knowledge17

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Lab Guide

PPM 102: Project Portfolio Planning

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Lab Goal

Lab 1.0 Portfolio Creation

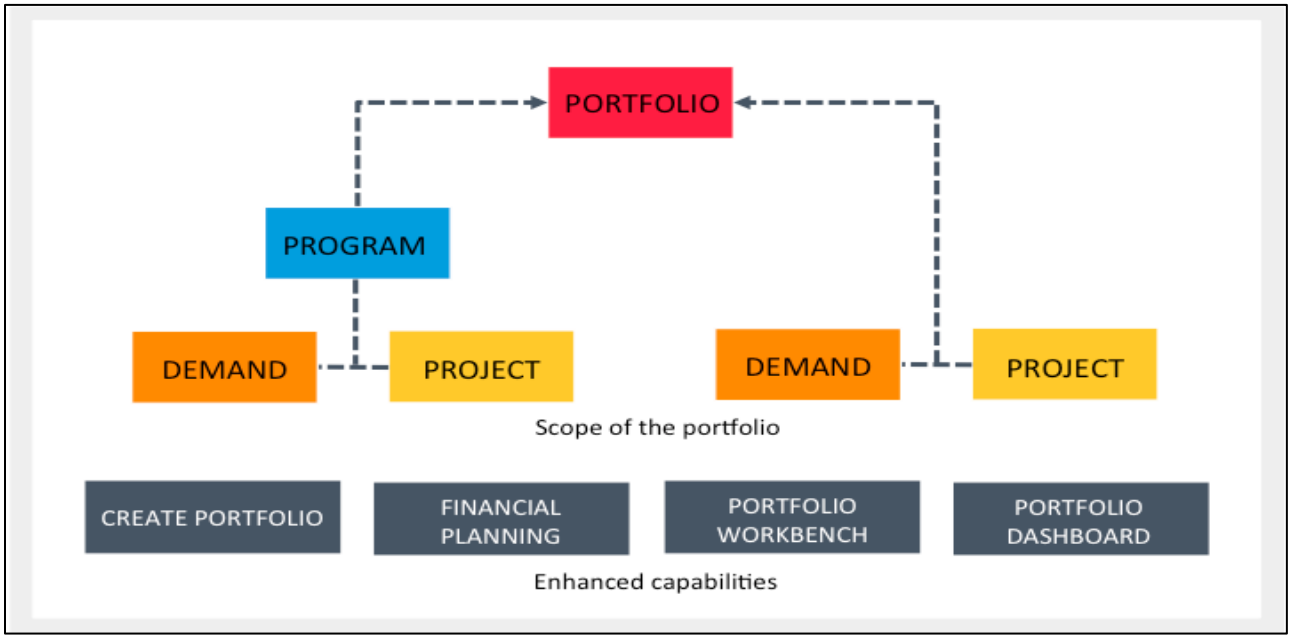
This lab explains how to create a Portfolio and manage the associated demand and projects constraints, including Portfolio Prioritization and Budgeting. The lab includes the following tasks:

1. Create Portfolio
2. Add Relevant Project(s)
3. Add Relevant Programs(s)
4. Add Relevant Demand(s)
5. Add Stakeholders

The Portfolio Management application provides these capabilities to the portfolio manager:

- Create a portfolio by adding related programs, projects, and demands.
- Perform annual portfolio planning by selecting demands, projects, and programs for inclusion within budget and resource constraints.
- Track the progress and status of all the programs, projects, and demands that are part of the portfolio. You can track the costs, resources, schedules, risks, and issues.

The following diagram provides an overview of Portfolio Management.



Login Information

1. Navigate to the unique instance **URL** provided to you.
2. Log on as user **admin** and use the password **Knowledge17**.

Create a New Portfolio

Create a portfolio that enables an aggregated view to analyze candidate programs, projects, and demand against established resource and budget constraints.

1. Navigate to **Project** > **Portfolios** > **Create New**.
   You can also navigate to **Project** > **Portfolios** > **Workbench**, and then click **Create new**.
2. Enter a unique **Name** that summarizes the programs, projects, and demands included in this portfolio: **My New House**.
3. Enter a **Description** for the portfolio that adequately explains the various programs, projects, and demands attached to it. Type in a description.
4. Enter the name of the **Portfolio Manager**: **Megan Burke**.
5. Click **Create Portfolio**.



Add Programs, Projects, and Demands to Portfolio

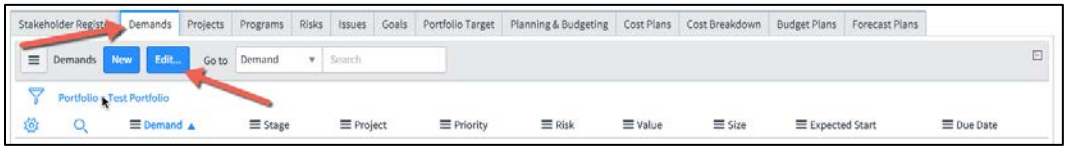
1. Scroll to **Related Lists** and find the **Projects** tab.
2. Click **Edit**.



3. Search and then add **Kitchen Renovations** project to the portfolio.
4. Click **Save**.

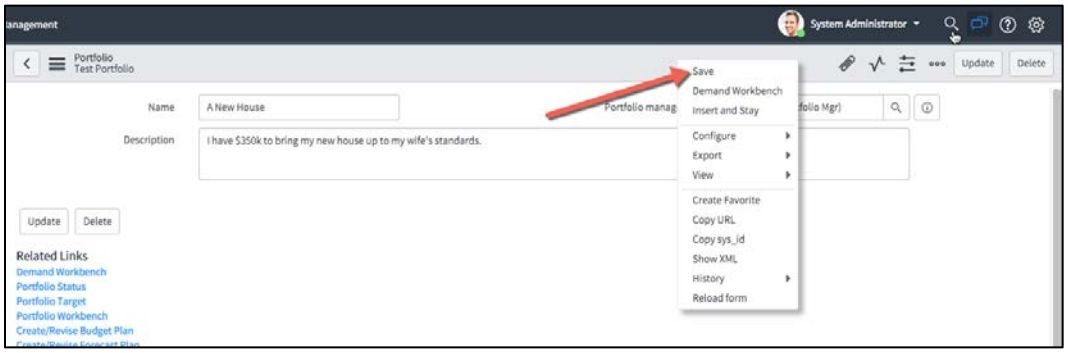
5. Scroll to **Related Lists** and find the **Demands** tab.

6. Click **Edit**.



7. Search and add the two following demands to the portfolio:
   2 Putting Greens
   A Garage Build-Out

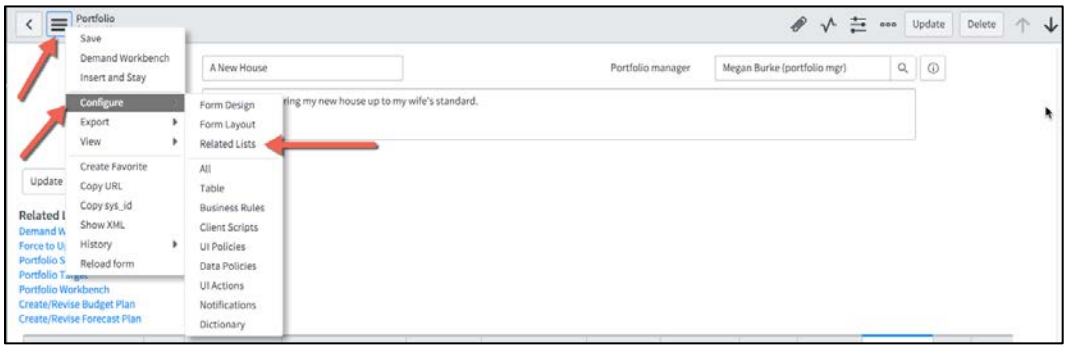
8. Right-click on the gray banner and SAVE the Portfolio record.



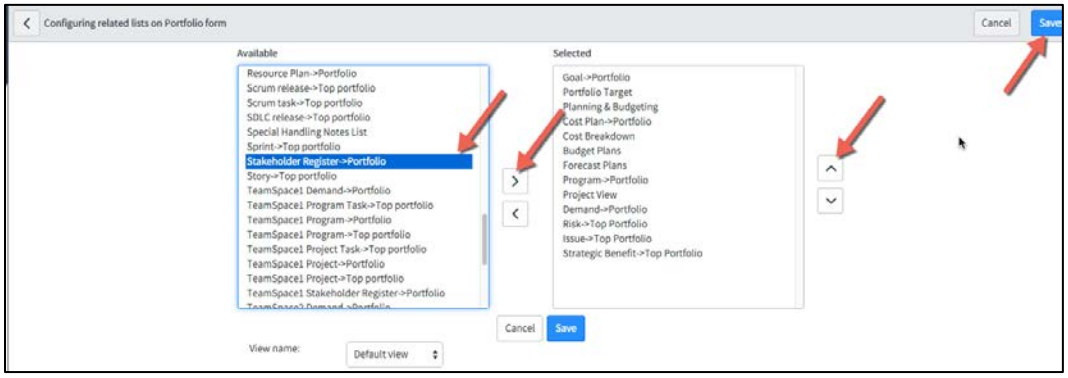
Configure Stakeholder Register

Next, add a stakeholder record to the portfolio so you can enlist knowledgeable participants into the portfolio process.

1. In the upper-left of the screen on the portfolio record, click the **hamburger** button ≡ and select **Configure > Related Lists**.



2. Select **Stakeholder Register-> Portfolio** from the available list on left and move it to the right selected entries, then move **Stakeholder Entries** to the top of the list.



3. The Portfolio record related links should look like the example below with the newly added Stakeholder Register tab.



Add Stakeholders

Stakeholders are users with specific product or service knowledge associated to a portfolio. They are generally familiar with the portfolio metrics and processes and are typically a subject matter expert or someone with specific responsibilities related to a portfolio.

In a production environment, when a demand is submitted, the demand stakeholder list is populated automatically from the associated portfolio. You can add additional stakeholders if needed.

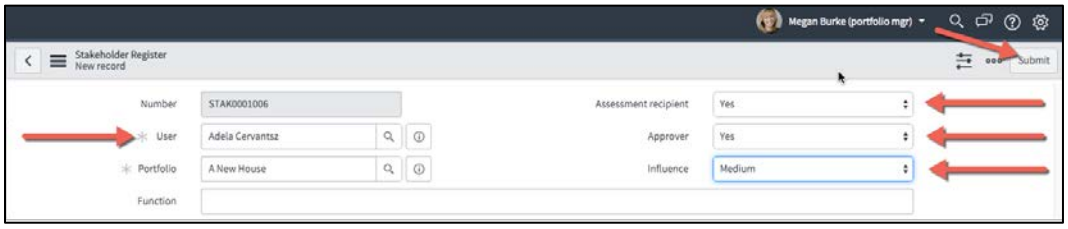
1. Scroll to Related Lists and find the Stakeholder Register tab.

