

EXPERIENCE AND SKILLSETS



MATHIEU PRICHONNET

TECHNO/FUNCTIONAL EXPERIENCES (SELECTED)

TECHNO / FUNCTIONAL AREAS OF EXPERIENCE

COTS (commercial off the shelf applications)

1. Implemented many Resource Allocations tools to manage Demand Capacity for IT ePMOs and Engineering PMOs
2. Full SDLC on some of these enterprise applications: Oracle P6, EPPM, Unifier / Hexagon EcoSys / Clarity PM / InEight / Timberline / SunGard Omni & Omni trade
3. Connected and implemented UDF in various ERP (SAP) and Maximo (WO mgmt.)

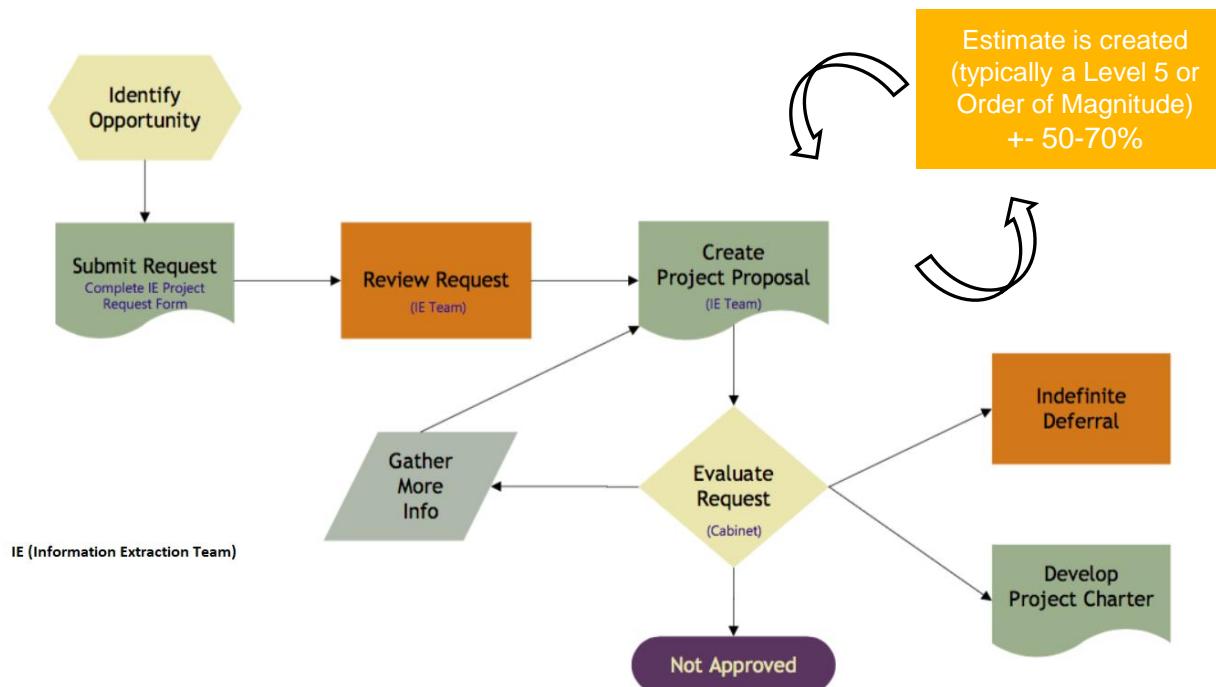
Integrations

1. **APIs** → most of the issues I encountered relating to the COTS APIs are that they have pre-defined, “tool-centric” structures (designed for the tool they originate). Problems → you need to have a certain defined data structured in a specific format or conform to the rules, data which then creates limitations. Mostly using SAP or Oracle built in APIs (enterprise applications).
2. **Custom-built** (Java, Web Methods or Informatica) → Tailored to BRs. Looked and built specific Technical design documents as it relates to endpoints and middleware
 - Middleware → Enterprise Service Bus ESB (sitting between publisher and subscriber and helps with data transformation and communication).
 - Built mostly using SOAP (Simple Access Protocols) using XML → used for design Header structure and how nodes will carry the message from a payload structure standpoint OR using REST (Representational State Transfer) using HTTP protocols → distributed computing interaction...sort of same as web servers communicate.
 - Looked at data structure → used Enterprise Architecture (EA) to figure out data flow

TECHNO / FUNCTIONAL AREAS OF EXPERIENCE

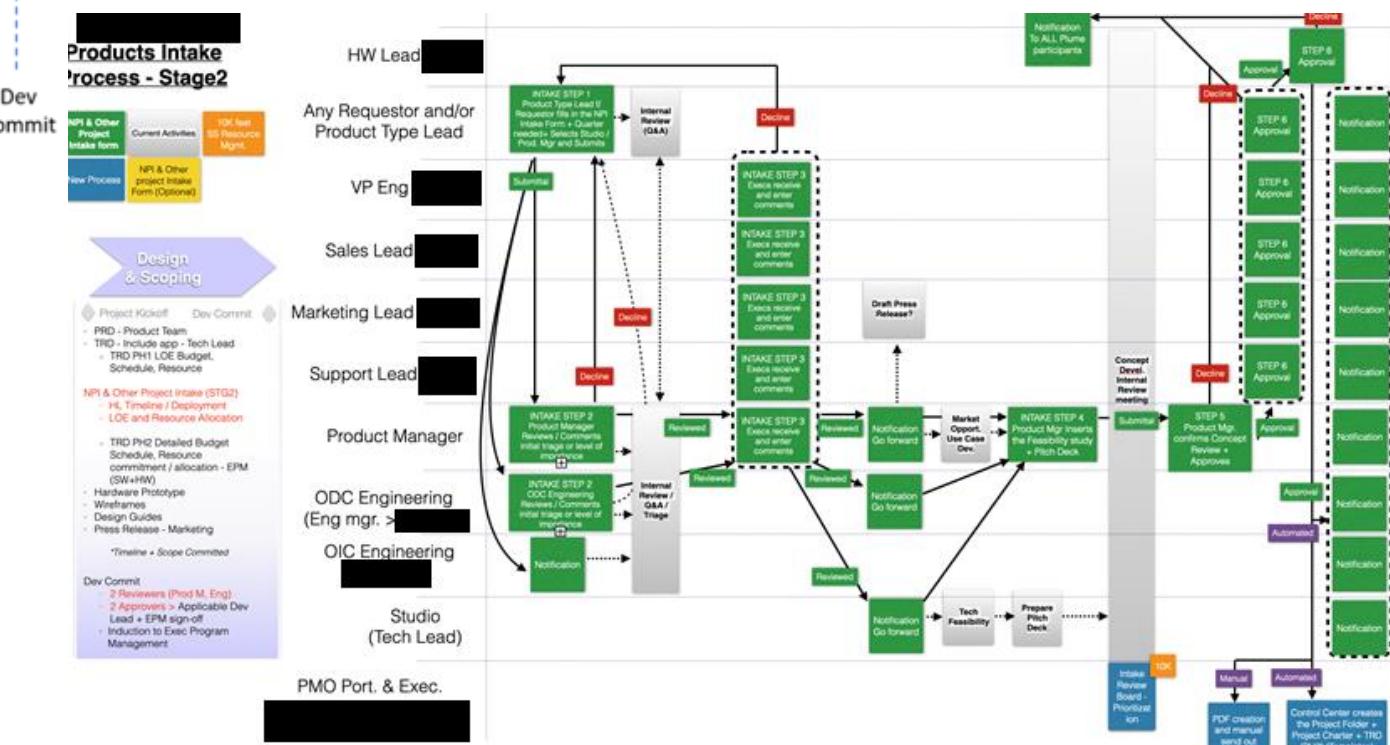
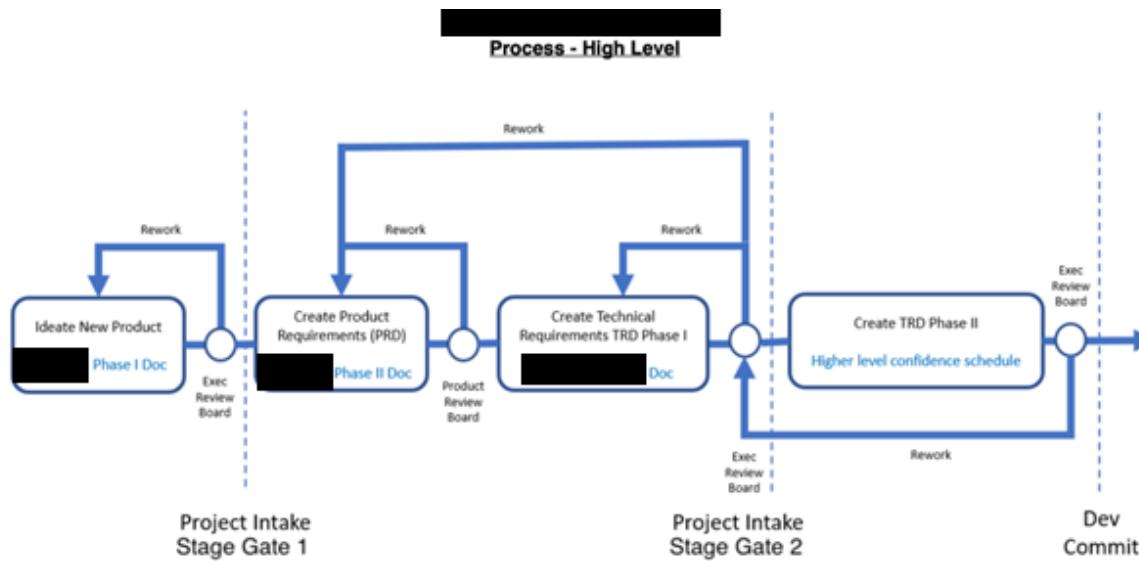
Custom Web based application

1. Wizard custom application for processing Ideation through Budgeting.
2. Lead the Offshore Dev Lead and Programming team building the front-end code development (JavaScript). The application ran on user's browser through user interface.
3. The back-end (requests from users, logic to send the appropriate data back, DB, server-side that make this possible) went through HTTP (request) / URI - Uniform Resource Identifier / URL



