Proposed (9) | | | | |
| PRJ0183160 | CS: Accutrack Centralize Database and Standardization | | 01-31-2017 8:00 AM | 07-14-2017 5:00 PM |
| PRJ0201837 | CS: Apple Enterprise Connect | | 03-24-2017 8:00 AM | 08-01-2017 10:03 AM |
| PRJ0102453 | 2015 Bond Phase II | | 08-27-2017 8:00 AM | 09-13-2019 5:00 PM |
| PRJ0201246 | TS-CampusNet - NH - Network Inventory | | 03-22-2017 8:00 AM | 01-26-2018 5:00 PM |
| PRJ0195976 | TS-NS Upgrade code on Nexus 9k core switches | | 03-20-2017 8:00 AM | 06-09-2017 5:00 PM |
| PRJ0184356 | TS Network SAN Fabric Updates to iStar Enclosures at SO & UP | | 02-13-2017 8:00 AM | 08-31-2017 5:00 PM |
| PRJ0187080 | TS-CampusNetOps KC -SCC Expansion | | 01-09-2017 8:00 AM | 08-25-2017 9:58 AM |
| PRJ0187120 | TS-Network: NH-CSTTC Building Construction (BOND PROJECT) | | 01-23-2017 8:00 AM | 10-12-2017 9:47 AM |
| PRJ0200347 | TS-Network_Palo_Quarterly_Review | | 03-31-2017 8:00 AM | 03-31-2017 8:30 AM |


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# What is the C-suite looking for?

- Change the game – Modes of communication
- Bottom up not just top down
- 100,000 foot view to 1 ft. - You can communicated with everyone





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# What is the C-suite looking for?

I don't care!
Why are we spending money on this?



**CIO - LSCS Strategic Plan Alignment**

| LSCS Goal 1 | Status: Active | Future | Completed | Suspended | Total |
|---|---|---|---|---|---|
| Academic & Workforce | 15 | 3 | 57 | 0 | 75 |
| Culture | 1 | 0 | 26 | 0 | 27 |
| Financial Responsibility | 10 | 2 | 94 | 0 | 106 |
| Partnerships | 4 | 2 | 29 | 0 | 35 |
| Student Success | 19 | 0 | 82 | 2 | 103 |
| Total | 49 | 7 | 288 | 2 | 346 |

**CIO - OTS Strategic Plan Alignment**

| OTS Goal 1 | Status: Active | Future | Completed | Total |
|---|---|---|---|---|
| Innovation - Put great ideas into play | 8 | 0 | 68 | 76 |
| IT Foundation - Build for innovation | 6 | 1 | 56 | 63 |
| Security - Protect our customers | 7 | 0 | 79 | 86 |
| Service Excellence - Continuously improve | 21 | 2 | 251 | 274 |
| rategic Alignment - Work on what matters most | 3 | 4 | 51 | 58 |
| | 45 | 7 | 505 | 557 |


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# What is the C-suite looking for?

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|---|---|---|---|---|---|---|---|---|---|
| | Planning | Proposed | Active | Future | Completed | Pending - Funding | Pending - Concept | Proposal - Draft | Total |
| (empty) | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Center of Excellence | 0 | 0 | 0 | 0 | 9 | 0 | 0 | 0 | 9 |
| Contact Center | 1 | 0 | 3 | 0 | 11 | 0 | 0 | 1 | 16 |
| Desktop Support | 0 | 0 | 1 | 0 | 2 | 0 | 0 | 1 | 4 |
| Enterprise Apps | 1 | 0 | 7 | 0 | 19 | 0 | 0 | 6 | 33 |
| OTS-CY | 0 | 0 | 6 | 0 | 9 | 0 | 0 | 0 | 15 |
| OTS-KW | 0 | 0 | 3 | 0 | 17 | 0 | 0 | 0 | 20 |
| OTS-MC | 1 | 1 | 11 | 0 | 24 | 0 | 0 | 8 | 45 |
| OTS-NH | 0 | 2 | 4 | 0 | 5 | 0 | 0 | 1 | 12 |
| OTS-SO | 0 | 0 | 4 | 0 | 1 | 0 | 0 | 0 | 5 |
| OTS-TB | 0 | 0 | 2 | 0 | 8 | 0 | 0 | 0 | 10 |
| OTS-UP | 0 | 0 | 6 | 8 | 10 | 0 | 1 | 0 | 25 |
| Tech Services | 8 | 5 | 69 | 0 | 86 | 1 | 3 | 5 | 177 |
| Total | 11 | 9 | 116 | 8 | 201 | 1 | 4 | 22 | 372 |





