

CA Clarity PPM v13.3 and v14.x

Strategic Planning and Execution Configuration  
Release 4.1.1

# Version History

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| --- | --- | --- | --- |
| Author | Date | Version | Comments |
| Alexandre Assis | 15/Sep/2008 | 1.0 | * Initial Draft |
| Alexandre Assis | 16/12/2010 | 2.7 | * Finally started updating the document |
| Alexandre Assis | 13/05/2011 | 2.8 | * Bugs fixed * Timeslice Tables fixed |
| Alexandre Assis | 23/11/2011 | 2.9 | * Ported to v13 * Adapted to new Project Properties Page * New Project Dashboard Tab * Updated Doc with a brief of new Functionality * Partially updated Screenshots with v13 |
| Alexandre Assis | 23/12/2011 | 3.0 | * Customer-defined levels from 2 to N * Multi-level Strategic Items * Multi-scope, Multi-dimensional Strategic Plans * Simplified Data Model with no “Grandchild” Objects * Separated KPIs from Metrics * Eliminated direct table inserts and upates – all XOG now * Brand new Demo Data inspired on examples from Balanced Scorecard books |
| Alexandre Assis | 11/07/2012 | 3.1 | * Re-packaged for new v13.0.1 dataset including Idea, Project and Program "Business Alignment" subpages |
| Alexandre Assis | 24/09/2012 | 3.2 | * Updated Demo Data until 2012-09-30; verified installation on v13.1 with PMO Accelerator v3.1 |
| Alexandre Assis | 27/09/2012 | 3.3 | * Revised Translation to Portuguese * New feature on Strategic Cycles to consider pre-defined Supported Goals as a filter to the Distributed Evaluation Questionnaire |
| Alexandre Assis | 15/01/2015 | 4.0 | * Top-Down Planning (FTEs, Benefits, Funds) * KPIs are now called Indicators * Indicators Hierarchy with Roll-Up * Indicator Status defined by both Children Roll-up and Target x Measurement * Strategic Hierarchy Graphical Views * Normalized Item Status scale * Item Status defined by both Children Roll-up and Direct Indicators Roll-up |
| Alexandre Assis | 22/01/2015 | 4.0.1 | * New Demo Use Cases * Minor navigation adjustments |
| Alexandre Assis | 30/03/2015 | 4.1 | * Added a few Hierarchical Portlets using Word Trees and Sankey Diagrams (Package: Hierarchical Views 2.0) |
| Alexandre Assis | 01/05/2015 | 4.1.1 | * Fixed Commitment Rollup issues (now in sync with Portfolio date range) * Added two Timeslices to allow for Commitment tracking. |
| Alexandre Assis | 04/05/2015 | 4.1.1 | * Separated Demo Guide and Configuration Guide |

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# Maintenance and Configuration

## Implementing Strategic Planning and Execution Accelerator

Implementing this Accelerator is very easy, provided you have all the pre-requisites. There are three basic steps:

1. Install the Accelerator
2. Create or Load your Basic Strategic Data
3. Start using

Now, what are the pre-requisites, you may ask… and those are listed here:

1. For Strategic Plan Monitoring
   1. You have a Strategic Plan defined
   2. You have your Indicators defined
   3. You know how your Indicators influence your Strategic Plan and Each Other
   4. You know which (existing) Investments are linked to which Strategic Items
   5. You know how to determine which (new) Investments are linked to which Strategic Items
   6. You are using CA PPM’s standard KPIs (from PMO Accelerator) to monitor Project Health
   7. You have a process in place to define Targets and perform Measurements for each Indicator
2. For Investment Selection (calculate alignment)
   1. You have a Periodic Evaluation Process in place to assess Investment value
   2. You have a defined Business Case for each Investment, with specific metrics
   3. You have an association between the metrics used to assess Investments and the corresponding Strategic Items
   4. You may know which (existing) Investments are linked to which Strategic Item OR use this process to find this information
   5. You may know which (new) Investments are linked to which Strategic Item OR use this process to find this information
3. For Top-Down Planning
   1. You have defined a Top-Level value for Capex, Expected Benefits and Head-count (FTEs)
   2. You have defined the Allocation % to lower levels (or assume the Weights from the Strategic Plan will be used)
   3. You have defined on which levels/items you are going to link Portfolios
   4. You know which (existing) Investments are funded by which Strategic Item
   5. You know how to determine which (new) Investments are funded by which Strategic Item

Final advice: before you start customizing, creating attributes, portlets and processes, implement this accelerator as-is. Once you start using it – you will be more qualified to realize what is missing and what is not working well for your company. Then you may plan to implement your changes (and please provide feedback so it may be incorporated in the future versions of the Accelerator).

