

Mastering Project Portfolio Management

Obtaining Decision Support Software from Expert Choice, Inc.

Temporary licenses for limited versions of Companion™ Suite and Expert Choice Desktop (ECD) with Resource Aligner are provided with purchase of a new copy of this book to enhance learning and to provide you with hands-on experience in the processes described in the book. In order to obtain access to this software, navigate to the following URL in your web browser:

<http://ppmbook.expertchoice.com>

There you will be asked to provide contact and log in information, verify that you are eligible to use the software and accept the end user license agreement (EULA). Chapter 3 of the book introduces you briefly to each of these tools. In subsequent chapters detailed step-by-step examples are provided to support the selection and optimization of the sample project portfolio.

As stated in the EULA you will be asked to accept at signup, the duration of the license is eight months, and the following limitations apply:

- The software shall be used for individual learning and instructional purposes only and not for any commercial use or to reach organizational decisions or allocate organizational resources.
- The maximum number of concurrent active decisions is one (1). An active decision is a project that is available for evaluators to enter judgments. Additional decision projects that may exist are available for editing but only one at a time may be placed in active status.
- The maximum number of active participants is (8) with two (2) additional view-only participants. Should this number be insufficient in certain circumstances, such as teams in university classes, EC may expand this limitation, in EC's sole discretion, upon application made to EC. The minimum number of active participants required to perform the case study example in the book is eight (8), including seven (7) identified evaluators with specific roles and one project manager / administrator who is not also an evaluator.
- A maximum of three (3) levels of "Objectives," not including the "Goal," are permitted, as those terms are used or described by EC.
- A maximum number of twenty-five covering (lowest level) Objectives is permitted.
- The maximum number of Alternatives (as that term is used or described by EC) permitted is twenty-five.

Should you wish to acquire an unlimited license for the software, please contact Expert Choice directly via <http://www.expertchoice.com/>.

New Features and Enhancements since Publication

From time to time, Expert Choice may provide enhanced features and new releases of the software products available to authorized readers of the book. Some these result in changes to the steps required to perform certain actions described in the book. Instruction and videos on the use of these new features is contained within the software help functions. Here, we provide brief descriptions of new features and enhanced capabilities. Expert Choice often provides webinars on its website to demonstrate these new features.

Major Enhancements

- Interface between Comparison for Prioritization and Resource Aligner for Optimization

Prior to a recent release, to use the Resource Aligner (RA) module of Expert Choice Desktop (ECD) to specify the optimal combination of projects for a portfolio subject to specified constraints, it was necessary to download the prioritized results to a file and open it with ECD. Only then could a user enter the costs, risks, dependencies and other constraints and use other features. The steps for doing this are described in the book. Now, Comparison provides an automated download to ECD through the Allocate function that automatically opens the project in the ECD RA and provides a subset of the full functionality.

The interface to the abbreviated RA functions is more intuitive, with just two tabs, Data Grid and Resource Aligner. The Data Grid tab provides capability to enter costs, risks and categories (such as timeframes, divisions, strategic buckets and others). The Resource Aligner tab provides the optimization functions and allows specification of budgets, risks and constraints, management of multiple scenarios and analysis of the efficient frontier (optimal benefit with increasing budgets).

- TeamTime™

TeamTime is a web-based, real-time collaboration tool for brainstorming and decision making with participants all in the same room or distributed around the world. It allows a group to structure a decision and evaluate it together.

TeamTime is described in the book. Its collaborative structuring and other capabilities have been enhanced; for example, pros and cons can be defined for alternatives, which can help the group to identify objectives. These pros and cons developed during collaborative structuring can be shown when structuring alternatives.

The project manager can now edit the model during a TeamTime session, including objectives, alternatives, information documents, and participants. Responsiveness with a large number of participants has been significantly improved. Variance calculations are shown on the screen.

- Inconsistency

Inconsistency for pair-wise comparisons is now available in Comparison. A process for examining and improving inconsistency has been added. A new report showing inconsistencies for all participants has been added to the standard ad hoc reports.

- Surveys

A survey can be presented to evaluators at the beginning of the input collection process, at the end of the input collection process, or both. A given surveys can be applied to one, or to multiple, projects.

Other Features

- Faster Ratings

Enhancements to entering multiple ratings that speeds up the evaluation process

- New screen for entering/managing information documents

For goal
For objectives, sub objectives
For covering objectives
For alternatives
For alternatives with respect to covering objectives
Links to websites to provide information

- Synthesis results for aggregating individual priorities, as an alternative to aggregating individual judgments

- Use of Active Directory for adding participants to workgroups and projects

- Ability to create succinct project links for inviting participants under a variety of circumstances

- Ability to see which projects a workgroup member is registered in as either a manager or participant

- Other

Enhancement to displaying large information documents during evaluation
Added a quick link from projects home to show Evaluation Progress
Added search capability on the Projects listing page
Added clearer explanation of online/offline status
New chart types for displaying results
Ability to insert alternatives anywhere rather than just at the end.