2. Click **New**.



3. Choose a new stakeholder (User field), **Adela Cervantsz,** and complete the following fields accordingly:

   Assessment Recipient: **Yes**
   Approver: **Yes**
   Influence: **Medium**
   Click **Submit**



   A demand can have multiple stakeholders, and a stakeholder can be associated with multiple demands.
   Note: Some stakeholders have differing levels of interest and roles related to the demand.

4. Add an additional new stakeholder, **Megan Burke** and complete the following fields accordingly:

   Assessment Recipient: **Yes**
   Approver: **Yes**
   Influence: **Medium**

5. Click **Submit**.

Lab Success Verification

1. Your New House portfolio now has:

   2 stakeholders (Adela and Megan)
   1 project (Kitchen Renovations) and,
   2 demands (2 Putting Greens and A Garage Build-Out)

Lab Goal

Lab 1.1
Set Target Portfolio Budget

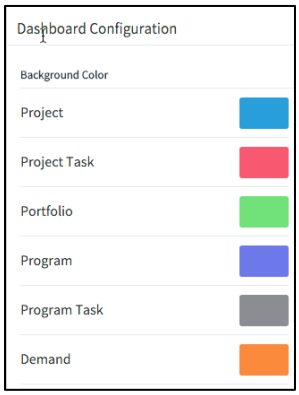
The first step in planning for a portfolio is to select the fiscal period for the data you want to work with. Then set the target amounts for both operating and capital expenses. This lab includes the following tasks:

- Configure the Portfolio Workbench
- Establish Financial Targets

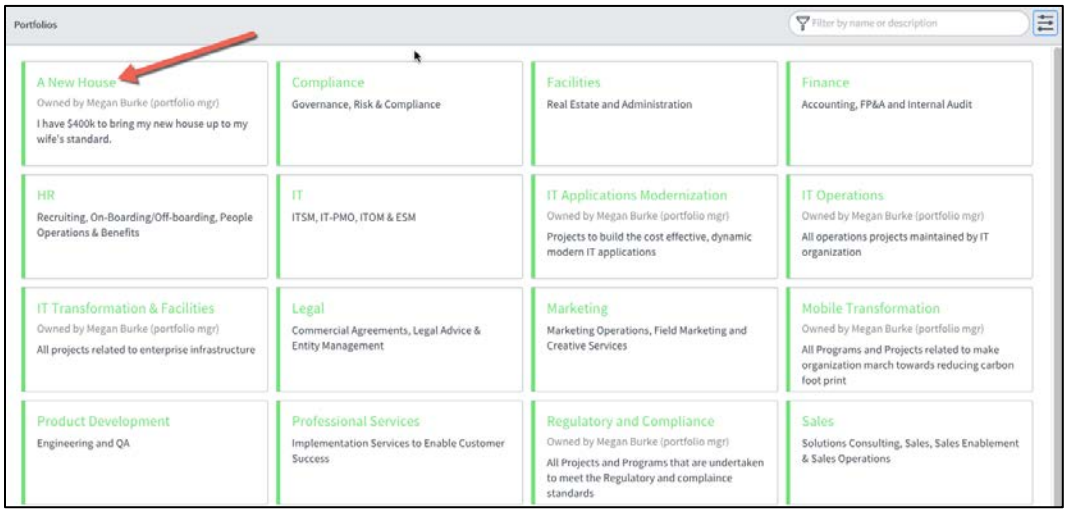
Configure Portfolio Workbench

1. Navigate to **Project** > **Portfolios** > **Workbench**.

2. Click the configuration icon in the upper-right  and select the colors for projects, tasks, programs, and so on to visually differentiate the various records. The workbench uses these colors to display the items in the portfolio workbench Gantt chart.



3. From the Portfolios view, select **A New House** portfolio (your Portfolio views may look different than the example, based upon color selection and number of portfolios in your lab instance).

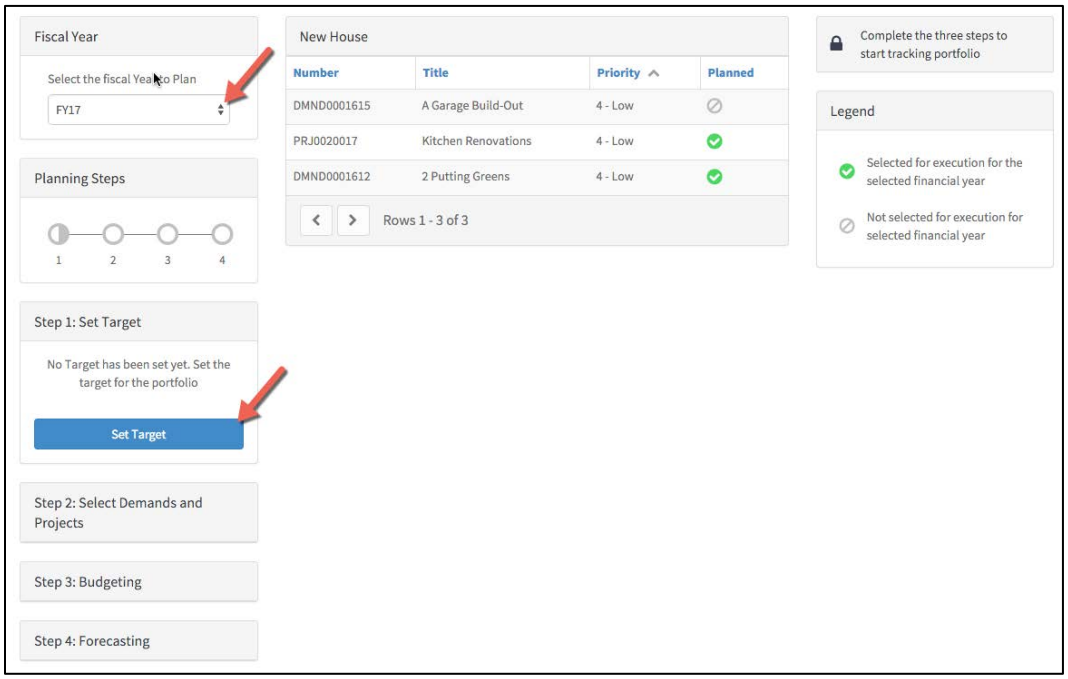


Establish Financial Targets

Portfolio managers can perform financial planning for a portfolio for a fiscal year using the Portfolio Workbench. The portfolio planning can be completed with either of the two modes: simple and advanced; however, we use the advanced planning mode which is also the default.

Typically, the target amount is provided by the steering committee or the investment committee. Based on the actual amount spent in the last fiscal year, the target for the planned fiscal year might be 110% of the actual amount spent during the previous fiscal year. The target is the starting point for planning projects for the next fiscal year.

1. The portfolio workbench view should look like the example below, with the Fiscal Year set @ **FY17**, the select project (1) and demands (2), and the 4-Step planning process outlined on the left.

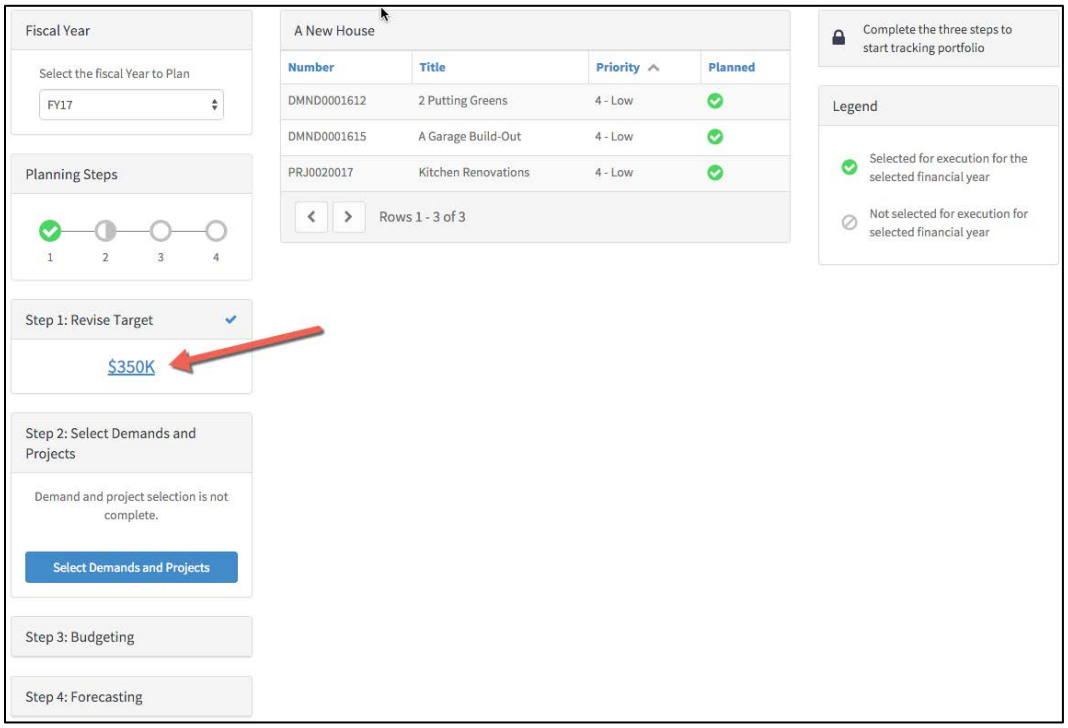


2. Click the **Set Target** button, which renders the screen below. Set the target portfolio budget @ **$350,000** for the **Capex target**; and leave **Opex** at **zero**.



3. Click **Save** to set the total amount as the target budget for this portfolio.

4. The Portfolio Workbench for A New House portfolio should look like the example.



Lab Goal

Lab 2.0 Create New Demand Record

Create a new **Demand** record relevant to the subject Portfolio, **My New House** created above. This lab contains the following tasks:

- Create a new demand record
- Create/add related resource plan to the demand record
- Create/add related cost plan(s) to the demand record

Overview

The Demand Management application consists of tools for capturing, centralizing, and assessing strategic and operational demands. Users can create, view, and modify demands using the Demand Management application if they have the demand manager role. Users can also approve demands and create the following artifacts OOTB from the approved demands:

- Project
- Change
- Enhancement
- Defect

The type of artifact created from a demand depends on the selections in the **Category** and **Type** fields on the Demand form. Enhancements and defects can be created if the system administrator has activated the SDLC-SCRUM plugin.