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# What is the C-suite looking for?

Projects

1 to 100 of 130

| Number ▲ | Project Name | Percent complete | Estimated staff hours | Estimated cost | Scope | Budget | Schedule | Risk | Planned start date | Planned end date | Project leader/manager | Priority | Status |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PRJ0010370 | TS SS Decommissioning W2K Servers | 96.34% | | $0.00 | Green | Green | Green | Green | 07-18-2013 12:00 AM | 03-14-2018 4:19 PM | David Bishop | 4 - Normal | Active |
| PRJ0023606 | TS NS Voice SIP Upgrade | 38.8% | 3,000 | $300,000.00 | Green | Green | Green | Green | 02-01-2016 8:00 AM | 10-27-2017 5:00 PM | Gary Crosswell | 4 - Normal | Active |
| PRJ0031225 | TS Windows Server 2003 Migration/Decommission | 93.33% | 800 | $0.00 | Green | Green | Green | Green | 07-08-2014 8:00 AM | 11-26-2019 11:46 AM | David Bishop | 3 - Moderate | Active |
| PRJ0058723 | Semester Room Check | 100% | | $0.00 | Green | Green | Green | Green | 01-06-2015 8:00 AM | 01-13-2015 10:23 AM | Michelle Hendricks | 4 - Normal | Active |
| PRJ0060986 | TS SS User File Storage - One Drive | 75.62% | 400 | $0.00 | Green | Green | Green | Green | 08-10-2015 8:00 AM | 09-20-2017 11:18 AM | Blaine Keener | 4 - Normal | Active |
| PRJ0060987 | TS SS Federate with Office 365 | 0% | 40 | $0.00 | Green | Green | Green | Green | 04-27-2015 8:00 AM | 03-31-2017 5:00 PM | James Marshburn | 4 - Normal | Active |
| PRJ0076173 | EA FIN - Hyperion | 73.39% | | $270,348.00 | Green | Green | Green | Green | 09-01-2015 8:00 AM | 08-31-2017 1:50 PM | Robert Cartes | 4 - Normal | Active |
| PRJ0088720 | Bond Funds - Classroom Technology Upgrades | 99.76% | | $1,500,000.00 | Green | Green | Green | Green | 06-11-2015 8:00 AM | 09-12-2017 5:00 PM | James Crawford | 4 - Normal | Active |
| PRJ0095649 | AIR Civitas - Inspire | 90.59% | 240 | $2,150.00 | Green | Green | Green | Green | 08-03-2015 8:00 AM | 05-13-2016 5:00 PM | Marian Chaney | 2 - High | Active |
| PRJ0099847 | EA SNOW Application for Assistive Technology Services in ServiceNow | 92.46% | | $0.00 | Green | Green | Green | Green | 07-07-2016 8:00 AM | 03-08-2017 4:33 PM | Maria Croft | 4 - Normal | Active |
| PRJ0102333 | Bond Project Phase I | 14.8% | | $0.00 | Green | Green | Green | Green | 08-28-2015 8:00 AM | 03-18-2019 8:37 AM | James Crawford | 4 - Normal | |
| PRJ0103358 | TS - Active report for new hires | 93.68% | | $0.00 | Green | Green | Green | Green | 09-04-2015 8:00 AM | 03-31-2017 5:00 PM | Tela Keener | | |
| PRJ0118623 | TS SS Consolidate Alert Systems | 66.75% | 80 | $0.00 | Green | Green | Green | Green | 01-04-2016 8:00 AM | 03-31-2017 4:27 PM | David Bishop | | |
| PRJ0119964 | NH - AV - Install long USB monitor cables | 100% | | $0.00 | Green | Green | Green | Green | 01-05-2016 8:00 AM | 01-26-2016 5:00 PM | John Edmonson | | |

