

Mercury™ IT Governance Center

Configuring Portfolio Management

Version 5.5.0

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Chapter 1 Introduction

Mercury Portfolio Management provides a real-time governance setup that supports your strategic, financial, functional, and technical requirements. Ideal for new initiatives that grow and transform your business as well as existing applications that run your business, Portfolio Management can help you align your IT portfolio with your business strategy and maximize portfolio value.

Portfolio Management allows business and IT stakeholders to collaboratively govern your portfolio with proper levels of review and approval. Portfolio Management monitors the entire portfolio lifecycle (proposal justification and review, project initiation, execution, deployment, and benefits realization) and enables stakeholders to make better portfolio decisions and analyze what-if scenarios using easy-to-build scenario comparisons.

About This Document

This guide provides instructions for configuring Portfolio Management using the Mercury IT Governance Center. Each chapter covers a particular topic:

<i>Key Concepts</i>	Defines the key concepts and definitions used when configuring Portfolio Management.
<i>Configuring Global Portfolio Management Settings</i>	Introduces the process used to configure settings for Portfolio Management that take effect across the entire installation.

<i>Customizing Portfolio Management Entities</i>	Describes the Proposal, Project, and Asset entities provided with Portfolio Management and considerations for customizing them, as well as how to create new custom entities for use in Portfolio Management.
<i>Configuring Portfolio Management Processes</i>	Provides an overview of processes delivered with Portfolio Management, and discusses considerations for customizing those processes to suit your business needs.
<i>Using a Custom Portfolio Management Metric</i>	Discusses the use of a custom financial metric to measure success in Portfolio Management and how to configure it.
<i>Adjusting the Scoring Key</i>	Describes the Qualitative Scoring Key used to rate Portfolio Management entities and provides instructions for customizing it.

Intended Audience




The intended audience for this document includes:

- Business or technical users who control the Portfolio Management system:
 - o Configure global Portfolio Management settings
 - o Decide on customizations to the Portfolio Management entities and processes
 - o Adjust the Portfolio Management Scoring Key
- Business or technical users who configure and maintain a Request Resolution system
- Users responsible for Workflow configuration related to your Portfolio Management processes

Document Conventions

Table 1-1 lists the types of conventions used in this document.

Table 1-1. Document conventions

Convention	Description	Example
Button, menu, tabs	Names of interface components that can be clicked (such as buttons, menus, and tabs) are shown in bold.	Apply button
Fields, Windows, Pages	Names of windows, fields, and pages are shown as displayed.	New Request window
Code	Code input and output are shown as displayed.	CauchoConfigFile C:/Kintana/conf/ resin.conf
<i>Link</i>	Linked URLs, filenames, and cross references are shown as blue italicized text.	www.merc-int.com
<i>Variable</i>	Variables are shown as italicized text.	<i>Kintana_Home</i> /bin directory
Note	Used to identify note boxes that contain additional information.	
Caution	Used to identify caution boxes that contain important information. Follow the instructions in all caution boxes, failure to do so may result in loss of data.	
Example	Used to identify example boxes that contain examples of related procedure.	

Additional Resources

Mercury Interactive provides the following additional resources to help you successfully configure the Mercury ITG Center:

- [Related Documentation](#)
- [Customer Support](#)
- [Education Services](#)

Related Documentation

The Library includes additional documents related to the topics discussed in this guide. Access the Library through the Mercury ITG Center online help.

<i>Managing Your Portfolio (Portfolio Management)</i>	This document explains how to create and manage your Portfolio using Portfolio Management.
<i>Processing Requests (Demand Management)</i>	This document explains how to process Requests using Demand Management.
<i>Using the Workbench</i>	This document explains how to navigate through the Workbench interface.
<i>Security Model Guide and Reference</i>	This document presents an overview of the data security model and provides instructions for controlling access to different entities.
<i>Configuring a Request Resolution System</i>	This document provides instructions for configuring a Request resolution system using the Mercury ITG Center. This includes requirements gathering, modeling your processes in a Workflow, defining a Request Type to be integrated with the Workflow, and rolling out this system to your users.
<i>Customizing the Standard Interface</i>	This document provides details for customizing the Mercury ITG Center interface, including the directory structure and methods of customization for changing the presentation of the interface.

Customer Support

Customer support for the ITG Suite and additional product information can be accessed from the Mercury Interactive Support Web site at <http://support.mercuryinteractive.com>.

Education Services

Mercury Interactive provides a complete training curriculum to help you achieve optimal results using the Mercury IT Governance Center. For more information, visit the Education Services Web site at <http://www.merc-training.com/main/ITG>.

Chapter 2 Key Concepts

This chapter defines the common concepts and terms related to Mercury Portfolio Management:

- *Portfolio Management*
- *The Portfolio Lifecycle*
- *Proposals*
- *Projects*
- *Assets*
- *Budget*
- *Financial Benefit*
- *Staffing Profile*
- *Return on Investment (ROI)*
- *Net Present Value (NPV)*
- *Using a Custom Metric*
- *Project Class*
- *Asset Class*
- *Qualitative Scoring*
- *Business Objective*
- *Business Unit*
- *What-If Analysis*
- *Portfolio Management Entities and Processes*

Portfolio Management

Portfolio management is the practice of creating and analyzing a Portfolio, composed of *Proposals*, *Projects*, and *Assets*, to help achieve a company or *Business Unit*'s immediate and strategic goals. Mercury Portfolio Management handles the following key areas of Portfolio management:

- **Project initiation**
Most initiatives begin as Proposals, which go through a review process before being approved. Once approved, Proposals trigger the creation of corresponding Projects. When a Project is created, the current Portfolio is created, and all subsequent Projects and Assets belonging to the Business Unit are automatically added to the Portfolio.
- **Project prioritization and categorization**
Portfolio Management entities can be categorized either by *Project Class* or *Asset Class*, and assigned a priority from a configurable list of values.
- **As-is analysis**
Portfolio Management provides a number of visualizations and portlets that can be used to analyze various aspects of the current Portfolio.
- **Scenario analysis (what-if analysis)**
Portfolio Management supports the ability to rapidly assemble scenarios that model potential project portfolios to perform *What-If Analysis*. These scenarios can then be examined and compared with each other using a number of different visualizations.
- **Benefit realization**
The *Financial Benefit* entity helps quantify the benefit of a Proposal, Project, or Asset. Financial Benefits can be used in Portfolio Management visualizations and analyses.

The Portfolio Lifecycle

Your Portfolio contains the active Projects and Assets in your business unit. Each of these have a set of attributes common to each other, such as budgets, estimates of resource usage, and return on investment (ROI), that can be used to analyze the Portfolio. *Figure 2-1* shows the Current Portfolio Map portlet displaying active Projects and Assets graphed by budget and ROI, scaled to amount of Resource usage and separated by type.

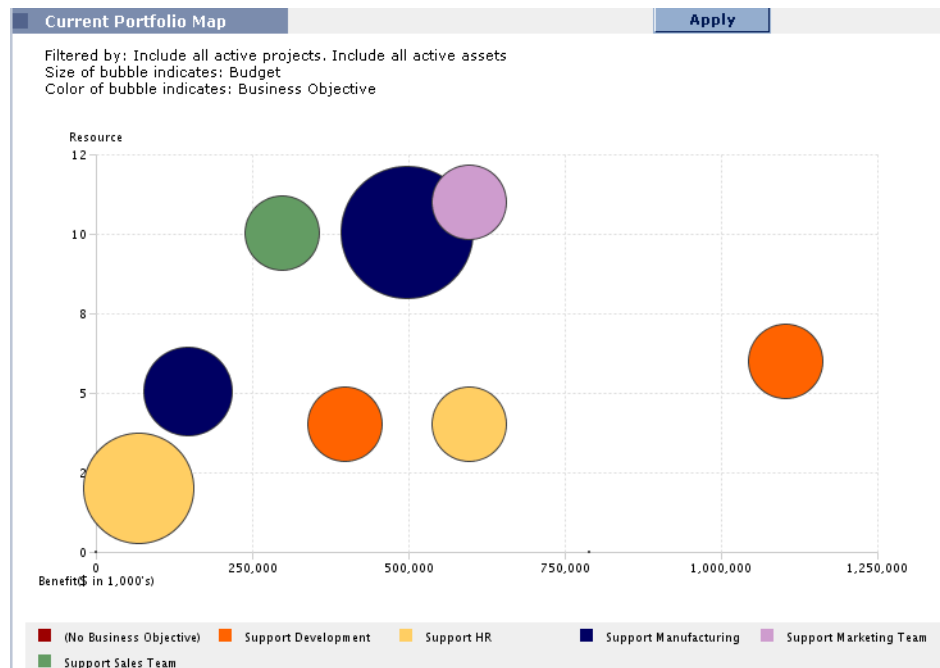


Figure 2-1 Current Portfolio Map portlet

Your Portfolio, which shows only Projects and Assets, is created when a Project is created or a Proposal is approved. Once the Proposal is approved, it generates a corresponding Project. When a Project reaches completion, a corresponding Asset is created. Projects and Assets can also be created from scratch. [Figure 2-2](#) illustrates the Portfolio lifecycle.

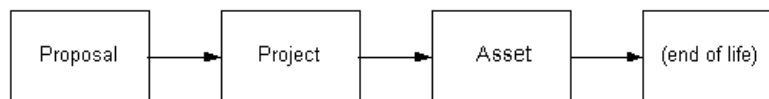


Figure 2-2 Portfolio Lifecycle

All active Projects and Assets are counted as part of the Portfolio, and are used in [What-If Analysis](#) along with Proposals.

Proposals

Proposals are entities created and used to justify a Project. In Portfolio Management, a Proposal collects all the information needed to make a decision about a proposed Project. This information can include:

- Business Objective
- Scoring information
- Requirements document
- Budget

Once submitted, Proposals progress along a pre-configured Proposal process toward resolution. If a Proposal is approved, a corresponding Project is automatically generated, as well as a corresponding Budget, Staffing Profile, and Financial Benefit.



Note

The Portfolio Management entities are customizable. The Proposal being used by your business unit may differ from the Proposal initially delivered with Portfolio Management.

Projects

The Project collects and tracks all the information needed to describe the initiative. This information can include:

- Project Sponsor
- Project Class
- Staffing Profile

Once created, Projects progress along the a pre-configured process toward completion. When a Project is finished, a corresponding Asset is automatically generated, as well as a corresponding Budget, Staffing Profile, and Financial Benefit. Projects can also be created from scratch without originating from a Proposal.



The Portfolio Management entities are customizable. The Project being used by your business unit may differ from the Project initially delivered with Portfolio Management.

Though Projects in Portfolio Management are distinct from Project Plans in Project Management, Portfolio Management Projects can be linked to Project Plans for information purposes.

Assets

A Portfolio Management Asset collects all the information needed to describe a completed Project that still requires a budget and assets to keep going, yet has no actual activity running against it. This information can include:

- Financial Benefit
- Asset Class
- Supervisor

Once created, Assets periodically move through a review cycle. When an Asset is reviewed and found to be no longer worthwhile to keep around, it is closed. Closed assets are not considered part of the Portfolio.



The Portfolio Management entities are customizable. The Asset being used by your business unit may differ from the Asset initially delivered with Portfolio Management.

Budget

A Budget indicates an allocation of money to be spent between specific start and finish dates. Between these dates, the Budget specifies the money available for each time period (either quarterly or monthly). Entries in a Budget can be set for labor or non-labor categories. Budgets are associated

with all Portfolio Management entities, and are copied when they transition from one type to another (Proposal to Project, Project to Asset).

Financial Benefit

A Financial Benefit tracks the monetary benefit (such as savings and revenue) that a Project or Asset is providing. Financial Benefits are used in a manner similar to Budgets for analyzing the current Portfolio benefits. They are also used for making decisions when building scenarios for *What-If Analysis*. Financial Benefits also give the user the ability to provide cost/benefit and ROI analysis. Financial Benefits are associated with all Portfolio Management entities.

Staffing Profile

A Staffing Profile specifies an allocation of Resources between specified start and finish dates. Between these dates, the Staffing Profile specifies the skill and Resources allocated for each period. Each line in a Staffing Profile indicates an allocation of one or more Resources in specified time periods. The line can designate a skill or a specific Resource in the Mercury ITG system. *Figure 2-3* shows a Staffing Profile with a single line.



Note

The level of resourcing within each fiscal month is expressed as the number of “Full Time Equivalents” (“FTE”), or the equivalent number of full-time Resources.

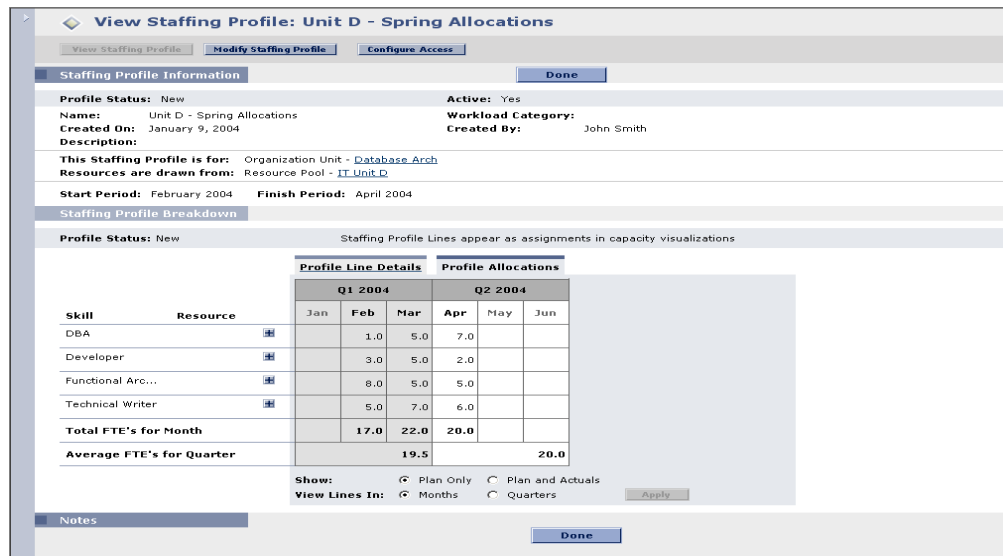


Figure 2-3 Staffing Profile

Return on Investment (ROI)

Return on Investment (ROI) is a financial metric that compares expected benefit against actual costs for a Portfolio Management entity. It appears in all Portfolio Management entities, and can be used in Portfolio Management visualizations and analyses. *Figure 2-4* shows the Current Portfolio Map portlet using ROI on the graph's y-axis.

