

ABOUT PRIMAVERA PROSIGHT

Primavera ProSight offers world-class Enterprise Investment Management solutions for business and government. These solutions drive the planning and control for all types of business or technology investments, deploying objective, auditable processes, and metrics, while facilitating collaboration among all stakeholders. Primavera ProSight's customers achieve rapid results, including rationalization of current spending, optimization of support for the business, and active governance to obtain the highest possible return on investment.

Primavera ProSight's solutions are widely used by the U.S. Government for IT Investment Management (ITIM) including CPIC processes and FISMA compliance. Other solutions include large asset portfolio management, research investment management, and capability management within the Department of Defense.

ABOUT PRIMAVERA

Primavera is a software company who provides business solutions for a project-driven world. The company helps organizations identify which projects are most important, and makes it easy for people to work collaboratively on those projects and deliver them successfully. Primavera solutions are industry specific and highly scalable, with the power to support global enterprises. Primavera solutions have ensured the success of projects collectively worth more than \$5.5 trillion, including the management of IT projects that span the globe, the complex manufacturing of high tech products, construction of the world's tallest buildings, ongoing multi-billion dollar oil discovery projects, and space exploration. For more information, visit www.primavera.com or call +1.800.423.0245.



An **ARMY** **STRONG** Standard for IT Portfolio Management

The Army CIO/G6 needed to track their IT projects in order to maximize their ROI.

Primavera ProSight provides transparency and control over inventory and investments.



AMERICAS HEADQUARTERS

THREE BALA PLAZA WEST
BALA CYNWYD, PA 19004 USA

P. +1.610.667.8600
1.800.423.0245

F. +1.610.667.7894

info@primavera.com

INTERNATIONAL HEADQUARTERS

METRO BUILDING
1 BUTTERWICK
LONDON W6 8DL, UK

P. +44.20.8563.5500

F. +44.20.8563.5533

intlinfo@primavera.com

www.primavera.com



When Americans think of the Army, we think about the men and women serving our country and protecting our rights and freedom. We do not give much thought to the Information Technology (IT) systems behind the scenes which ensure Soldiers can communicate effectively, everything runs correctly, and they receive the required support.

The Army's Office of the Chief Information Officer (CIO)/G6 provides oversight and management of these IT systems so our Soldiers can focus on mission-critical tasks - not on IT. To help fulfill this difficult mission, the Army CIO/G6 oversees an IT budget in excess of \$7 billion per year, managing over 1,500 systems/programs.

THE IT MANAGEMENT BATTLEFIELD

In an operation as large as the Army, it is difficult to track IT systems and ensure that these investments align with the Army's mission. To combat this, in early 2005 the Army CIO/G6 developed the "500-day Plan" to outline its strategic vision and mission in support of the Army's strategic objectives. One of the key objectives of the plan was to maximize IT management efforts to meet Army IT capability requirements.

With over 1 million active, guard, and reserve Soldiers, the Army must allocate and manage its IT resources effectively to ensure that the troops receive the IT support they rely upon both on the battlefield and at their garrison location. In addition to supporting the rapid exchange of information on the battlefield, the Office of the CIO/G6 must support soldiers' families at home who depend on the Army's IT enterprise for pay checks, access to medical resources, and other necessities. "These essential functions are all supported by the network backbone, which aids and assists in ensuring the right people get the information to make informed decisions on the battlefield, and receive the necessary support at home," said Cliff Dickman, senior IT portfolio management (PfM) analyst for the Army CIO/G6, part of the team supporting the Army's IT PfM initiative.

The Army must also adhere to numerous standards and reporting processes. The Clinger-Cohen Act requires the Army CIO to align IT strategy with the Army's overall strategic objectives. The Government Accountability Office executes periodic audit reports on the Army's IT strategy. Additionally, Congress' budgetary process includes periodic reviews of IT purchasing and procurement, while Department of Defense directives require the Army to identify and report a variety of data on its IT assets.

To complicate an already complex process, just a few years ago the Office of the CIO/G6 often worked from spreadsheets to manage information. "Most data collection processes were manual and spreadsheet-based," Dickman said. "It was difficult to track information and very likely that information from one source differed from information from another. As a result, there was a potential for making decisions based on outdated or less than accurate data - not the desired state as we strive to ensure our decision making is supported by accurate, timely information."

With so many requirements and reporting procedures, it became increasingly clear that the Army needed a new method to aid in managing its IT investments. To formalize and link IT systems, the Army looked to IT portfolio management products. The Army required a solution which would allow an enterprise to rationalize existing IT systems, approve and govern new projects, as well as efficiently manage resources, schedules, and costs.

