Evaluation of on-going IT Projects
Input from IT Project Managers

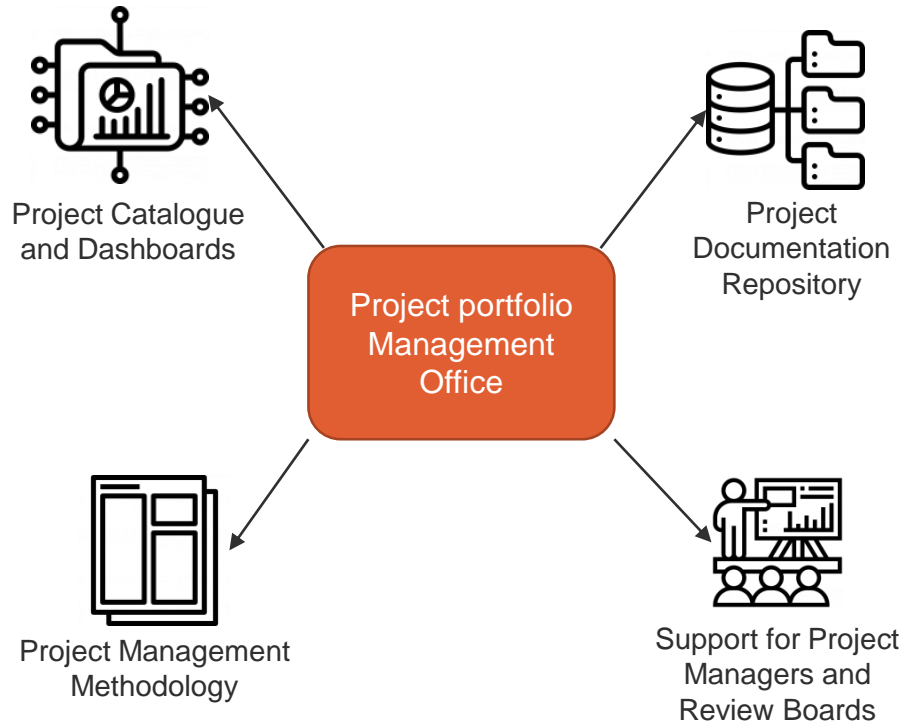Marian Babik and Maria Alandes Pradillo on behalf of the PMO

5th July 2022

Overview

- **PMO Reminder**

- **IT Project Catalogue**

- **Project Evaluation Process**
  - Project Charters
  - Project Evaluation Criteria

- **Practical Details**

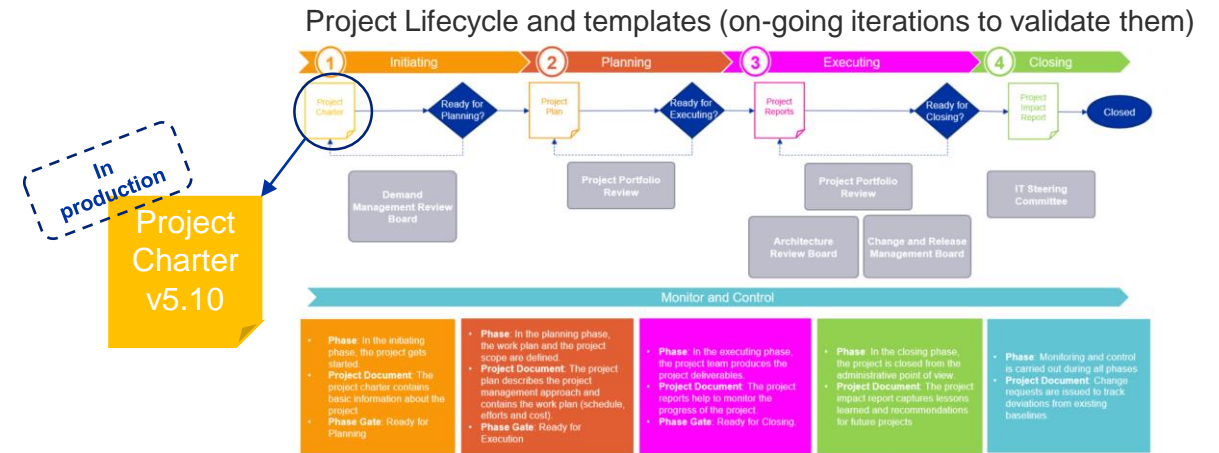- **Projects Ending in 2022**

- **Summary**

PMO Reminder

A Project Portfolio Management Office (PMO) sets and maintains standards for project management throughout an organization. It has a supporting role for decision making and for project managers.