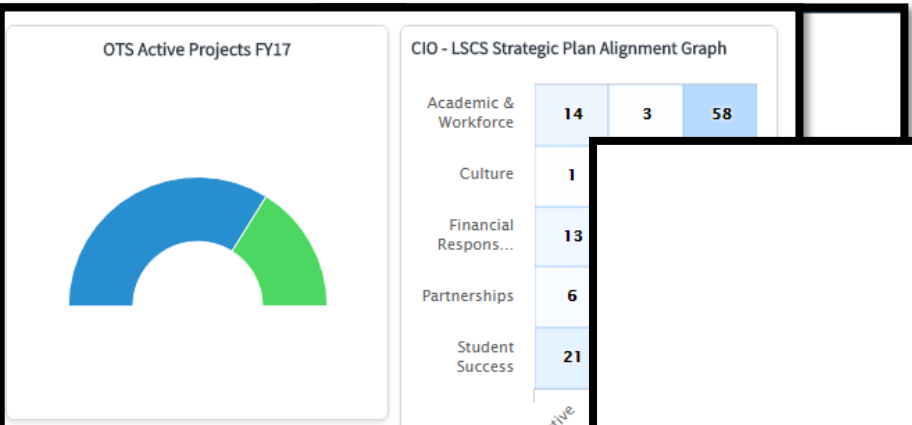
What's going on? I want the details





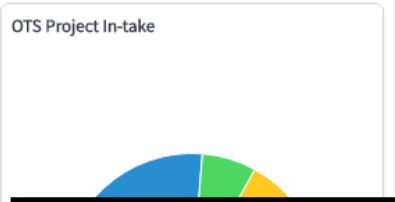
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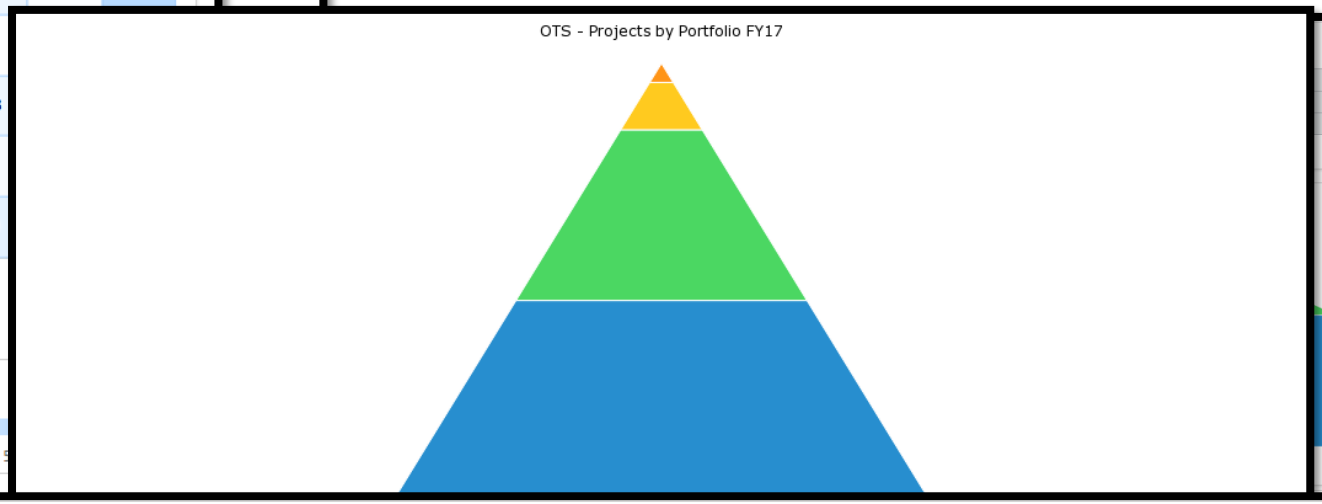
# C-View Dashboard