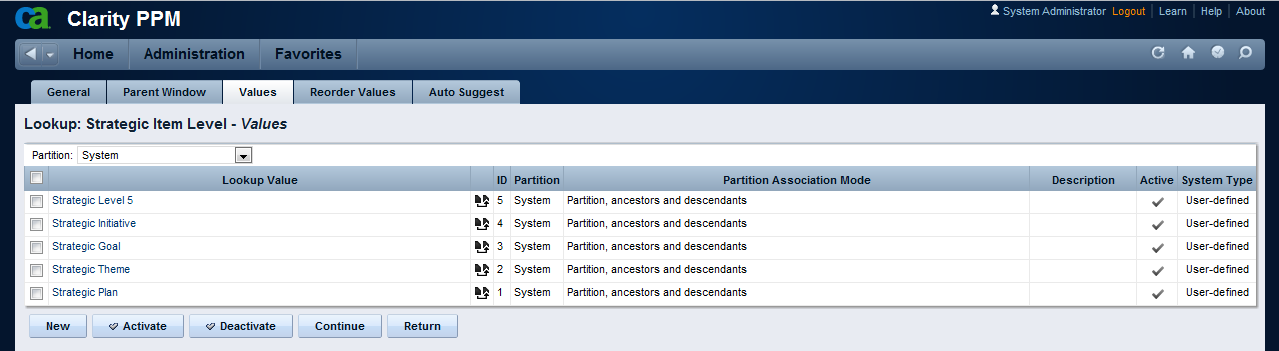
## Preparing for a Proof-of-Concept

### Changing Strategic Item Levels

Strategic Items are organized in Levels. Levels are determined by a Static Lookup called “Strategic Item Level”, ID “STRAT\_ITEM\_LEVEL”.

The levels in Strategic Alignment algorithms are dynamic – these means you can Add/Remove/Rename levels according to your customer’s needs.

We deliver, by default, five Levels, named as: “Strategic Plan”, “Strategic Theme”, “Strategic Goal”, “Strategic Initiative” and an additional level called”Strategic Level 5”.



To Add a new Level, click on New and add anew value.

To Remove an existing Level, select it on the list and click “Deactivate”.

To Rename an existing Level, click on it and change the “Lookup Value Name”. If you need multi-language, don’t forget to click on the multi-language icon and translate the new value to the desired languages.

*Note: please avoid leaving gaps in the numbering of levels (ID, a.k.a. Lookup\_Enum) as this untested condition may trigger undesirable results. Keep the levels in a direct numbered order (“1, 2, 3, 4” instead of “1, 3, 4, 6”).*

### Creating a new Balanced Scorecard Perspective

Balanced Scorecards are tailored to each company. The four basic perspectives are delivered as “seed data” in this application but you may need to create other perspectives. For government agencies you may create the “Citizen” perspective instead of “Customer” or “Financial”.

Login: PT or ADMIN

|  |  |
| --- | --- |
|  | Navigate to Strategic Perspectives |
|  | Click “New BSC Perspective” |
|  | Enter the Perspective Name and Save. |
|  | If you don’t need one of the other perspectives you may delete it or de-activate it.  Just keep in mind you may invalidate existing demo data if you delete a Perspective. |
| Customer Perspective Dashboard for the IT Operations department Scope”: | Notice you have a Dashboard for BSC Perspectives.  They show the items in the Strategic Hierarchy that are linked to the Perspective.  Also notice you may use scope on the filter or not. |

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| Customer Perspective Dashboard for all Scopes: | If you don’t use scope you have a complete view of the influence of the BU’s and Department’s strategies on the corporate strategy for that perspective. |

### Creating a completely new Strategic Plan

To create a completely new Plan after you created a new scope, login with your Demo User and start by creating Strategic Items. After you have your Hierarchy Tree, Create the Indicators – the information in Indicators will be used to monitor your Strategy Execution. After the Indicators, create the Investment Alignment Metrics. The metrics will be used in the Investment Evaluation Cycles to calculate the Strategic Alignment Score of your Investments.