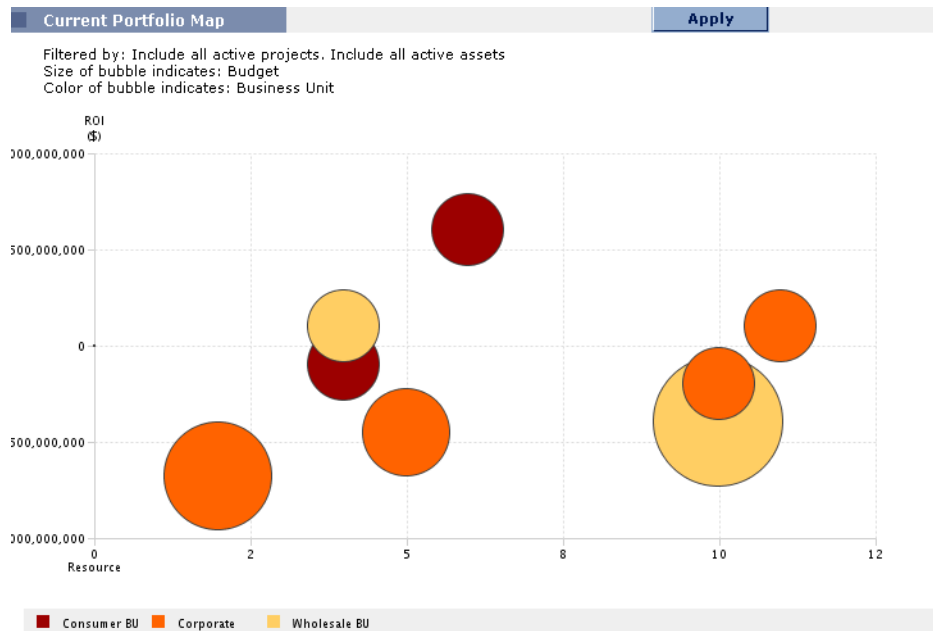


Figure 2-4 Current Portfolio Map graph with ROI on Y axis

ROI for a Portfolio Management entity is calculated automatically upon save.

Net Present Value (NPV)

Net Present Value (NPV) is another financial metric calculated in a manner similar to ROI, but discounts future cash flows based on a user-input cost of capital. It appears in all Portfolio Management entities, and can be used in Portfolio Management visualizations and analyses. [Figure 2-5](#) shows the Current Portfolio Map portlet using NPV on the graph's y-axis.

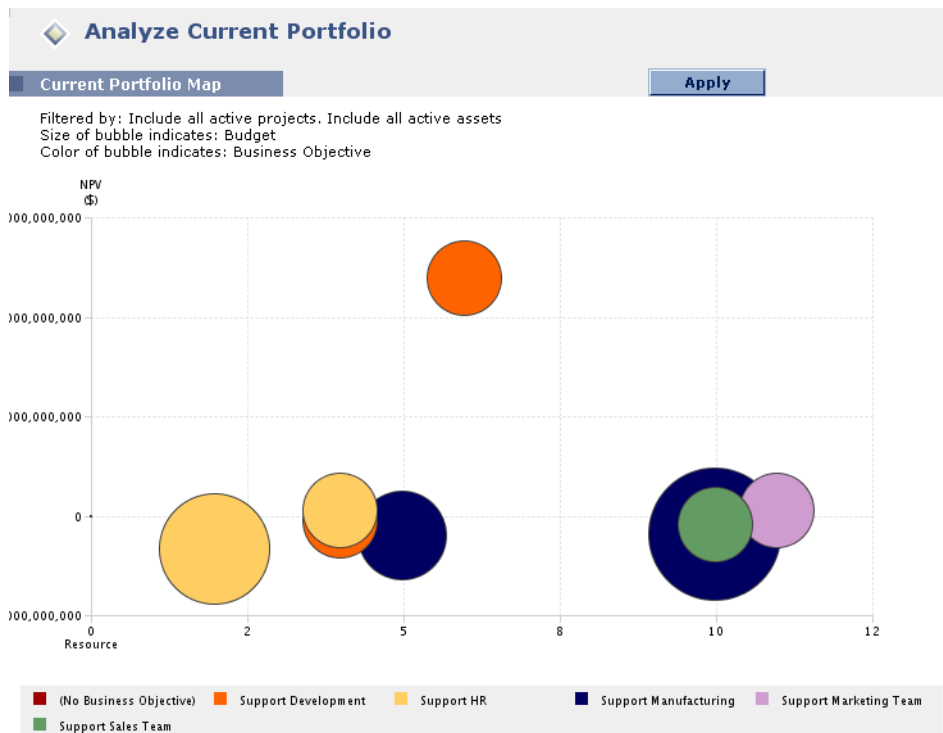


Figure 2-5 Current Portfolio Map graph with NPV on Y axis

NPV for a Portfolio Management entity is calculated automatically upon save.

Using a Custom Metric

If neither ROI nor NPV are satisfactory financial metrics to use in gauging Portfolio success, a custom metric can be used. The custom metric must be configured and added to all Portfolio Management entities. After configuration, the custom value will appear in all modified Portfolio Management entities. It can also be used in Portfolio Management visualizations and analyses.



Company A decides to configure the custom value to be a field called Productivity Index, calculated using fields in each entity including Risk ratings.

See “Using a Custom Portfolio Management Metric” in “*Configuring Portfolio Management*” for more detailed information on configuring the custom value.

Project Class

The Project Class is a classification of Portfolio Management entities according to the expected area of benefit. Some examples of Project Classes include:

- **Core (Keep the Lights On)**
These projects maintain existing business applications and services. This includes upgrades of technology, infrastructure, and applications that are already in place, as well as non-discretionary regulatory changes. It should not include projects that provide any significant enhancement of business activities. Example projects: Bug fixing project for an existing application, or implementing better audit controls required of a regulatory agency.
- **Efficiency**
These projects help automate the basic transactions of a company. They are intended to reduce costs and boost productivity by improving business processes and operational overhead. Example projects: Automating password resets, processing automation for employee provisioning, or implementing self-Service HR portal.
- **Growth**
These projects contribute directly to significant improvements in enterprise performance. Better performance is measured in speed, convenience, cost of business operations, working capital requirements, and quality. They often support competitive differentiation and sales growth. Example projects: Implementation of CRM, or supply chain planning.
- **Innovation**
These projects, when successful, make a major change to business performance. They typically broaden the company’s reach of new markets or change the competitive landscape. Example projects: Starting an application service provider model for services normally delivered in traditional services model, or re-engineer product lifecycle development to increase time-to-market by 50%.

Proposals, Projects, and Assets can be classified according to Project Class, [Asset Class](#), or both simultaneously. The selected category is tracked throughout the Portfolio Management system.

Asset Class

Asset Class is a way of classifying Portfolio Management entities according to the type of initiative being considered. Some examples of Asset Class values include:

- **Infrastructure**
These investments provide a shared and standardized base of capability for the enterprise and lead to greater business flexibility and integration. Example projects: Networks, servers, PC upgrades, development tools, training and help desk, and disaster recovery.
- **Transactional**
These IT initiatives process and automate the basic transactions of a company. They may involve some informational aspects but primarily provide applications for transactions processing. They are intended to reduce costs and boost productivity. Example projects: Payroll or order management.
- **Informational**
These projects create systems that provide information for managing a company. Their value is in improved depth, quality, and timeliness of information to make business decisions. Their payoff often comes from shorter time-to-market and the ability to set premium prices. Example projects: Knowledge management system or employee portal.

Proposals, Projects, and Assets can be classified according to Asset Class, *Project Class*, or both simultaneously. The selected category is tracked throughout the Portfolio Management system.

Qualitative Scoring

Proposals, Projects, and Assets often need to be ranked according to qualitative criteria that are not captured by purely numeric values of cost, resource requirement, and benefit. This information is typically considered by review boards and can include such criteria as:

- How much technical risk exists
- How well it matches with strategic goals
- How much competitive advantage would be gained

Portfolio Management entities include a set of fields designed to capture this type of qualitative scoring. Each field is associated with a weighted value, and the total of all the weighted values yields a score for the given Proposal, Project, or Asset. A set of Business as well as Technical scoring criteria are included with each Portfolio Management entity. However, a qualified Portfolio Management user can easily modify the standard fields or add custom criteria based on their specific requirements.

Score Adjustment

There may be situations when a specific project has a calculated score that is either lower or higher than “it should be” compared to other projects. It may be possible that the set of qualitative criteria does not capture something about the project. In this case, the score may need a total score adjustment based on someone’s qualified perspective (e.g. a project sponsor). An adjustment field is provided in all Portfolio Management entities that adds or subtracts (if negative) from the total score.

Scoring Key

To help visualize the qualitative scoring setup, a scoring key is provided with Portfolio Management that combines all of the scoring information and displays it in an easy-to-read format. This scoring key can be edited by users with the proper level of access. *Figure 2-6* shows an example scoring key.

Dashboard - Front Page > View Scoring Criteria

View Scoring Criteria

Scoring Keys Done

Weight	Criterion	Value	Selection
Risk Domain			
3	Technical Risk	0	No uncertainty.
		1	Very low uncertainty.
		2	Low uncertainty.
		3	Medium uncertainty.
		4	High uncertainty.
2	Architecture Risk	5	Unknown.
		0	Utilizes standard architecture.
		1	Minor change to standard architecture.
		2	Medium change to standard architecture.
		3	Major change to standard architecture.
2	Definition Risk	5	No leverage of standard architecture.
		0	Requirements are firm. No changes.
		1	Requirements are moderately firm. Low probability of changes.
		2	Requirements are moderately firm. Medium probability of changes.
		3	Requirements are moderately firm. High probability of changes.
1	Infrastructure Risk	4	Requirements are not firm.
		0	Uses existing systems and services.
		1	Small changes to existing infrastructure.
		2	Small changes and additions are expected.
		3	Moderate changes are expected.
1	Organization Risk	4	Moderate changes to multiple systems are expected.
		5	Substantial changes to infrastructure are expected.
		0	No risk.
		1	Low risk.
		2	Medium low risk.
10	Internal Rate of Return	3	Medium risk.
		4	High risk.
		5	Extreme risk.
		0	Zero or less.
		1	1 - 5.99%.
5	Competitive Advantage	2	6 - 9.99%.
		3	10 - 14.99%.
		4	15% and above.
		0	No client or market impact.
		1	Improves operating efficiencies that affect competitive position.
5	Strategic Match	2	Improves operating efficiencies in strategic area.
		3	Provides some degree of outside access.
		4	Provides moderate degree of outside access.
		5	Provides high level of outside access.
		0	No impacted business goals.
2	Competitive Response	1	No impacted goal. Increases operational efficiency.
		2	No direct impact of goal, but prerequisite.
		3	Direct impact on a portion of a goal.
		4	Direct achievement of a goal.
		5	Direct achievement of multiple goals.
2	Productivity	0	Can be postponed for 12 months with no effect on competitive positioning.
		1	Can be postponed for 12 months with minimal effect to competitive positioning.
		2	Can be postponed for 12 months with significant effect to competitive positioning.
		3	Postponement will result in loss of competitive positioning.
		5	Postponement will result in complete loss of competitive positioning.
2	Productivity	0	Decreased productivity.
		1	Less than 10% increase.
		2	11 - 30% increase.
		3	30 - 50% increase.
		5	51% or more increase.

Done

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Figure 2-6 Qualitative Scoring Key

Business Objective

Business Objectives are a set of business goals that can be prioritized and tied to Portfolio Management entities. Business Objectives can be created, modified, and deleted independently of Portfolio Management entities.



ACME Corporation creates a Business Objective, “Reduce order to delivery time.” This Objective is assigned a priority and associated with a Project created as part of the initiative to upgrade ACME’s Customer Service system.

Business Unit

Enterprises are often partitioned into several Business Units. Each Business Unit may have its own Portfolio to manage. All Portfolio Management visualizations and analyses, as well as scenario comparisons used in *What-If Analysis*, have the option to filter and display data based on Business Unit.

What-If Analysis

What-if analysis reveals the consequences of Portfolio-related decisions without having to make costly purchases and initiate potentially unnecessary projects. It empowers the users of Portfolio Management to make the right decisions the first time.

Mercury ITG supports the ability to rapidly assemble scenarios that model potential project portfolios to perform what-if analysis. These scenarios can then be examined and compared with each other using a number of different visualizations.

Scenario Comparisons

Scenario Comparisons are the means by which users maintain and analyze groups of scenarios. Each Scenario Comparison contains three scenarios that are built from a set of Proposals, Projects, and Assets. *Figure 2-7* shows an example Scenario Comparison.