Project Catalogue and Dashboards

Project Documentation Repository

Project portfolio Management Office

Project Management Methodology

Support for Project Managers and Review Boards

Web Site: https://it-project-office.web.cern.ch/

- Up to date versions of project templates and lifecycle

Project Lifecycle and templates (on-going iterations to validate them)

In production

Project Charter v5.10

- **Fore more information about the PMO, please check LIVE IT: https://indico.cern.ch/event/1157429/ (Recording available)**

  - An Informative PMO meeting is foreseen in Q4 2023 with all Project Managers with in-depth information about lifecycle and templates
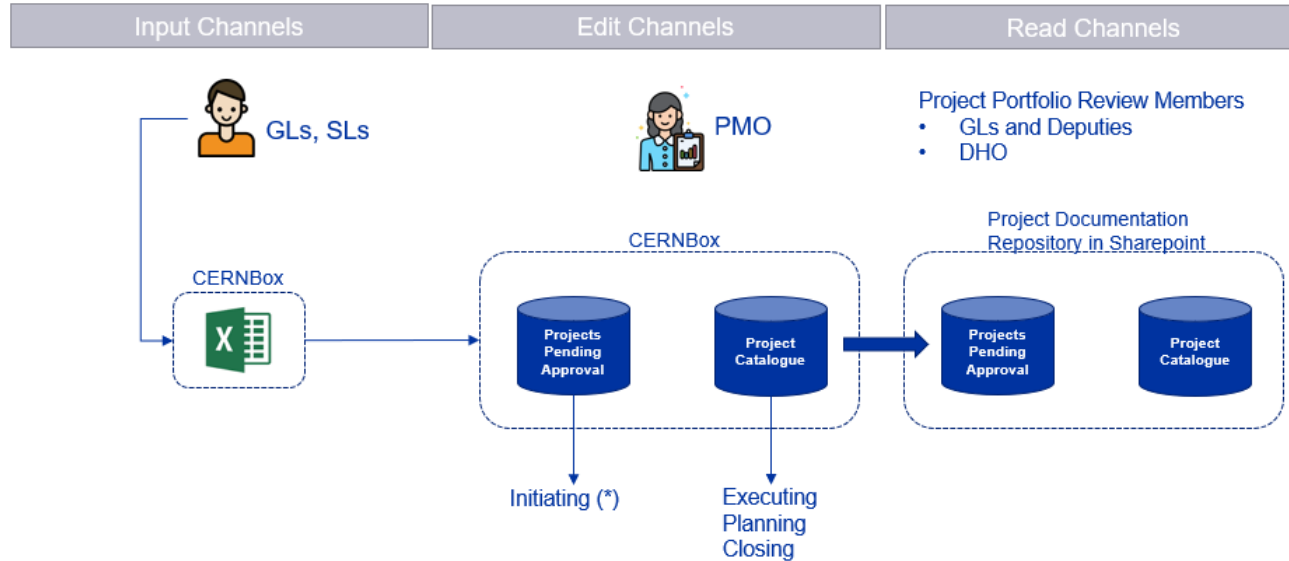
IT Project Catalogue
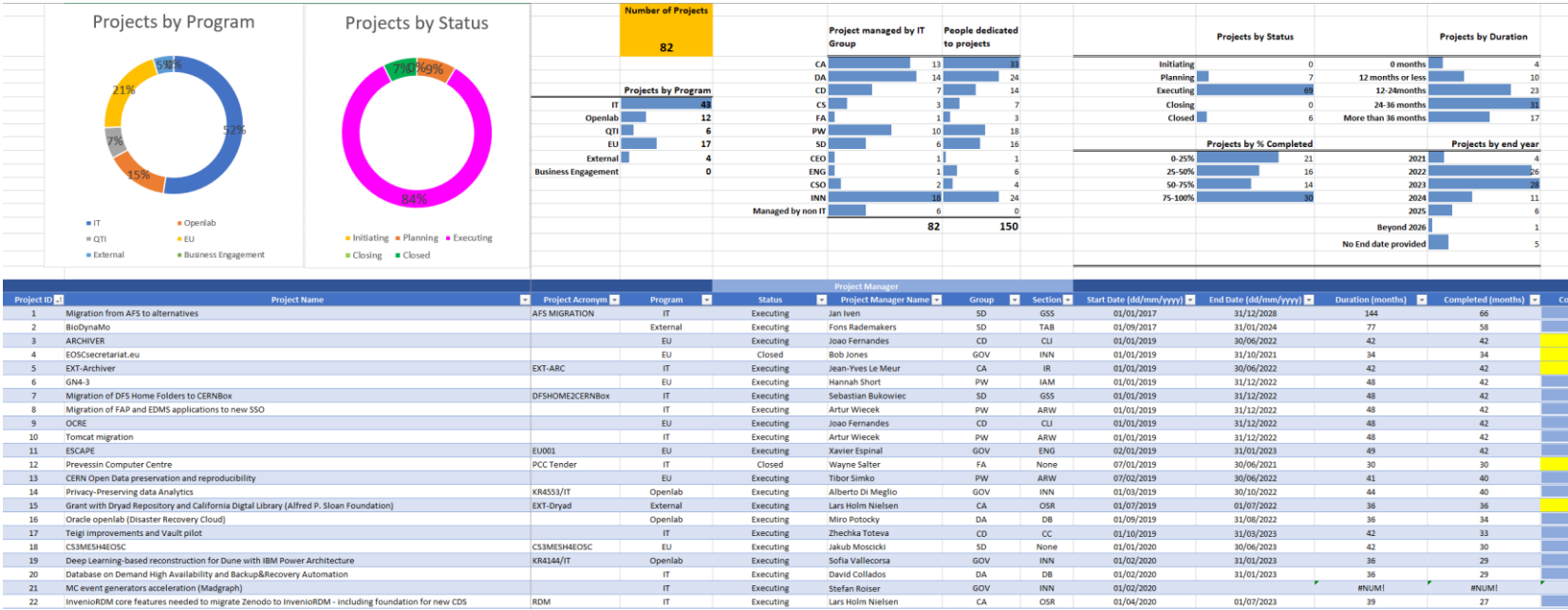
- **Collection of projects in the IT department with some basic information**
  - Project name, start and end date, project manager, status, etc
  - There are three different catalogues:
    - On-going, pending approval and closed projects
    - https://cern.sharepoint.com/sites/it-project-office