Create Demands

The demand manager and the demand user can create a demand from the Demand application. The Portfolio Manager also has the ability to initiate a demand record from a portfolio.

View Demands

The demand **manager** can view demands from the application or the Demand Workbench.

The demand **user** can view demands from the application.

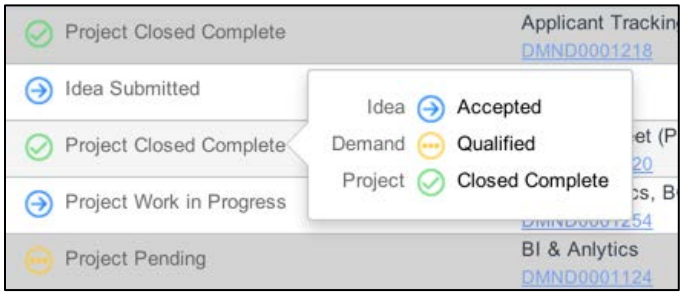
The **Demand** field on the Demands list is a composite field that combines the demand name and number. The **demand number** provides a link to the Demand form.

The **Stage** field displays the status or progress of a demand and is updated as the demand moves through the life cycle, from an **idea** to a **demand** to the resulting **project**, **enhancement**, **change**, or

defect. At a glance, users can use this field to track the progress of a demand. For more information, see **Stage Fields**.

Pointing to the **Stage** field on the Demands list displays a pop-up window that shows the progression of the idea along with the value of the **State** field for each step in the progression:

- **Idea:** If an idea is being evaluated, the pop-up window displays the current state of the idea.
- **Demand:** If an idea is promoted to a demand, the pop-up window displays the current state of the demand as well as the idea.
- **Project**, **Enhancement**, **Change**, or **Defect:** If a demand is accepted, the pop-up window displays the current state of the resulting artifact in addition to the demand and idea.



Demand Management Lifecycle

The demand management life cycle can be simplified as follows:

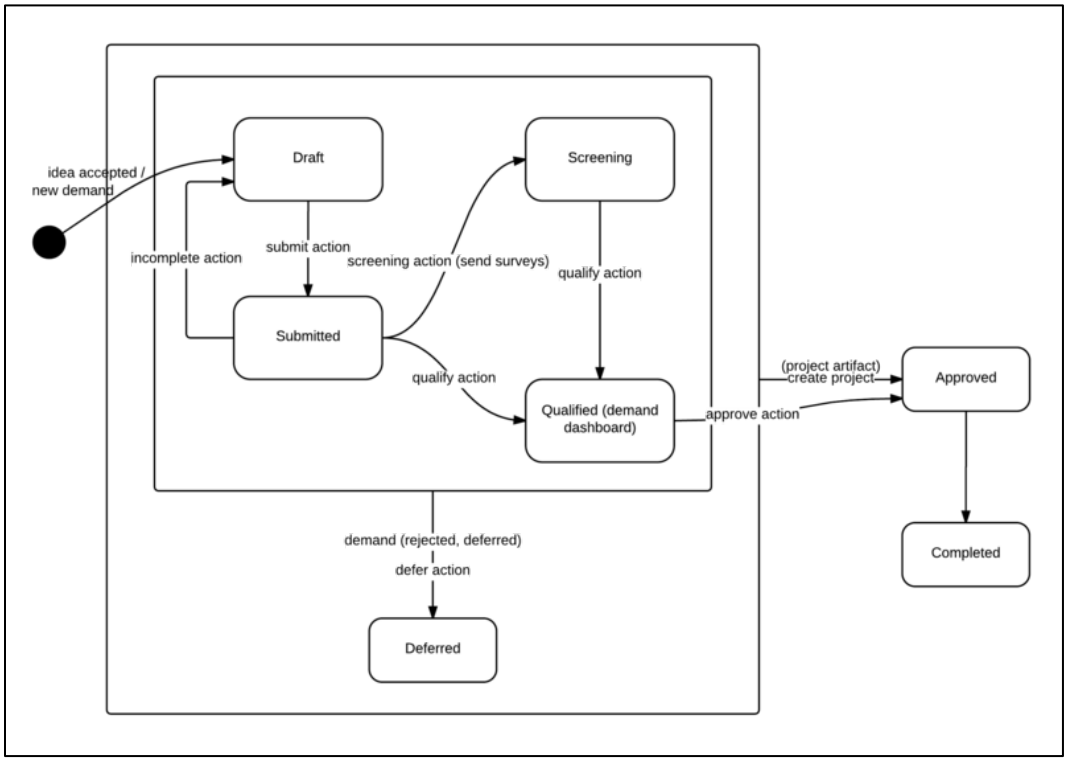
- **Create a demand**
  The user submits an idea and the demand manager approves the idea, automatically creating a demand from that idea.
- **View a list of demands**
  The demand manager views demands on the demand workbench or from a list view.
- **Enhance a demand**
  The demand manager can send the demand to screening, which sends assessments to stakeholders.
- **Assess a demand**
  The demand manager can screen the demand and send surveys to stakeholders to complete assessments.

  The demand manager can set the state of the demand to qualify, defer, or incomplete. Demands can be analyzed and approved using the demand workbench.
- **Create an artifact**

The demand manager creates a project, enhancement, change or defect.

Demand States

Demands can only be in one of the states denoted in the following diagram.



These states appear in the process flow indicator at the top of the Demand form. The process flow indicator:

- Highlights the current state of the demand.
- Checks off the states that a demand has passed through.
- Leaves blank the states that have been skipped.

In this example, the demand is currently in the **Approved** state. It passed through the **Draft**, **Submitted**, and **Qualified** states, but skipped the **Screening** state.



Demand Management (Create New)

1. From the left navigation menu, enter **Demand**.

2. Click the **Create New** selection from the menu, under **Demands**.

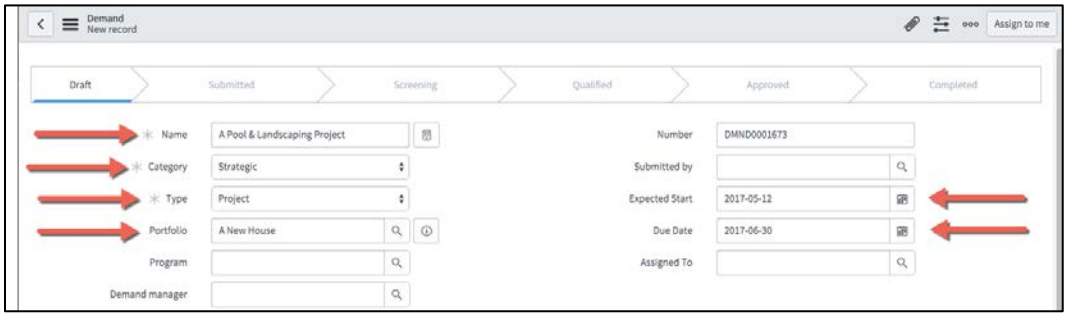
3. Enter in a Demand **Name** in the Name field as **A Pool & Landscaping Project**. Note that, given the red asterisk (*), the name field is mandatory. Also note that a demand number is automatically assigned to this demand record.

   The following fields should be filled out as specified below:

   Name: **A Pool & Landscaping Project**
   Category: **Strategic**
   Type: **Project**
   Portfolio: **A New House**
   Expected Start: **2017-05-12**
   Due Date: **2017-06-30**

   Important! – *Expected Start and Due Dates are mandatory for portfolio consideration.*

4. The **Demand** you created should look something like the image below. The Demand Process has begun and you can continue by filling in additional fields per the instructions that follow to build out a business case for portfolio consideration.



Submit Demand

The demand manager typically works with a business relationship manager to identify stakeholders and elicit requirements, identify risks, formulate budgets and other important information. The Demand Management application streamlines the stakeholder identification process by auto-populating the list of stakeholders based on the portfolio the user selects when filling out the demand form in the service catalog or in the Demand Management application. The

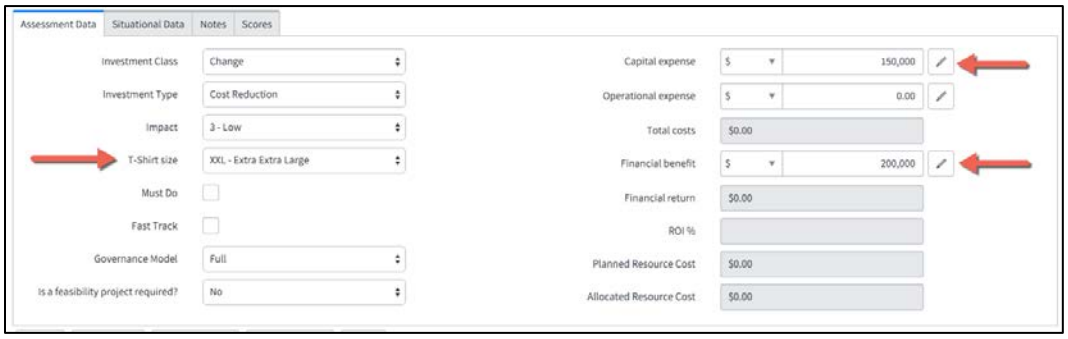
Demand Management application also allows you to use assessments to automate some of the information gathering process.

Note that the demand is currently in a Draft state. There are several elements that should be completed before submitting the demand. The fields that should be completed at this stage are denoted in the screenshot below.

The **Category** and **Type** of the demand determine what takes place after the demand process completes. For this lab, leave them as **Strategic** and **Project**, respectively.

1. Provide the following on the **Assessment Data** tab:

   T-Shirt Size: **XXL – Extra Extra Large**
   This is a natural language approach to provide an overall estimate for the demand.
   Capital Expense: **$150,000**
   Operational Expense: **N/A**
   Financial Benefit: **$250,000**



2. Hover over the gray banner at the top and click **Save**.

3. Click **Submit Demand** from the button in the upper-right on the banner and note the state changes to **Submitted**.



4. Click **Screen** to further advance the Demand state so we can perform an assessment.

Demand Assessment Surveys

Demand assessments are used to evaluate, score, and rank demand records and objectively differentiate them based on the results of a common survey. The demand assessment surveys are broken into a series of risk and strategic alignment questions, with multiple choice answers

available for each. The selected responses have a hidden, associated score with each answer, along with a weighted value multiplier for each question. An algorithm then calculates and normalizes separate risk and value scores based on the responses of each stakeholder taking the survey. All the respondents scores are then summed and averaged. You can then compare assessment results for the records using unique graphical views designed to highlight key performance information.

1. First, ensure that you have advanced through the screening state per the screen shot below. A stakeholder designated by the portfolio stakeholder register automatically receives a demand assessment survey triggered by the demand record's advancement to the **Screen** state.

