



Adoption and Maturity Management Add-on For HP PPM™

Translating Adoption and Maturity
Metrics into PPM Value

Introduction

It is almost trivial to say that basing tactical or strategic HP PPM implementation decisions and actions on hard data about adoption, data quality, and PPM maturity rather than subjective opinions is preferred. While the same concept holds true for almost any business application, it is of particular importance to PPM implementations due to a number of their core characteristics:

- In most cases, PPM implementations represent a significant organizational change and, as with most organizational changes, are accompanied by groups of employees who resist them or find it challenging to adapt.
- PPM is one of the most strategic IT applications, typically used to support major IT investment decisions, evaluate the status of critical IT initiatives, and derive key IT effectiveness metrics. Therefore, ensuring the completeness, validity, consistency, and timeliness of the PPM data is critical for gaining and retaining this strategic value of the application.
- A leading PPM tool such as HP PPM is purchased by customers with the objective of gradually enhancing their organizational PPM maturity level, a deep concept that encapsulates dozens of leading processes, rather than simply introducing another transactional information system to the organization.
- Several standard PPM operations, such as time entry or status reporting, are often viewed by employees as arduous chores, therefore making it more difficult for employees to adopt the solution.
- A rich software package such as HP PPM contains a large number of configurable functionality elements and provides customers with multiple options. Consequently, there needs to be some sort of a monitoring solution in place, capable of providing customers with objective feedback on the adoption of their existing design decisions, and helping them make future ones.
- HP PPM is a leading enterprise tool which is typically used by a large number of employees, making it harder to get an accurate picture of the adoption and maturity status without hard data.

This paper translates this understanding into concrete recommendations to HP PPM customers. First, we provide guidelines for incorporation of adoption and maturity management (AMM) processes into new or existing HP PPM management processes. Second, we provide tangible examples of response strategies customers may take based on the add-on's findings. Some of these tactics and techniques help HP PPM customers improve their present situation while others are more strategic in nature.

Incorporating AMM into HP PPM management processes

PPM applications provide customers with strong visibility: visibility into the status of planned and upcoming IT initiatives, resource status, financial status, etc. Paradoxically, HP PPM customers lack the visibility into the status of the implementation itself. While the AMM add-on gathers, analyzes, and reports all this vital information, customers need to determine how to incorporate the use of the add-on into its existing PPM management processes in order to reap strong benefits from its metrics. Similar to other HP PPM management processes, organizations should strive to bolster the position of the AMM processes in the organization through such means as process documentation, training, etc.

The following is a guideline of the tasks that should be performed based on frequency. It is recommended that AMM metrics be collected and expected usage/maturity/data quality levels defined as soon as possible after installation and initial configuration are completed. It is important to have this initial baseline in order to evaluate the progress compared to original expectations in years to come, and take actions based on the AMM findings sooner rather than later.

Frequency	Tasks
Weekly	<ul style="list-style-type: none"> • Assess general usage of the tool (e.g. understand usage trends, identify system wide usage problems related to application changes, infrastructure problems etc) • Assess usage of specific user groups and individuals compared to expected levels (e.g. have the project managers updated their projects as expected?) • Assess usage metrics of specific entity groups compared to expected levels (e.g. has X number of proposals been created/updated last week as expected?) • Asses the quality of the data created during the week (e.g. is the data created during the week complete, valid and consistent with other data elements? Has the data been kept up to date?) • Asses the status of specific PPM maturity metric(s) based on corporate PMO guidelines for the period (e.g. corporate PMO instructed the project managers to start capturing

	<p>planned resource information for their projects)</p> <ul style="list-style-type: none"> • Respond to usage exception alerts fired by the AMM add-on (e.g. group usage compliance failures)
Monthly/quarterly	<ul style="list-style-type: none"> • Assess general PPM maturity, usage, and data quality levels (e.g. assess the impact of organizational change management measures on the system usage; assess the impact of enterprise wide data quality policies) • Assess PPM maturity, usage, and data quality levels of specific groups compared to monthly/annual expected levels as defined at the beginning of the year or upon the initial installation of the AMM add-on • Refine/define data quality rule definitions and their weights • Refine/define user group & entity group definitions • Set monthly/quarterly expected usage, maturity, and data quality levels • Refine/define usage exception alerts • Run licensing reports and make allocation/assignment changes as necessary • Use the AMM findings as an input to assess impact of recent or potential configuration changes
Annually	<ul style="list-style-type: none"> • Perform Year-over-year comparison of data quality, usage, maturity metrics • Compare expected usage, maturity, and data quality levels for the year to actual • Refine/define user group & entity groups definitions • Refine/define data quality rules and their weights • Review and adjust the PPM maturity scoring keys • Set expected usage/maturity levels for new year

	<ul style="list-style-type: none">• Set expected data quality levels for new year based on expected usage/maturity levels• Adjust the PPM implementation roadmap based on AMM findings• Adjust the PPM enterprise deployment plan based on AMM findings• Review the PPM support organization structure & focus based on the AMM findings, and make adjustments as necessary
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Response strategies

Customers know their environments best and the organizational resources available to them. Therefore, with the findings from the AMM add-on, many strategies or one strategy with multiple variations can be formulated to address issues or to seize opportunities for growth. Based on experience, the following approaches have been found to be effective when used in conjunction with supporting technical and organizational processes.

Findings	Response
Usage is lower than expected	<ul style="list-style-type: none"> • Ensure that the user groups understand the expected usage levels • Publicize the importance and value of the system - WIIFM concept (what's in it for me?) • Consider establishing new corporate policies surrounding the use of the tool • Check whether there is a need for additional tool training • Probe the users about the reasons for their low usage, and consider making configuration changes if it is determined that the system's configuration might be the root cause of the problem • Check whether the system's support needs to be improved
Usage levels meet or exceed expectations	<ul style="list-style-type: none"> • Look for opportunities to enhance the data quality, while also taking into account the quality metrics. • Look for opportunities to further enhance the system's data quality and maturity levels while taking into account those metrics as reported by the AMM add-on. Look for opportunities to roll the system out to additional groups. • Take advantage of the high usage to elicit feedback from users about the system's functionality

<p>Data quality scores are lower than expected</p>	<ul style="list-style-type: none"> • Instruct the users groups to take an immediate corrective action when possible • Qualify decisions or actions taken based on the data • Confirm understanding of data quality expectations with the user community • Ensure that the expectations set were appropriate and adjust as necessary
<p>Data quality scores meet or exceed expectations</p>	<ul style="list-style-type: none"> • Look for opportunities to roll out additional reporting functionality that displays and analyzes the high quality data • Put greater emphasis on distribution of the PPM data. • Look for opportunities to make new uses of the PPM data throughout the organization • Look for opportunities to further enhance the system's usage and maturity levels while taking into account those metrics as reported by the AMM add-on
<p>Maturity scores are lower than expected</p>	<ul style="list-style-type: none"> • Check whether the configuration is aligned with HP's leading processes and OOTB functionality (e.g. has the system been configured to allow proposal → project association?) • Publicize the use and benefits attained by the more mature user groups • Check whether there is a need for additional process training • Ensure that the expectations set were appropriate and adjust as necessary
<p>Maturity scores meet or exceeds expected levels</p>	<ul style="list-style-type: none"> • Look for opportunities to further enhance PPM maturity

	<ul style="list-style-type: none">• Raise expected maturity levels• Look for opportunities to cross-pollinate PPM maturity ideas within the organization• Look for opportunities to further enhance the system's data quality and usage levels while taking into account those metrics as reported by the AMM add-on
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