How project information has been collected

How the Project Catalogue has been built

- **GLs and SLs were requested to provide project information during May and June 2022**

- **The collected information has been presented at the first Project Portfolio Review Meeting on 20th June 2022**
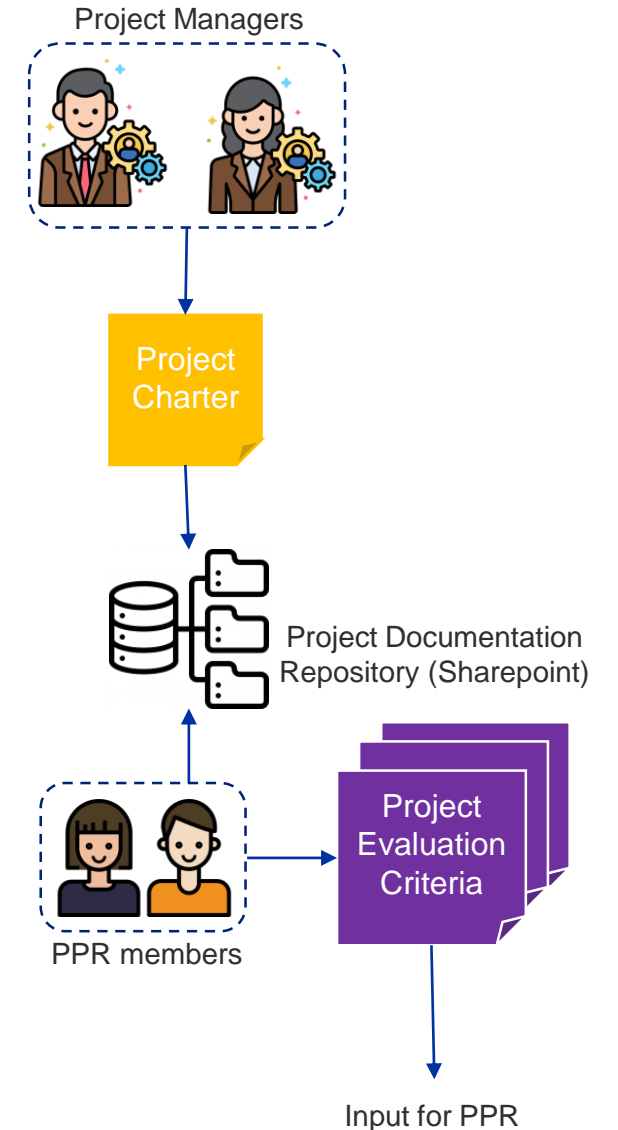
Project Catalogue Validation