MARSHALLING ALL THE FORCES

After evaluating numerous IT portfolio management offerings, the Army chose Primavera ProSight to become its enterprise solution for the management of its existing IT inventory and to support the registration/reporting of new systems. A Commercial Off the Shelf (COTS) solution, Primavera ProSight provided maintainability and ease of support as well as the granularity the Army required when assessing its IT initiatives.

"Primavera ProSight provides a holistic view of our IT projects," Dickman said. "We needed a tool that allowed us to view information through multiple lenses. For example, we needed to be able to say, 'Show me the command or component that owns this system' or 'Show me how this system is funded,' or 'Show me everything that supports a specific warfighting or business capability.'" Primavera ProSight met this requirement through its unique portfolio structure, which allows investments to reside in multiple portfolios simultaneously and the nesting of portfolios.

Primavera ProSight became the engine behind the Army Portfolio Management Solution (APMS), which Lt. Gen. Steve W. Boutelle, former U.S. Army CIO/G6, directed the Army IT community to embrace as the enterprise standard in April 2005. APMS enables the Army to have an accurate inventory of IT investments, conduct snapshot reporting as required to support Department of Defense reporting requirements, as well as support the capital planning processes and investment rationalization based upon evaluation of the data. APMS aids in locating redundant or inefficient IT systems through alignment of investments by function and capability, to support the decision making process to remove or redeploy those systems. In addition, a formalized registration process for a new system/investment ensures the Army is making a better informed investment decision.

Prior to APMS, the process for managing and tracking IT investments was loosely tied to the Army's overall mission or business objectives. If a command wanted to procure a new IT system or investment, it would secure funding and move forward in procuring its desired capability. APMS reinforces a new governance construct within the Army whereby a functional review takes place to ensure the new registration is not a redundant, potentially unneeded, investment.

"We needed to have the ability to rationalize and manage our IT decision making," Dickman said. "We are dealing with taxpayers' dollars and want to ensure they are used in the most efficient manner possible. We also needed to give our senior leadership better visibility into what our IT dollars are buying in the way of capabilities for the Warfighter."

You cannot run before you crawl. Likewise, APMS faced a few hurdles on its way to implementation. The Office of the CIO/G6 wanted to secure buy in on the program from senior executives, financial managers, and enterprise architecture leaders. "We had to make sure this was not seen as the CIO/G6's big idea that everybody else is going to have to live with," said Dickman. "APMS is something that can support many Army processes."

Portfolio management was a new concept to the Army, so the Office of the CIO/G6 set out to generate awareness. "We wanted to educate people about why we were seeking a portfolio management solution as well as the benefits of the solution - in other words, what is in it for them," said Christina Krishnan, senior IT portfolio management (PfM) analyst for the Army CIO/G6, another member of the team supporting the Army's IT PfM initiative. "We held configuration and design conferences to make sure that the solution would be relevant at other levels within the Army command and staff structure. These conferences were instrumental in the development of APMS. Once the design was set, we then had to train the user community. The education process took several months and evolved into the training program we use today. In addition, we developed a communications/outreach program to keep the lines of communication open and share lessons learned."

Within four months of going live with APMS (riding the Primavera ProSight engine), it became the system of record for reporting IT systems within the Army. The first 12 months of the contract included awareness, training, as well as initial use and reporting. "After the six-month mark we saw increased use and confidence by the user community," Krishnan said. "We then focused on maximizing the use of the application and expanding the connected user community. Our communications strategy in support of APMS increases in importance with each new development or increase in the user community."

APMS - TESTED VALUE

APMS requires each Army organization to register new IT investments by entering key information such as the point of contact, as well as the system's capabilities and how it aligns with the overall IT objectives. Requests for any new IT investment go through a formal approval process, which must pass through the command's senior administrator, the Army's functional community, and the Office of the CIO/G6. Each level evaluates the new IT system's mission and functionality to ensure it is not redundant and meets a valid requirement. With this process in place, the Army knows where the system is, all of the key security aspects, and how it aids in providing a needed capability.

"Primavera ProSight provides us with transparency across enterprise investments. We have moved away from our former spreadsheet-centric approach to a centralized system of record. We now have standard processes for managing our inventory and meeting reporting requirements. Most importantly we have made significant strides in rationalizing our IT inventory."

Cliff Dickman,
Senior IT Portfolio Management (PfM),
Analyst for the Army CIO/G6

"Portfolio management has helped us in our efforts to gain control over IT investments, so we can make sure we deliver value to the Army. While we are still early in the process, each journey begins with the first step. The Army has stepped out and takes seriously the requirement to maximize the return we achieve for each IT dollar spent. It all comes down to making sure the dollars we spend provide IT capabilities to the Warfighter in the most efficient and effective manner possible."

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