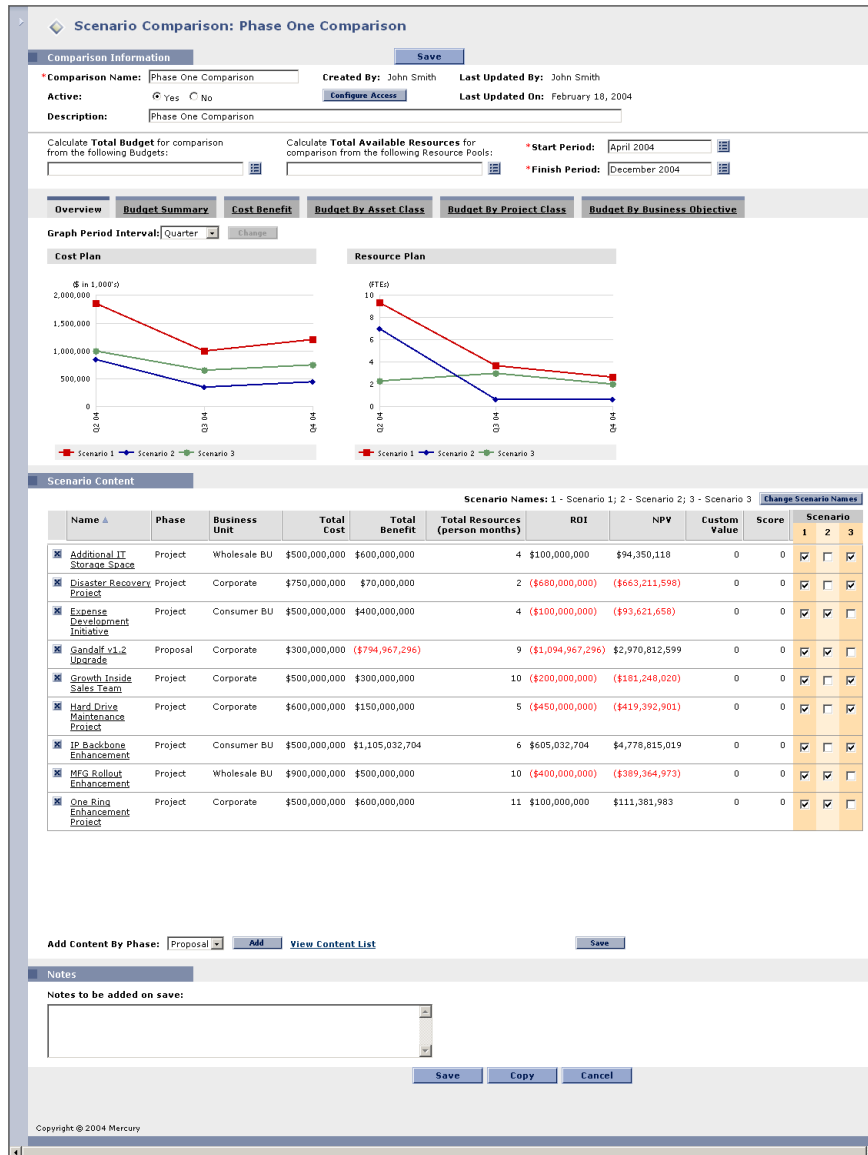


Figure 2-7 Scenario Comparison Page

Scenario Comparisons can be built up from the ground by assembling any set of Proposals, Projects, and Assets. Users can also quickly create a set that resembles the currently implemented portfolio with the option to include submitted proposals.

Portfolio Management Entities and Processes

The Portfolio Management entities (Proposals, Projects, Assets) are configurable.

- Certain fields in the Portfolio Management entities can be customized.
- Portfolio Management entities can be copied, and these copies can be altered.
- It is also possible that your company has developed its own processes for portfolio-related business matters, and that these processes were implemented as Workflows with associated Request Types in the Mercury ITG Center. These Request Types can be modified for use with Portfolio Management with the use of Field Groups.

All of these alterations can be made through the Mercury ITG Workbench, using the **Request Types** screen.

- For more information on the Portfolio Management entities and Request Types, see *"Configuring Portfolio Management"*.
- For more information on altering Request Types in general, see *"Configuring a Request Resolution System"*.

During their lifecycle, Portfolio Management entities progress through pre-configured resolution processes. These processes can also be altered in the following ways:

- The existing processes delivered with Portfolio Management can be changed.
- Portfolio Management processes can be copied, and these copies can be altered.
- It is also possible that your company has developed its own processes for portfolio-related business matters, and that these processes were implemented as Workflows with associated Request Types in the Mercury ITG Center. These Workflows can be configured for use with Portfolio Management.

All of these changes are made through the Workbench, using the **Workflows** screen.

- For more information on the Portfolio Management processes and Workflows, see *"Configuring Portfolio Management"*.
- For more information on altering Workflows in general, see *"Configuring a Request Resolution System"*.

The Portfolio Management entities can interoperate with their processes in a variety of combinations:

- A single Workflow can be used by multiple Request Types. You may have three different kinds of Proposal that all use the same Proposal Workflow.
- A single Request Type can use different Workflows. You may have a single Proposal that could be processed along one of many possible Proposal Workflows.

For more information on Request Type/Workflow interaction, see *"Configuring a Request Resolution System"*.

Chapter
3**Configuring Global Portfolio Management Settings**

This chapter discusses general settings that must be configured before using Mercury Portfolio Management. In order to properly track the overall performance of your Portfolio, you must configure your tracking preferences and categorization preferences.

The following topics are covered:

- *Setting Your Tracking Preferences*
- *Setting Your Categorization Preferences*

Setting Your Tracking Preferences

Select the financial information you would like PFM to track. You can select to track the following metrics related to your Proposals, Projects and Assets:

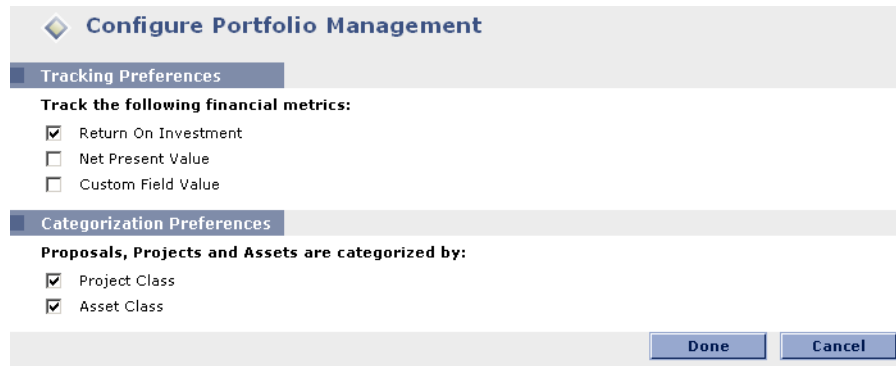
- ROI (Return on Investment)
- NPV (Net Present Value)
- A custom value
The custom value is a global value defined across the Portfolio Management installation that can be used in Portfolio Management visualizations. For more information on configuring the custom value, see *“Using a Custom Portfolio Management Metric”* on page 53.

The selected metric(s) is tracked and used for analyses throughout the Portfolio Management system. Only fields and graphics related to the selected metrics are displayed.

To specify the financial metric(s) to track in Portfolio Management:

1. Log onto Mercury Portfolio Management.
2. Select **Portfolio Management > Administration > Configure Portfolio Management** from the menu bar.

The Configure Portfolio Management page opens.



The screenshot shows the 'Configure Portfolio Management' interface. It has a title bar with a diamond icon and the text 'Configure Portfolio Management'. Below the title bar is a section titled 'Tracking Preferences' with a blue header. Under this section, it says 'Track the following financial metrics:' followed by three checkboxes: 'Return On Investment' (checked), 'Net Present Value' (unchecked), and 'Custom Field Value' (unchecked). Below that is another section titled 'Categorization Preferences' with a blue header. It says 'Proposals, Projects and Assets are categorized by:' followed by two checkboxes: 'Project Class' (checked) and 'Asset Class' (checked). At the bottom right of the form are two buttons: 'Done' and 'Cancel'.

3. Select the desired financial metric(s) from the Tracking Preferences check boxes.
4. Click **Done**.

Setting Your Categorization Preferences

Proposals, Projects, and Assets can be arranged according to the following categories:

- Project Class
- Asset Class

The selected category is tracked throughout the Portfolio Management system. Only the filter fields and graphs related to the selected categories are displayed.

To specify the category to track in Portfolio Management:

1. Log onto Portfolio Management.

Select **Portfolio Management > Administration > Configure Portfolio Management** from the menu bar.

The Configure Portfolio Management page opens.

The screenshot shows a configuration window titled "Configure Portfolio Management". It is divided into two sections: "Tracking Preferences" and "Categorization Preferences".

Tracking Preferences

Track the following financial metrics:

- Return On Investment
- Net Present Value
- Custom Field Value

Categorization Preferences

Proposals, Projects and Assets are categorized by:

- Project Class
- Asset Class

At the bottom right, there are two buttons: "Done" and "Cancel".

2. Select the desired category from the Categorization Preferences check boxes.

You can select both if desired.

3. Click **Done**.

Chapter
4**Customizing Portfolio Management Entities**

This chapter describes the default Mercury Portfolio Management Proposals, Projects, and Assets. It also provides instructions for configuring custom Portfolio Management entities for use by your business unit.

The following topics are covered:

- *Portfolio Management Entities*
- *Creating Your Own Portfolio Management Entities*

Portfolio Management Entities

Portfolio Management supplies pre-configured Proposals, Projects, and Assets for use in creating and maintaining your Portfolio. These entities integrate with pre-configured lifecycle processes also supplied with Portfolio Management, described in “*Portfolio Management Processes*” on page 43. These entities can be considered “best practice” and come ready to use. They can be viewed and configured through the **Request Types** screen group in the Mercury ITG Workbench.

This section covers the following topics:

- *Proposal*
- *Project*
- *Asset*

Proposal

A Proposal collects information needed to propose a Project, which will become part of the Portfolio. The Proposal is processed along the Proposal process described in *“Proposal Workflow”* on page 44. Once the Proposal is approved, a corresponding Project is automatically created, along with a companion Budget, Financial Benefit, and Staffing Profile. See *“Project”* on page 33 for more details on the Project.

The default Proposal includes the fields described in *Table 4-1*, as well as other fields that may vary depending on your company’s business needs. The Proposal entity can be altered as a Request Type through the Request Types window in the Workbench.

Table 4-1. Default Proposal Fields

Field	Description
Business Unit	The business unit from which this Proposal originated.
Project Name	The name of the proposed Project.
Project Class	The class of Project this Proposal belongs to (ex. Innovation).
Asset Class	The class of Asset this Proposal belongs to (ex. Strategic).
Business Objective	The Business Objective with which the Proposal is aligned.
Project Template	The Project Template being used by the Project if the Proposal is approved.
Project Manager	The Manager of the Project if the Proposal is approved.
Budget	The proposed Budget for the Proposal.
Expected Benefit	Tracks the monetary benefit the Proposal would provide.
Staffing Profile	Tracks the Resource demand of the Proposal.
Net Present Value	The NPV for the Proposal.
Return on Investment	The ROI for the Proposal.
(Custom Field Value)	If defined, the custom metric being used to rank the Proposal.
Value Rating	The total qualitative Value calculated for the Proposal.
Risk Rating	The total qualitative Risk calculated for the Proposal.

Table 4-1. Default Proposal Fields

Field	Description
Total Score	The total qualitative score (Value - Risk) calculated for the Proposal. This field can be modified using the Score Adjustment field.
Discount Rate	The discount rate being applied for this Proposal, if any.


 Note

While certain properties of these fields can be adjusted in the usual way through the Request Type window, other properties (such as their Tokens) are vital to the functioning of Portfolio Management and cannot be altered.

The rest of the fields in this Portfolio Management entity can be fully modified to suit your business needs. See *“Configuration Considerations”* on page 31 and *“Creating Your Own Portfolio Management Entities”* on page 37 for more information on customizing Portfolio Management entities.

Configuration Considerations

The following sections contain recommendations on altering the fields of the default Proposal. For general recommendations on altering Portfolio Management entities, see *“General Configuration Considerations”* on page 37.

- *Proposal Details*
- *Business Case Details*
- *Value and Risk Ratings*


 Note

For more detailed information on creating and modifying Request Type fields, see *Configuring a Request Resolution System*.

Proposal Details

This is the summary information for the proposed Project. Much of this section should be filled in at the time of initial entry by Portfolio Management users. In this section, you indicate the sponsors of the Project, the reasons why the Project should be done (the Business Objective, who will benefit, etc.). Later

on in the process, other information, such as the expected start date and what Project Template to use, will be entered.

Consider the following:

- Your company may have additional general information they want to capture about a proposed Project. These fields can be created and added to this section, though they should be limited to five to ten new fields. For a case where Portfolio Management should be up and running very quickly, these new fields should be for information only and not be used to drive process, as process-oriented modifications involve alterations to the associated Workflow and can take significant time to implement and test.
- Some of the default fields might not be relevant to the organization; for example, you might not need to know the vendors involved for a Project. In these cases, the fields should be disabled, not deleted.
- The values for some of the fields (such as Project Class) might be changed to match the organization's current information by altering their Validations. Note that changes to these Validations will propagate to other parts of Portfolio Management, such as the Portlets.
- You can make additional fields required at any point throughout the process (the default Request Type keeps required fields to a minimum).
- The Project Template field can be disabled from the start, since your company may not have installed Mercury Project Management.

Business Case Details

As the Proposal goes through the proposal process, the detailed business case needs to be fleshed out. This includes details on the Budget, the Staffing Profile, and the expected benefits. Certain requirements and justification docs can also be attached in this section. Finally, this section contains the calculated totals of Risk and Value ratings, as well as a field to adjust the auto-calculated score.

Consider the following:

- This section can potentially have significant changes to it. The simplest of these changes would be to add/remove attachment fields if new or different documents are required for proposals.
- The business case fields can be disabled if needed — do not delete them entirely — but it is recommended that you keep them enabled. Even if not required, these are important bits of information that a business unit should start gathering to fully understand a Project and its expectations, before

approving it. Additionally, certain Portlets use the information in these fields and cannot be used if the information is not filled out.