- **Next step is to validate the information in the Project Catalogue**

  - IT members have now access to the Project Catalogue

  - We welcome feedback from everyone

    - Is the information in the catalogue correct?

      - Any typos? Any wrong data?

    - Is there missing information for a project? Please, help us complete all the details:

      - Start and End dates

      - Effort

      - Project Team members

    - Are all the projects included?

- **This is a continuous process, so feel free to report any time**

  - Although we welcome feedback in the next weeks for a first validated version of the catalogue

Project Evaluation Process

- **New projects will follow the project lifecycle, but what happens with <u>on-going projects</u>?**

  - In the last PPR it was decided to evaluate on-going projects and decide whether they should be part of the portfolio or not

- **Which ones are affected by this exercise: "IT projects"**

  - EU, Openlab or QTI projects not included in this exercise

- **Who will do the evaluation: Project Portfolio Review**

  - Project Portfolio Review is DHO + GLs + EC program Lead

- **When: September 2022**

- **How: Project Managers should provide Project Charters to give more details about their projects**

  - Project Charters will help PPR members to evaluate projects

  - Project Charters contribute to transparency on the projects we run at the department

Project Managers

Project Charter

Project Documentation Repository (Sharepoint)

Project Evaluation Criteria

PPR members

Input for PPR

Project Charter and Evaluation Criteria

Project Charter

- **Project Summary**
  - **Project acronym and full name**
  - Project Initiation Pathway (Not needed)
  - **Main Stakeholder**
  - **Project Manager**
  - **Abstract**
  - Estimated start and end dates and duration (Not needed)
- **Proposal Information**
  - **Context (Need/Problem/Opportunity)**
  - **Objectives**
  - **Main Stakeholders**
- **Strategic objectives Matrix**
- IT Personnel and resources
  - Personnel (Not needed)
  - Costs (Not needed)
  - External funds (Not needed)
- EU Projects section (Not needed)

- Additional material
  - Schedule/list of Milestones/Deliverables (optional)

Project Managers

Evaluation Criteria (Numerical values: 1 to 5)

Work in Progress

- Is this really a project?
- Strategic area mapping (from IT Strategy)
- Quality of the charter
  - Quality of the contents
  - Structure of the proposal
  - Clear objectives
- Resources
- Urgency
- Impact
- Probability of success/risk
- Value to the organization
- Potential benefit to the department

Result → Project Score

PPR members

PPR members will assess projects based on:
- Project Charter
- Strategic objectives matrix
- Schedule/List of Milestones (optional)
- Their own experience

"Not needed" means PMO will extract this information from the Project Catalogue

Strategic Objectives Matrix

The strategic objectives matrix contains a list of strategic objectives as described in the IT strategy document

- This information was partially provided by GLs
  - See column "Relevance to IT Programme of Work and Strategy" in the Project Catalogue
- We would like to link projects to concrete strategic objectives
  - The provided free text is difficult to analyse!