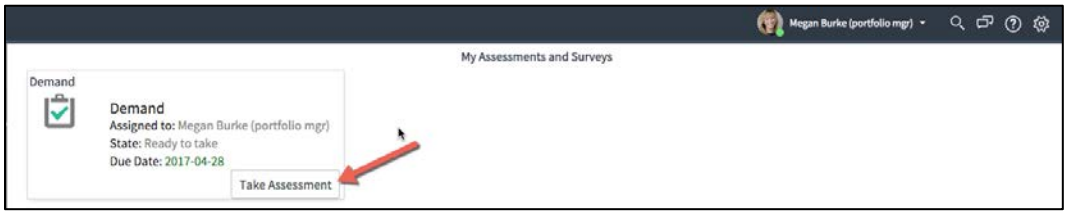
2. Impersonate **Megan Burke** (portfolio mgr.).

   Use drop-down menu next to user name (upper right). Select **Impersonate User** > Search **Megan Burke (portfolio manager)** > select.



3. From the navigation menu, search for **assess** and select **My Assessments & Surveys**.

4. Click **Take Assessment** from the latest due date (this will be from the newest demand).



5. Answer the 8 questions on the survey and submit.
   Score each question on a scale from 1-10 (**10** = **very much so** and **1** = **not at all**).

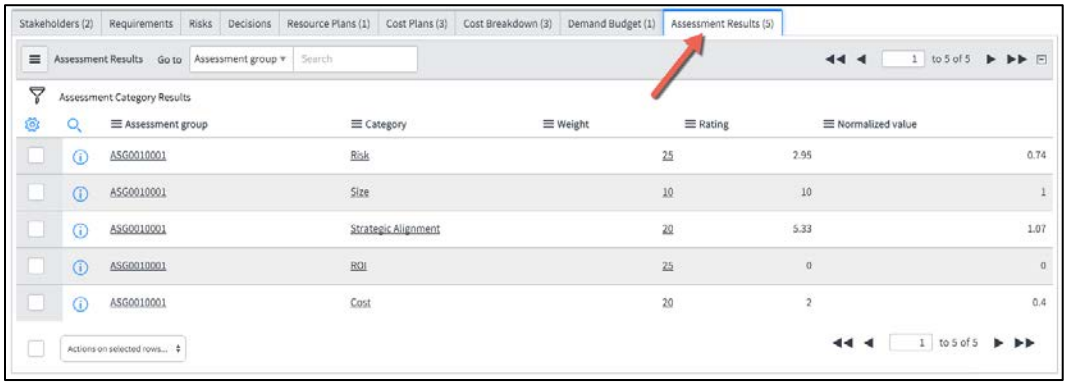


6. Return to the Administrator role and Impersonate **System Administrator**.

   Use drop-down menu next to user name (upper right).
   Select **Impersonate User** > Search **System Administrator** > select.

7. Navigate to **Demand > Demands > All > Select**: **A Pool & Landscaping Project**.

8. View the **Assessment Results** tab.



The results shown are the normalized value after one stakeholder (Megan Burke) has completed the survey. Other stakeholders are automatically enlisted to participate in the survey based on their portfolio affiliation. The results of all surveys for the subject demand are averaged to produce scores for each of the categories, so that the final results can be contrasted and compared to other competing demands.

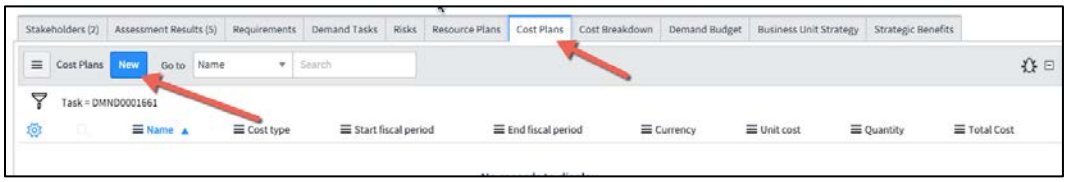
Note that the survey only provides scores for Risk and Strategic Alignment. The other three category scores are calculated based on the inputs from the Assessment Data fields within the subject demand record.

Cost Plans

Demand cost plans are used to build the budget line items that form the overall cost of executing the scope of the demand effort – likely as an approved/funded project. This is a key component of the business case that is used to contrast and compare the candidate project with other competing demands.

1. Scroll to **Related Lists** and select the **Cost Plans** tab.

2. Click **New**.



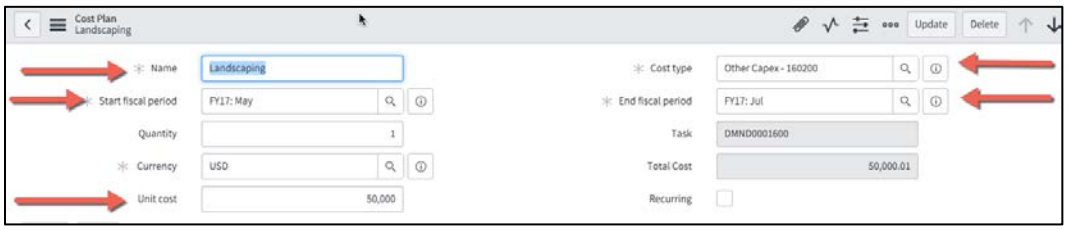
3. Provide the following to build out cost plan #1:

   Name: **Pool**
   Cost Type: **Hardware Capex**
   Start Fiscal Period: **FY17: May** *(***Hint***:* Type **FY17** and then choose the month – **May**)
   End Fiscal Period: **FY17: July** (**Hint**: Type **FY17** and then choose the month – **July**)
   Product Model: **N/A** (leave blank for this example)
   Quantity: **1**
   Unit Cost: **$75,000**
   SUBMIT



4. Provide the following to build out cost plan #2:

   Name: **Landscaping**
   Cost Type: **Other Capex**
   Start Fiscal Period: **FY17: May**
   End Fiscal Period: **FY17: July**
   Product Model: **N/A** (leave blank for this example)
   Quantity: **1**
   Unit Cost: **$50,000**
   SUBMIT

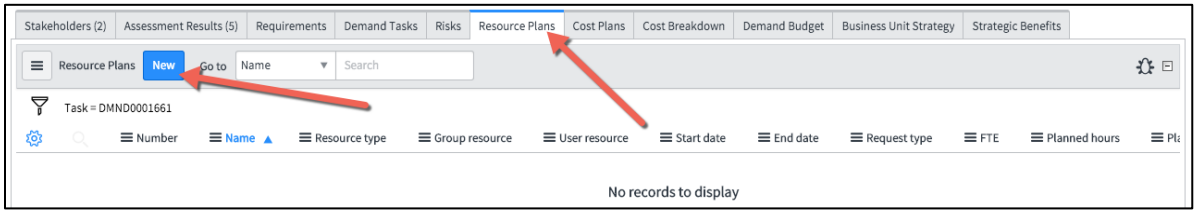


Resource Plans

Resource plans are another source of information that decision makers can use when evaluating demands. You can create resource plans for a demand from the Resource Plan related list, which appears only if the Resource Management application is activated. A Demand resource plan captures resource plan cost estimates directly in the resource plan record.

1. Scroll to **Related Lists** and select the **Resource Plans** tab.

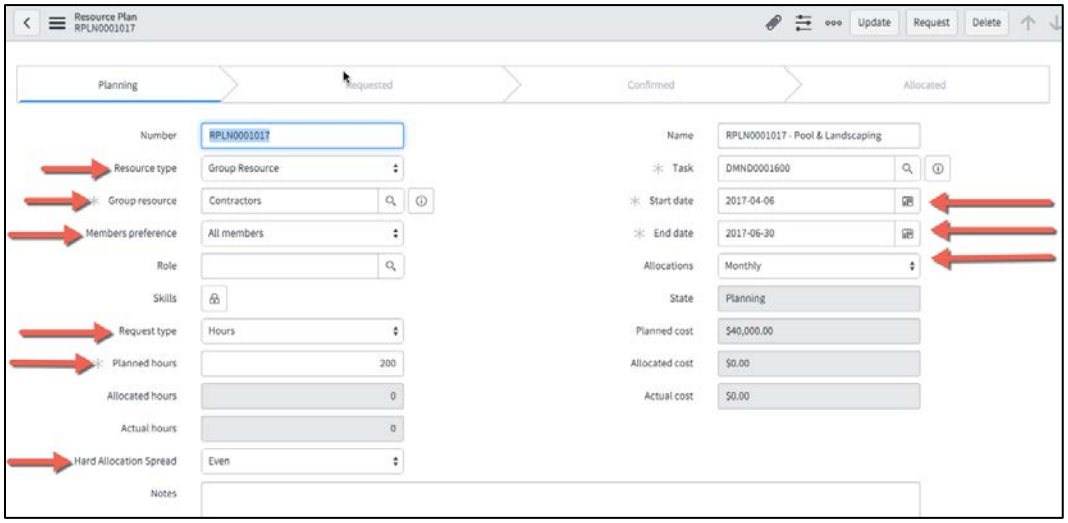
2. Click **New**.



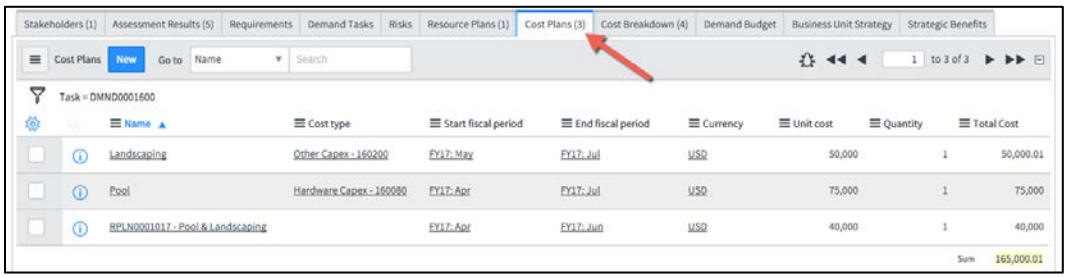
3. Provide the following:

   Resource Type: **Group Resource**
   Group Resource: **Contractors**
   Members Preference: **All Members**
   Role: **N/A** (leave blank for this example)
   Planned Hours: **200**
   Start Date: **2017-05-12** *(***Hint**: should default to these dates based on overall demand dates)
   End Date: **2017-06-30** (**Hint**: should default to these dates based on overall demand dates)
   Hard Allocation Spread: **Even**
   Allocations: **Monthly**

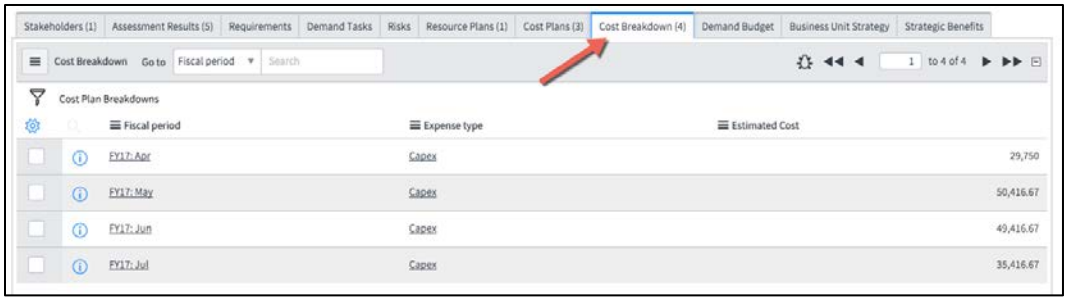
4. Normally, when you **Submit** this plan, it goes to a resource manager who has the responsibility to fulfill the request. You normally would not submit until the project is approved and funded. But for this exercise, click **Submit** anyway.