TECHNO / FUNCTIONAL AREAS OF EXPERIENCE

Intake & Prioritization Processes

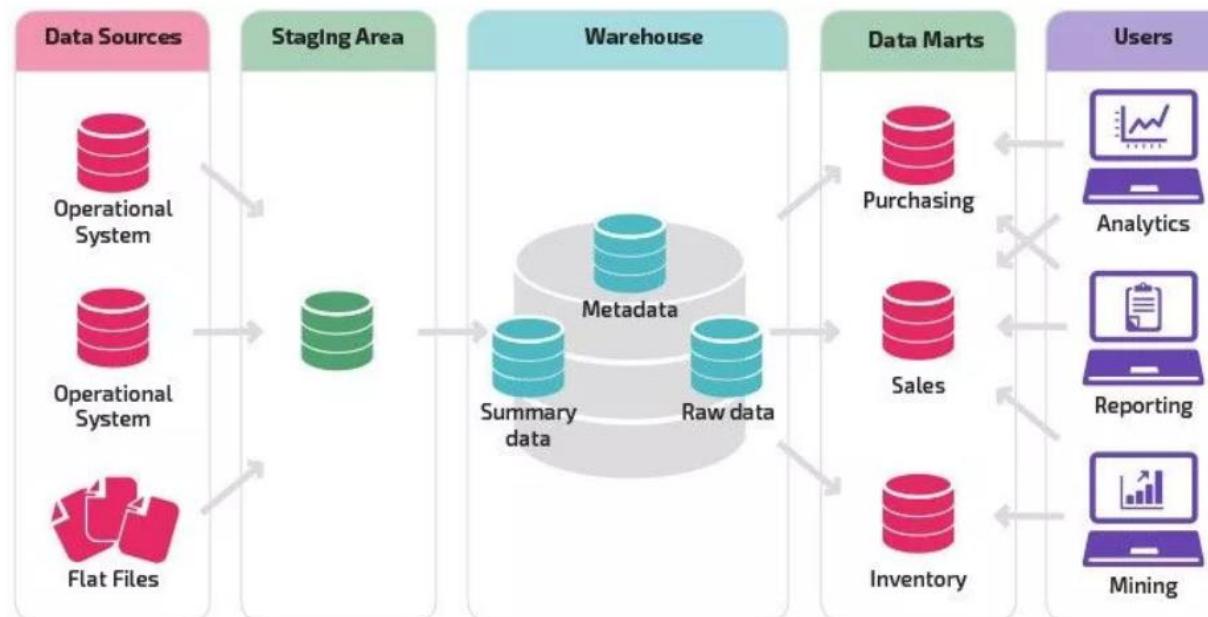


TECHNICAL AREAS OF EXPERIENCE

Data warehouse

The database type where wither MS SQL, Oracle and Azure SQL

- **Determine the business objectives** → we need to understand overall the relationship of the data between various business units (cross functionally) and be able to quantify / qualify the KPIs that we needed
- **Collected and analyzed the data** → the data cam from Finance (SAP – finance, PM, PS), CRM system, Time reporting system, Project and Cost management system (Oracle Primavera and EcoSys) as well as Maximo (WO). Did basic analytics reporting and understand how the data was gathered and what was the data flow (Enterprise Architect was used to map)



Possible Issues:

- *Data integrity (due to failed rollback / duplication / omissions / conflicts in data)*
- *Technology knowledge and compatibility with existing enterprise systems*

Possible Issues:

- *Didn't analyze the data correctly*
- *Wrong requirements*

TECHNICAL AREAS OF EXPERIENCE

Data warehouse (cont'd)

- **Build the Data Model & Extract-Transform-Load (ETL)**
 - Built the staging area → Extraction (retrieval of the source data from original data sources), transformation (conversion of the original data structures into the target one) and loading (deposition of the information into a data storage system). Used both traditional ETL (did preliminary analysis on the data we needed to transform and include before loading into the DW). Also used the modern ELT process type, which enabled us to have the freedom to experiment with the pool of unfiltered data (finance, production, engineering, sales, etc.).
 - Build the storage (repository) area → Did the data models (how data is structured) and the system architecture. I used both in the past normalized and dimensional methods to data model (Normalized where relational tables grouped together by subject areas // Dimensional where data is partitioned into facts (generally, numeric transaction data) and context to the facts).
 - Scrubbing the data was an important factor → used manual and automated data conversion (some developers were used to build those)
- **Test (Archiving / Performance / Rollback procedures / Mock deployment)** → Build the protocol for data conservatorship and retention. Tested lag times and performance testing (loads, peaks, etc.) as well as how to roll-back. Laid out plan for both step by step and timed data conversion and transfer.
- **Data visualization** → Pentaho (also the back reporting engine for Hexagon EcoSys, MS PowerBI, Tableau)

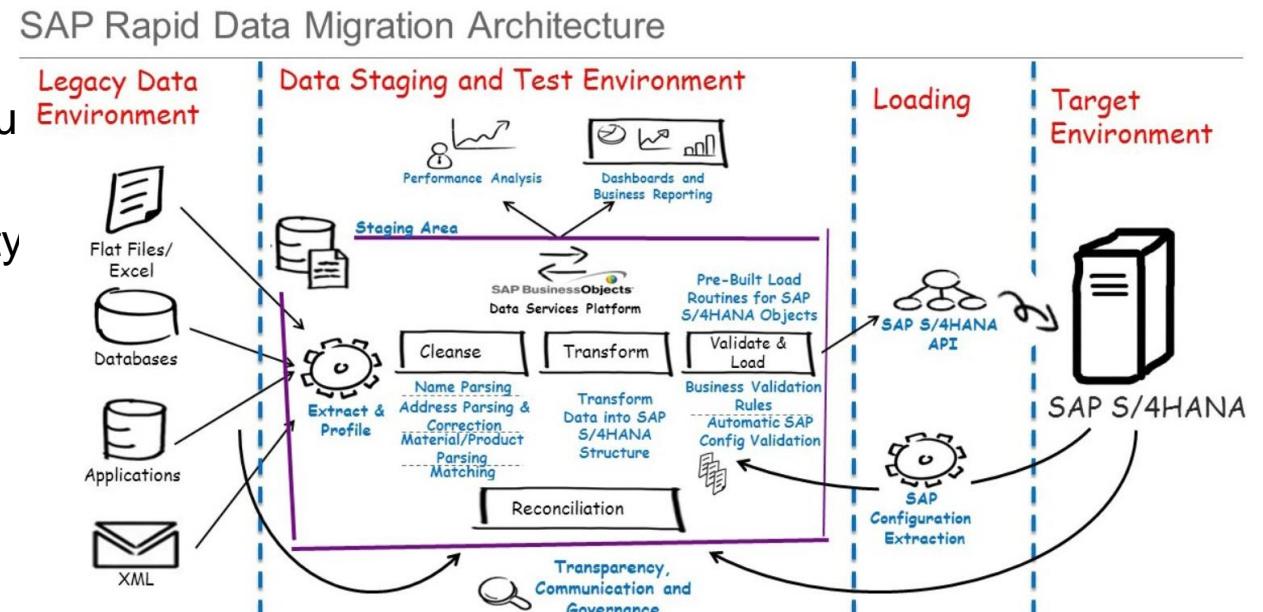
TECHNICAL AREAS OF EXPERIENCE

Data Migrations (Extract-Transform-Load (ETL))

Did several data migrations and sunset projects

Key factors I considered were as follows

1. **Scoping** → Stakeholders and their required deliverables / Business domain knowledge / system expertise and migration expertise / Communication plans and reporting requirements / Budget and deadlines.
2. **Resource evaluation** → understanding the talents of the team / outsourcing to SI or Offshore as need be.
3. **Migration design** → How the data is extracted, held and verified / Mapping rules / How data is loaded into the new system / Recovery plans for each stage of the migration / Plan.
4. **Knowing the data** → Source data needs audit.
5. **Cleanup** → Scrubbing
6. **Maintenance and protection** → Make sure we account for unreliable. Data Quality checks and balances
7. **Governance** → Tracking and reporting on data quality



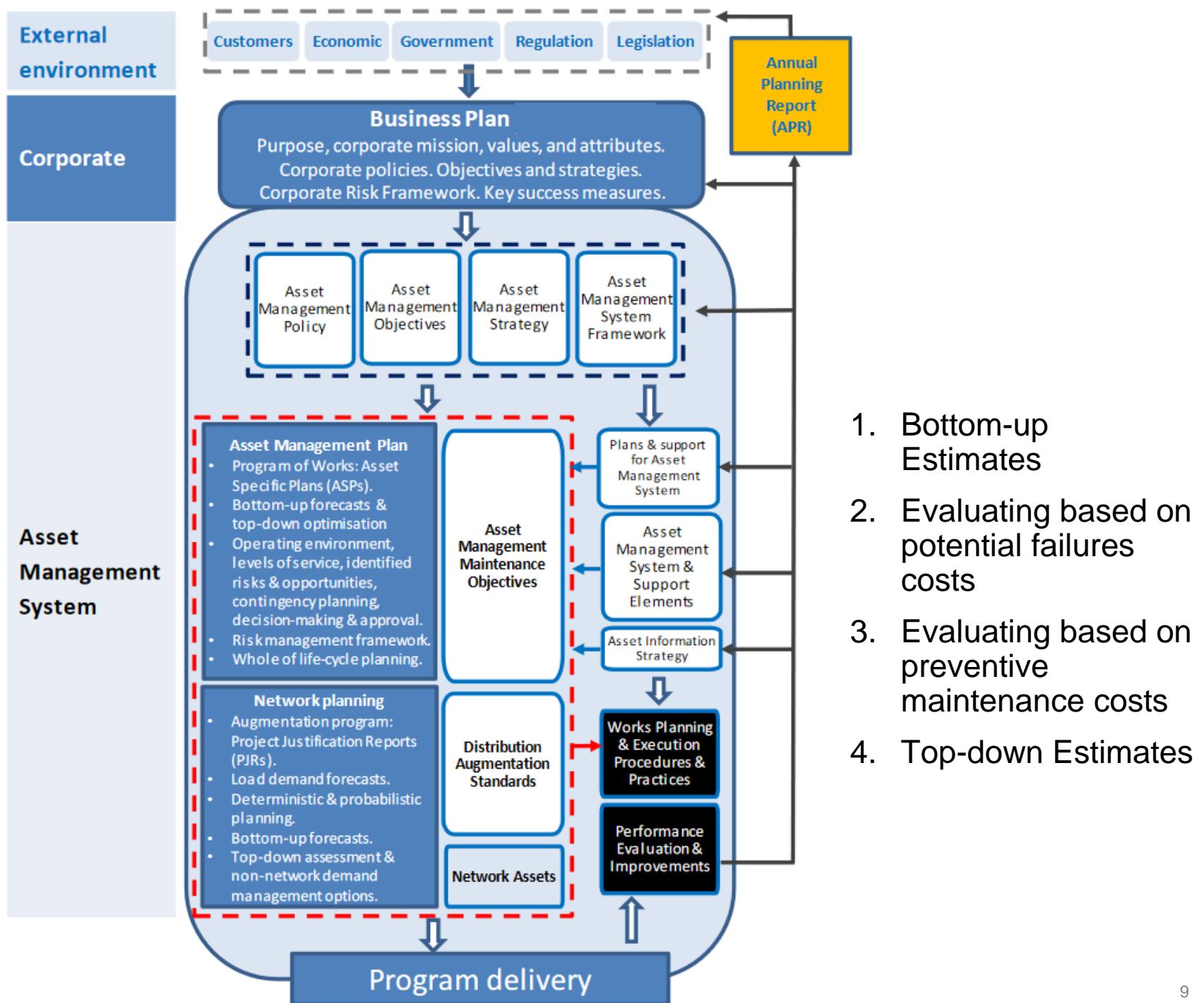
TECHNICAL AREAS OF EXPERIENCE

Asset Management – High Level

1. Policies → direction
2. Objectives → business objectives
3. Strategy → implementation
4. Asset Specific Plans (ASPs)

To ensure the selection of the least-cost solution, the analysis of asset needs is based on the *whole-of-life approach*.