- Additional fields can be added to further flesh out the business case, though this information will be for information only. Fields can be created that count in automatic Risk or Value rating calculations. See *“Adjusting the Scoring Key”* on page 57 for more detailed information.

Value and Risk Ratings

This section lets an organization (usually a IT/Business Ops Council) rate the proposed Project on a set of business criteria. Questions here are focused on the expected results of the Project as well as its alignment to company goals.

Consider the following:

- While the default criteria represent best-practice categories in valuing a Project, you may want to add other criteria, remove criteria, or change the valid values of the current questions. See *“Adjusting the Scoring Key”* on page 57 for more detailed information.
- You may also want to change the weights of the criteria. See *“Adjusting the Scoring Key”* on page 57 for more detailed information.

Project

This entity tracks information and progress on a Project as it is executed. The Project is processed along the Project process described in *“Project Workflow”* on page 46. When the Project is completed, a corresponding Asset is created, along with a companion Budget, Financial Benefit, and Staffing Profile. See *“Asset”* on page 35 for more details on the Asset.

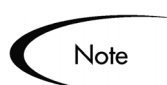
The default Project includes the fields described in *Table 4-2*, as well as other fields that may vary depending on your company’s business needs. The Project entity can be altered as a Request Type through the Request Types window in the Workbench.

Table 4-2. Default Project Fields

Field	Description
Business Unit	The business unit in charge of the portfolio this Project is a part of.
Project Name	The name of the Project.
Project Health	The status of the Project.

Table 4-2. Default Project Fields

Field	Description
Project Class	The class of Project this Project belongs to (ex. Innovation).
Asset Class	The class of Asset this Project belongs to (ex. Strategic).
Business Objective	The Business Objective with which the Project is aligned.
Project Sponsor	The user sponsoring the Project.
Project Plan	The Project Plan in Project Management that is associated with the Project.
Project Manager	The Manager of the Project.
Budget	The Budget for the Project.
Financial Benefit	Tracks the monetary benefit the Project provides.
Staffing Profile	Tracks the Resource demand of the Project.
Net Present Value	The NPV for the Project.
Return on Investment	The ROI for the Project.
(Custom Field Value)	If defined, the custom metric being used to rank the Project.
Value Rating	The total qualitative Value calculated for the Project.
Risk Rating	The total qualitative Risk calculated for the Project.
Total Score	The total qualitative score (Value - Risk) calculated for the Project. This field can be modified using the Score Adjustment field.
Discount Rate	The discount rate being applied for this Project, if any.



Note

While certain properties of these fields can be adjusted in the usual way through the Request Type window, other properties (such as their Tokens) are vital to the functioning of Portfolio Management and cannot be altered.

The rest of the fields in this Portfolio Management entity can be fully modified to suit your business needs. See *“Configuration Considerations”* on page 35 and *“Creating Your Own Portfolio Management Entities”* on page 37 for more information on customizing Portfolio Management entities.

Configuration Considerations

You may wish to add additional Project milestone and planning information to the Project. It is recommended that you create a new section in the Project Request Type and put the new fields there.

For general recommendations on altering Portfolio Management entities, see “[General Configuration Considerations](#)” on page 37.



Note

For more detailed information on creating and modifying Request Type fields, see *Configuring a Request Resolution System*.

Asset

This entity tracks information on a Portfolio Asset, typically a maintenance activity rather than a straightforward Project execution. The Asset is tracked along the Asset process described in “[Asset Workflow](#)” on page 48.

The default Asset includes the fields described in [Table 4-3](#), as well as other fields that may vary depending on your company’s business needs. The Asset entity can be altered as a Request Type through the Request Types window in the Workbench.

Table 4-3. Default Asset Fields

Field	Description
Business Unit	The business unit in charge of the portfolio this Asset is a part of.
Asset Name	The name of the Asset.
Asset Health	The status of the Asset.
Project Class	The class of Project this Asset belongs to (ex. Innovation).
Asset Class	The class of Asset this Asset belongs to (ex. Strategic).
Business Objective	The Business Objective with which the Asset is aligned.
Project Plan	The Project Plan in Project Management that is associated with the Asset.
Budget	The Budget for the Asset.
Financial Benefit	Tracks the monetary benefit the Asset provides.

Table 4-3. Default Asset Fields

Field	Description
Staffing Profile	Tracks the Resource demand of the Asset.
Net Present Value	The NPV for the Asset.
Return on Investment	The ROI for the Asset.
(Custom Field Value)	If defined, the custom metric being used to rank the Asset.
Value Rating	The total qualitative Value calculated for the Asset.
Risk Rating	The total qualitative Risk calculated for the Asset.
Total Score	The total qualitative score (Value - Risk) calculated for the Asset. This field can be modified using the Score Adjustment field.
Discount Rate	The discount rate being applied for this Asset, if any.



Note

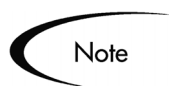
While certain properties of these fields can be adjusted in the usual way through the Request Type window, other properties (such as their Tokens) are vital to the functioning of Portfolio Management and cannot be altered.

The rest of the fields in this Portfolio Management entity can be fully modified to suit your business needs. See *“Configuration Considerations”* on page 36 and *“Creating Your Own Portfolio Management Entities”* on page 37 for more information on customizing Portfolio Management entities.

Configuration Considerations

You may wish to add additional operations information to the Asset. It is recommended that you create a new section in the Asset Request Type and put the new fields there.

For general recommendations on altering Portfolio Management entities, see *“General Configuration Considerations”* on page 37.



Note

For more detailed information on creating and modifying Request Type fields, see *Configuring a Request Resolution System*.

Creating Your Own Portfolio Management Entities

Though Portfolio Management contains pre-configured Proposals, Projects, Assets, and lifecycle processes that drive their resolution, you may wish to create your own Proposals, Projects, or Assets for use in Portfolio Management. The following sections discuss how to create your own entities and link them to processes:

- [General Configuration Considerations](#)
- [Copying Delivered Portfolio Management Entities](#)
- [Using Portfolio Management Field Groups](#)

General Configuration Considerations

Consider the following when making changes to any Portfolio Management entities:

- Any changes made to one entity's fields (such as the PFM–Proposal Request Type) should be made to the others (PFM–Project and PFM–Asset Request Types).
- You might choose to remove or add Request statuses. If so, the changes need to be made in the Request Type and in the Workflow. It is recommended that you keep things simple, keep high-level statuses in mind, and not have a unique status for every Workflow Step.
- Request Type Rules are used for the automatic calculation of qualitative scores, but not to default any other information. If used for this purpose, they should be used sparingly to limit the complexity and effort of configuration. Default Rules for qualitative scoring calculation should not be modified except as described in [“Adjusting the Scoring Key”](#) on page 57.

Copying Delivered Portfolio Management Entities

Portfolio Management delivers pre-configured Proposal, Project, and Asset entities that come ready to use. These entities can be copied using the **Request Types** screen group in the Workbench. You can then make modifications to the copies, keeping in mind the limitations on changing certain fields described in [“Portfolio Management Entities”](#) on page 29.

For more detailed information on copying Request Types and modifying Request Type fields, consult the “Configuring a Request Resolution System” Business Application Guide.

The general process for creating your own Portfolio Management entities using this method is as follows:

1. Copy the desired Portfolio Management entity using the **Request Types** screen group in the Workbench.
2. In the Request Type window, make the desired modifications to the newly copied Request Type.
3. In the copy Request Type's **Workflows** tab, make sure the Request Type is enabled for use with the appropriate Portfolio Management Workflow.
4. Open the associated Portfolio Management Workflow and make sure the copy Request Type is enabled for use in the Workflow's **Request Types** tab.

Once these steps are completed, Portfolio Management should function with your new Request Type in place of or alongside the default pre-configured Request Type.

Using Portfolio Management Field Groups

It is possible that your company may have developed its own processes for portfolio-related business matters, and that these processes were implemented as Workflows with associated Request Types in the Mercury ITG Center. These Request Types can be modified for use with Portfolio Management by adding Field Groups. Portfolio Management Field Groups are listed in [Table 4-4](#).

Table 4-4. Portfolio Management Request Type Field Groups

PFM Request Type	Field Group
PFM - Proposal	Portfolio Management Proposal
PFM - Project	Portfolio Management Project
PFM - Asset	Portfolio Management Asset

Multiple Request Types can be used with a single Portfolio Management Workflow. The reverse is also true; for more information on Request Type/Workflow interaction, see [“Portfolio Management Entities and Processes”](#) on page 22.

The general process for modifying an existing Request Type for use in Portfolio Management is as follows:

1. Determine the existing Request Type that should be modified for use with Portfolio Management.
2. When the Request Type has been identified, examine the Request Header Type associated with it.

Field Groups are associated with Request Types through the Request Header Type. If the Request Header Type being used is also associated with other Request Types, all of those Request Types will also become enabled for use in Portfolio Management.

3. Determine the type of Portfolio Management entity (Proposal, Project, or Asset) this existing Request Type will be used as.
4. Link the appropriate Portfolio Management Field Group to the Request Header Type linked to the target Request Type.

See [Adding Portfolio Management Field Groups to a Request Type](#) for more detailed information.

5. In the target Request Type's **Workflows** tab, make sure the Request Type is enabled for use with the appropriate Portfolio Management Workflow.
6. Open the associated Portfolio Management Workflow and make sure the target Request Type is enabled for use in the Workflow's **Request Types** tab.

Once these steps are completed, Portfolio Management should function with your Request Type in place of or alongside the default pre-configured Request Type.

Note

When Field Groups are associated with existing Request Types (through the Request Header Type definition), tables in the Mercury ITG Center database are updated to handle this new configuration. Because of the scope of database changes, you should re-run the Database Statistics on your Mercury ITG Center Database. Instructions for this are included in the “*System Administration Guide*.” Contact your System Administrator for help with this procedure.

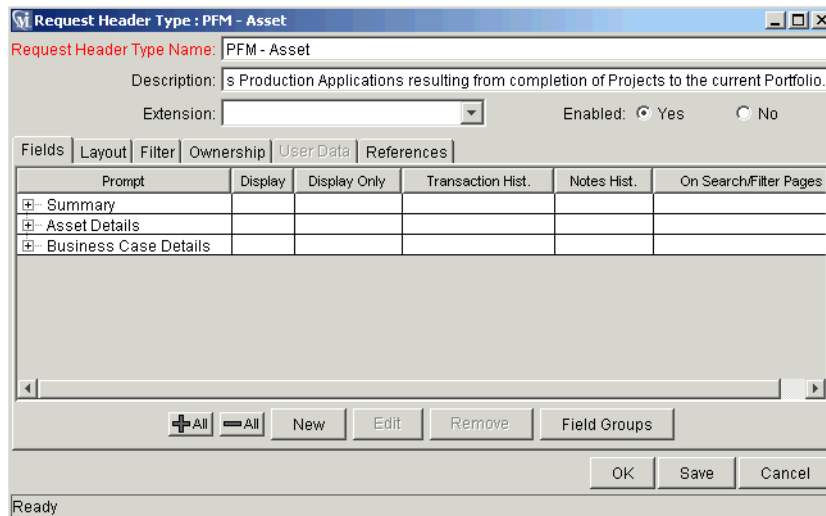
Adding Portfolio Management Field Groups to a Request Type

In order to function in Portfolio Management, pre-existing Request Types must have a Portfolio Management Field Group associated with them.

To associate a Portfolio Management Field Group with a pre-existing Request Type:

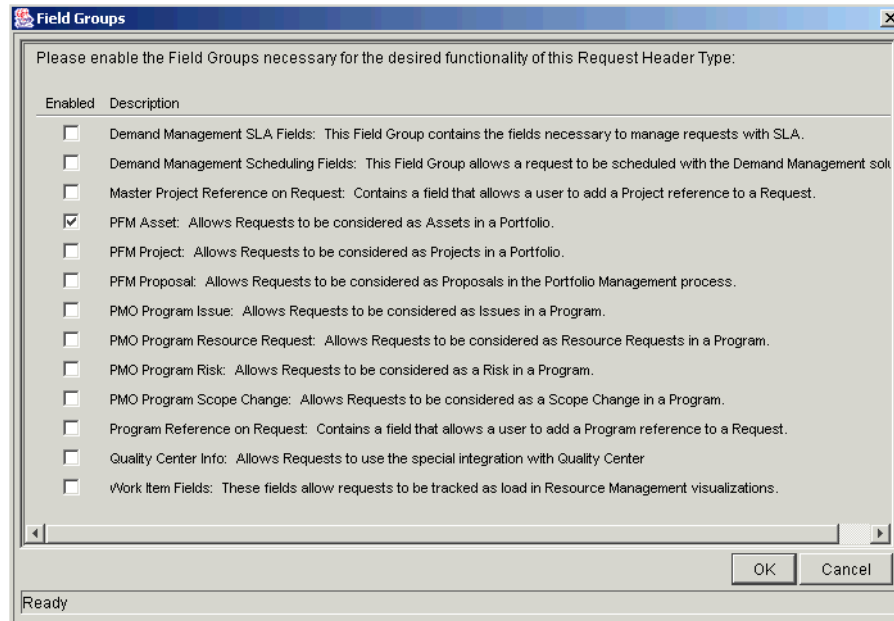
1. Select or create a Request Type.
2. Open the Request Type window.
3. Click **Open** under the Request Header Type field.

The specified Request Header Type window opens.



4. Click **Field Groups**.

The Field Groups window opens.



5. Select the Portfolio Management Field Group to attach to your Request Header Type.



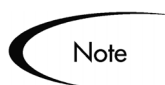
Note

Only add one Portfolio Management Field Group to the Request Header Type. Once multiple Field Groups have been added, you will not be able to save the Request Header Type and will have to cancel out of the Request Header Type window, losing any modifications made up to that point.