1. Provider — Meet the Information Technology needs of the Organisation	1.1. Provide IT services and enterprise business processes responding to Departments' needs	☐
	1.2. Deliver IT services at market-competitive prices, following environmental sustainability guidelines	☐
	1.3. Ensure service level agreements (SLAs) are maintained with working partners	☐
	1.4. Enable robust service delivery and stability	☐
2. Optimizer — Support CERN's existing scientific programmes by deploying production quality services	2.1. Monitor technology and market developments	☐
	2.2. Leverage economies of scale	☐
	2.3. Source new and manage existing providers effectively to enable ongoing service delivery, while paying attention to environmental issues	☐
	2.4. Deliver ongoing operational and cost improvements, to seek new ways to provide the same IT services and capabilities for less	☐
	2.5. Consolidate and decommission systems that are duplicative to improve efficiency and release resources	☐
	2.6. Support return to member countries in collaboration with the Industry Procurement and Knowledge Transfer Department	☐
3. Pioneer — Prepare for the challenges of the scientific programmes' evolution and the lab's future	3.1. Innovate the scientific computing technologies (storage, compute, databases, networks) to prepare for the challenges of HL-LHC.	☐
	3.2. Engage with our partners (experiments, EP-SFT, the WLCG community) and industry to introduce and co-design novel computing models and solutions.	☐
	3.3. Co-develop future computing models, software, and services supporting our ambition for deep societal impact, such as UNOSAT	☐
	3.4. Collaborate closely with diverse internal and external communities, from physics to medical applications, earth observation, and climate research, with partners such as the European Space Agency and the World Health Organisation	☐
	3.5. Support innovation through partnership with industry and research labs through programmes such as CERN openlab	☐
4. Connector — Increase CERN's scientific, societal, and economic impact	4.1. Collaborate with HEP partners, other research communities, member states, academia and industry	☐
	4.2. Establish an ecosystem of tools and services that are widely available and recognised	☐
	4.3. Progress Open Science innovation through participation as an honest broker and trusted partner	☐
	4.4. Continue projects such as WLCG and European Union-funded projects by providing the required technical resources	☐
	4.5. Continue to nurture ongoing collaboration such as the one with EIROFORUM members	☐
	4.6. Foster education and training on physics and fundamental research, among others, across universities and schools	☐

Practical Details

- **The Project Charter is available for download in:**

  - https://it-project-office.web.cern.ch/templates/

    - You can check the PMO project charter example for inspiration

  - Please send the charters by mail to it-pmo-team@cern.ch

  - The charters will be uploaded in Sharepoint

- **Deadline: 26th August 2022**

- **PMO is available for support, in particular:**

Maria Alandes
- **CD**
- **CA**
- **SD**
- **PW**
- **GOV-CEO**

Marian Babik
- **CS**
- **DA**
- **GOV-ENG**

Keep us both in the loop during the summer in case one of us is on holidays!