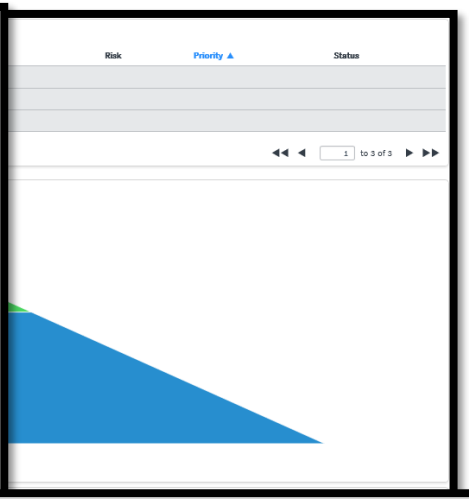








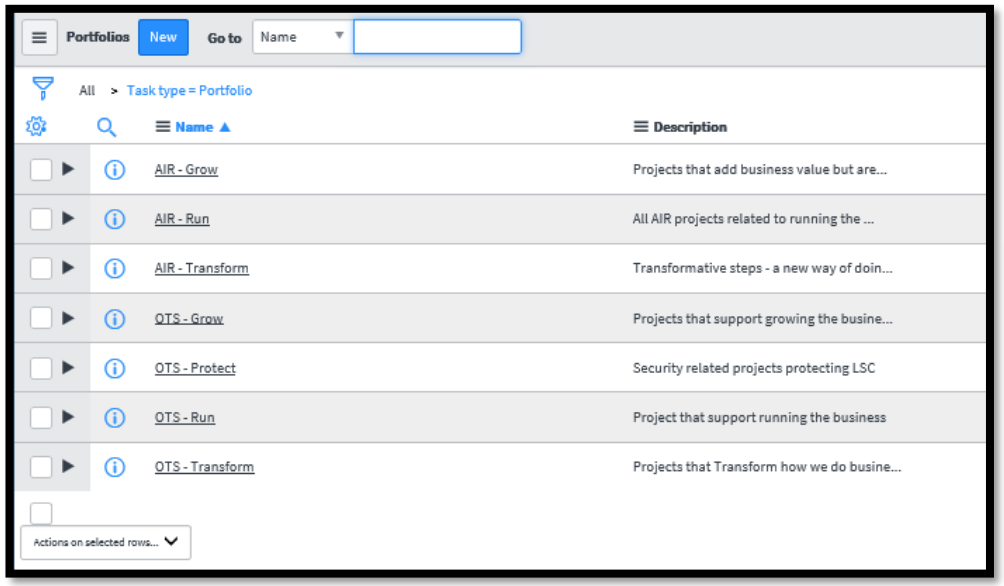

CIO - ALL PROJECTS - CC Report

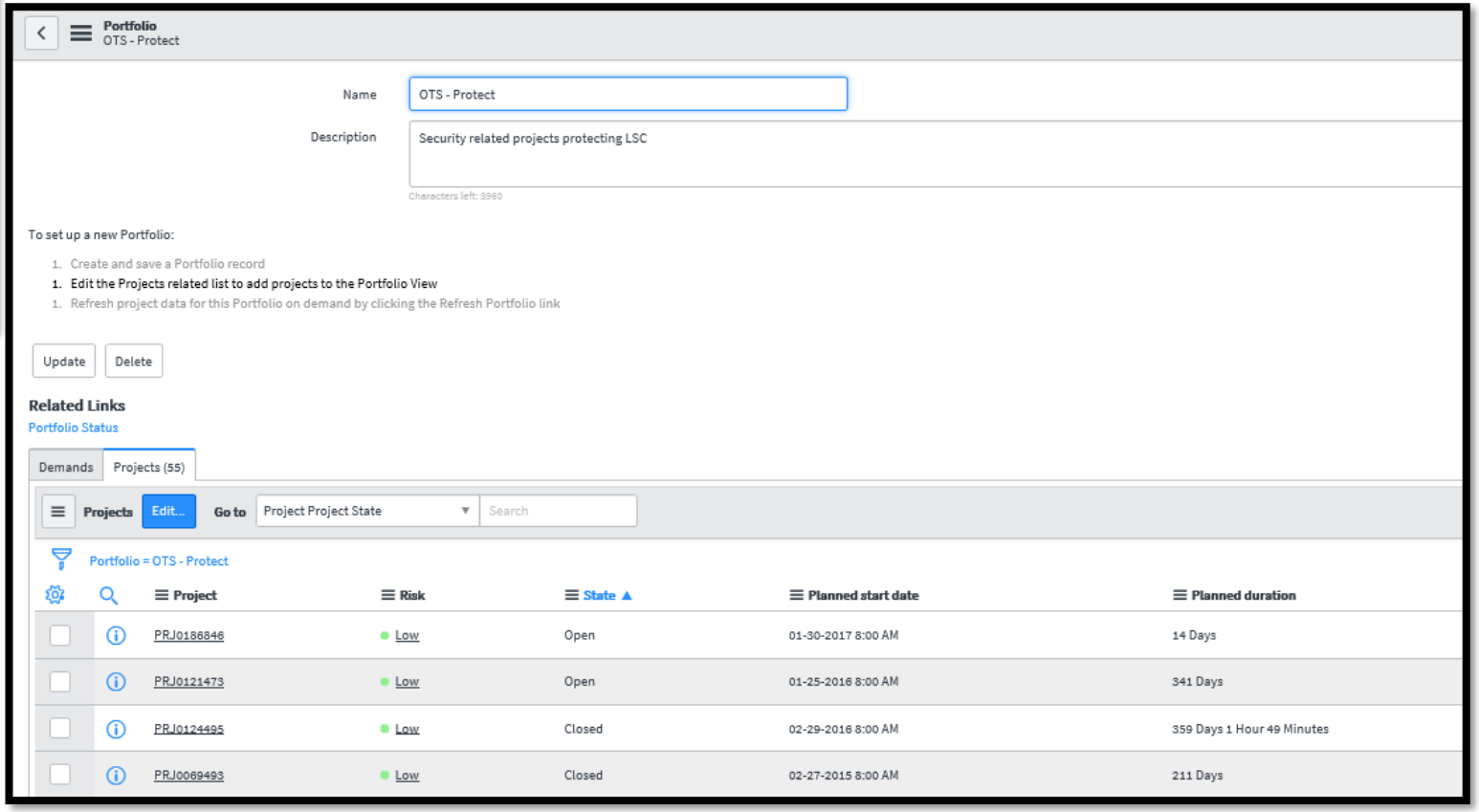
| Number | Project Name | Percent complete | Estimated staff hours | Estimated cost | Scope | Budget | Schedule | Risk | Planned start date | Planned end date | Project leader/manager | Priority | Status |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PRJ0159101 | CS - FY 2017 Campus Computer Refresh | 80.11% | | $3,846,414.00 | Green | Green | Green | Green | 09-01-2016 12:00 AM | 11-27-2018 4:58 PM | Butch Juelg | 4 - Normal | Active |
| PRJ0150776 | EA iStar 2.0 Upgrade | 92.14% | | $1,500,000.00 | Green | Green | Green | Green | 08-10-2016 8:00 AM | 01-13-2020 9:29 AM | Robert Cartes | 4 - Normal | Active |
| PRJ0129826 | UP: Science and Innovation Building - C | 6.49% | 40 | $1,300,000.00 | Green | Green | Green | Green | 03-03-2016 8:00 AM | 09-11-2017 12:00 PM | Justin Thompson | 4 - Normal | Active |