6. Click **OK**.

The selected Field Groups appear on the Request Header Type.

7. Save the Request Header Type and the Request Type.



Note

When Field Groups are associated with existing Request Types (through the Request Header Type definition), tables in the Mercury ITG Center database are updated to handle this new configuration. Because of the scope of database changes, you should re-run the Database Statistics on your Mercury ITG Center Database. Instructions for this are included in *System Administration Guide*. Contact your application administrator for help with this procedure.

Chapter
5**Configuring Portfolio Management Processes**

This chapter discusses the pre-configured resolution processes delivered with Mercury Portfolio Management and provides technical considerations for customizing them. These processes are integrated with the pre-configured entities (Proposals, Projects, Assets) also supplied with Portfolio Management. Though these processes can be considered “best practice” and come ready to use, they can also be modified or copied to best suit your business needs.

The following topics are covered:

- *Portfolio Management Processes*
- *Process Customization Considerations*

Portfolio Management Processes

Portfolio Management features pre-configured resolution processes designed to integrate with the Proposal, Project, and Asset entities, described in “*Portfolio Management Entities*” on page 29. These processes can be viewed and configured using the **Workflows** Workbench.

The following sections describe each process and any configurations necessary to begin using them:

- *Proposal Workflow*
- *Project Workflow*
- *Asset Workflow*

Proposal Workflow

The Proposal Workflow defines the lifecycle of a Proposal as its business case is built out and the Proposal is rated and evaluated. *Figure 5-1* shows the Workflow.

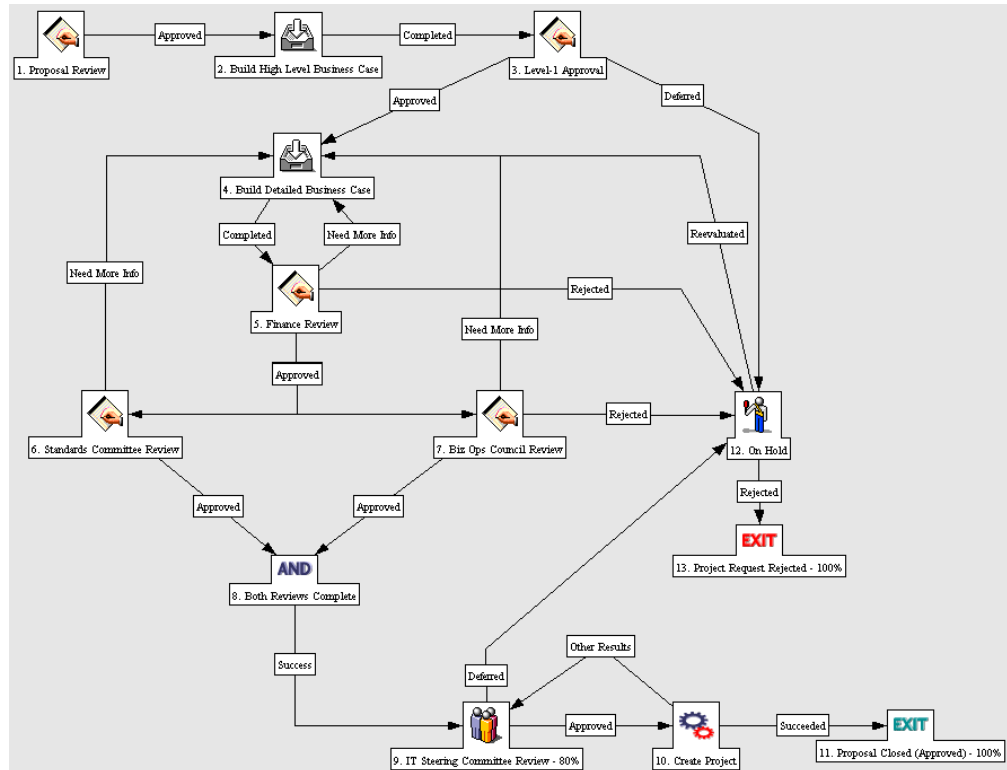


Figure 5-1 Proposal Workflow

The default Workflow walks through the following steps:

1. Initial Review

This is a quick review of the initial request to see if it even warrants going through the proposal process.

2. Build High-Level Business Case

The high-level business case for the Proposal is built here in preparation for the next step.

3. Level-1 Approval

The high-level business case is reviewed before the effort is spent building the Proposal's detailed business case.

4. **Build Detailed Business Case**
Here the designated owner of the Proposal (usually an assigned business analyst) enters details for the Project, including the high level Project Budget, the resource requirements (Staffing Profile) and an estimated Financial Benefit.
5. **Finance Review**
After the business case has been built, either the formal finance group or the finance part of IT reviews the business case for overall validity and a sanity-check in terms of ROI.
6. **Biz Ops Council Review / Standards Committee Review**
Once it passes the finance review, the proposal goes for a business and a technical review by the appropriate committees. These committees will both review the proposal as well as fill out appropriate value and risk criteria.
7. **Steering Committee Review**
After passing a resource review, the proposal goes to the IT Steering Committee. This committee looks at the proposal in the context of work already being performed and other proposals on their plate. They also look at relative ratings and rankings. They may also use the Portfolio Management Scenario Comparison functionality to do what-if analyses of different portfolio mixes.
8. If the proposal makes it past the steering committee, a Project is spawned, meaning that the Project has been approved and is ready for planning and execution. The Project begins moving along the *Project Workflow* as the Proposal is closed.

Configuration Considerations

Consider the following when making changes to the Proposal Workflow:

- The default process has many different committee reviews and approvals. These can easily be removed if your company's review and approval process is simpler or more consolidated. Note that the Request Status changes in the default steps, and ensure that the reconfigured process goes through the desired Request Statuses. See "*Request Statuses and Workflow Steps*" on page 50 for more detailed discussion of Request Statuses and Workflows.
- You can also add Steps, change Step names, and modify Notifications, though it is recommended that the proposal process be kept at a high level, i.e. under fifteen steps. The "Create Project" and "Proposal Canceled"

steps should be kept in the final Workflow to take full advantage of Portfolio Management functionality. See *“Spawning a New Request”* on page 51 for more details.

- Each step in the Workflow is associated with a Security Group or Groups. Users who are not part of the Security Group for a Workflow step cannot act on it. For more information on populating Security Groups, see *“Enabling Users in Portfolio Management”* on page 75.

Project Workflow

The Project Workflow presents the very high level stages of a Project being implemented. All steps are updated manually either by the Project Manager to signal the completion of a stage or by approvers who verify that the stage is complete. *Figure 5-2* shows the Workflow.

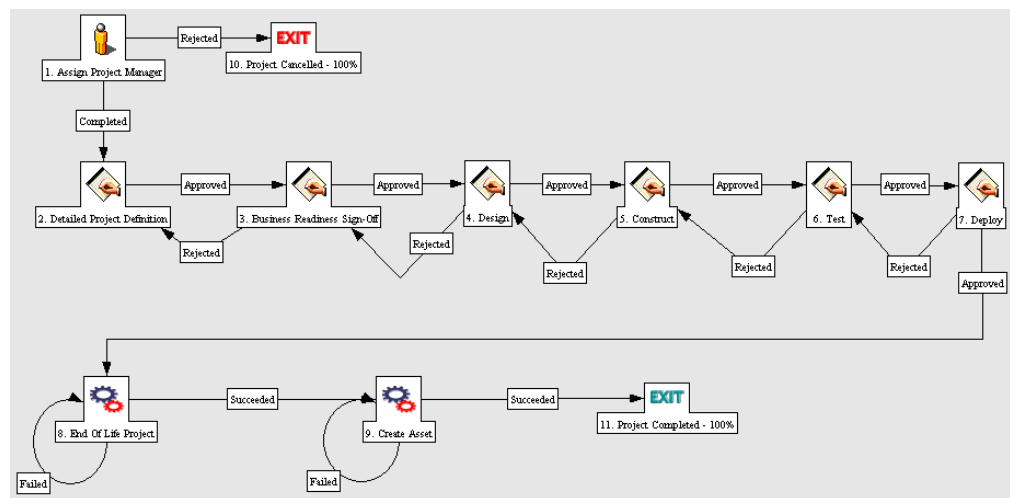


Figure 5-2 Project Workflow

The default Workflow walks through the following steps:

1. **Assign Project Manager**
At this step, a Project Manager should be assigned to the Project to manage and coordinate the remaining tasks and deliverables.
2. **Detailed Project Definition**
During this step, the Project Manager works with the appropriate team members and stakeholders to build the detailed definition of the Project. This may include revisions to the Staffing Profile, Budget, and Financial Benefit entries for the Project. A detailed Project plan should be created at this step as well.

3. **Business Readiness Sign-Off**
At this step, the appropriate stakeholders and IT management are required to signoff on the detailed Project definition created in the previous step.
4. **Design**
Once the Project is approved, members of the Project team design the final output. This step is complete when the Project team is ready to begin implementing the end solution of the Project.
5. **Construct**
This step indicates that the Project is in implementation phase. This step is complete when the solution is ready for testing.
6. **Test**
This is the final system and integration testing phase. Rework is done here unless major changes need to be made, in which case the process returns to Implementation. Otherwise, when testing is done, the step is marked as completed (or approved).
7. **Deploy**
During this step, the Project output(s) are released to production.
8. **End of Life Project**
This step is the final signoff and approval of the Project. This indicates that the Project is complete and can be moved into a maintenance phase.
9. **Create Asset**
Following completion of the Project, an Asset is automatically generated and begins moving along the *Asset Workflow* as the Project is closed. The Asset is responsible for tracking on-going maintenance and other activities against the end result of the Project.

Configuration Considerations

Consider the following when making changes to the Project Workflow:

- You may wish to significantly change the Project Workflow to represent the major Project phases at your company. You will need to make sure the Request Statuses are updated to be in synch with any Project Workflow changes. See “*Request Statuses and Workflow Steps*” on page 50 for more detailed discussion of Request Statuses and Workflows.
- You can also add Steps, change Step names, and modify Notifications, though it is recommended that the Project stages be tracked at a high level, i.e. under fifteen steps, and not meant to emulate a detailed Project plan.

The “End of Life Project” and “Create Asset” steps should be kept in the final Workflow to take full advantage of Portfolio Management functionality. See *“Spawning a New Request”* on page 51 for more details.

- Each step in the Workflow is associated with a Security Group or Groups. Users who are not part of the Security Group for a Workflow step cannot act on it. For more information on populating Security Groups, see *“Enabling Users in Portfolio Management”* on page 75.

Asset Workflow

The Asset Workflow represents the annual entry and review cycle of an application asset. It is meant to cycle through the various steps periodically until the application reaches the end of its life and is removed from production. Assets should be tracked at an aggregate level rather than for every single application (ex. ERP should be a single asset rather than tracking operations work at each individual module). You should have Assets in the tens rather than in the hundreds. *Figure 5-3* shows the Workflow.

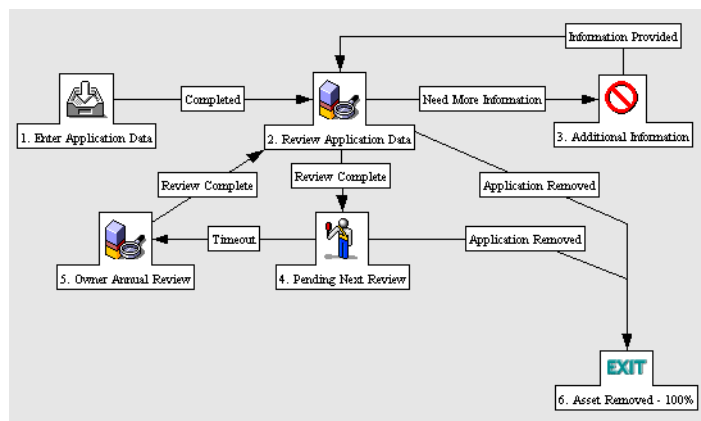


Figure 5-3 Asset Workflow

The default process walks through the following steps:

1. **Enter Application Data**
Initial Asset information is entered, including budget, resource, and benefit information.
2. **Review Application Data**
The Asset information is validated, resulting in more information requested or sign off.

3. Pending Next Review

An Asset at this step has passed its last review and is simply waiting until the next review. It will automatically move to the next step at the configured time interval.

4. Owner Annual Review

This review encourages the owner of an Asset to think about whether or not they need to keep maintaining it. Even though the business unit might not be changing anything or running any Projects against it, they should evaluate it on at least an annual basis, which might include updates to Financial Benefit, Budget, or Staffing Profile.

Configuration Considerations

Consider the following when making changes to the Asset Workflow:

- This process is extremely basic and may not require much change, but you may wish to change time intervals between reviews.
- You can also add Steps, change Step names, and modify Notifications, though you will need to make sure the Request Statuses are updated to be in synch with any Asset Workflow changes. See [“Request Statuses and Workflow Steps”](#) on page 50 for more detailed discussion of Request Statuses and Workflows.
- Each step in the Workflow is associated with a Security Group or Groups. Users who are not part of the Security Group for a Workflow step cannot act on it. For more information on populating Security Groups, see [“Enabling Users in Portfolio Management”](#) on page 75.

Process Customization Considerations

The process delivered with Portfolio Management can be customized to suit any business procedure through the **Workflows** Workbench. Before making any configuration changes, note the following information:

- [Request Statuses and Workflow Steps](#)
- [Spawning a New Request](#)

Request Statuses and Workflow Steps

The pre-configured processes delivered with Portfolio Management integrate with the Proposal, Project, and Asset entities that are provided. No special configuration is required to make them work together.

Each entity's Request Type contains Statuses that are linked to steps in their associated Workflows.



The Proposal Request Type contains statuses such as “Build Business Case,” “Finance Review,” and “Standards Review,” which correspond to individual steps in the Proposal Workflow.