- cost of maintenance and asset replacements
- ensures that CAPEX (asset replacement) and OPEX (maintenance) trade-offs are considered



1. Bottom-up Estimates
2. Evaluating based on potential failures costs
3. Evaluating based on preventive maintenance costs
4. Top-down Estimates

TECHNICAL AREAS OF EXPERIENCE

Grid Data Assets Management

Framework

Characteristics

- 1) Large volume of data
- 2) Wide source (Power Gen / Transformation / T&D / Consumptions / Dispatching)

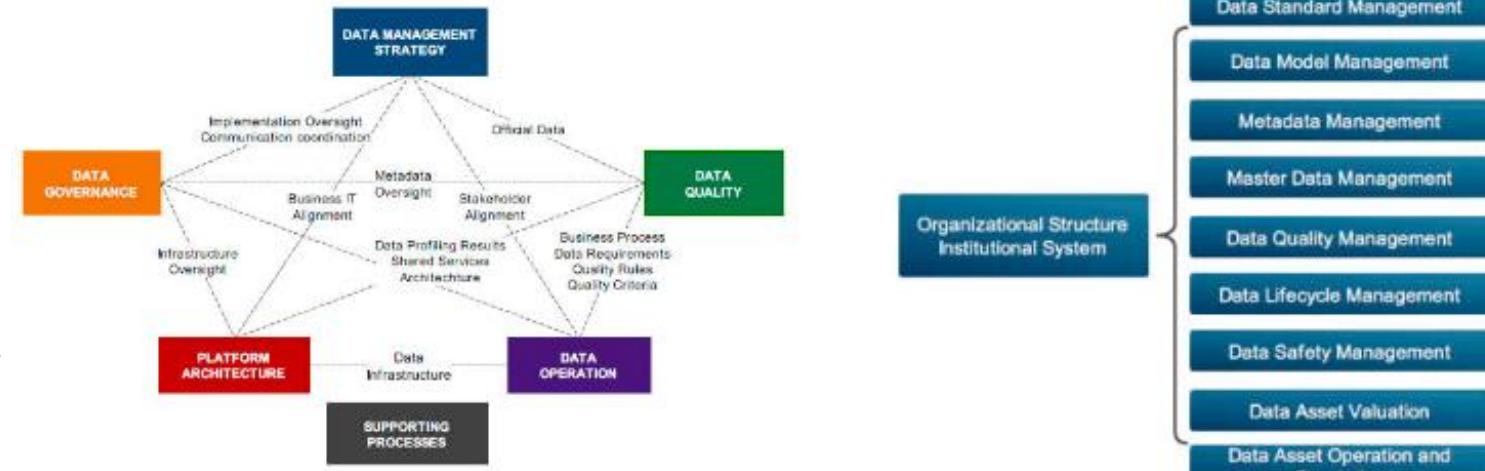
Source – Internal → Intelligent substation / CIS or Power information Acquisition / WAMS or Wide area monitoring systems / PMS or Production Mgmt. Systems / EMS Energy management systems / Equipment Detection and monitoring / smart meters / Customer Service Systems

Source – External → GIS / etc.

- 3) Higher Value
- 4) Seasonality

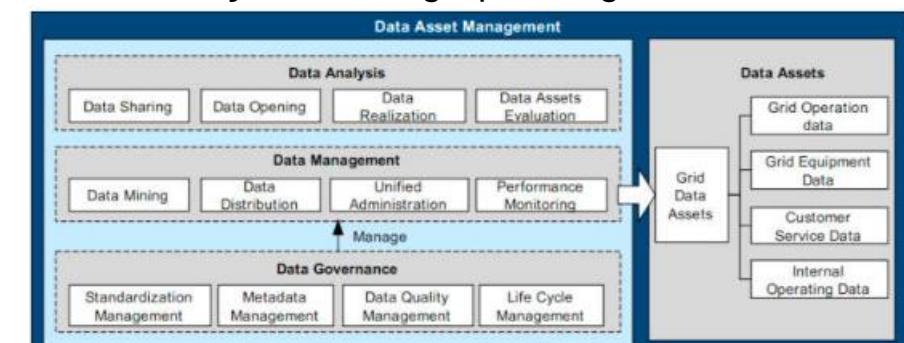
How to start...

- a) Built Information Map → Standardize Objects / Methods & Processes
- b) Improved Management Technology / Improve Control measures → Cloud computing and visualization / statistical analysis / AI / Display
- c) Develop Knowledge → Data thinking skills by training in data management.



Structuring it

- 1) **Data Governance.** Unified Management Platform. Some known issues → lack of unified data index and master data management (avoid data duplication / defines data organization, data domain and its relationship / storage / archiving / deletion)
- 2) **Data Management.** Scheduling of task / real time monitoring of interfaces and systems. Goal is to create a unified model and rule database (ETL → **Not sufficient**). Provide Monitoring shifts (Regular / Random / Full Scale)
- 3) **Data Operations & Analysis.** Strategic planning of data assets



TECHNICAL AREAS OF EXPERIENCE

CU Libraries example (Maximo / Oracle Utilities Work and Asset Management)

1. Defining Account codes
2. Defining Asset Codes
3. Build CU library
4. Build CU Structure & Material Package, etc.
5. CU Worksheets & Items Worksheet
6. CU Reconciliation
7. Once WO closed transferring to Capital Asset

Helps

- a) Build the proper structure discussed when trying to do proper Asset Management
- b) Shorten design cycles
- c) Helps in doing proper bottom-up estimates
- d) Reduce field Engineering and rework requirement by providing consistency and standardization in the design and construction of capital projects
- e) Compliance with certain Federal Energy Regulatory Commission (FERC) accounting and reporting requirements

TECHNICAL AREAS OF EXPERIENCE

GIS Work > ArchFM / ArchObjects

1. Helped revamp the Access DB linked to ArchFm platform (Web and Mobile) that would be used by crew outage when estimating repairs > streamlined codes and asset definition fro estimation purposes
2. Help streamline the business processes when using the Responder ArcFM module for responders as it pertains to outage monitoring
3. Look with Schneider Electric at their ArchFM Web and streamline work with no download of plugins and the ability to create direct PDFs with the client information as it pertains to the work and accelerate approval.

TECHNICAL AREAS OF EXPERIENCE

Product Management

1. Concept Development

- a. Fills out / manage fills out NPI Intake Phase I Dynamic sheet
- b. Input in intake prioritization
- c. Use case development
- d. Create Pitch Deck (Marketing, Business Case – ROI, NPV, etc.)

2. Design and Scoping

- a. Fills out / manage the NPI Intake Phase II Dynamic sheet
- b. Kick off (with all stakeholders)
- c. PRD development & approval
- d. Wireframe approval

3. Development

- a. Define product KPIs & align with Product Readiness Team for Beta Entry
- b. Approve Design guide + assets
- c. Attend sprint planning + demos
- d. Prioritize features

4. Go to Market

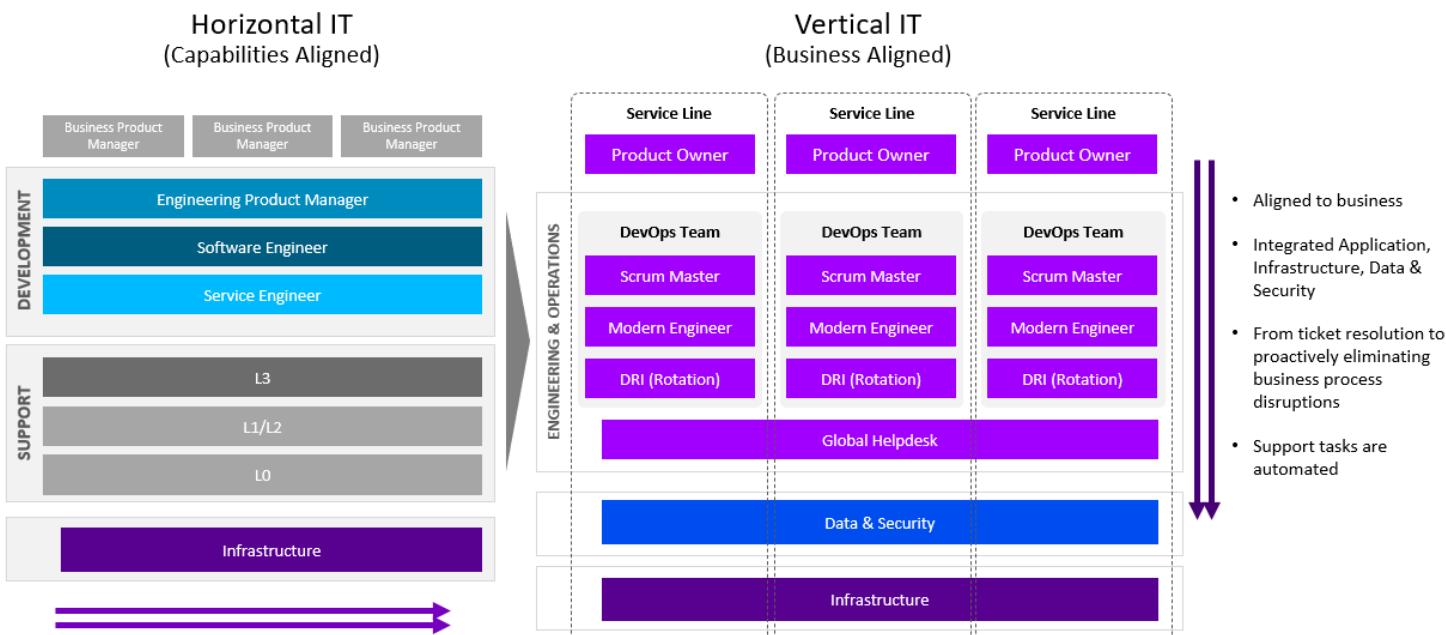
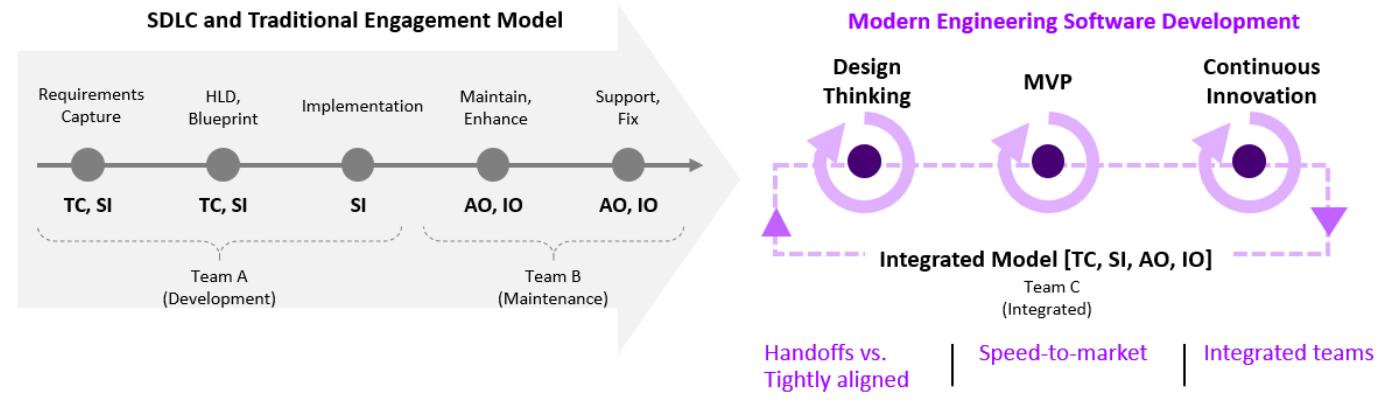
- a. Work with Marketing/Support/Sales on Go to Market Plan
- b. Monitor Beta Soak testing to initiate/approve feature changes
- c. Drive Product Launch Checklist Sign-off for assigned stakeholders
- d. Attend product readiness review

- [1. Team](#)
- [2. Background/ Overview \(MRD\)](#)
- [3. Timeline](#)
- [4. Product Requirements \(Release 2.0\)](#)
 - [Product Requirements Doc \(PRD\)/ Functional Specification Document \(FSD\)](#)
 - [Signal PII Technical Requirements Document](#)
 - [4.1 Consumer Email Workflows](#)
 - [4.2 Consumer Mobile Push Notifications](#)
 - [4.3 Call-In-Rate \(CIR\) Prediction Algorithm](#)
- [5. Design Documents](#)
- [6. Product Readiness](#)
- [7. Beta Testing Plan](#)
- [8. Marketing Plan](#)
- [9. Customer Support Docs](#)
- [10. Data Protection and Compliance](#)
- [11. Relevant Links and Documentation](#)
- [12. Appendix](#)