5. Open the **Cost Plans** tab from the related list section – Resource plans are also captured in the Cost Plan as these labor estimates also generate budget line items based on the labor rate associated with the subject resource.



6. Open the **Cost Breakdown** tab from the related lists section - The application automatically creates cost plan breakdown records when you save the cost plan. The cost plan breakdowns are records that specify the estimated and actual costs and the budget by expense type (Capex/Opex) for specific fiscal periods, such as FY17: May and FY17: June.



Qualify the Demand

Using the buttons in the banner above the Demand record, advance the status up to **Qualified**.

Only Qualified or Approved Demands show up as candidates within the portfolio workbench – our next step in the lab!

Lab Success Verification

1. Navigate to **Demand** > **Demands** > **All**.
2. Select the demand **A Pool & Landscaping Project** from the list.
3. On the Demand form you should see that you have the following information:

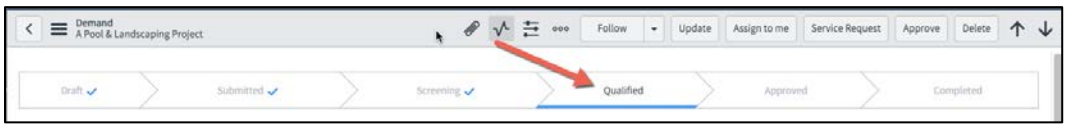
Assessment Data



Capital expense is a rollup from the cost plans = $165,000
Financial benefit was entered manually = $250,000

Demand State

Demand state is **Qualified** per the example. This is denoted by the Qualified chevron being highlighted with the blue underline. Note that Approved state also works.



Lab Goal

Lab 3.0 Review/ Analyze Portfolio

Review Portfolio Workbench. The portfolio workbench provides a central location for viewing the details of the programs, projects, and demands that are part of it; and it displays them in an interactive, graphical rendering. This lab includes the following tasks:

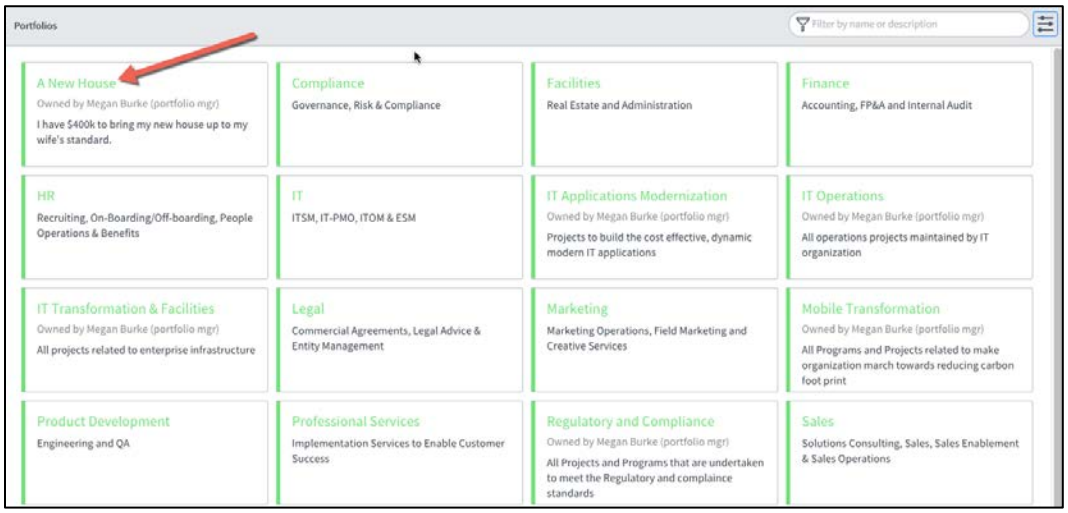
- Analyze and Optimize the Portfolio
- Create a Portfolio Budget Plan
- Track the Portfolio

Analyze the Portfolio via Portfolio Workbench

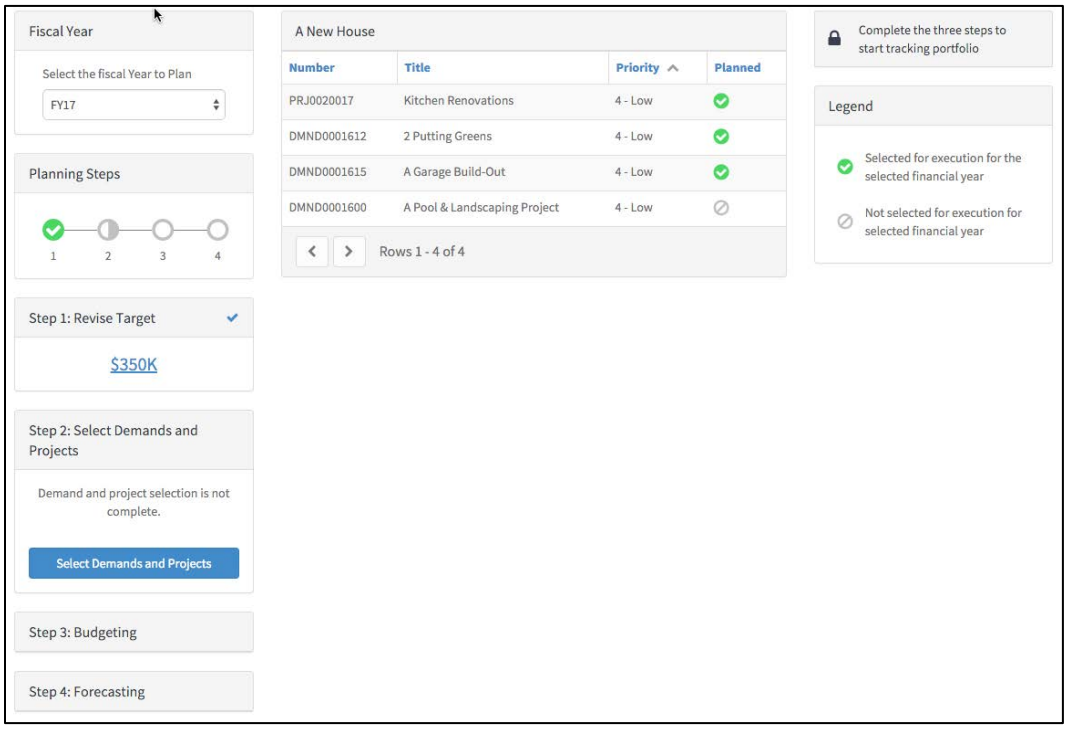
When you access the portfolio workbench, the dashboard displays a list of all the programs, projects and demands associated with it.

1. Navigate to **Project** > **Portfolios** > **Workbench**.

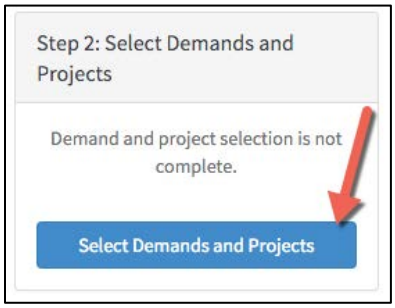
2. From the Portfolios view, select **A New House** portfolio.



3. The portfolio currently shows the 1 project and 2 demands you included earlier, along with the new candidate demand of **A Pool & Landscaping Project**, which is not yet included as part of the portfolio cost plan. It should look like the example.



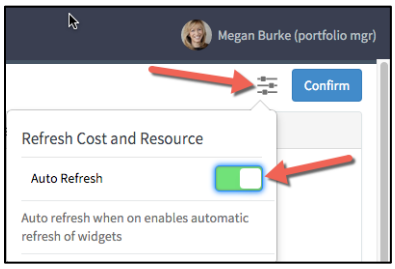
4. The target budget was established earlier as step 1 (Target Budget) = $350k. Now move to <u>step 2</u> – **Select Demands and Projects**.



5. Once in the portfolio bubble chart view, change **auto refresh setting** accessible in the upper-right of the screen to **ON**. This allows you to do some real-time what-if modeling to optimize the portfolio with the desired mix of work, while considering resource and budget constraints.

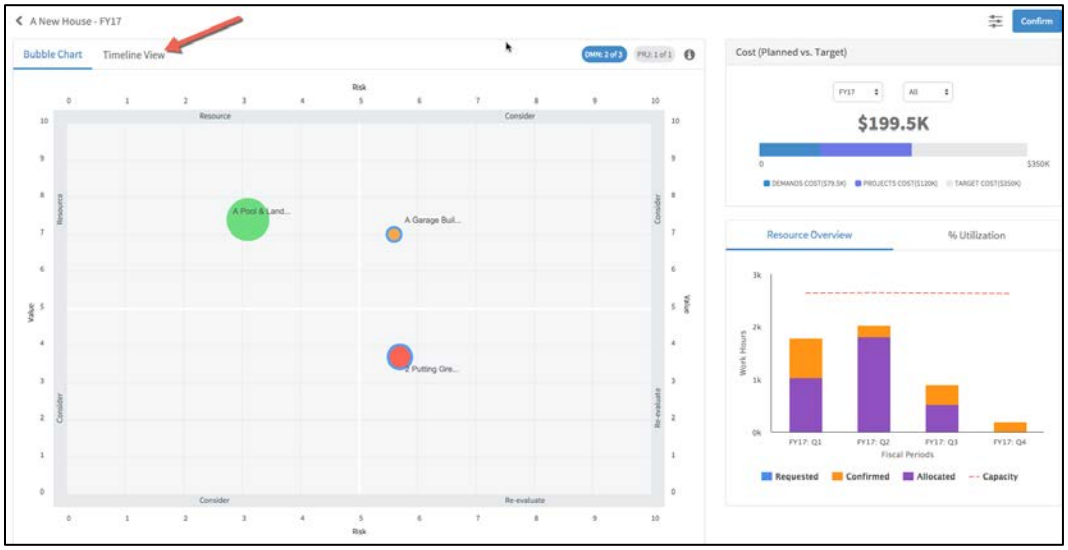
   DO NOT CLICK THE "CONFIRM" BUTTON AS THIS WILL FORFEIT YOUR ABILITY TO CONTINUE TO MODIFY THE PORTFOLIO!!!