| PRJ0023606 | TS NS Voice SIP Upgrade | 38.8% | 3,000 | $300,000.00 | Green | Green | Green | Green | 02-01-2016 8:00 AM | 10-27-2017 5:00 PM | Gary Crosswell | 4 - Normal | Active |
| PRJ0167831 | CTAC Grants - FY17 | 68.39% | | $300,000.00 | Green | Green | Green | Green | 11-02-2016 8:00 AM | 01-08-2018 5:00 PM | Butch Juelg | 4 - Normal | Active |
| PRJ0076173 | EA FIN - Hyperion | 83.37% | | $270,348.00 | Green | Green | Green | Green | 09-01-2015 8:00 AM | 08-31-2017 1:50 PM | Robert Cartes | 4 - Normal | Active |
| PRJ0135659 | SO - Training Rooms and Conference Upgrades | 95.68% | | $75,000.00 | Green | Green | Green | Green | 04-22-2016 8:00 AM | 01-16-2017 8:06 AM | James Crawford | 4 - Normal | Active |
| PRJ0183655 | SNOW - Contract and Vendor Management Development | 0% | | $60,125.00 | Green | Green | Green | Green | 03-23-2017 8:00 AM | 04-11-2017 5:00 PM | Maria Croft | 4 - Normal | Active |
| PRJ0182937 | CTAC - Wacom touch monitor and Hitachi Interactive Projector - Nathalie Vega-Rhodes | 40% | | $31,900.00 | Green | Green | Green | Green | 11-02-2016 8:00 AM | 01-02-2018 8:56 AM | Regan Houang | 4 - Normal | Active |
| PRJ0180113 | CTAC - Low-Cost Alternative in Simulation Technology | 75% | | $2,500.00 | Green | Green | Green | Green | 11-02-2016 8:00 AM | 11-13-2017 10:46 AM | Regan Houang | 4 - Normal | Active |
| PRJ0095649 | AIR Civitas - Inspire | 90.59% | 240 | $2,150.00 | Green | Green | Green | Green | 08-03-2015 8:00 AM | 05-13-2016 5:00 PM | Marian Chaney | 2 - High | Active |
| PRJ0199115 | TS DCOps - VxRail POC | 88.23% | | $0.00 | Green | Green | Green | Green | 03-06-2017 9:00 AM | 04-07-2017 8:45 AM | Bryan Hill | 4 - Normal | Active |