TECHNICAL AREAS OF EXPERIENCE

DEV OPS & AGILE

1. Transform from a traditional SDLC to Agile way of delivering MVP (products) or MVS (services)
 2. Transforming from a horizontal to a vertical product or line of business centric model
- (+) Integrated Agile teams
- (+) Vertically / Business Line integrated teams
- (+) Business Centric KPIs measured against Business case (easier)
- (+) get to a pilot faster / fail fast
- (+) platform centric to the product or service
- (+) system centric rather than Application / Infrastructure centric
- (+) Built to operate / Engineering & Ops ready
- (+) Living Architecture / Not Static



TECHNICAL AREAS OF EXPERIENCE

12 Main key challenges to Agile transformation

1. Investment decisions require up-front certainty > Stakeholders must let go! > Iterative test-and-learn cycles > POC
2. Loss of predictability and control > Stakeholders must let go! > Educate them advance about expectations
3. Have a good Product Owner who is engaged and in this full time
4. Subcontractors > This could but wrench in the agile journey > May need to renegotiate the contracts
5. Governance process will need to be taxed / removed > Traditional "Checks and Balances" need to be ready before development
6. Need self contained teams that can Plan and Execute with the necessary skills > Can't have part-time in squad model
7. Limit all up-front activities > Start the first Iteration!
8. Technology that supports Agile Transformation > Cloud migration / IaaS / Automated Testing & Deployment
9. Build Squads by specialty and self contained
10. Scope is Ambiguous and not clear > get a strong Product Owner
11. 2 week sprints > Make more sprints if you need to subdivide the work
12. Manage risk actively > Scrum Master is in charge of this

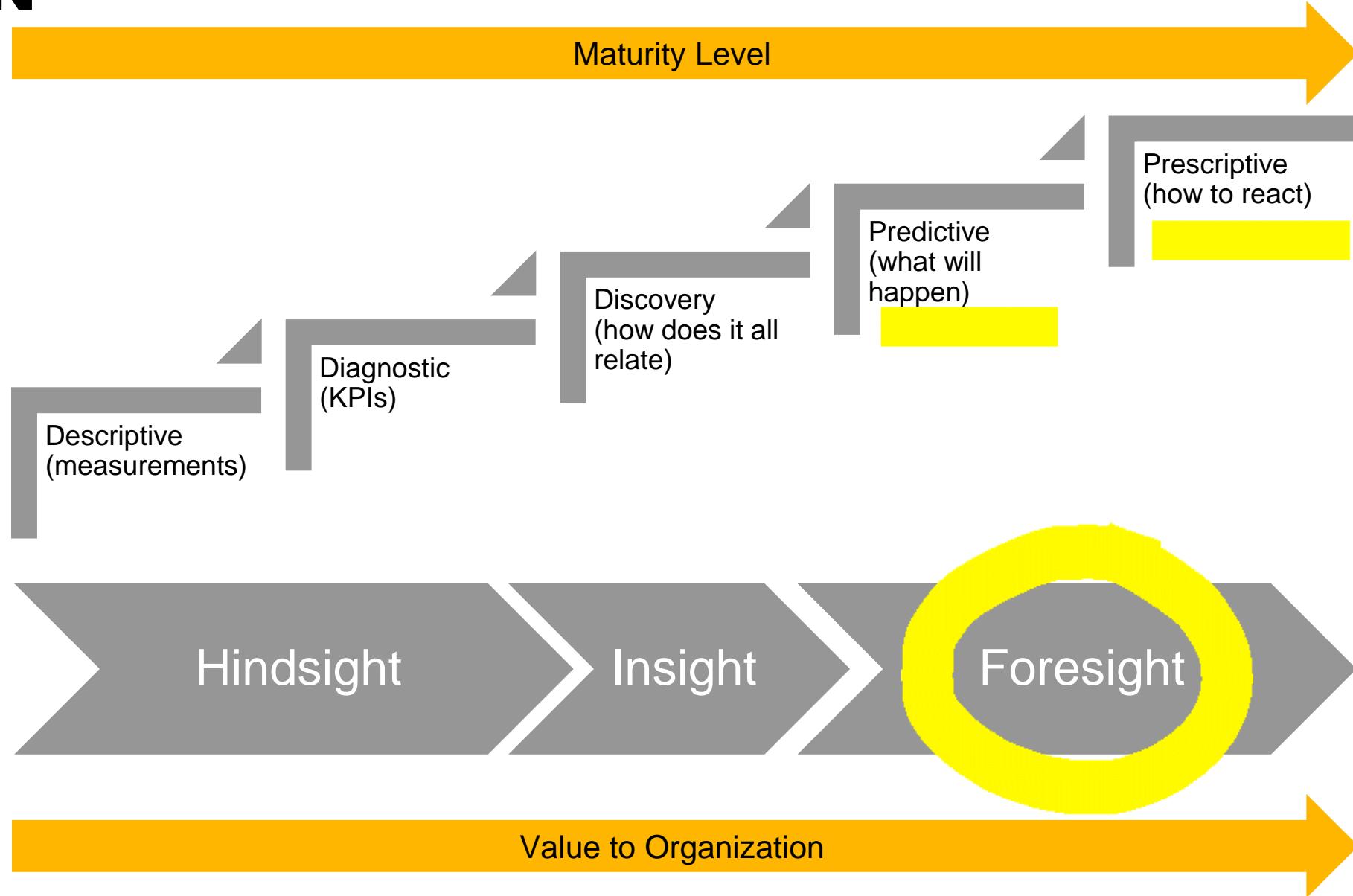
TECHNO / FUNCTIONAL AREAS OF EXPERIENCE

Cloud Implementation (Oracle and Azure) / SaaS, IaaS, PaaS / Product & AI

1. Enterprise Applications (Hybrid solution with on premise and Cloud)
 - Data Classification and when do you want to Sunset
 - Identifying cloud services → Most where SaaS and PaaS
 - Deployment model → Most of my experience was Hybrid (on Premise legacy systems and ERPs / WO Mgmt systems and a platform in cloud)
 - If it's a Packaged or Custom application
 - Vendor selection → Oracle or Microsoft Azure (look at physical data center location, etc.)
2. Product development using devices (IoT) using WI-FI Cloud
 - Develop products in the Mobile application
3. AI product in the recruitment space
 - Develop Business Case & Go to Market
 - Develop Product Requirement (PRD)
 - Develop Technical Requirement (TRD)
 - Work on the Product backlog

**PROFESSIONAL SERVICES,
PMO, CUSTOMER SUCCESS,
ASSET MANAGEMENT & DEV
OPS / AGILE**

VISION



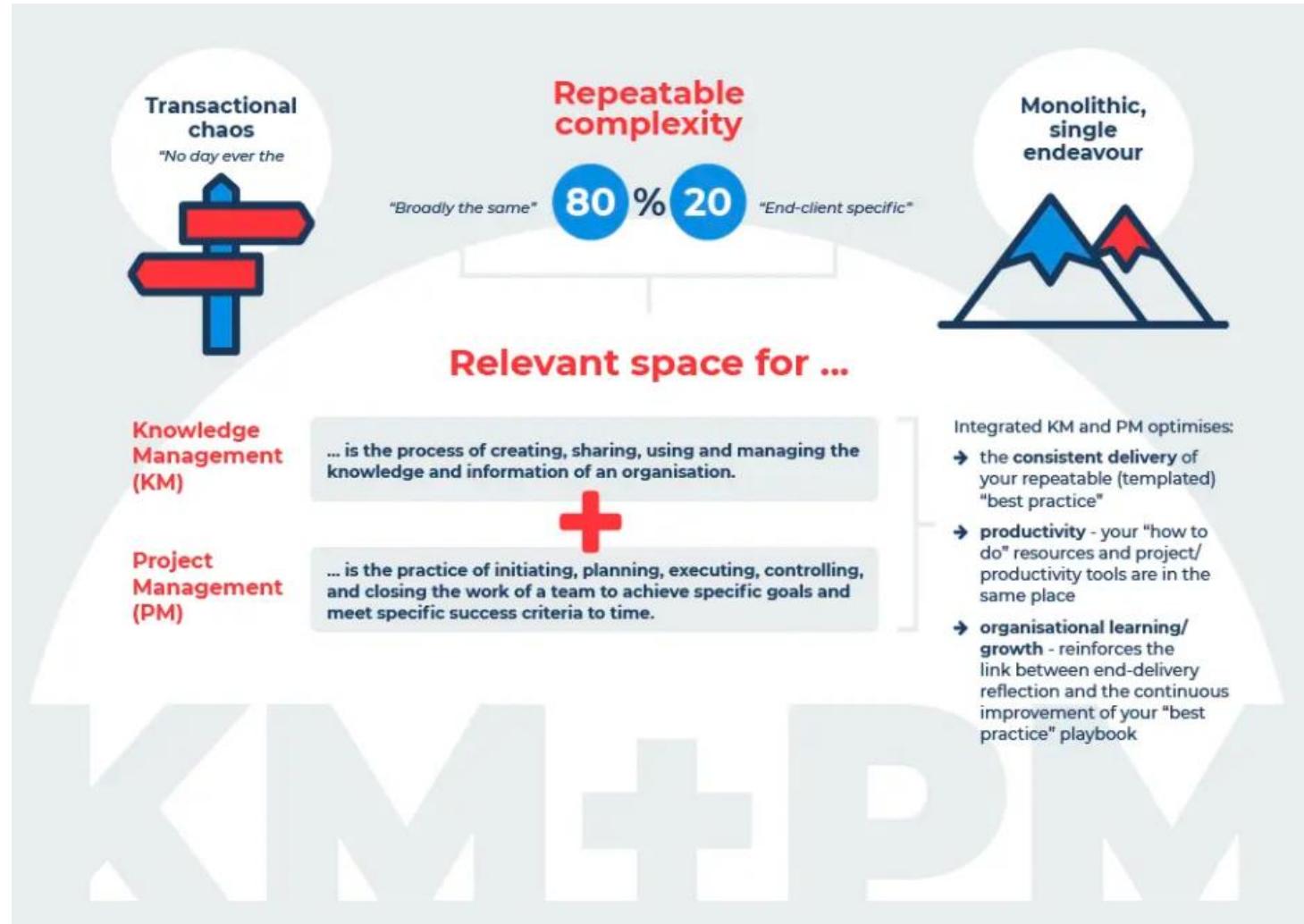
PROBLEM STATEMENT

- How are we aligning our corporate strategy based on the demand generated by our clients?
- How are we tracking customer success? What are the KPI's
- Which business capabilities are in trouble? Which ones could be next?
- How is my portfolio / project delivery at client doing?
How are we trending?
How will my client portfolio end up doing?
- What do I need to know, review, evaluate, and possibly act upon the feedback we get from our customers?
- Is our internal knowledge being disseminated correctly throughout the company?
- When are the first indications that something may be amiss? Or that there are opportunities?
- Why didn't I see this coming?
Why did projects fail in the past? Statistically, are there root causes for cascading effects?
- Who are the experts?