6. Click the  to save the auto-refresh setting to the ON position.

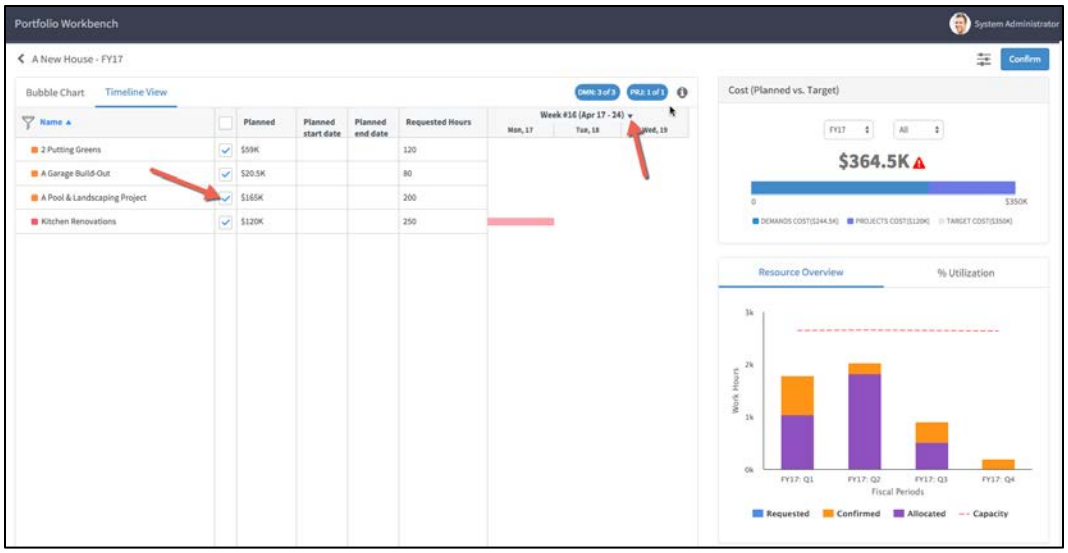


7. The bubble chart displays only the Demand records associated with this portfolio, as the affiliated projects are already funded and in flight.

   - Placement on the chart is based on the normalized results of the assessment surveys aligned with **Risk and Value**. So, up and to the left is green because it is considered low risk and of high value.
   - The **size of the bubble** is based on relative size of these demands, which is driven by T-Shirt size.
   - **Hover** over each of the bubbles to view their scores for **Risk**, **Value** and **Size**.
   - Click (left-click) on a bubble to **adjust its relative size**, which may be more obvious now that the other demands are shown together.
   - The demand records already included in the portfolio have a **blue ring** around their circumference.
   - **Right-click** on a bubble to view the demand record, or include/remove the demand into the portfolio.
   - This composite view can also help us to set priorities, based on the collection of comparative data presented here for analysis.

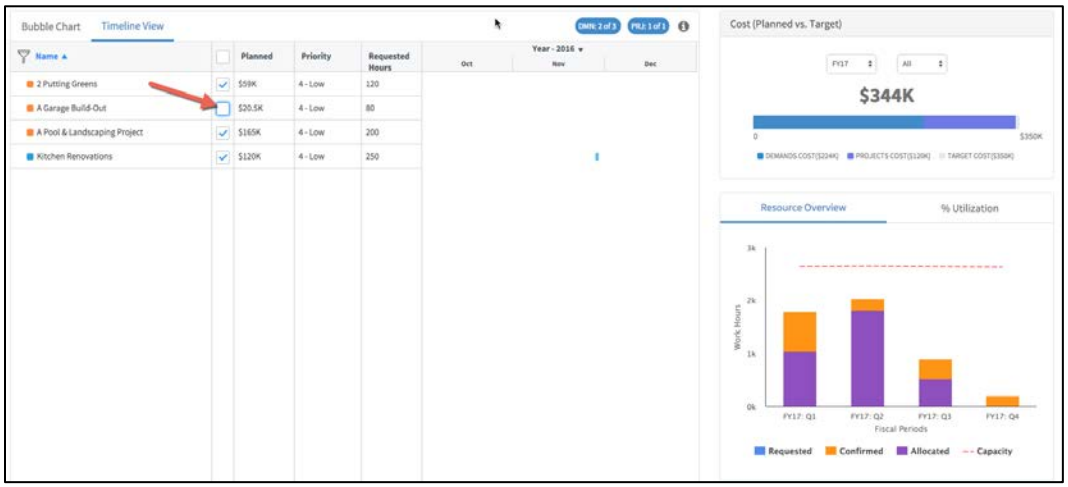


8. Click on the Timeline View in the upper-left to show all current and candidate demands within the portfolios in Gantt form, along with the projects (You can adjust the Gantt timeline view by clicking on the **carat** in the Gantt bar header next to date/year, and choosing days, months, quarters, years or auto-fit which encompasses earliest start to latest finish dates).



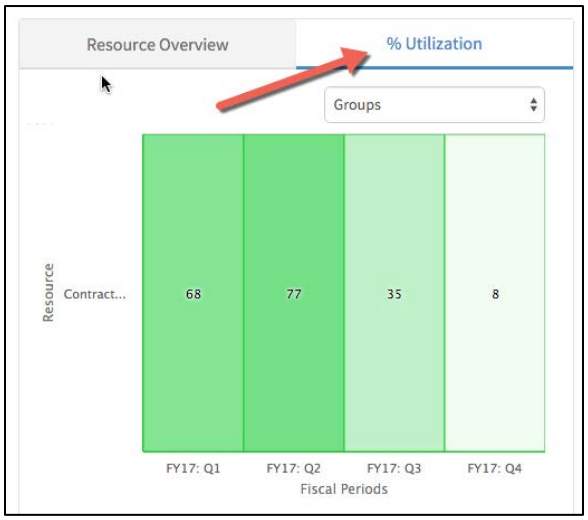
9. When you attempt to add the Pool & Landscaping project to the portfolio, notice that the updated cost plan has exceeded our $350k budget per the cost chart in the upper-right. This is when you must decide which demands/projects take priority and which are cancelled or at least pushed out based on the budget constraint.

   In this scenario, you may have to remove a lower priority demand from the portfolio mix to accommodate the Pool & Landscaping Project demand. It appears that deselecting the box for either the Garage Build-Out or 2 Putting Greens brings the portfolio back into financial compliance.

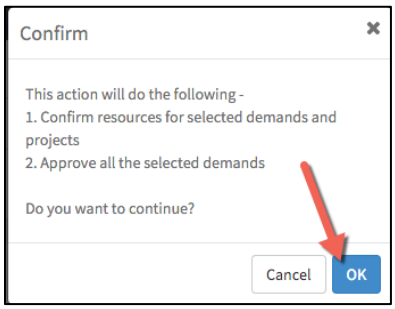


10. You can also ensure your cash flow is adequate on a month-to-month basis by selecting a fiscal year on the cost chart, and then selecting a fiscal period/month therein.

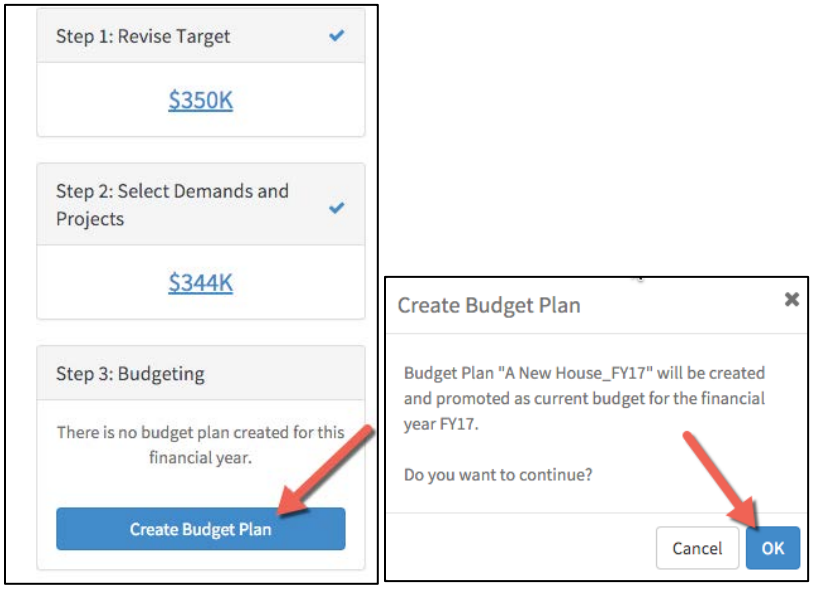
11. The Resource Overview provides another perspective, which is often a constraint. It answers the question, do we have enough internal labor to execute all the work in the portfolio? And while this may be true in the composite roll-up of resources, the story may be different when we switch to the % Utilization view by Group. Once there, we can always drill further to see the details of how the specific resource is being utilized.



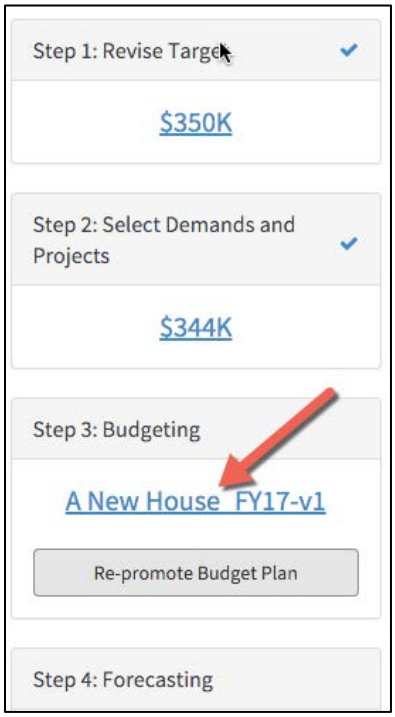
12. Once you are satisfied with our portfolio and have optimized it within the constraints, you can then lock it in by clicking the **Confirm button** in the upper-right. In doing so, the pop-up message below appears.