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# Portfolio's

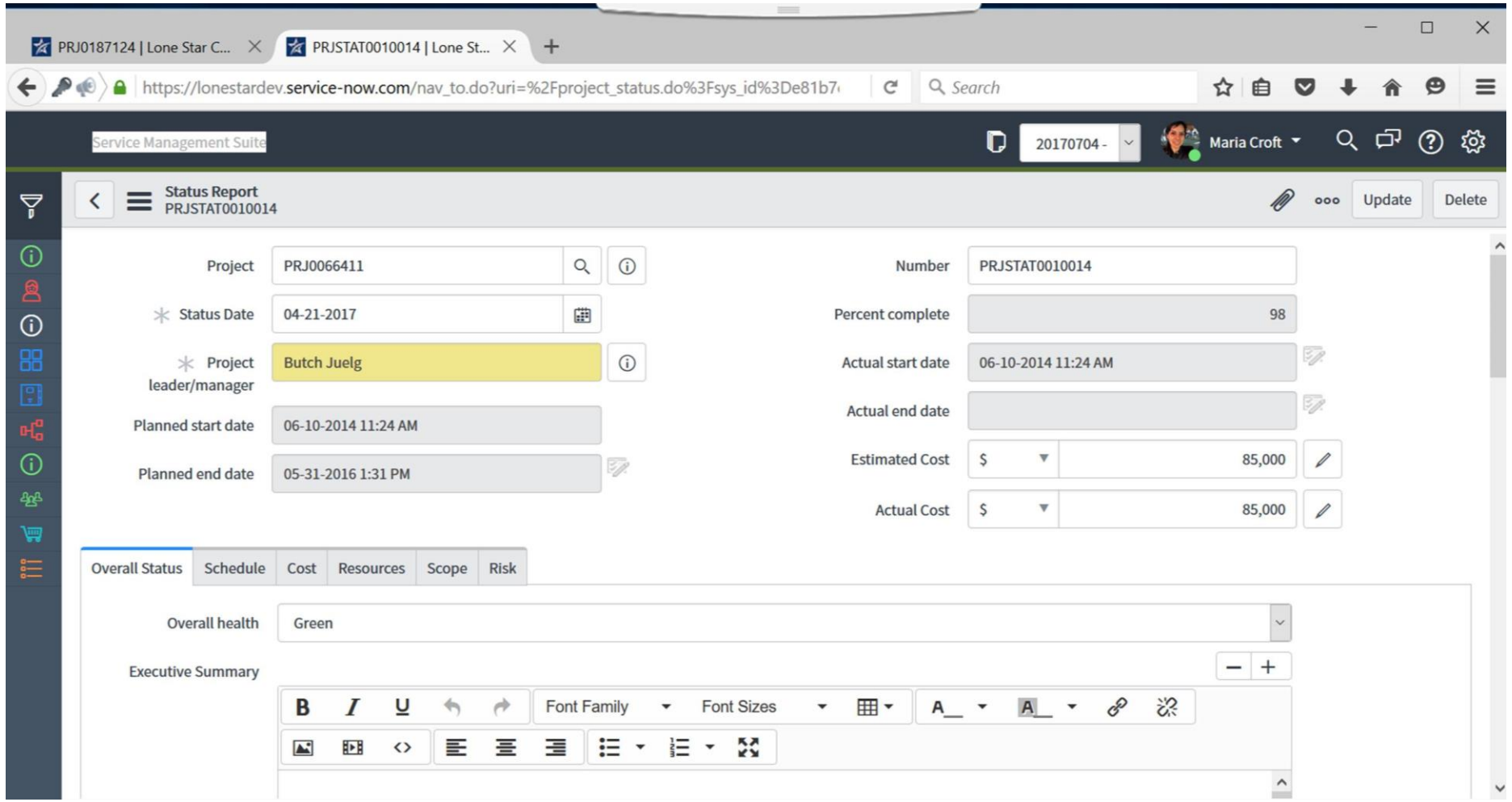





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# Solution – Quick PM Status Reports