PROFESSIONAL SERVICES

Building repeatable complexity & successful delivery team = service excellence

- 1) Building systematic, integrated approach towards Knowledge Management (can be developed through a Center of Excellence) & ePMO
- 2) How I develop KM
 - Form a KM team
 - Run knowledge fairs
 - Develop *who-knows-what* directory (dictionary of your teams capabilities)
 - Develop a *how to get there* guide (training plan of how to get your team trained)
 - Develop Intellectual Property
 - Develop and curate knowledge repositories (each team member from Jr Analyst to Principal needs to contribute as part of their second job)
 - Do regular KM Audits
 - Communicate constantly!
- 3) How I developed a successful ePMO (see slide #15)

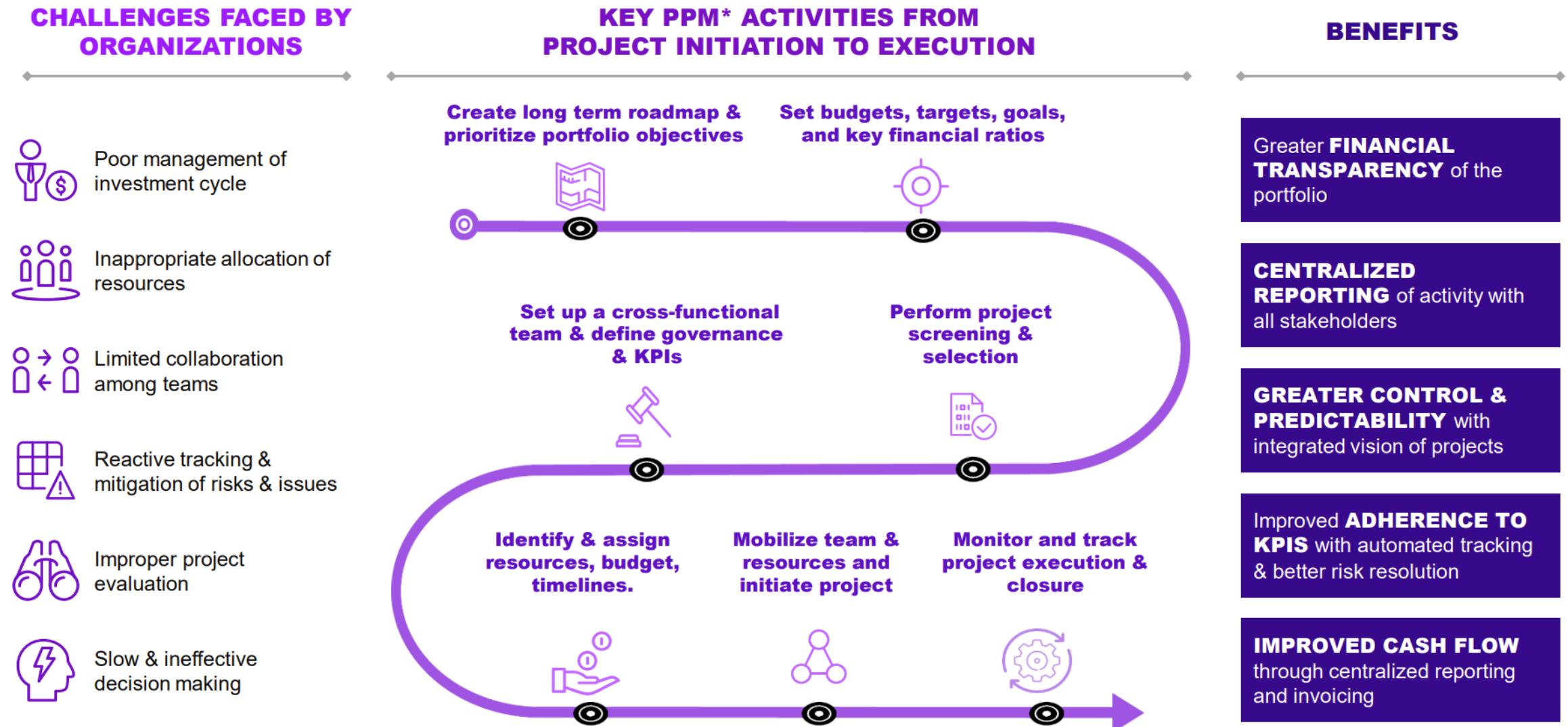


PROFESSIONAL SERVICES

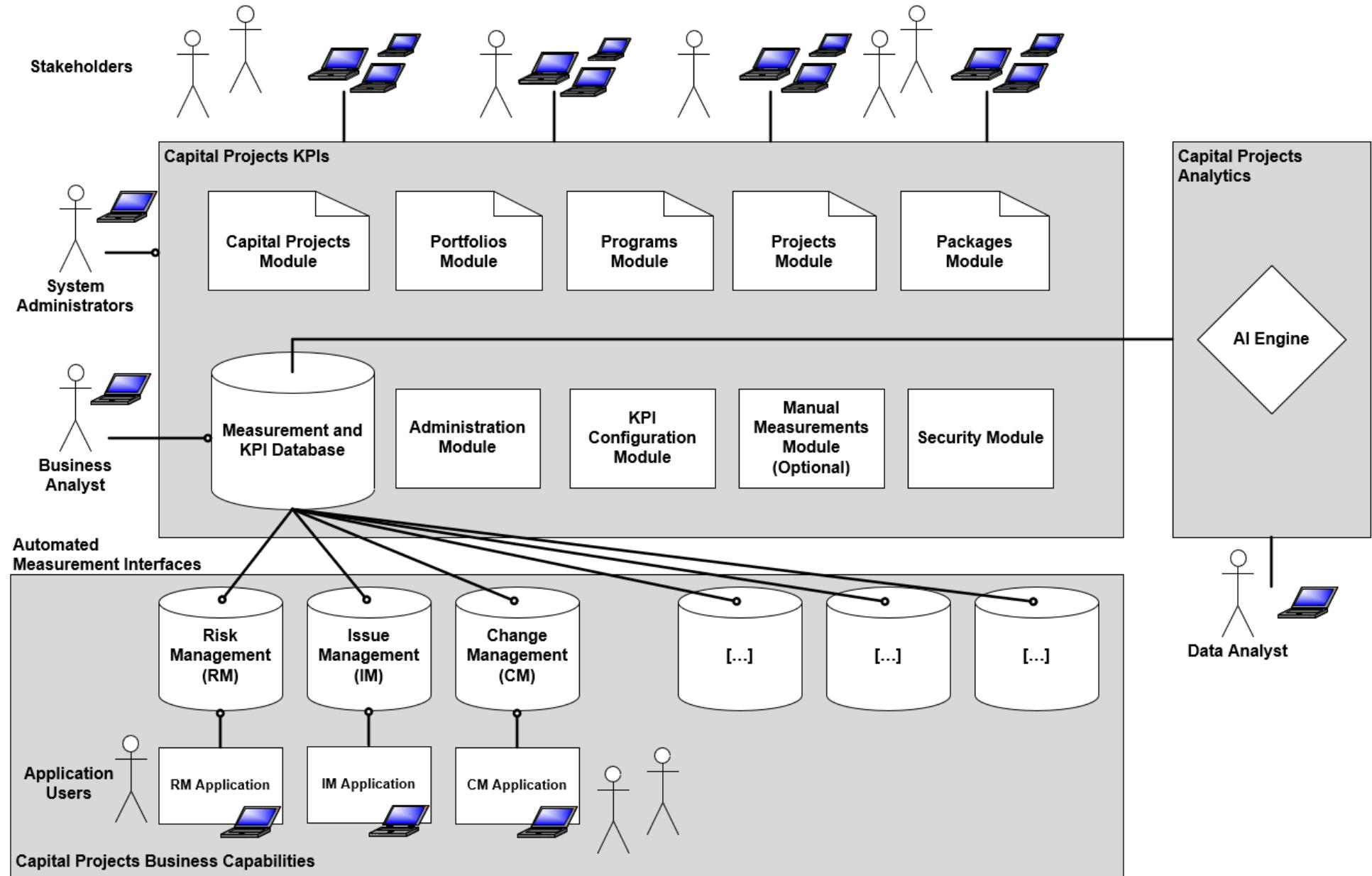
Building repeatable complexity & successful delivery team = service excellence

- KM team > rotating KM team lead / every level contributes (part of their quarterly goals)
- Run knowledge fairs > Lunch & Learn / present White Papers / 1-3 hours per designated person on client knowledge transfer / lessons learned
- Develop *who-knows-what* directory > dictionary of your teams capabilities / connect people-with-people / open door policy / juniors to shadow seniors / challenge 90:90 (90% of people knows 90% of company) - used Method Grid
- Develop a *how to get there* guide (training plan of how to get your team trained) > have a plan to get people where they need to go
- Develop Intellectual Property > Content (Blogs, Powerpoint / video / white papers), Methodology (Handbook, digital enterprise methodology, Standard Operating Procedures, Dataset, Diagnostic tools, Software - Smarthseet, Asana, Jira, etc.), Registered IP (URLs, trademark, Patents, registered media profiles)...it has to be intuitive, Dynamic, Empowering, Accessible and Secure.
- Develop and curate knowledge repositories (each team member from Jr Analyst to Principal needs to contribute as part of their second job)
- Do regular KM Audits
- Communicate constantly!

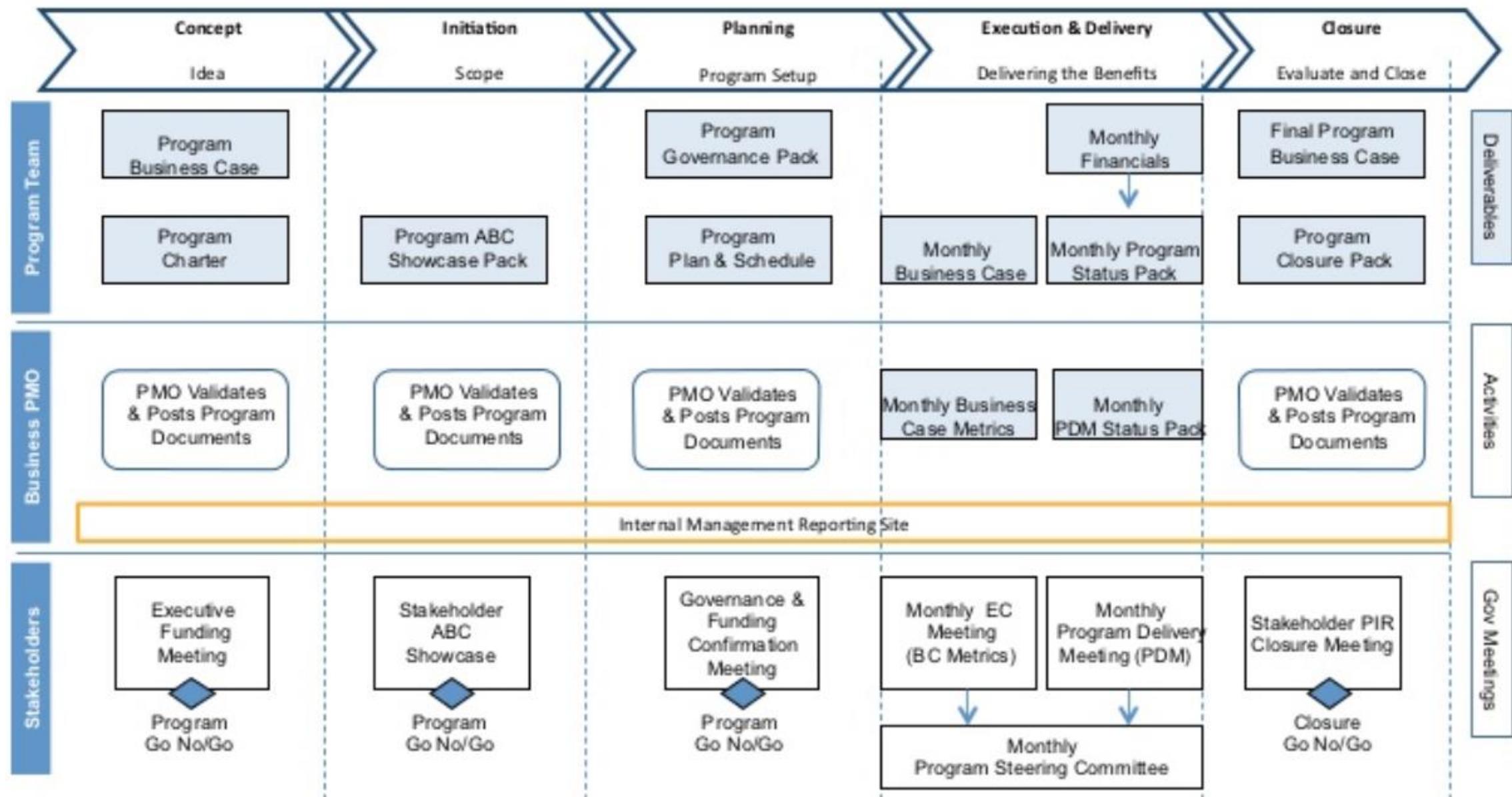
Building PMOs and managing client Portfolios



BASIC ARCHITECTURAL BLUEPRINT



Large Enterprise Agile Portfolio Governance



CUSTOMER SUCCESS

From an internal point of view...