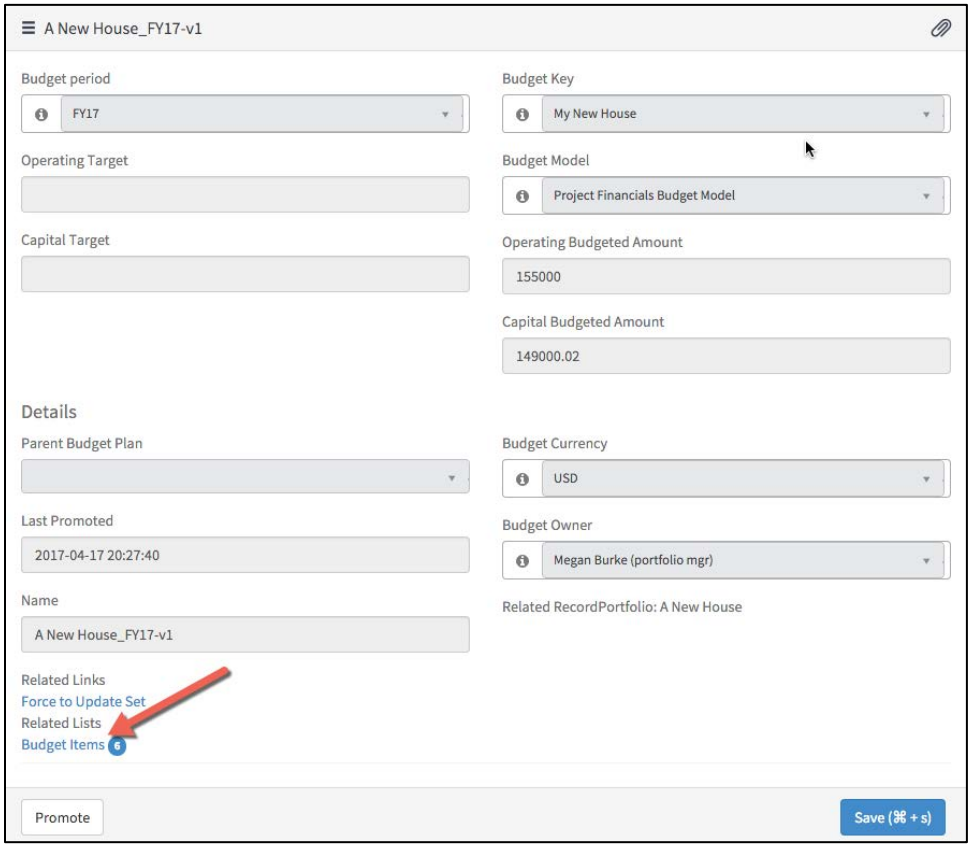
13. Click **OK** to complete the and show the summary of overall costs. Move to the next step by clicking the **Create Budget Plan** button. In doing so, the pop-up message below appears.



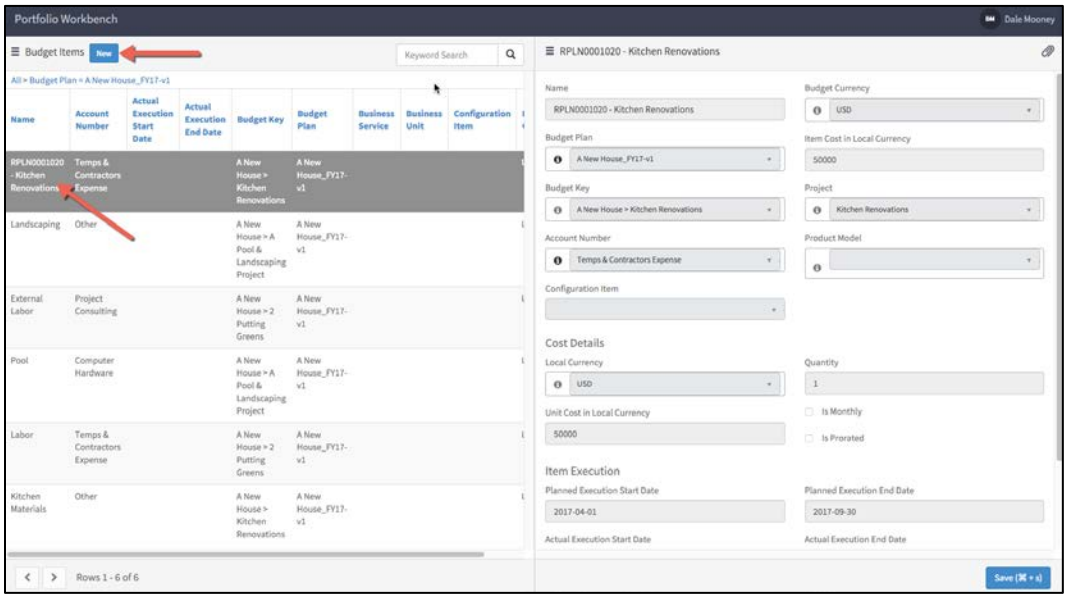
14. Click **OK** to complete the step and create version 1 of A New House FY17 budget. **Click** on the budget hyperlink to view the summary portfolio budget.



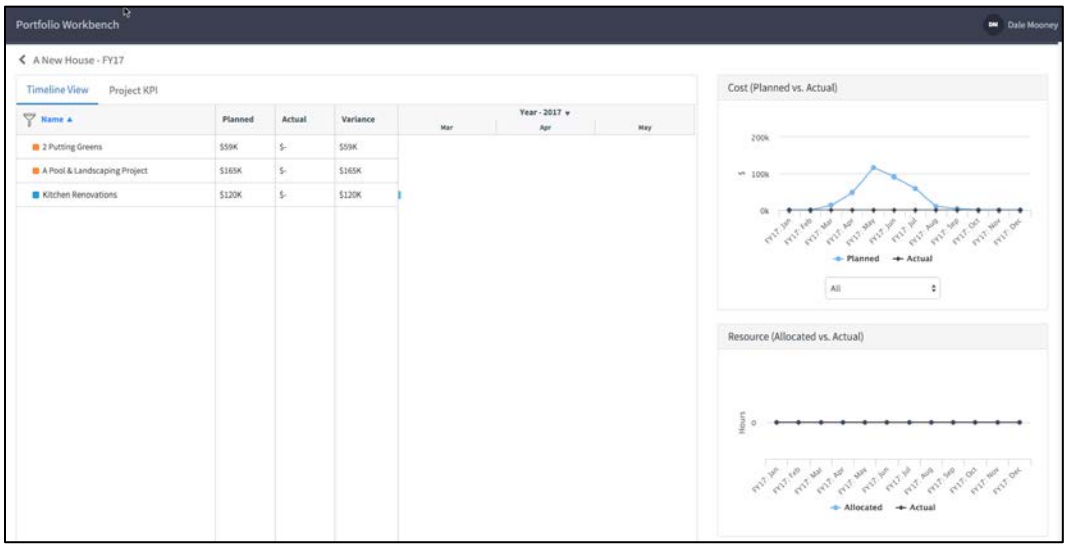
15. Click on the Budget Items link in the lower left to see a drill down of the detailed portfolio budget line items.



16. Click on any budget line item on the left, displays the underlying details on the right side of the screen. You can also add NEW portfolio budget line items here and then save them, establishing a new version of the portfolio budget plan.



17. Return to the **A New House Portfolio Workbench** and click **Track Portfolio** in the upper-right of the screen. This provides the ability to track the progress of the portfolio elements as well as the planned vs. actual costs and allocated vs. actual resources.



Lab Goal

Review a more robust, completed example of a portfolio to gain a greater understanding of portfolio budgets, resources, tracking, forecasting and metrics through researching answers to the questions below.

Lab 4.0 Extra Learning

Analyze the Portfolio via Portfolio Workbench

1. Navigate to **Project** > **Portfolios** > **Workbench**.
2. From the Portfolios view, select **IT Applications Modernization** portfolio.
3. Review the following elements of the Portfolio Workbench **(<u>set the fiscal year to FY16</u>**:

   Click on **Step 2** and review the portfolio via **Timeline View**
   Change the Gannt view to weeks, months, years, or auto fit.

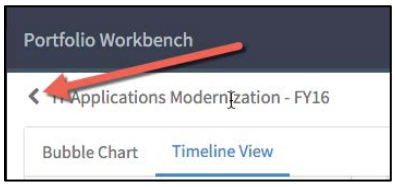
   In the **Planned vs. Target Cost** graphic:

   Set to **FY16**: **May** and **Capex**
   About how much is the overrun of planned vs. target?

   In the **Resource Overview** graphic:
   In which quarter of FY16 has the resource allocation exceeded the capacity?

   In the **% Utilization** resource graphic:
   In which quarter are Java Developers over-allocated?
   BONUS: How many Java Dev hours have been allocated to the ServiceNow Apps North American Rollout project?

4. Go back to Portfolio Workbench home for **IT Applications Modernization** portfolio.



5. Click on **Step 3** and click on **Budget Items** in lower left:

   For **Workforce Planning Tool - Salary Expense**, what is the unit cost in local currency?
   BONUS: What is the cost for FY16: June?

6. Click the back button to Portfolio Workbench home for **IT Applications Modernization** portfolio.

7. Click Track **Portfolio** in the upper-right of the screen.

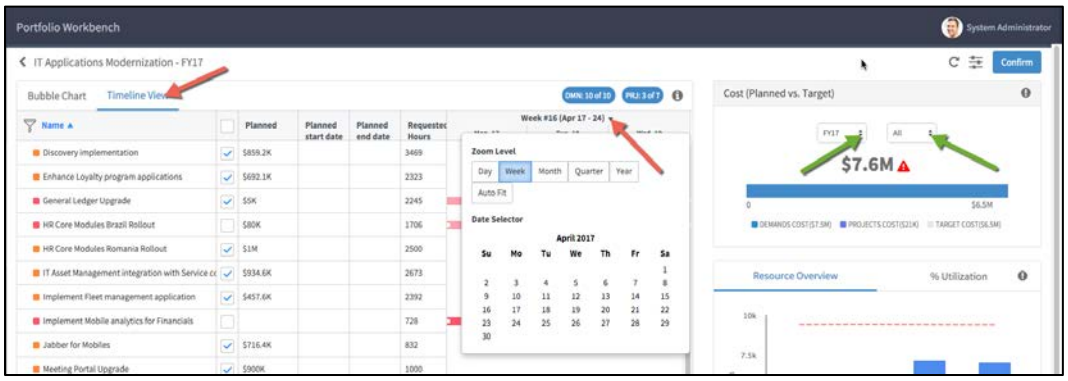
   What is the **Actual Capex expense** for FY16: March?
   How many **Actual Resource hours** were incurred for FY16: July?
   How many **Risks** items have a probability of **Absolute**?
   BONUS: For the **General Ledge Upgrade** project, is the resource status red, yellow or green?
   DOUBLE BONUS: For the **General Ledge Upgrade** project, how many extra hours has it taken the Integration Testing Team?