Her you’ll see how to create your Strategic Items. For Indicators and Metrics, please take a look at the corresponding topic.

|  |  |
| --- | --- |
|  | Navigate to Strategic Items |

### Creating a new Indicator

You will probably need to create new Indicators with their targets and measurements and link them to Strategic Items. You should do this using the appropriate user – depending on the Scope you will demo.

For Online Order Business Unit Indicators, use PG (Paula Granger);

For IT Operations Department Indicators, use SPM (Sarah Preston);

For Corporate Indicators, use (Peter Thompson); OR

If you created a new Scope, login that same user who created the new Scope. If you use Admin you will have to deal with “Access Rights” later to do your demo.

|  |  |
| --- | --- |
|  | Navigate to Strategic Indicators |
|  | Click “New Strategic Indicator” |
|  | Enter the Indicator name and the related scope (what you’re going to use this Indicator for)  Click Save |
|  | Enter a Description that clearly identifies what the Indicator means.  Enter Calculation Instructions, Indicator Periodicity (that’s related to the Measurements but it’s for information purposes only)  On Indicator Settings you will define where the Indicator Status % and comes from:   * From Target x Measurement comparison * From Children Indicators Roll-up * The Best, Worst or the Average value between those two   On Indicator Roll-Up you will define how Indicator Status from Children is calculated:   * Relate the indicator to its Children using the Multi-valued-Lookup attribute * Choose an operation (Max, Min or Avg value from those children)   On Target x Measurement you choose the “sign” of the Indicator, whether a Higher or a Lower value indicate a better result. |
|  | Navigate to the Indicator Targets subobject.  The list will be empty. Click New. |
|  | Enter a description, a Target Date (the date on which you expect to reach the target) and a Target Value (the value you expect to reach for that Indicator on the target date). |
|  | Save and Return and repeat this operation as many times as necessary.  Our standard demo data delivers yearly Indicator targets from 2009 to 2019. |
|  | Navigate to the Indicator Measurements subobject.  The list will be empty. Click New. |
|  | Enter a description, a Measurement Date (the date on which you measured the Indicator) and a Measurement Value (the value you measured for that Indicator on the measurement date). |
|  | Save and Return and repeat this operation as many times as necessary.  Our standard demo data delivers yearly or quarterly or monthly Indicator measurements from 2009 to 2014. |
|  | You can change the Item Status Scale – the ranges that result in the Item Status Color indicators from Black to Blue.  Navigate to Item Status Scale in Properties. |
|  | We provide a predefined Scale by default. You don’t need to make adjustments unless you want to.  Each indicator can have a different Scale. |
|  | Indicator is now Created. We will associate it with one or more items in the Strategic Tree.  Navigate to Strategic Items |
|  | Select the Item on which you will link this new Indicator (or create a new Item if that’s more appropriate).  Add the Indicator to the “Related Indicators” attribute on the “Relationships” section of the page.  There may already be an Indicator on that item. You may have multiple Indicators for each item.  Indicator is now created and associated to the Strategy tree.  Now the Indicator Status attributes need be updated.  To do that, please follow the steps described in the “Updating Indicators” procedure. |

### Creating a new Investment Alignment Metric

You will probably need to create new Investment Alignment Metrics with their Alignment Scale and link them to Strategic Items. You should do this using the appropriate user – depending on the Scope you will demo.