1. **Adoption** → *Delivery* > (PS) > Need to deliver flawlessly
2. **Retention** → *Post-Sale Strategy*
 - Sustainable funding model supported by premium offers > (CS) + (PS) + (TS) + (S) + (P&E) > Need to have a Growth-oriented charter to customer success > Need to have a Combination of free and fee-based Support SLAs
 - Clarity on capabilities to build internal capabilities (PS) + (CS) + (P&E)
3. **Expansion** → *Advance Analytics* > (S) + (SE) > Predict customer behavior and target new segments. Introduce Change Management methodology to be more agile in changing internal processes
4. **Advocacy** → *Customer first focus* > (All) > Promoting and adopting a Customer-success culture across the organization > Cross functional approach where all departments contribute

Marketing (S)

Sales (S)

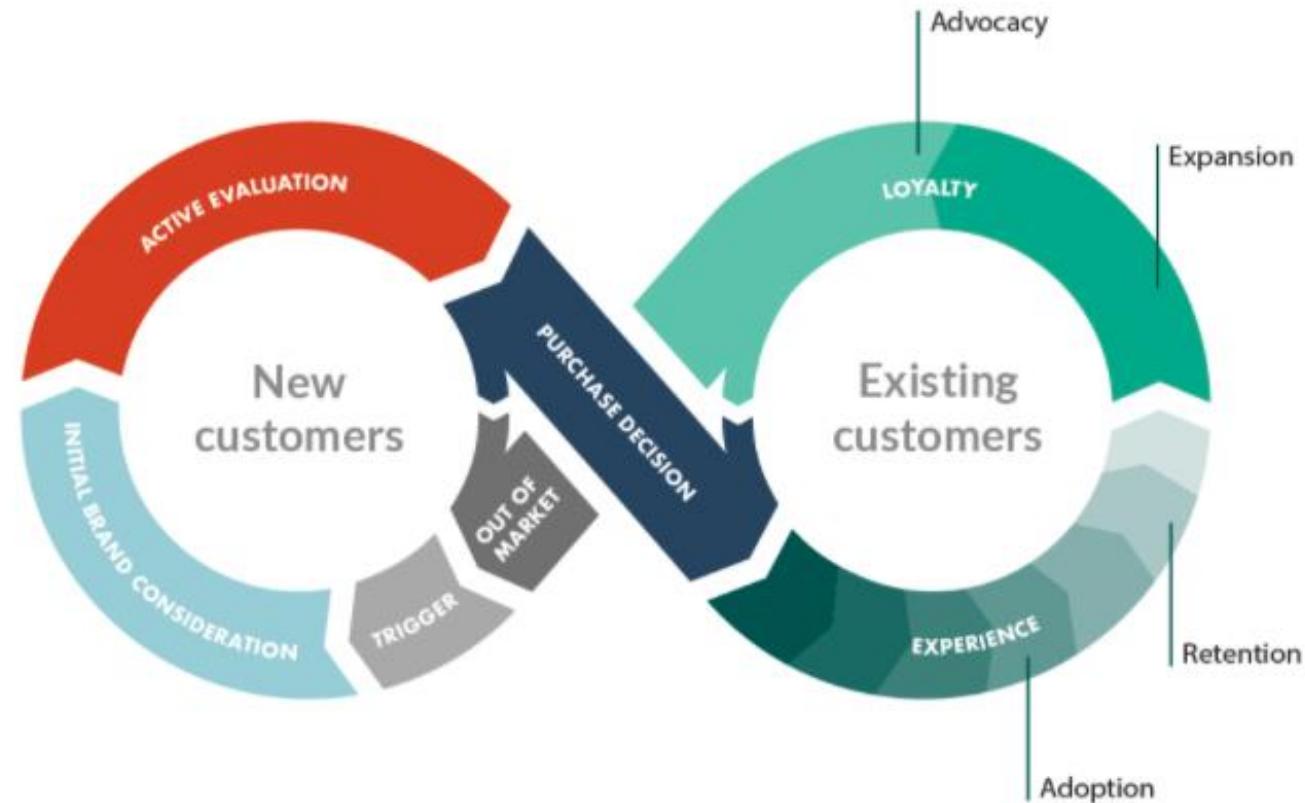
Sales Engineering (SE)

Product & Engineering (P&E)

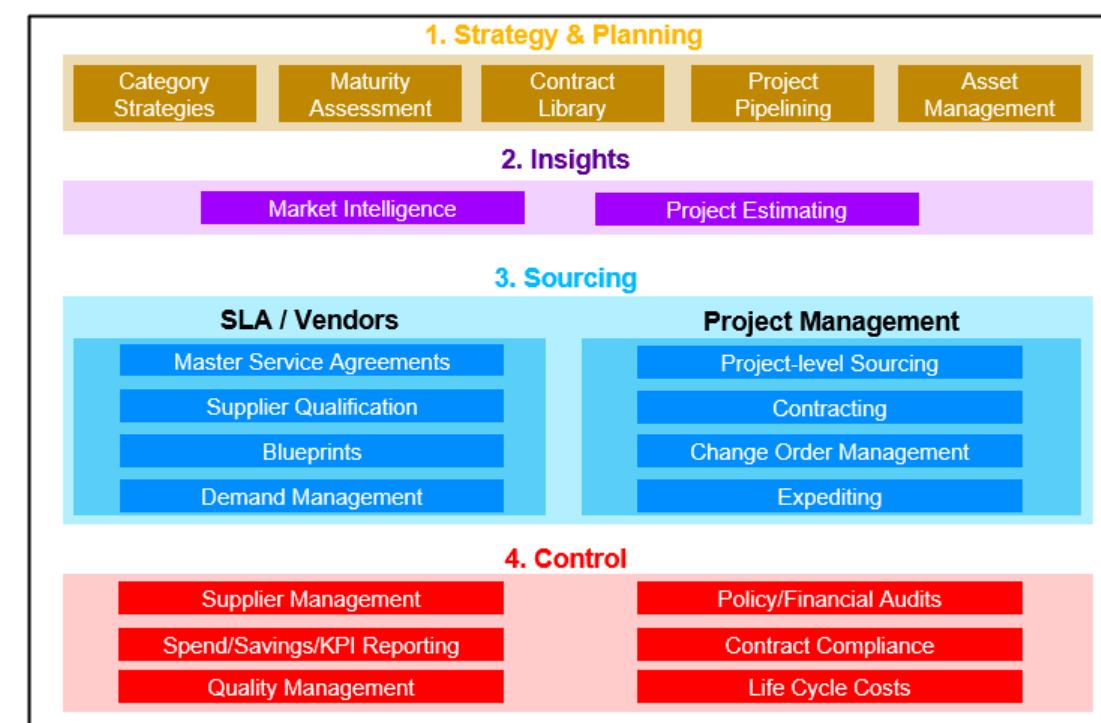
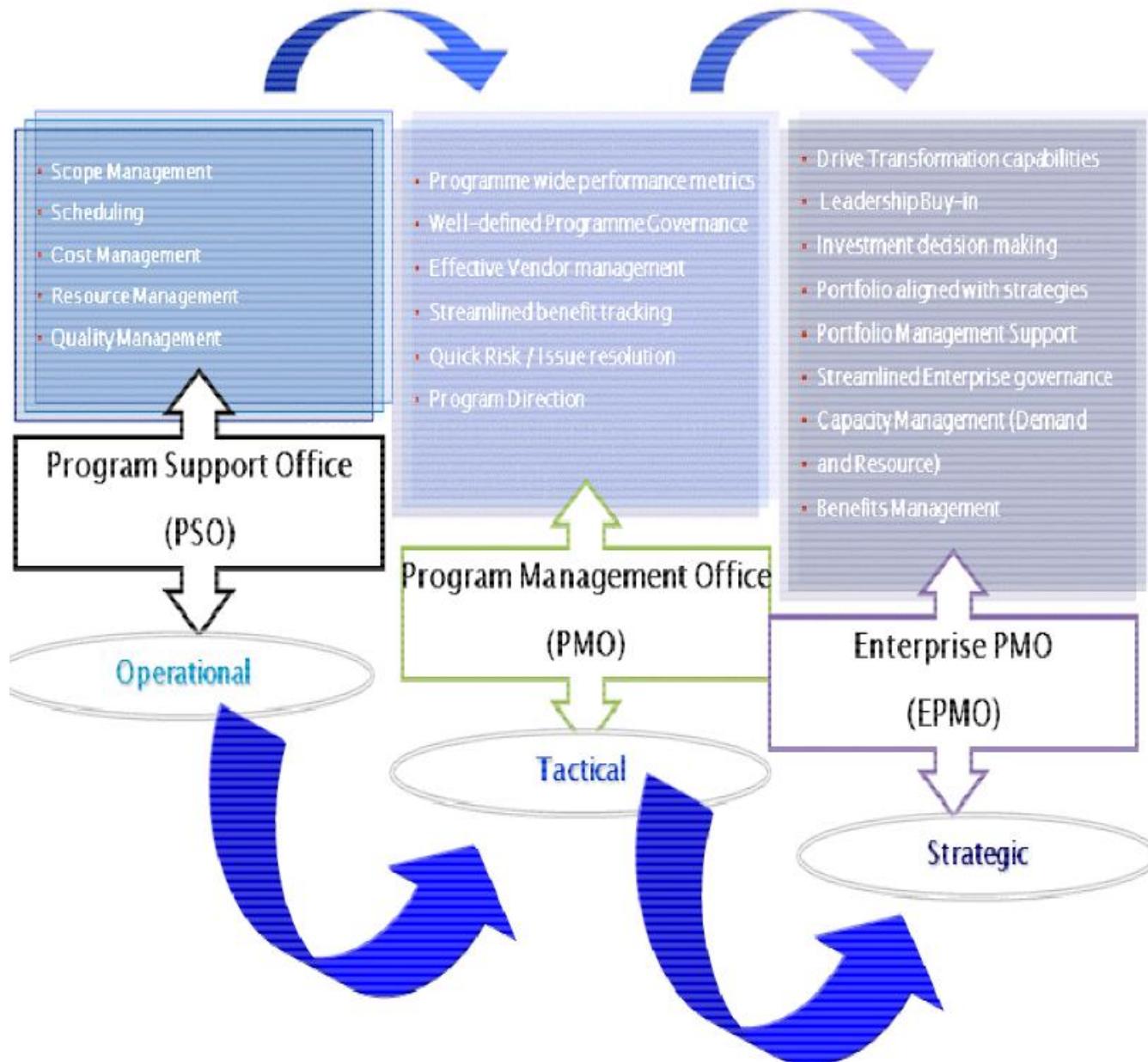
Technical Support (TS)

Customer Success (CS)

Professional Services (PS)