Lab 4.0 Bonus: Answers

From the Portfolios view, select **IT Applications Modernization** portfolio

Review the following elements of the Portfolio Workbench **(<u>set the fiscal year to FY16</u>)**:

1. Click on **Step 2** and review the portfolio via **Timeline View**.
2. Change the Gannt view to weeks, months, years, or auto fit. (Per Red Arrows below.)



3. In the Planned vs. Target Cost graphic:

   Set to FY16: May and Capex (Per green arrows above)
   About how much is the overrun of planned vs. target for FY16: May Capex?
   ANSWER: $1.1M - $366.7k – <u>$733,300</u>

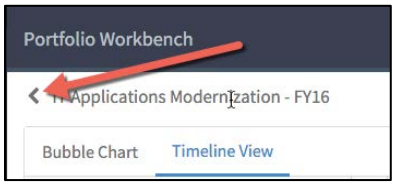
4. In the Resource Overview graphic:

   In which quarter of FY16 has the resource allocation exceeded the capacity?
   ANSWER: <u>FY16: Q2</u>

5. In the % Utilization resource graphic:

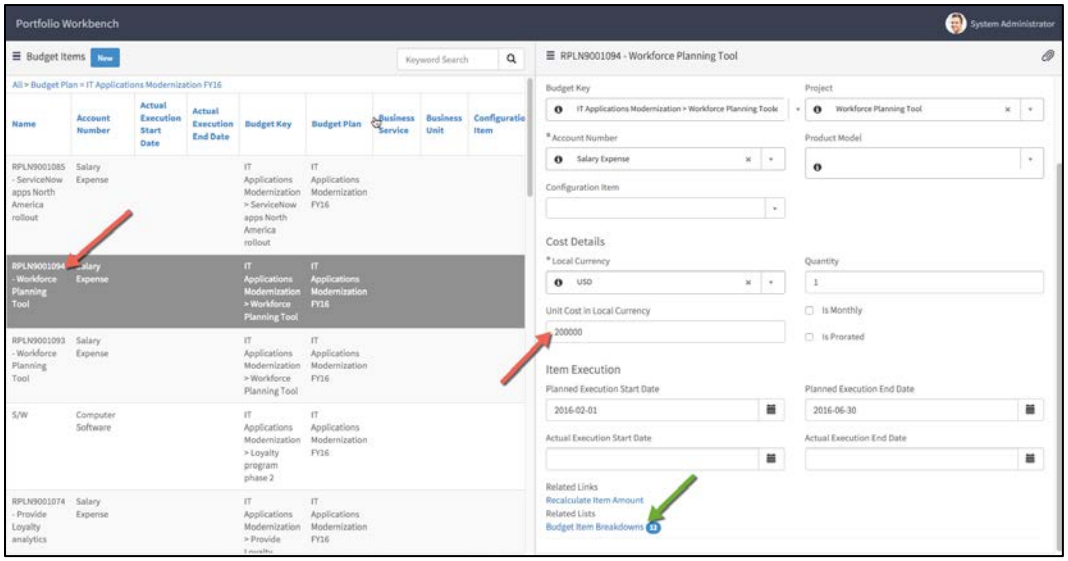
   In which quarter are Java Developers over-allocated?
   ANSWER: <u>FY16: Q4</u>
   BONUS: How many Java Dev hours have been allocated to the ServiceNow Apps North American Rollout project? ANSWER: <u>275 hours</u> (via drill down)

6. Return to Portfolio Workbench home for **IT Applications Modernization** portfolio.



7. Click on **Step 3** and click on **Budget Items** in lower-left:

   For Workforce Planning Tool - Salary Expense, what is the unit cost in local currency?
   ANSWER: $200,000 (see below – red arrows)

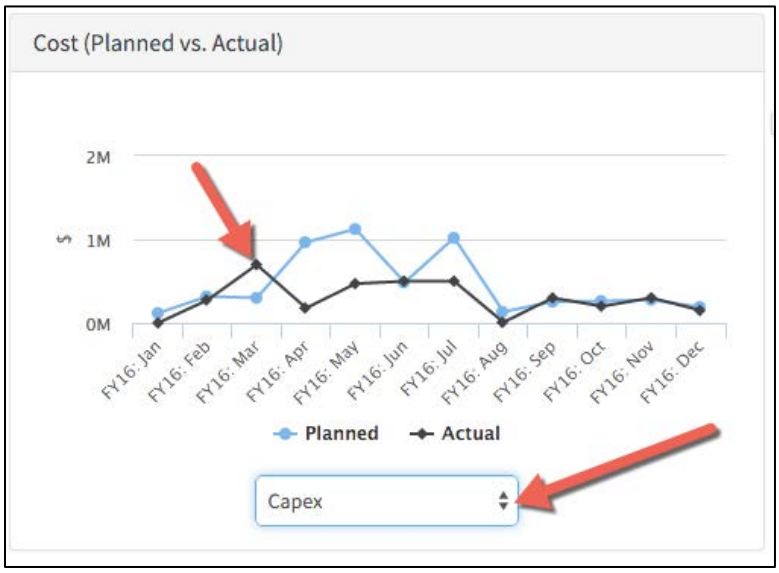


   BONUS: What is the cost for FY16: June?
   ANSWER: $40,000 (see above – green arrow)

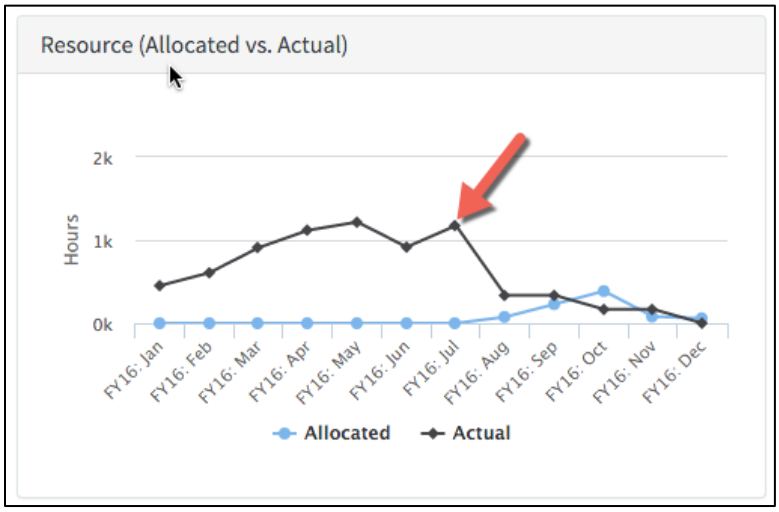
8. Click the back button to Portfolio Workbench home for **IT Applications Modernization** portfolio.

9. Click **Track** Portfolio in the upper-right of the screen.

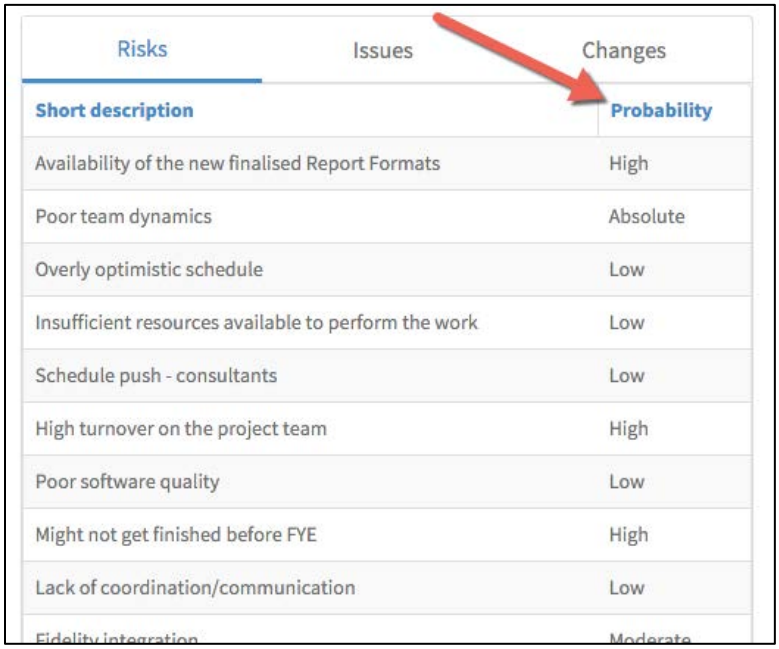
   What is the **Actual Capex expense** for FY16: March?
   ANSWER: $697,212 (see below)



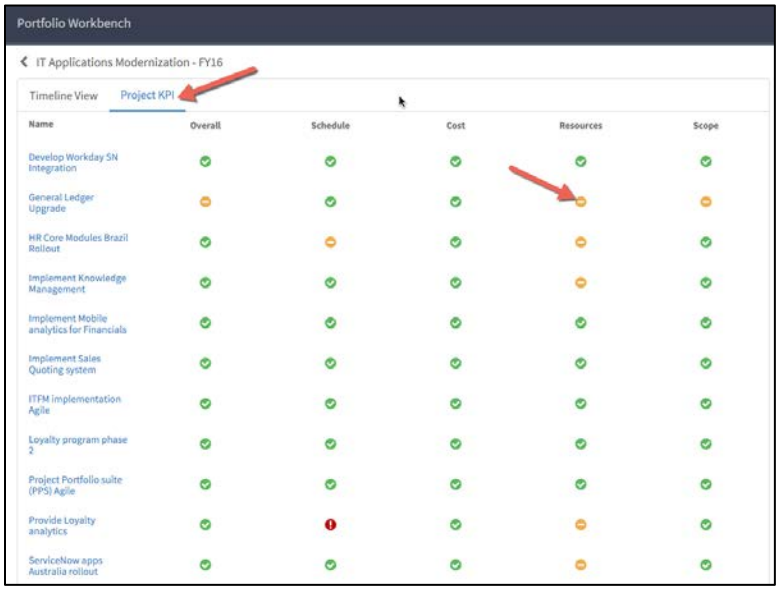
   How many **Actual Resource hours** were incurred for FY16: July?
   ANSWER: 1176 hours (see below).



10. How many **Risks** items have a probability of **Absolute**?
    ANSWER: **1** (Click **Probability** Column to sort)



11. BONUS: For the General Ledge Upgrade project, is the resource status red, yellow or green?
    ANSWER: Yellow (see below)



12. DOUBLE BONUS: For the General Ledge Upgrade project, how many extra hours has it taken the Integration Testing Team?
    ANSWER: 20 (Hover over the yellow status indicator to view the supporting comment; "**Integration team has taken 20 hours extra**.")