You can create your own Proposals, Projects, or Assets for use in Portfolio Management through the **Request Type** screen group in the Workbench interface. For more detailed information on creating your own Portfolio Management entities, see *“Creating Your Own Portfolio Management Entities”* on page 37.

If you are going to use a custom Request Type for a particular Workflow, make sure the Request Type contains the Statuses necessary for each Workflow Step. This is controlled from the **Request Status** tab in the Request Type window in the Workbench. *Figure 5-4* shows the **Request Status** tab.

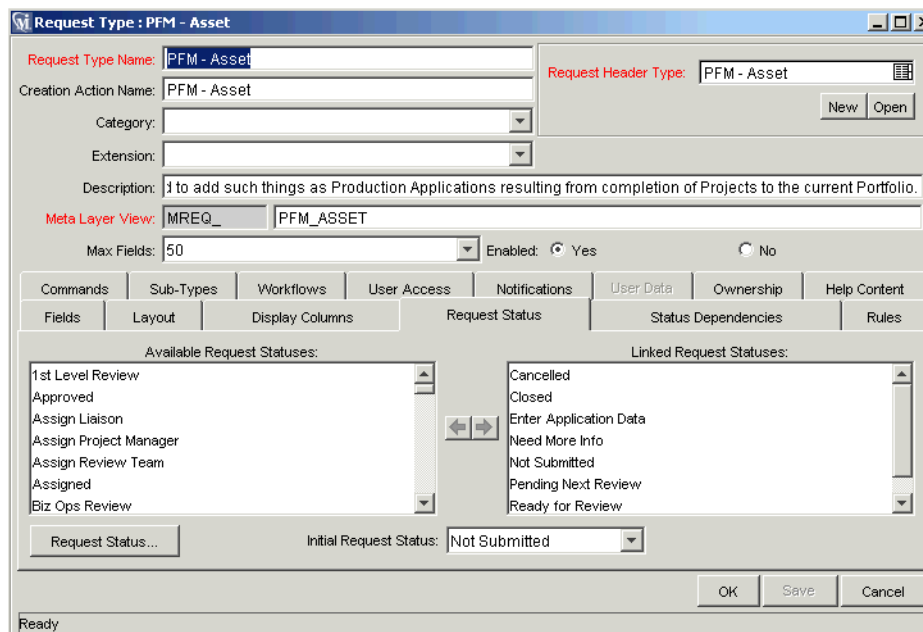


Figure 5-4 Request Type Window - Request Status Tab

Alternatively, you could make the Workflow steps link to the statuses already in the target Request Type. This is controlled from the **Properties** tab of the Workflow Step window in the Workbench interface. *Figure 5-5* shows the **Properties** tab.

The screenshot shows the 'Workflow Step' dialog box with the 'Properties' tab selected. The 'Request Status' field is highlighted with a red circle and contains the text 'High-Level Business Case'. Other fields include Step Number (2), Step Name (Build High Level Business Case), Source Type (Decision), Source Name (QC - Production Approval), and Authentication Required (None).

Figure 5-5 Workflow Step Window - Properties Tab - Request Status Field

For more information on Workflow steps and Request Statuses, consult the “Configuring a Request Resolution System” business application guide.

Spawning a New Request

The last step in the pre-configured Proposal and Project Workflows is a **Built-In Workflow Event** Execution step of the type `create_request`, configured to spawn a new Project or Asset, respectively:

- In the Proposal Workflow, the “Create Project” step creates a Project.
- In the Project Workflow, the “Create Asset” step creates an Asset.
- In both cases, the Budgets and Staffing Profiles attached to the existing Proposal or Project are also copied automatically and attached to the new Project or Asset.

If multiple Request Types have been configured for use in Portfolio Management as Projects, or Assets, make sure that they are listed as choices in the **create_request** step.



ACME Corporation has configured two additional Request Types to be used as Project Requests. Harold, ACME's Workflow Configuration Manager, enables these Request Types in the Proposal Workflow's last step.

Removing the **create_request** step from the Proposal or Project Workflows will not have an adverse effect on Portfolio Management itself, but doing so will mean users cannot take advantage of the automated functionality this step provides.

Re-adding the **create_request** step into the Proposal or Project Workflows requires no additional configuration to work properly with Portfolio Management.

If you are creating a new Workflow from scratch for use with Portfolio Management and wish to incorporate a **create_request** step at the end that will spawn a new Project or Asset, no additional configuration is necessary beyond specifying the proper Request Types to choose from. When in use, the **create_request** step will automatically copy the appropriate Budget and Staffing Profile and carry over the appropriate field data.

Chapter
6**Using a Custom Portfolio Management Metric**

This chapter discusses how to configure the Custom Value field for use in Mercury Portfolio Management.

Portfolio Management provides pre-configured fields that show the following industry-standard measurements of Project success:

- Return on Investment (ROI)
- Net Present Value (NPV)

Portfolio Management also provides a blank Custom Value that can be used to measure Proposal, Project, and Asset performance in place of or alongside ROI and NPV. It also appears in Portfolio Management visualizations.

The following topics are covered:

- [*Configuring the Custom Portfolio Management Metric*](#)
- [*Example Custom Metrics*](#)

Configuring the Custom Portfolio Management Metric

The general procedure for configuring the Custom Value consists of the following steps:

1. Enable the Custom Value field for use in Portfolio Management.
2. Enable the Custom Value field for display.
3. Configure a Request Type Rule that defines the population of the Custom Value field.



It is recommended that the Custom Value field be a numeric text field. Fields of other types may not appear in Portfolio Management visualizations.

To enable the Custom Value for use in Portfolio Management:

1. Activate the Custom Value using the Configure Portfolio Management page.
 - a. Log onto Portfolio Management.
 - b. Select **Portfolio Management > Administration > Configure Portfolio Management** from the menu bar.

The Configure Portfolio Management page opens.

Configure Portfolio Management

Tracking Preferences

Track the following financial metrics:

- Return On Investment
- Net Present Value
- Custom Field Value

Categorization Preferences

Proposals, Projects and Assets are categorized by:

- Project Class
- Asset Class

Done Cancel

- c. Select Custom Value from the Tracking Preferences check boxes.
 - d. Click **Done**.
2. Enable the Custom Value field for display.
 - a. Select **Administration > Open Workbench** from the menu bar.
 - b. Open the Portfolio Management Request Type that will use the Custom Value.
 - c. Click **Open** under the Request Header Type field.

The specified Request Header Type window opens.

- d. In the **Fields** tab, select the Custom Value field and click **Edit**.

The Field window opens.

- e. In the **Attributes** tab, set Display = **Yes**.
 - f. In the general information region, change the Field Prompt to the desired Custom Value name.
 - g. Click **OK**.
3. Configure a Request Type Rule that will populate a value into the Custom Value field.
 - a. Open the Portfolio Management Request Type that will use the Custom Value.
 - b. Click the **Rules** tab.
 - c. Click **New** to define a Request Type Rule for the Custom Value field.

See *“Example Custom Metrics”* on page 56 for examples of Rules used to govern the calculation of the Custom Value.

For more detailed information on creating Request Type Rules, see *Configuring a Request Resolution System*.

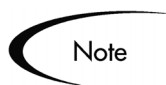
4. Save the Request Type.
5. Repeat for any other Portfolio Management Request Types that will use the Custom Value.

The Custom Value is ready to be used, and will appear in the appropriate Portfolio Management visualizations and analyses.

Example Custom Metrics

Some examples of Custom Value metrics that can be used alongside or in place of ROI and NPV include:

- **Payback Period**
This metric calculates how long it will be before a Proposal, Project, or Asset starts to see positive cost/benefit values, based on its Benefits and Budget.
- **Productivity Index**
This metric is a financial ranking approach that takes into account expected commercial value, technical risk, and research and development expenditures.
- **Expected Commercial Value**
This metric leverages probabilities and resource constraints to arrive at its answer.



Note

Depending on the business unit deploying them, these example metrics may employ one of several different formulae in their calculation. Consult the appropriate business lead or team for the metric and formula you wish to implement.

Additionally, configuring a custom metric may require knowledge of SQL or the creation of additional custom fields on each entity in order for the metric value to calculate itself effectively.

Chapter
7**Adjusting the Scoring Key**

This chapter discusses the structure of the Portfolio Management Qualitative Scoring Key and provides instructions for modifying it.

Proposals, Projects, and Assets can be ranked according to criteria that are not captured by purely numeric values of cost, resource requirement, and benefit. These qualitative rankings are captured using other fields provided with the Portfolio Management entities. Each field is associated with a weighted value, and the total of all the weighted values yields a qualitative score for the given Proposal, Project, or Asset.

The underlying scoring mechanism is set up using the Scoring Key and Validations. A user with the proper level of access can easily modify these rankings or add custom criteria based on their specific requirements by manipulating the Scoring Key and using the proper Validation for a field.

The following topics are discussed:

- *Scoring Key Structure*
- *Adjusting the Scoring Key*

Scoring Key Structure

Proposals, Projects, and Assets can be evaluated using qualitative criteria that cannot be calculated purely numerically. These can include such things as how much technical risk exists, what the strategic match for a given Project is, and how much competitive advantage would be gained. *Figure 7-1* illustrates a typical Scoring Key, which includes two domains of scoring criteria.

View Scoring Criteria

Scoring Keys Done

Weight	Criterion	Value	Selection
Risk Domain			
3	Technical Risk	0	No uncertainty.
		1	Very low uncertainty.
		2	Low uncertainty.
		3	Medium uncertainty.
		4	High uncertainty.
2	Architecture Risk	0	Utilizes standard architecture.
		1	Minor change to standard architecture.
		2	Medium change to standard architecture.
		3	Major change to standard architecture.
		5	No leverage of standard architecture.
2	Definition Risk	0	Requirements are firm. No changes.
		1	Requirements are moderately firm. Low probability of changes.
		2	Requirements are moderately firm. Medium probability of changes.
		3	Requirements are moderately firm. High probability of changes.
		4	Requirements are not firm.
1	Infrastructure Risk	0	Uses existing systems and services.
		1	Small changes to existing infrastructure.
		2	Small changes and additions are expected.
		3	Moderate changes are expected.
		4	Moderate changes to multiple systems are expected.
1	Organization Risk	0	No risk.
		1	Low risk.
		2	Medium low risk.
		3	Medium risk.
		4	High risk.
5	Internal Rate of Return	0	Zero or less.
		1	1 - 5.99%.
		2	6 - 9.99%.
		3	10 - 14.99%.
		4	15% and above.
5	Competitive Advantage	0	No client or market impact.
		1	Improves operating efficiencies that affect competitive position.
		2	Improves operating efficiencies in strategic area.
		3	Provides some degree of outside access.
		4	Provides moderate degree of outside access.
5	Strategic Match	0	No impacted business goals.
		1	No impacted goal. Increases operational efficiency.
		2	No direct impact of goal, but prerequisite.
		3	Direct impact on a portion of a goal.
		4	Direct achievement of a goal.
2	Competitive Response	0	Can be postponed for 12 months with no effect on competitive positioning.
		1	Can be postponed for 12 months with minimal effect to competitive positioning.
		2	Can be postponed for 12 months with significant effect to competitive positioning.
		3	Postponement will result in loss of competitive positioning.
		5	Postponement will result in complete loss of competitive positioning.
2	Productivity	0	Decreased productivity.
		1	Less than 10% increase.
		2	11 - 30% increase.
		3	30 - 50% increase.
		5	51% or more increase.

Done

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Determined by a PFM Score - <Criterion Name> Validation

Defined separately in editable version of key (only accessible to proper users)

Figure 7-1 Qualitative Scoring Key Qualitative Scoring Key

Fields provided with the Portfolio Management entities can capture the answers to these questions, which are typically gathered at specific points in the Proposal, Project, or Asset lifecycle. Each answer is associated with a

weighted value, which is used to automatically calculate a total score for the given Proposal, Project, or Asset.

The following sections discuss the structure of the Scoring Key in more detail:

- [Scoring Key Validations](#)
- [Scoring Key Formulae \(Rules\)](#)

Scoring Key Validations

There are two Validations that make up the Scoring Key:

- PFM Score - <Criterion Name>
- PFM - Domains

The Scoring Key Validations work together as described below:

- **PFM Score - <Criterion Name>**
One of these Validations exists for each criterion in the Scoring Key. The Validation only needs to be created; maintenance of actual values, selections, and weights is performed in the Scoring Key itself.



Note

The PFM Score - <Criterion Name> Validation can be a drop down list or single-select auto-complete, but it must be validated by SQL.

Portfolio Management entity fields that are part of the Scoring Key use the PFM Score - <Criterion Name> Validations.

For more details on the relationship between Request Type fields and Validations, see *Configuring a Request Resolution System*.

- **PFM - Domains**
A purely informational Validation, used in reporting and visualizations, that lists the names of all Scoring Key domains.



Example

ACME's PFM - Domains Validation contains the names of domains such as:

- Business
- Technical

Scoring Key Validations, including sample values, are provided with Portfolio Management. Each Validation can be altered to suit an individual business’s needs. [Figure 7-2](#) shows a criterion’s values being accessed from the editable version of the Scoring Key.

Edit Criterion: Technical Risk

Criterion Information

*Weight:

*Domain:

Modify Selection Information

	Value	Selection
<input checked="" type="checkbox"/>	<input type="text" value="0"/>	<input type="text" value="No uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="1"/>	<input type="text" value="Very low uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="2"/>	<input type="text" value="Low uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="3"/>	<input type="text" value="Medium uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="4"/>	<input type="text" value="High uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="5"/>	<input type="text" value="Unknown."/>

Add New Selection:

Value	Selection
<input type="text"/>	<input type="text"/>

Figure 7-2 Scoring Key criterion ready for modification



Note

Depending on the level of alteration involved, the Request Type Rule that governs the calculation of the total score may need to be altered. See [Scoring Key Formulae \(Rules\)](#) for more details.