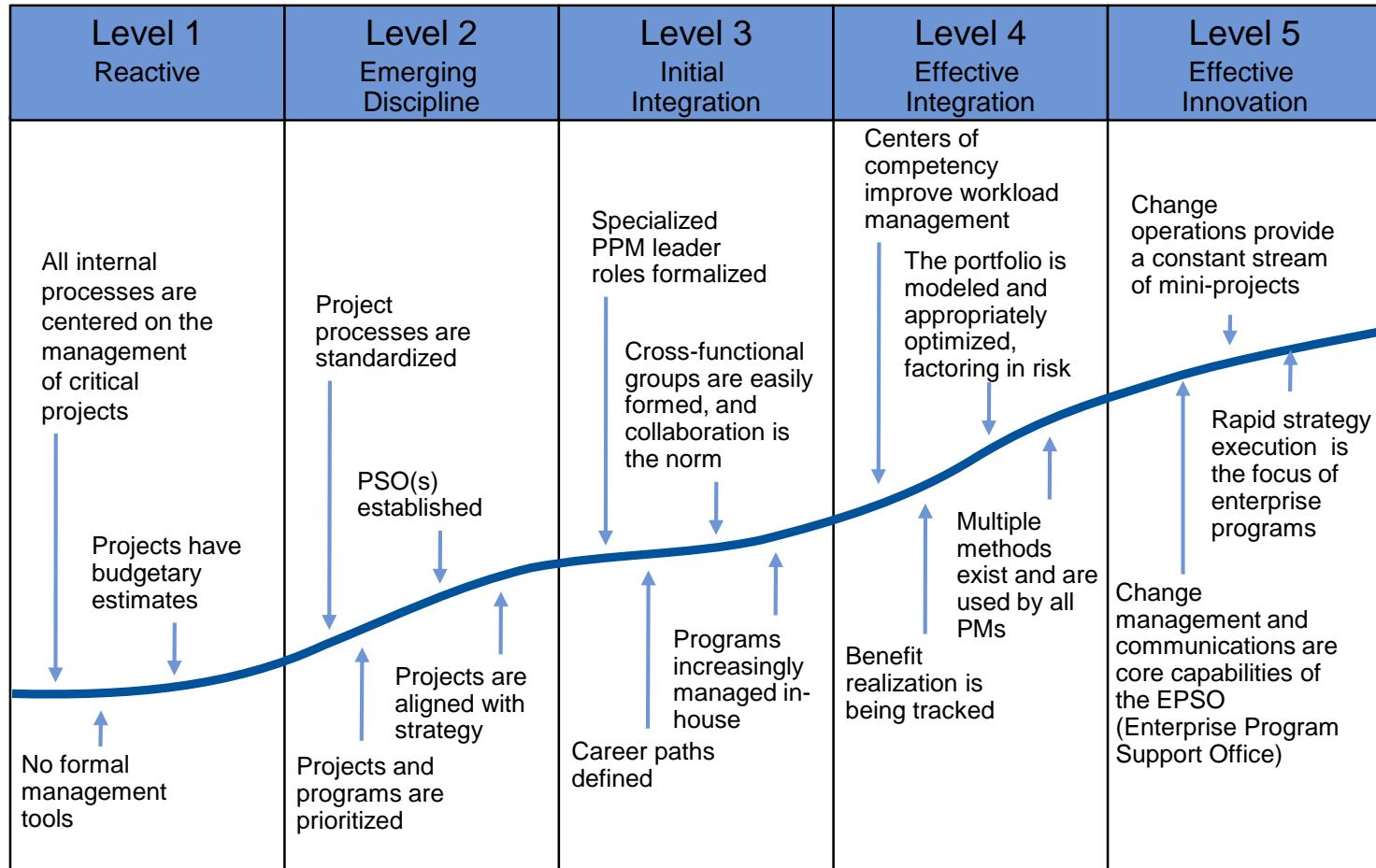


OPERATIONAL TO STRATEGIC

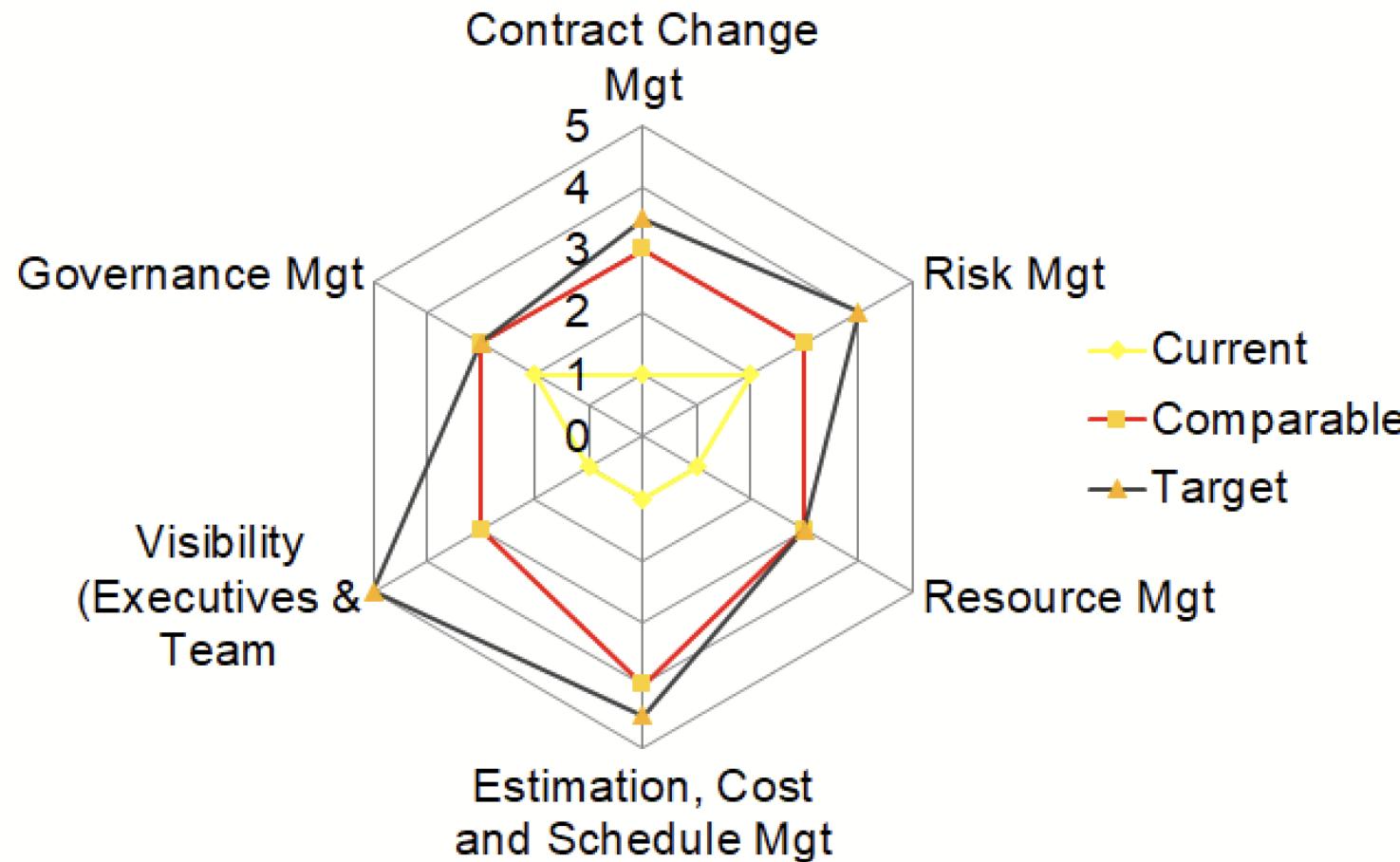


SAFE 5.0 / AGILE...WHY IMPLEMENT ?

MATURITY LEVEL



WHERE ARE WE NOW? TRADITIONAL Maturity Level → 6 FACTORS TO LOOK AT...

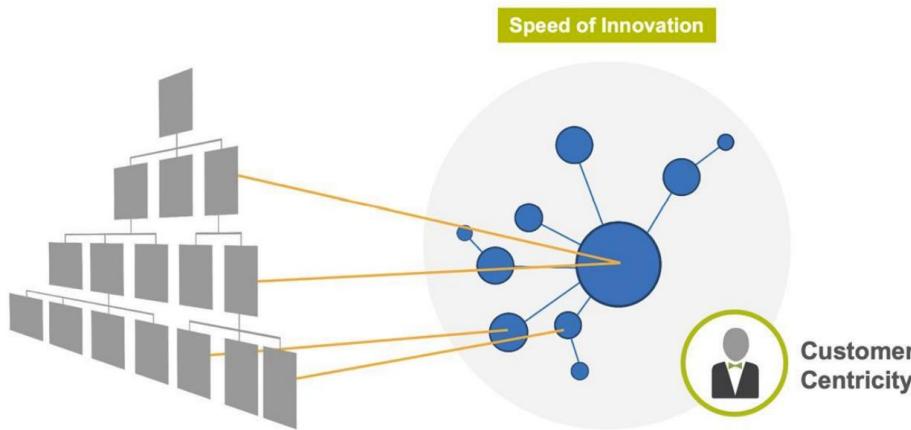


Example of possible key challenges ?

- Is it that there is no global adherence to PM Best practices / Tools / Discipline?
- Is it that there is no single resource pool and no Resource Allocation done?
- Is it that the projects never really have a proper Closeout phase?
- Is it lack training or tools available? Or both?
- Tools don't support risk process and maturity
- ETC...

WHY DO YOU NEED TO IMPLEMENT BUSINESS AGILITY?

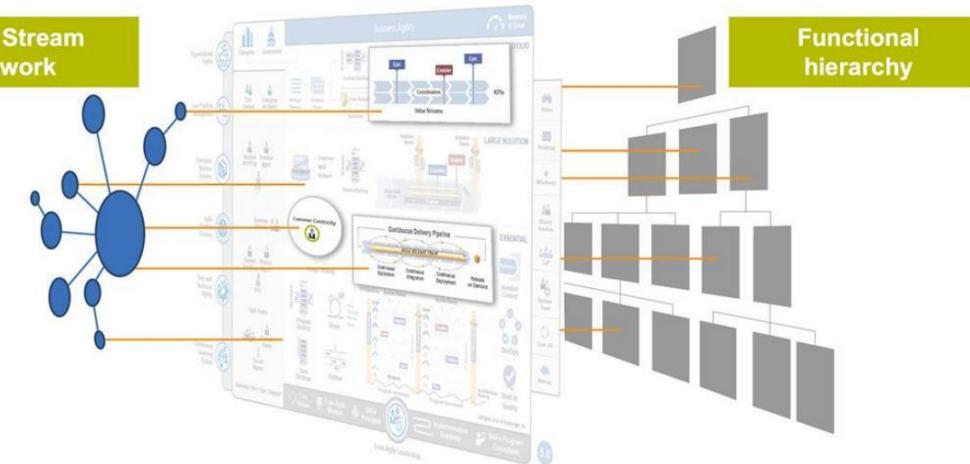
When you attempt to put structure to a customer centric business with high speed of innovation without having the correct framework



Customer delivery can become “blurry” due to misalignment and not understanding customer / business value



Every business is a “software type business” now. You need business agility not just in Lean / DevOps / Agile DEVELOPMENT, but agility in the ENTIRE COMPANY in order to deliver solutions faster and cost effectively



EPMO

Digital transformation as it relates to how to running ePMO

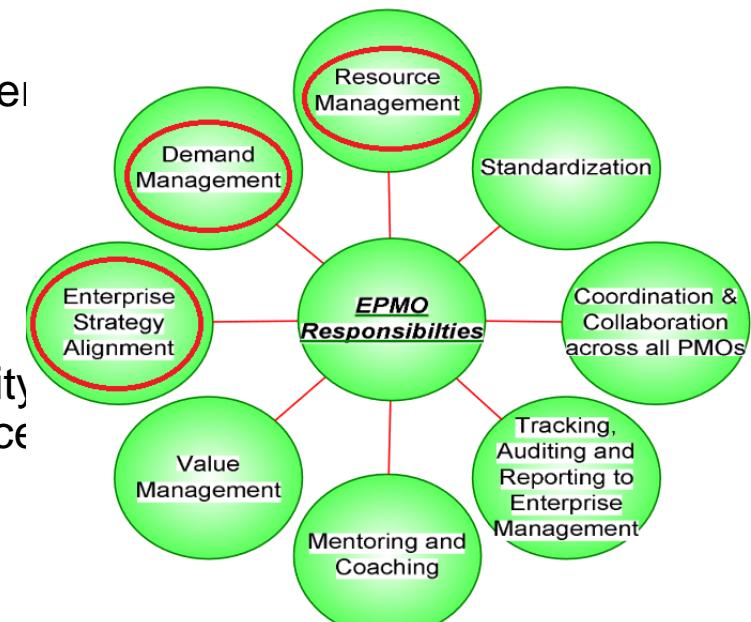
(1) Demand Management / (2) Enterprise Strategy Alignment / (3) Resource Management

There needs to be alignment between Division strategic initiatives and the PMO – that includes ranking, risk management / mitigation, determining dependencies and constraints → So moving towards an ePMO and not just a business Unit PMO

A system needs to be in place prioritize and rank the projects based on fair and impartial mechanisms, considering the following (NPV, ROI, CAPEX and OPEX \$ request, Business Value both tangible and intangible, etc.)