For Online Order Business Unit Alignment Metrics, use PG (Paula Granger);

For IT Operations Department Alignment Metrics, use SPM (Sarah Preston);

For Corporate Alignment Metrics, use (Peter Thompson); OR

If you created a new Scope, login that same user who created the new Scope. If you use Admin you will have to deal with “Access Rights” later to do your demo.

|  |  |
| --- | --- |
|  | Navigate to Investment Alignment Metrics |
|  | Click on New Investment Alignment Metric |
|  | Enter the name of the Alignment Metric and click Save. |
|  | Enter a Scope and a description that identifies what the Metric will be used for.  You also need to define the Question the Investment Manager will receive about his investments during an Evaluation Cycle.  Click Save. |
|  | Now we need to enter the normalized Scale that will help Clarity calculate the Alignment Score of the investments. Navigate to the Subobject “Alignment Scale” |
|  | Notice the Alignment Scale has been Initialized for you. You just need to fill in the ranges.  The more detailed your scale, the more precise the results will be.  You don’t need to use all of the values and you may delete the values you’re not using. |
|  | Fill in the values (just click on each cell and enter the values) and click Save. |
|  | Investment Alignment Metric is now Created. We will associate it with one or more items in the Strategic Tree.  Navigate to Strategic Items |
|  | Select the Item on which you will link this new Alignment Metric (or create a new Item if that’s more appropriate).  Add the Alignment Metric to the “Related Alignment Metrics” attribute on the “Relationships” section of the page.  There may already be an Alignment Metric on that item. You may have multiple Metrics for each item. The Alignment Metrics is now created and associated to the Strategy tree.  You are now ready to use that Alignment Metric on a new Investment Evaluation Cycle. |

### Creating a new Scope

Scopes are used to deploy the strategic alignment functionalities to a new **instance** of an existing dimension.

In simple words: Scopes are new Departments or Business Units that will use Strategic Aligment.

Scopes are not visible to everyone, otherwise demo would be a mess. Because of that, it’s easier if you create the scope with the actual login that will use it.

Other than that, a scope is really easy to be created. Let’s say Sarah Preston will create a new scope for the IT Financials department.

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| --- | --- |
|  | Navigate to Strategic Scopes |
|  | Click New Strategic Scope |
|  | Enter a Name for the Scope and Save. |
|  | Choose the appropriate Dimension.  Each user only has access to the dimensions according to the Security Group they are a part of.  Sarah Preston is in the “Department Strategy Planner” group and therefore has access to create Scopes only for the “Department” Dimension.  Save and Return. The scope is ready to be used. |

### Creating a new Dimension

Dimensions are used to deploy the strategic alignment functionalities to different segments of the enterprise, such as “Division”, “Business Unit”, “Department”, “Product Line”, etc.

In simple words: Dimensions are “types” of strategic trees and Indicators. They are used to create new Scopes.

Dimensions are not visible to everyone. Dimensions are visible depending on Group Security. Creating a Dimension is a more “technical” activity and should be done by someone who knows their way around Studio and Clarity Access Rights.

We will use “Admin” to create a new dimension. The dimension will be “Product Line”.

In a few words, this is all you need:

* a new attribute in the Investment Object including the string “align” in its code;
* a new Dimension;
* a new Security Group;

And optionally (but highly recommended):

* Add your new attribute to the Properties Page of the Investment Objects that you intend to use it for (i.e. Idea, Project, Product, Service … )
* Adjust the Overall Alignment Score formula;

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|  | First step in creating a dimension is creating a number attribute in the Investment object. This attribute will receive alignment information when we evaluate initiatives using Strategic Alignment.  Here we created the “strat\_prod\_align” attribute in the Investment Object. |
|  | You will probably want to adjust the “Overall Alignment Score” formula to consider your new attribute. |
|  | Now we need to add the attribute to the appropriate views in the investment objects (Idea, Project, Program)  Examples in the screenshots for the Idea Object.  Remember to edit your “View Fields” to display the Image by the attribute. |
|  | You can now check the preliminary results, test your formula, see the Icons.  When you’re ready for it, go back to the investment object and set your attribute to “Read-only”. |
|  | Next step is to actually create the dimension.  Navigate to Strategic Dimensions |
|  | Click New Strategic Dimension |
|  | Give the dimension a name and map it to the Investment Attribute you’ve created.  Save and Return. |
|  | Final step is to create a new Security Group.  You may use XOG to “clone” an existing group. |
|  | Add to the group the person (username) you will use to demonstrate this new dimension of strategic planning.  If you “cloned” an existing group there may be a need to delete another user from this group. |
|  | These are the Instance-Level Access Rights you need to Grant.  Let’s review “Page View” first. |
|  | These are the pages you need to grant access to.  If you “cloned” an existing group there’s no need to change this. |
|  | Now Let’s review “Strategic Dimension – View”  Your new group should only view the newly created dimension.  If you “cloned” an existing group you will need to **remove the old access right and add access to the new dimension**. |
|  | Grant these Global Access Rights to your group.  If you “cloned” an existing group there’s no need to change anything here. |

