

Project Portfolio Management at Georgia State University

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Introduction

- Georgia State University
 - Located in downtown Atlanta, Georgia
 - Approximately 35,000 students
 - Central IT staff with 185 employees
 - Some distributed IT staff in the colleges



The PMO's Arrival

- Prior to 2003 – no Project Management Office (PMO)
- New CIO – new directive to build a PMO
- Started with Sr. Project Manager
- Hired one, then a second project manager
- Worked to gain PMP certification for all Project Managers



What is a project?

- PMI's Definition
 - *A project is a temporary endeavor undertaken to create a unique product, service, or result*
- Problem?
 - Could be many items we are working on
 - Patch vs. Network Upgrade



Georgia State Project Definition

- Must meet at least one of the below Criteria:
 - Greater than 80 person-hours to complete
 - Cross Departmental resources
 - High visibility for university
 - Expense other than personnel time (including equipment, software, contractors, etc.)



Project Approval Process

- Project Charter
 - Developed by customer and IS&T
 - Have a long and short form
- Entered into project tracking system
 - vPMO from Level 5 Partners
- PMO handles verification of charter
- Charter gets locked for approval and ranking



Project Ranking

- Spreadsheet Model developed based on model at Educause
 - v1 – completed by IS&T Directors
 - Excel spreadsheet
 - Answer choices determines project score
 - Calculate to 100 point scale
 - Problems with v1
 - Where was customer input
 - IT was determining customer priority



Project Ranking v2

- CIO developed a IT Steering Group made up of Provost, Associate Provosts and Vice-Presidents
- Group given direction to prioritize projects and set project direction for IS&T
- Edited spreadsheet to better align with University Strategic Goals



Spreadsheet Model

- Asks multiple choice questions that gives a numerical score based on answers to questions
 - Strategic Goals supported
 - Is Project Required?
 - Is the Timeline Flexible?
- Spreadsheet has a max of 60 points, but scored on a 100 scale



Project Rankings

- Once projects are ranked, they are then listed highest to lowest
- Grouped into 3 categories
 - High
 - Medium
 - Low
- When new projects are added, all projects below are moved down



High Priority Projects

- High
 - Top Ten Ranked Projects
 - Available resources would be applied to these projects to meet the defined project timeline



Medium Priority Projects

- Medium
 - Next 15 Projects
 - On these projects IS&T would work to meet the defined deadlines, however their timelines may slip depending on the resource needs of the higher priority projects.



Low Priority Projects

- Low
 - Projects 26 and above
 - These projects may get some work cycles applied if available, but only if the resources were not needed on higher priority projects or on operation and maintenance tasks



Project Closeout

- When projects are completed, a final status report is entered into the project management tracking system
- Project closeout through ITSG
- When project is removed projects move up one slot