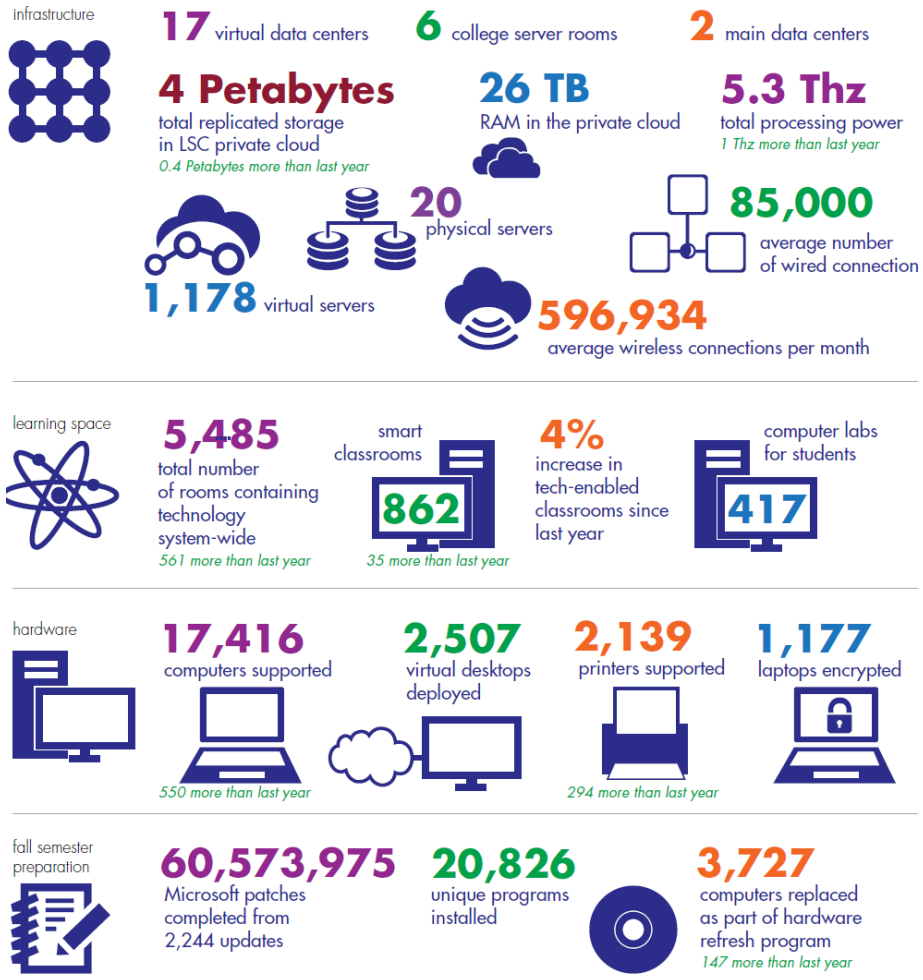


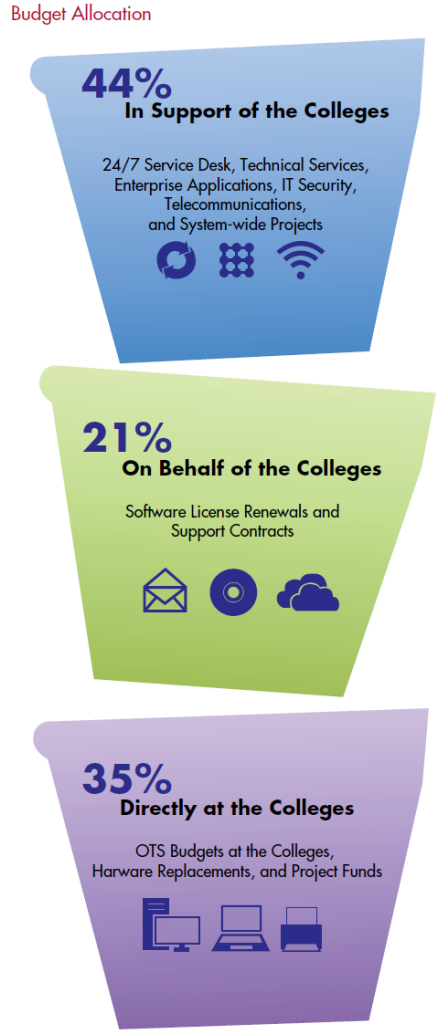



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# Messaging the C-Suite

- Consistent Approach
  - Alignment to strategic initiatives
  - Big picture – keep it simple
    - High level graphic
    - Detailed report attached
  - Annual Report all stakeholders
  - Annual Meeting with each cabinet member





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# Value Outcomes




One location and view of all IT project activities




New fields had to be added to service now.




Aligns with our strategic goal – Financial Responsibility


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# Lessons Learned



## Industry trends

More with Less!

## Our Challenge – Clean your House

- You had to find the PM to find anything out
- Hours to just get a short summary for the C-suite
- No clear alignment to strategic initiatives
- More projects were not recorded or tracked that brought value

## Our Transformation

- Moved all PM to Service Now PPM module
- Set guiding principles
- Established a governance workflow
- Assembled IT Portfolios
- Integrated into our ERP project-costing module.

Simplify – Think Agility – Training

Reward - Reinforce


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# Top Takeaways

1

You the CIO have to have a clear picture first.

Only then can you align to what they understand!

**Speed Wins!**

2

Just because they don't respond doesn't mean they are not interested.

Find the best way to address their specific needs.

**Listen**

3

It is not about the tool. It is about the process, message and follow through.

**Clear**
**Consistent**
**Communication**


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# Q & A

# Thank You


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