Scoring Key Formulae (Rules)

The weights and values associated with Scoring Key criteria are used to calculate the total qualitative score for a Portfolio Management entity (Project, Proposal, or Asset). Scoring Key criteria fall into either of two categories:

- Value
Criteria used to measure a Portfolio Management entity’s potential value.

Value Rating is a read-only field provided with all Portfolio Management entities; its value is calculated automatically according to the following formula:

Value Rating = Sum (Weight * Value) for each Value criterion

- Risk
Criteria used to measure a Portfolio Management entity's potential risk.

Risk Rating is a read-only field provided with all Portfolio Management entities; its value is calculated automatically according to the following formula:

Risk Rating = (Sum (Weight * Value) for each Risk criterion) * (-1)

Note

The Portfolio Map visualization can be filtered by Risk Rating or Value Rating. See *Managing Your Portfolio (Portfolio Management)* for more detailed information.

The total qualitative score for a Portfolio Management entity is calculated as:

Total Score = Total Value + Total Risk + Score Adjustment

Score Adjustment is a field provided with each Portfolio Management entity for manual adjustments of the qualitative score, which is calculated automatically.

Example

A Project sponsor might input **40** into the Score Adjustment field, raising the total score by 40 points.

Someone who thinks the Project is riskier than the calculations indicate might input **-30**, lowering the score by 30 points.

The formulae that calculate the Value Rating, Risk Rating, and Total Score are provided with the Portfolio Management entities in the form of Request Type Rules.

- When making changes to the existing criteria provided with Portfolio Management, no changes to the Rules are necessary.
- If a new criterion is created, the SQL for the appropriate Rules must be modified to include the Token for the new criterion's field.

Adjusting the Scoring Key

The Scoring Key can be adjusted directly in the Configure Scoring Criteria page. Adding a new criterion involves creating a new Validation and modifying its values using the Configure Scoring Criteria page.

The formulae that calculate the Value Rating, Risk Rating, and Total Score are provided with the Portfolio Management entities in the form of Request Type Rules.

- When making changes to the existing criteria provided with Portfolio Management, no changes to the Rules are necessary.
- If a new criterion is created, the SQL for the appropriate Rules must be modified to include the Token for the new criterion's field.

The following sections discuss the most common changes made to the Scoring Key:

- [Changing Criterion Properties](#)
- [Adding a New Criterion](#)
- [Examples](#)

Changing Criterion Properties

The following properties of criteria in the Scoring Key can be altered by changing them in the Configure Scoring Criteria page:

- Weight
- Domain
- Value
- Selection
- New values and selections can also be added

To change the properties of a criterion in the Scoring Key:

1. Log onto Portfolio Management.
2. Select **Portfolio Management > Administration > Configure Scoring Criteria** from the navigation bar.

The Configure Scoring Criteria page opens.

Configure Scoring Criteria

Scoring Keys Save Cancel

Weight	Criterion	Value	Selection
Risk Domain			
3	Technical Risk Edit	0	No uncertainty.
		1	Very low uncertainty.
		2	Low uncertainty.
		3	Medium uncertainty.
		4	High uncertainty.
5	Unknown.		
2	Architecture Risk Edit	0	Utilizes standard architecture.
		1	Minor change to standard architecture.
		2	Medium change to standard architecture.
		3	Major change to standard architecture.
		5	No leverage of standard architecture.
2	Definition Risk Edit	0	Requirements are firm. No changes.
		1	Requirements are moderately firm. Low probability of changes.
		2	Requirements are moderately firm. Medium probability of changes.
		3	Requirements are moderately firm. High probability of changes.
		4	Requirements are not firm.
1	Infrastructure Risk Edit	0	Uses existing systems and services.
		1	Small changes to existing infrastructure.
		2	Small changes and additions are expected.
		3	Moderate changes are expected.
		4	Moderate changes to multiple systems are expected.
5	Substantial changes to infrastructure are expected.		
1	Organization Risk Edit	0	No risk.
		1	Low risk.
		2	Medium low risk.
		3	Medium risk.
		4	High risk.
5	Extreme risk.		
Value Domain			
10	Internal Rate of Return Edit	0	Zero or less.
		1	1 - 5.99%.
		2	6 - 9.99%.
		3	10 - 14.99%.
		4	15% and above.
5	Competitive Advantage Edit	0	No client or market impact.
		1	Improves operating efficiencies that affect competitive position.
		2	Improves operating efficiencies in strategic area.
		3	Provides some degree of outside access.
		4	Provides moderate degree of outside access.
5	Provides high level of outside access.		
5	Strategic Match Edit	0	No impacted business goals.
		1	No impacted goal. Increases operational efficiency.
		2	No direct impact of goal, but prerequisite.
		3	Direct impact on a portion of a goal.
		4	Direct achievement of a goal.
5	Direct achievement of multiple goals.		
2	Competitive Response Edit	0	Can be postponed for 12 months with no effect on competitive positioning.
		1	Can be postponed for 12 months with minimal effect to competitive positioning.
		2	Can be postponed for 12 months with significant effect to competitive positioning.
		3	Postponement will result in loss of competitive positioning.
		5	Postponement will result in complete loss of competitive positioning.
2	Productivity Edit	0	Decreased productivity.
		1	Less than 10% increase.
		2	11 - 30% increase.
		3	30 - 50% increase.
		5	51% or more increase.

Save Cancel

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- Locate the criterion whose value you wish to change and click the **Edit** button below its name.

The Edit Criterion page opens.

◆ **Edit Criterion: Technical Risk**

Criterion Information

*Weight:

*Domain:

Modify Selection Information

Value	Selection
<input checked="" type="checkbox"/> <input style="width: 20px;" type="text" value="0"/>	<input style="width: 90%;" type="text" value="No uncertainty."/>
<input checked="" type="checkbox"/> <input style="width: 20px;" type="text" value="1"/>	<input style="width: 90%;" type="text" value="Very low uncertainty."/>
<input checked="" type="checkbox"/> <input style="width: 20px;" type="text" value="2"/>	<input style="width: 90%;" type="text" value="Low uncertainty."/>
<input checked="" type="checkbox"/> <input style="width: 20px;" type="text" value="3"/>	<input style="width: 90%;" type="text" value="Medium uncertainty."/>
<input checked="" type="checkbox"/> <input style="width: 20px;" type="text" value="4"/>	<input style="width: 90%;" type="text" value="High uncertainty."/>
<input checked="" type="checkbox"/> <input style="width: 20px;" type="text" value="5"/>	<input style="width: 90%;" type="text" value="Unknown."/>

Add New Selection:

Value	Selection	
<input style="width: 20px;" type="text"/>	<input style="width: 90%;" type="text"/>	<input type="button" value="Add"/>

4. Make the desired changes to the criterion and click **Done**.
5. Click **Save** to save the changes made to the Scoring Key.

Adding a New Criterion

Adding a new criterion to the Scoring Key involves creating a new PFM Score - <Criterion Name> Validation, defining the criterion's values from the Configure Scoring Criteria page, and adjusting Request Type Rules.



Note

Making adjustments to the Scoring Key requires knowledge of SQL, which is used in the Request Type Rules that govern the calculation of the Total Value, Total Risk, and Total Score fields.

To add a criterion to the Scoring Key:

1. Open the Mercury ITG Workbench interface and click on the **Validations** screen group.

2. Create a new PFM Score - <Criterion Name> Validation, which will hold the values for the new criterion.



Note

The PFM Score - <Criterion Name> Validation can be a drop down list or single-select auto-complete, but it must be validated by SQL.

Validation : PFM Score - Strategic Match

Name: PFM Score - Strategic Match

Description:

Enabled: Use in Workflow?

Component Type: Drop Down List

Validated By: SQL

SQL:

```
SELECT score_selection_id, score_selection_name
FROM kpfm_scoring_keys_v
WHERE criterion_name LIKE 'Strategic Match'
ORDER BY score_selection_value
```

Tokens

Used By Ownership OK Save Cancel

Ready

3. Copy the SQL from a pre-existing PFM Score - <Criterion Name> Validation into the SQL area.
4. In the WHERE clause, put the <Criterion Name> into the single quotes.
5. Once the Validation is created, use the Configure Scoring Criteria page to configure the criterion's properties as described in *“Changing Criterion Properties”* on page 62.

◆ **Edit Criterion: Technical Risk**

Criterion Information

*Weight:
 *Domain:

Modify Selection Information

	Value	Selection
<input checked="" type="checkbox"/>	<input type="text" value="0"/>	<input type="text" value="No uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="1"/>	<input type="text" value="Very low uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="2"/>	<input type="text" value="Low uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="3"/>	<input type="text" value="Medium uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="4"/>	<input type="text" value="High uncertainty."/>
<input checked="" type="checkbox"/>	<input type="text" value="5"/>	<input type="text" value="Unknown."/>

Add New Selection:

	Value	Selection
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

6. Create a new field in the desired Portfolio Management entity, specifying the new PFM Score - <Criterion Name> Validation as the field's Validation.

The Portfolio Management entities are configured using the **Request Types Workbench**. For more detailed information on configuring Request Type fields, see *Configuring a Request Resolution System*.

7. From the Request Types Workbench window, open the Portfolio Management entity that will be using the new criterion, and adjust the proper Request Type Rule to take into account the new criterion.

The SQL for the Rule should be modified to include the Token for the new criterion's field.



Note

Rules must be modified individually for each Portfolio Management entity making use of the new criterion.

Examples

The ACME Corporation has decided to make some changes to the Scoring Key being used in their installation of Portfolio Management. Harold Lomax, ACME's Mercury ITG administrator, will be the one to implement these changes.

The following sections discuss the changes made by Lomax in detail:

- [Changing a Criterion](#)
- [Adding a New Criterion](#)

Changing a Criterion

A change has been requested for the criterion Architecture Risk. It should contain another selection with value 6, for negative impact to standard architecture.

Lomax changes the name of the Architecture Risk criterion as follows:

1. In Portfolio Management, Lomax opens the Configure Scoring Criteria page by selecting **Portfolio Management > Administration > Configure Scoring Criteria** from the navigation bar.

Configure Scoring Criteria
Save Cancel

Weight	Criterion	Value	Selection
Risk Domain			
3	Technical Risk Edit	0	No uncertainty.
		1	Very low uncertainty.
		2	Low uncertainty.
		3	Medium uncertainty.
		4	High uncertainty.
5	Unknown.		
2	Architecture Risk Edit	0	Utilizes standard architecture.
		1	Minor change to standard architecture.
		2	Medium change to standard architecture.
		3	Major change to standard architecture.
		5	No leverage of standard architecture.
2	Definition Risk Edit	0	Requirements are firm. No changes.
		1	Requirements are moderately firm. Low probability of changes.
		2	Requirements are moderately firm. Medium probability of changes.
		3	Requirements are moderately firm. High probability of changes.
		4	Requirements are not firm.
1	Infrastructure Risk Edit	0	Uses existing systems and services.
		1	Small changes to existing infrastructure.
		2	Small changes and additions are expected.
		3	Moderate changes are expected.
		4	Moderate changes to multiple systems are expected.
5	Substantial changes to infrastructure are expected.		
1	Organization Risk Edit	0	No risk.
		1	Low risk.
		2	Medium low risk.
		3	Medium risk.
		4	High risk.
5	Extreme risk.		
Value Domain			
10	Internal Rate of Return Edit	0	Zero or less.
		1	1 - 5.99%.
		2	6 - 9.99%.
		3	10 - 14.99%.
		4	15% and above.
5	Competitive Advantage Edit	0	No client or market impact.
		1	Improves operating efficiencies that affect competitive position.
		2	Improves operating efficiencies in strategic area.
		3	Provides some degree of outside access.
		4	Provides moderate degree of outside access.
5	Provides high level of outside access.		
5	Strategic Match Edit	0	No impacted business goals.
		1	No impacted goal. Increases operational efficiency.
		2	No direct impact of goal, but prerequisite.
		3	Direct impact on a portion of a goal.
		4	Direct achievement of a goal.
5	Direct achievement of multiple goals.		
2	Competitive Response Edit	0	Can be postponed for 12 months with no effect on competitive positioning.
		1	Can be postponed for 12 months with minimal effect to competitive positioning.
		2	Can be postponed for 12 months with significant effect to competitive positioning.
		3	Postponement will result in loss of competitive positioning.
		5	Postponement will result in complete loss of competitive positioning.
2	Productivity Edit	0	Decreased productivity.
		1	Less than 10% increase.
		2	11 - 30% increase.
		3	30 - 50% increase.
		5	51% or more increase.

Save Cancel

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2. Lomax clicks the **Edit** button below the Architecture Risk criterion.
The Edit Criterion page opens.
3. Lomax changes the entry for Architecture Risk by adding another selection.