2022 | Jul | Aug | Sep | Oct | Nov

Project Managers — Prepare Project Charter + Strategic Objectives Matrix

Project Portfolio Review — Evaluate Projects / Project Portfolio Review Meeting

PMO — Support PMs / Prepare Project Evaluation Forms / Prepare Evaluation Summary
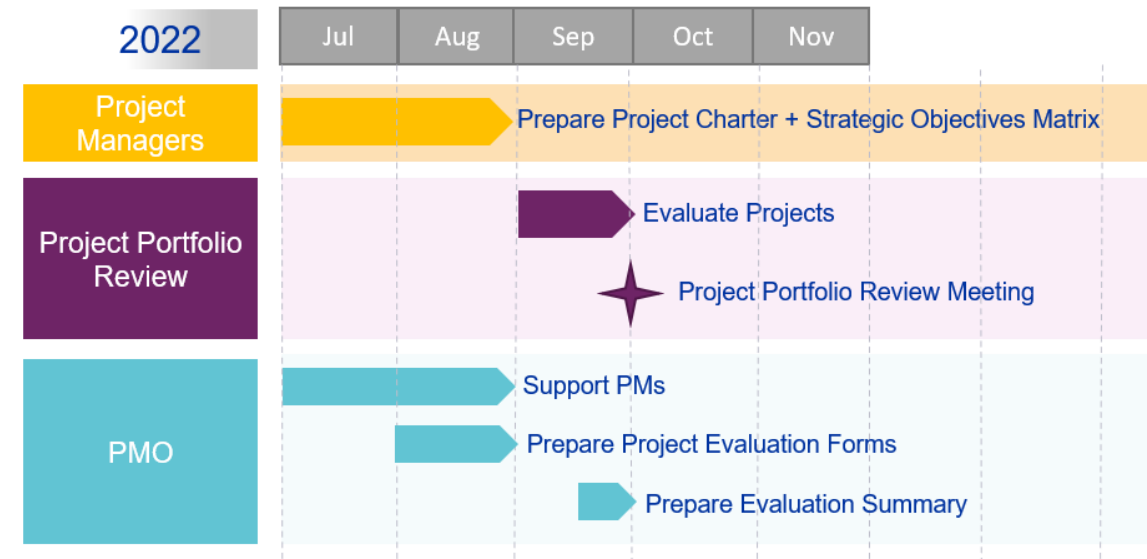
On-going projects ending in 2022

IF you are a project manager of a <u>project ending in 2022</u>

AND

You are sure the project <u>will finish in 2022</u>

THEN

- **No need to prepare a Project Charter**
- **Your Project Resources will be released at the end of the project in 2022**
- **You will have to write a Project Impact Report (more details after the summer)**

ELSE

- **Prepare and submit your Project Charter**

Project ID	Project Name	Project Manager Name	Group	Section	Start Date (dd/mm/yyyy)	End Date (dd/mm/yyyy)
50	AutoCAD Replacement (CAEC project)	Line Everaerts	CA	GES	15/06/2021	31/12/2022
54	Integration of Oracle and DBoD account management with the new CERN Resources Portal	Andrei Dumitru	DA	DB	01/09/2021	31/10/2022
25	Modernisation of metadata for EDMS and FAP applications	Artur Wiecek	PW	ARW	01/09/2020	31/12/2022
24	Digital Memory Platform: core workflow to enable users (individuals and systems) to produce preservation packages	Jean-Yves Le Meur	CA	IR	01/09/2020	30/11/2022
29	InvenioRDM features for EU Joint Research Centre (KT Consultancy Contract)	Lars Holm Nielsen	CA	OSR	01/11/2020	01/11/2022
51	Monitoring SLIs/SLOs	Nikolay Tsvetkov	DA	MMS	01/07/2021	31/08/2022
104	EDR	Stefan Lueders	GOV	CSO	04/06/2021	01/09/2022
8	Migration of FAP and EDMS applications to new SSO	Artur Wiecek	PW	ARW	01/01/2019	31/12/2022
10	Tomcat migration	Artur Wiecek	PW	ARW	01/01/2019	31/12/2022
33	OpenScience: Scalable ATLAS pMSSM workflows using REANA reproducible analysis platform	Tibor Simko	PW	ARW	01/01/2021	31/08/2022
26	Modernisation of regular jobs architecture (Kubernetes) used by FAP and EDMS	Ioannis Panagiotidis	PW	ARW	01/09/2020	01/09/2022
52	Monitoring Anomaly Detection	Nikolay Tsvetkov	DA	AV	01/08/2021	31/07/2022
27	Remote Probe Services	Ignacio Coterillo Coz	DA	MMS	01/09/2020	31/08/2022

Summary

- **Review your project data in the Project Catalogue**

  - Report any errors to it-pmo-team@cern.ch

- **Download the Project Charter from the PMO web site**

- **Fill in the Project Charter only for the "IT projects" (No EU, Openlab or QTI)**

  - In "Additional information", you can include the project schedule/timeline/list of milestones <u>ONLY IF</u> this is already available for your project

- **Submit the project charter to <u>it-pmo-team@cern.ch</u> before <u>26th August 2022</u>**

  - Do not hesitate to contact the PMO responsibles for support during the process

  - The PMO will then:

    - Include the missing Project Catalogue information in the charter

    - Upload the charter to Sharepoint

    - Notify you when this is done

home.cern