List of Instance Access rights you need to Grant:

* Strategic Dimension – View
  + For the dimension you just created
* Page View – for the following pages:
  + Evaluation Cycle Results
  + Indicator Details
  + Indicator Hierarchy
  + Strategic Projects
  + Top-Down Planning
  + Strategic Review (the TAB)
  + Strategic Review (the FRAME)

List of Global Access rights you need to Grant:

* Alignment Scale – Create
* BSC Perspective – Navigate
* BSC Perspective - View All
* Evaluation Cycle – Create
* Evaluation Cycle – Navigate
* Indicator Measurement – Create
* Indicator Measurement – View All
* Indicator Target - Create
* Indicator Target – View All
* Investment Alignment Metric – Create
* Investment Alignment Metric – Navigate
* Indicator Measurement – Create
* Indicator Target – Create
* Item Status Scale – Create
* Strategic Evaluation – Navigate
* Strategic Item – Create
* Strategic Item – Navigate
* Strategic Item - View All
* Strategic Indicator – Create
* Strategic Indicator – Navigate
* Strategic Scope – Create
* Strategic Scope – Navigate

## Updating Indicators

Execute this procedure whenever you:

* Create a new Indicator
* Change Indicator Settings or Children
* Create or Update Indicator Targets
* Create or Update Indicator Measurements
* Associate or remove the association between an Indicator and a Strategic Item
* Change Strategic Item Settings or Parent

|  |  |
| --- | --- |
|  | Navigate to the Organizer. |
|  | On the Processes Tab, go to the Available Processes Page |
|  | Find a process called “Strategic Indicator Calculation”.  Start the process by selecting its checkbox and clicking on the “Start” button. |
|  | Wait for the process to end. |
|  | You will now see the correct Current Target, Current Measurement and Indicator Status on the Indicator.  The Measurements and the Targets also have an Indicator status comparing the current target and measurement on that date. |

## Keeping the Tree Flat structure up-to-date

The multi-dimension functionality asks for a parallel tree structure to be maintained to make it possible to build portlets that can filter on Scope.

There’s an object called “Strategic Tree Flat” that serves this purpose. This object is only exposed in the UI for the Administrator, but it should be maintained using these procedures.

### Updating Strategic Items - Bulding the Tree

The tree flat object is built automatically with the “Strategic Item – Build Tree Flat” process. Whenever a Strategic item is changed and its Parent or Level has changed the process is executed automatically. It eliminates the old records and creates new ones with the new structure.

### Deleting Strategic Items – Cleaning up

Unfortunatelly we cannot execute a process automatically when a record is deleted, so whenever you delete Strategic Items you must execute the “Strategic Item – CleanUp Tree” process manually using the Organizer page.

### Rebuilding the Strategic Tree Flat

On special occasions when you do mass changes or if there’s a problem with the “Strategic Item – Build Tree Flat” process you may need to rebuild the whole tree. If that happens execute the “Strategic Item – Rebuild Tree” process manually using the Organizer page.

# Roadmap

## Proposed Backlog for Strategic Alignment v4.2

* Add to DW and Jasper Domain
* Measurement Dates Control – Missing Measurements
* Copy Plan
* Delete Plan
* Clean Up Indicators
* …

## Proposed Backlog for Strategic Alignment v4.x

* Measurements at Investment Level
* Supported Goals with additional Attributes (separate inv subobject)
* Indicator Issue Log
* Replace Flat Tree Object with Z Table with Auto-deploy
* New Jasper Reports and Dashboards
* …