◆ **Edit Criterion: Architecture Risk**

Criterion Information

*Weight:

*Domain:

Modify Selection Information

	Value	Selection
<input checked="" type="checkbox"/>	<input type="text" value="0"/>	<input type="text" value="Utilizes standard architecture."/>
<input checked="" type="checkbox"/>	<input type="text" value="1"/>	<input type="text" value="Minor change to standard architecture."/>
<input checked="" type="checkbox"/>	<input type="text" value="2"/>	<input type="text" value="Medium change to standard architecture."/>
<input checked="" type="checkbox"/>	<input type="text" value="3"/>	<input type="text" value="Major change to standard architecture."/>
<input checked="" type="checkbox"/>	<input type="text" value="5"/>	<input type="text" value="No leverage of standard architecture."/>

Add New Selection:

	Value	Selection
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

4. Lomax clicks **Add** and then **Done**.

Adding a New Criterion

A new criterion has been requested for the Value domain, to be called PR Impact. It should contain the following values:

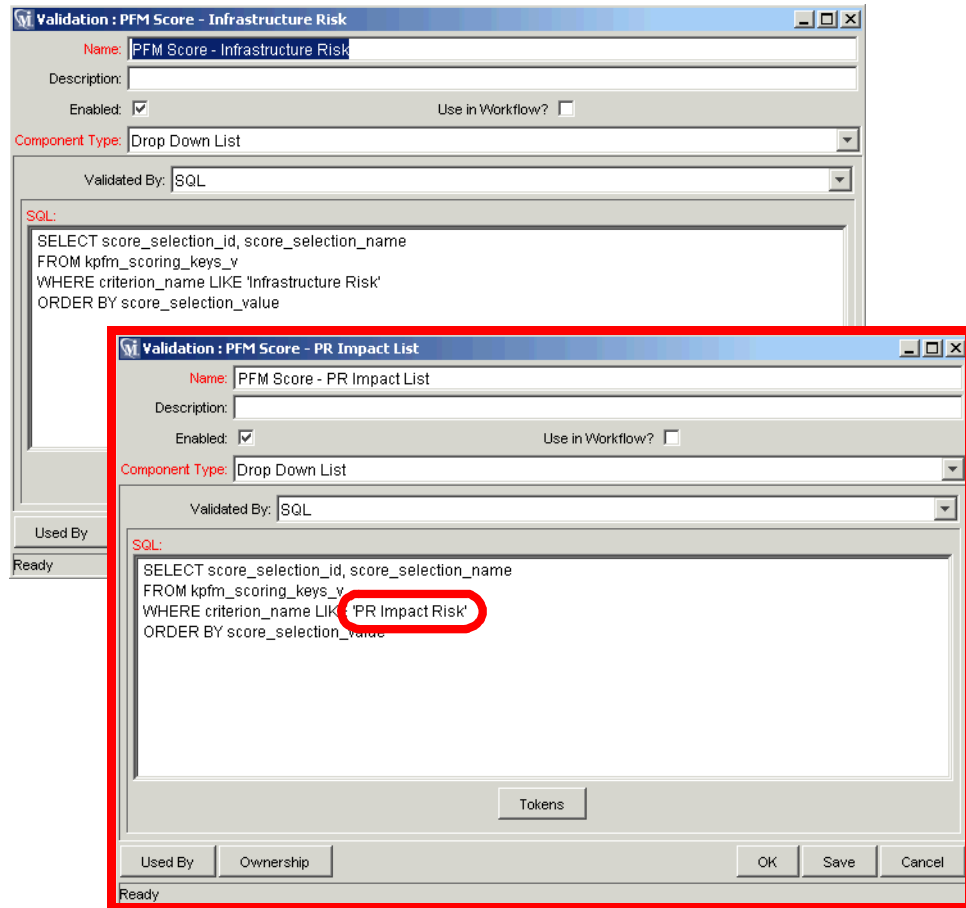
- 0 - No impact.
- 1 - Slight benefit to existing customer base.
- 2 - Large benefit to existing customer base; enhances image.
- 3 - Positive gain in mindshare within industry.
- 4 - Positive gain in mindshare across other industries.

PR Impact should have a weight of 4, being more important than other criteria in the Scoring Key such as Competitive Advantage, but less important than Internal Rate of Return.

Lomax creates the new PR Impact criterion as follows:

1. In the Workbench interface, Lomax creates a drop down list Validation validated by SQL called PFM Score - PR Impact List.
2. Lomax copies the SQL from the pre-existing Scoring Key Validation PFM Score - Infrastructure Risk into the PFM Score - PR Impact List Validation.

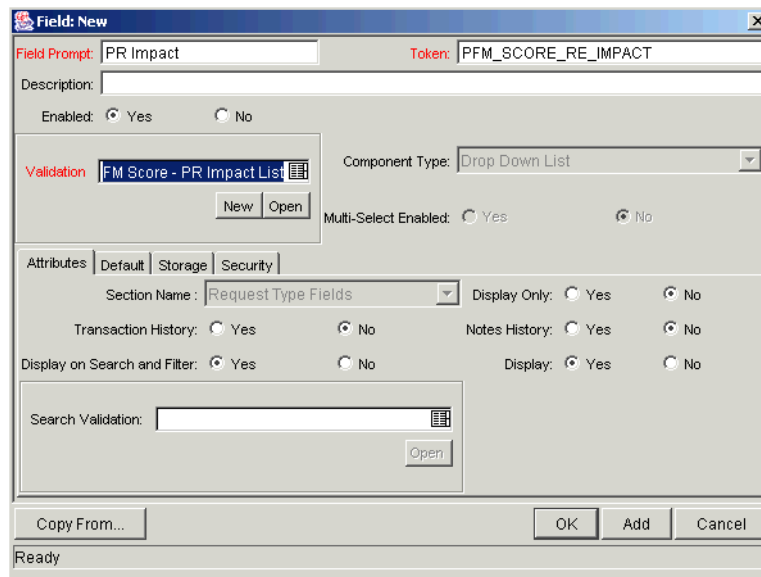
3. Lomax substitutes **PR Impact List** for **Infrastructure Risk** inside the single quotes in the WHERE clause.



4. Lomax opens the Request Type associated with each Portfolio Management entity and adds a field to each one called PR Impact.

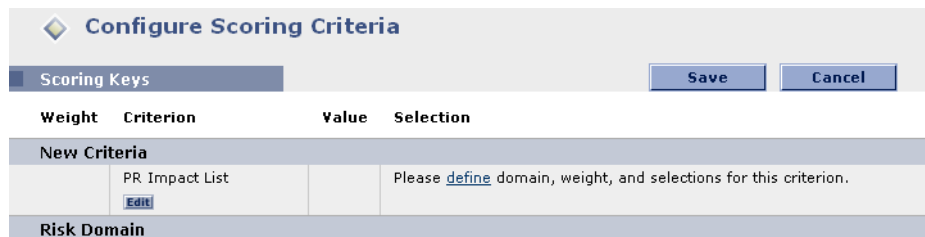
For the Validation, he selects **PFM Score - PR Impact List**.

For the Token, he enters **PFM_SCORE_PR_IMPACT**.



- In Portfolio Management, Lomax opens the Configure Scoring Criteria page by selecting **Portfolio Management > Administration > Configure Scoring Criteria** from the navigation bar.

The new PR Impact List criterion appears at the top of the page.



- Lomax clicks the **Edit** button below the PR Impact List criterion.

The Edit Criterion page opens.

- Lomax adds the values and weight for PR Impact List.

Edit Criterion: PR Impact List

Criterion Information

*Weight:
*Domain:

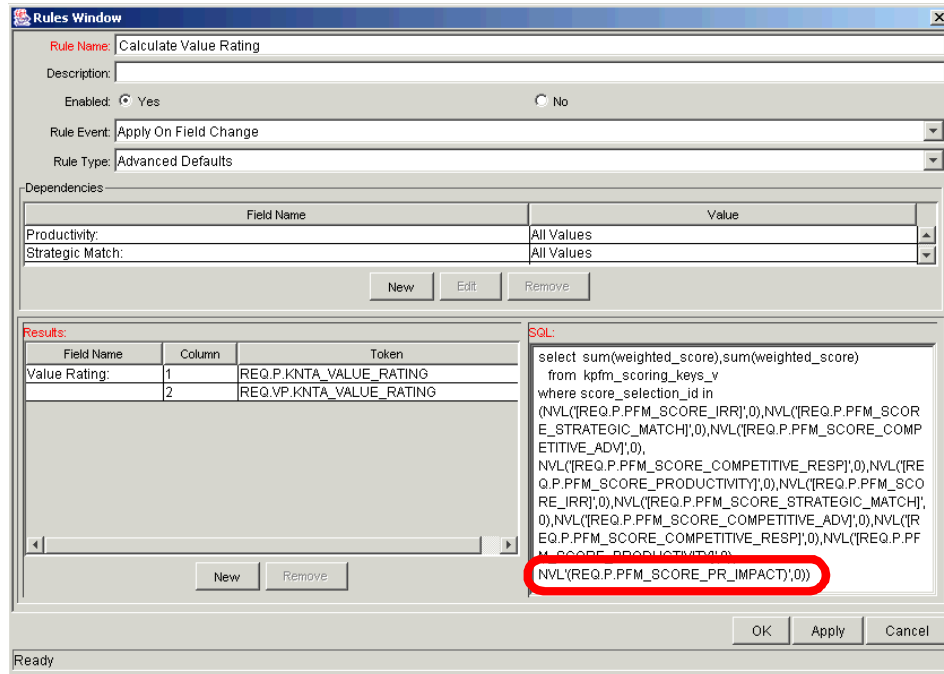
Modify Selection Information

Value	Selection
<input checked="" type="checkbox"/> <input type="text" value="0"/>	<input type="text" value="No Impact"/>
<input checked="" type="checkbox"/> <input type="text" value="1"/>	<input type="text" value="Slight benefit to existing customer base"/>
<input checked="" type="checkbox"/> <input type="text" value="2"/>	<input type="text" value="Large benefit to existing customer base"/>
<input checked="" type="checkbox"/> <input type="text" value="3"/>	<input type="text" value="Positive gain in mindshare within indust"/>
<input checked="" type="checkbox"/> <input type="text" value="4"/>	<input type="text" value="Positive gain in mindshare across other"/>

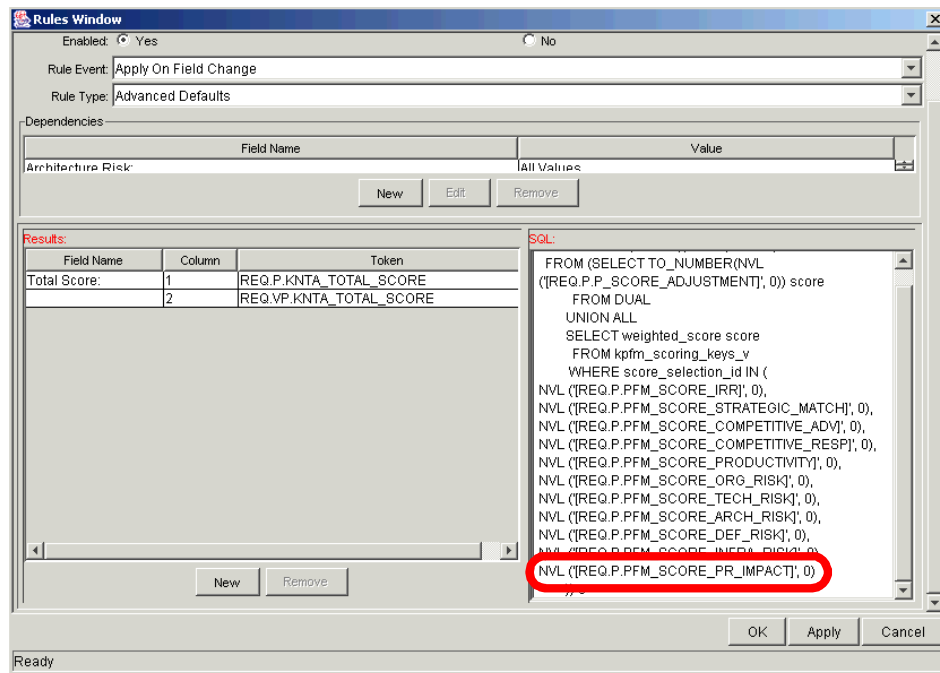
Add New Selection:

Value	Selection
<input type="text"/>	<input type="text"/>

8. Lomax clicks **Done**.
9. In the Workbench interface, Lomax opens the Request Type associated with each Portfolio Management entity.
 - a. Lomax adjusts the SQL for the Request Type Rule responsible for calculating Total Value, adding the Token PFM_SCORE_PR_IMPACT where appropriate.



- b. Lomax adjusts the SQL for the Request Type Rule responsible for calculating Total Score, adding the Token PFM_SCORE_PR_IMPACT where appropriate.



Chapter 8

Enabling Users in Portfolio Management

This chapter describes how to Mercury ITG Center users to use Portfolio Management entities and processes.

The following topics are discussed:

- *Understanding Security Groups*
- *Associating Security Groups with Process Steps*
- *Associating Security Groups with Portfolio Management Entities*

Note

Licenses, user accounts and Security Groups are assigned by the Mercury ITG Center Administrator. Contact your application administrator for matters relating to Portfolio Management licenses.

Understanding Security Groups

Security Groups are constructed to provide a set of users with specific access to screens and functions within Portfolio Management. Each Security Group is configured with a set of Access Grants that enable specific access. Users are then associated with one or more Security Groups.

A user's Security Group memberships determine which entities user can view or edit, which processes a user can use, and which process steps a user has authority to act on. Each Portfolio Management user can be a member of multiple Security Groups. The collection of Security Groups to which a user belongs defines that user's role and access within Portfolio Management.

Associating Security Groups with Process Steps

Portfolio Management provides empty Security Groups that are pre-configured to work with the delivered Portfolio Management processes described in *“Configuring Portfolio Management Processes”* on page 43.



The Implementation step in the Asset process can be acted on by the Team Manager Security Group.

These Security Groups must be populated with the proper users before the processes can be used. For more information on adding users to Security Groups, see *Security Model Guide and Reference*.

The mapping of Security Groups to process steps can easily be altered to best suit your business needs through the **Workflows** screen group in the Mercury ITG Workbench interface. For more information on configuring process steps, including setting security, see *Configuring a Request Resolution System*.

Associating Security Groups with Portfolio Management Entities

The Portfolio Management entities (Proposals, Projects, Assets) can be restricted to particular Security Groups. By default, the Portfolio Management entities are unrestricted.

You can restrict creation of the Portfolio Management entities to certain Security Groups through the **Request Types** screen group in the Workbench interface. For more information on setting Request Type security, see *Configuring a Request Resolution System*.

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