I would make sure we implemented a process where the Program and Project Manager to lead the business case process from the initial stages and work with the Division's functional and technical teams to determine the Business Value proposition (that way we can be held and measured against those)

This would ensure also that Program and Project Managers and the ePMO has visibility in the demand pipeline on a multiyear horizon planning (through Portfolio and Resource management tailored to specific divisions) and to be able to Resource allocate / plan accordingly



Digital transformation as it relates to how to running ePMO

(3) Value Management

I would look at the opportunities to have the cost of the ePMO funded through the Division / Business Lines potentially as a “ePMO-as-a-Service”.

Typically, organizations are dealing with the costs of the PMO by absorbing them into the running of a head office function (cost of doing business = PMO leader’s budget is part of the overall central budget, and you must justify what you do with the money and be involved in budget negotiations...there is no cross-charging out to other departments. Any funding you need for the PMO is provided centrally.

Move away from the PMO being a pure cost center and want to be able to split the cost of running the group into a “project charge” aka the “cost of services provided” and apportion that cost between Divisions / Business Units.

High Level things that need to be worked out (metrics) in order to apportion the cost in a fair matter:

1. Number of projects each division is requiring
2. Resources Allocation used on the projects for each division
3. Financial value of the project (Business Value / Benefits from the Business Case).

We look at the PMO portfolio and establish what proportion of the cost of running the PMO should be allocated to each Division, based on their usage of services.

For ad-hoc requests from other departments, we could use the same mechanism for cross charging staff and services.



Digital transformation as it relates to how to running ePMO

(4) Mentoring and Coaching (cont'd)

Implement 365 reviews

Performance plans as needed

Remediation plans as needed

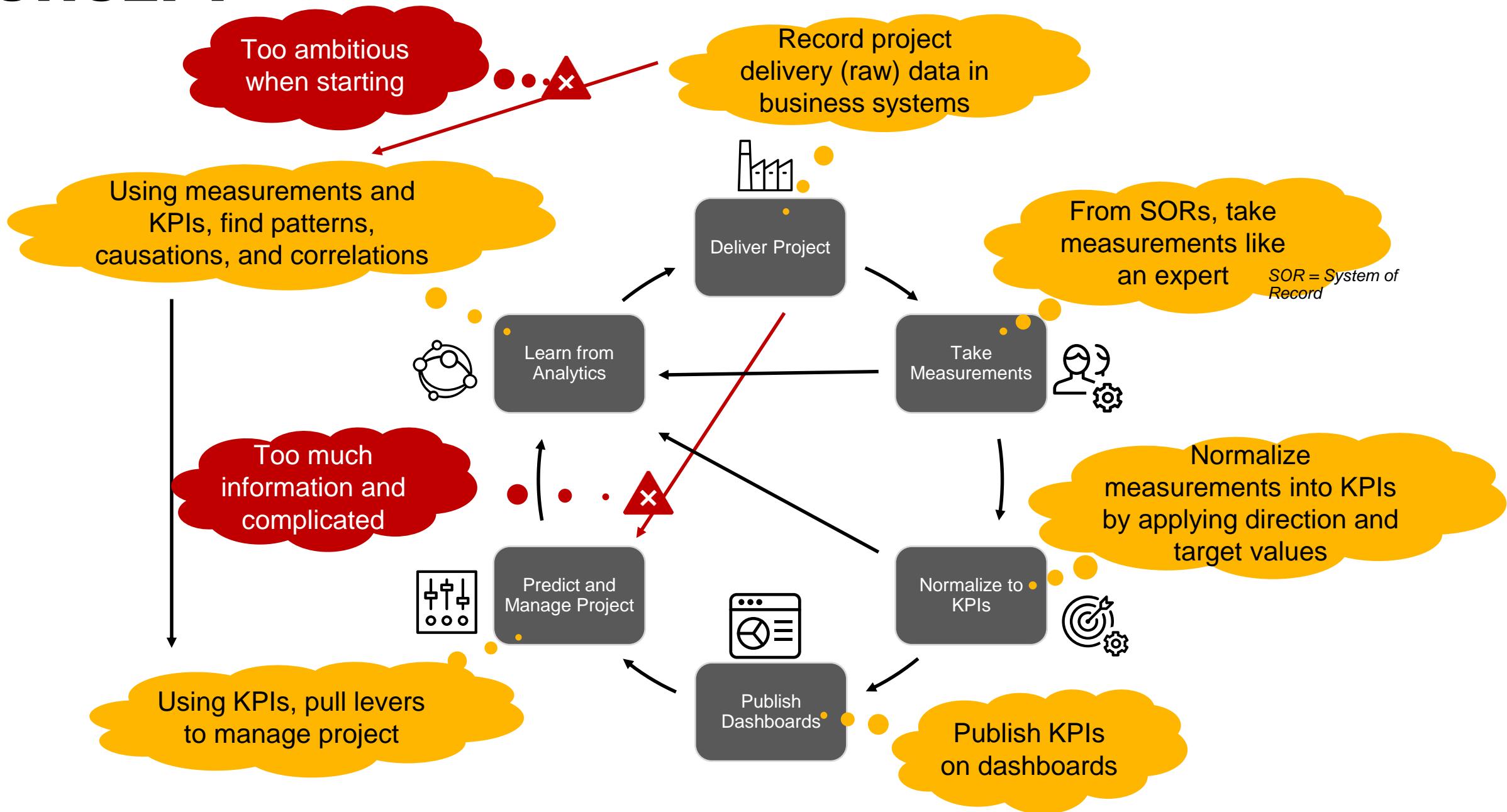
Push for and support my team members in the 3 following facets:

- **Autonomy** → People want to direct their own lives (self direction).
- **Mastery** → People want to have a “Challenge”.
- **Purpose** → People want to “Make a Contribution”. Organization needs to have a transcendence purpose / objective.



ANALYTICS & DASHBOARDS

CONCEPT





Priority Results

Quick Links

- Objective Dashboard
- 2021 Plume Projects
- PPP Plumian
- PPP Plumian
- PPP Plumian
- PPP Plumian

Total Plume
Q3 PrioritiesBusiness
DevelopmentCustomer
Solutions

Finance

HPx + WPx

HR

Marketing

OpenSync

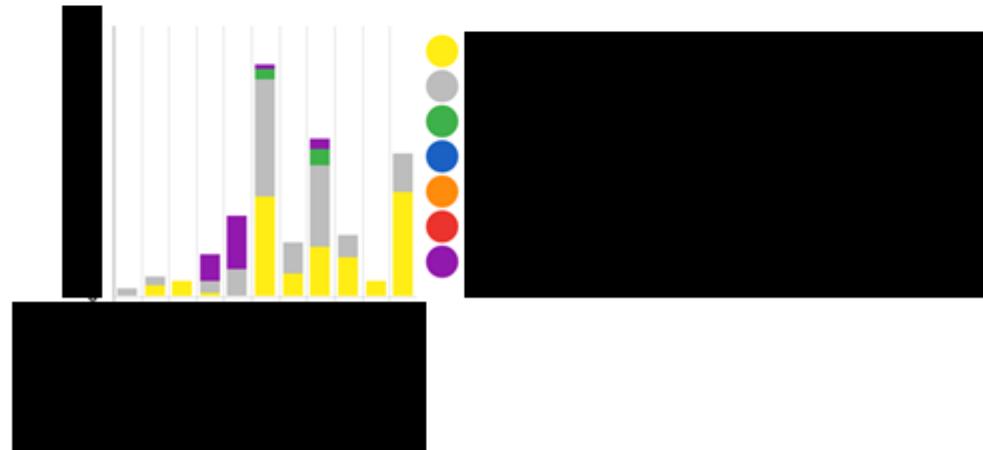
Operations

Product +
Hardware

Sales

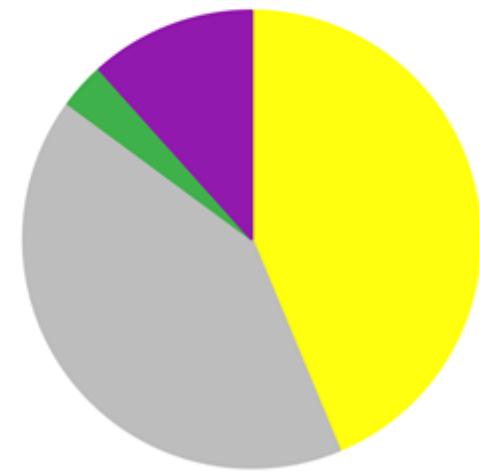
Software
Engineering

Objective Status By Functional Area



Click graph for more details

Objective Status - Click graph for details



EXTERNAL PROJECT PORTAL

Overview

Current Phase	% Complete	Schedule Health	Projected Functional Testing Start Date	Forecasted Certification Date	Projected GA Acceptance Date
[REDACTED]	29.00%	●	[REDACTED]	[REDACTED]	Belkin target was mid October 2021

Project Summary

Project Name	[REDACTED]
Project Manager	[REDACTED]
Owner	[REDACTED]
3PP QA	[REDACTED]
Technical Lead	[REDACTED]
Planned Project Start	[REDACTED]
Planned Project End	[REDACTED]
Planned Field Trial Start Date	[REDACTED]
Planned Certification Submission Date	[REDACTED]
Planned Certification End Date	[REDACTED]
Planned GA Date	[REDACTED]

Weekly Summary Report

Summary	Reported By	Created
[REDACTED]	[REDACTED]	[REDACTED]

Project Team

Plume Team	
Name	Role
[REDACTED]	Project Manager
[REDACTED]	Business Sponsor
[REDACTED]	Sales Engineer
[REDACTED]	Engineering Support
[REDACTED]	QA Lead
[REDACTED]	QA
[REDACTED]	PfL Support
[REDACTED]	3P Project Manager

Baseline Comparison dates & Delay

Start Date	Baseline RC Date	Projected RC Date
[REDACTED]	[REDACTED]	[REDACTED]

Project Links, Documentation

Links
Category 1-Project Documentation
EUT, Beta Inv. Phase Jira Ext. Project Dashboard Sharefile Project Folder
Category 2-OpenSync Documentation
General Interop Documentation OpenSync 2.2 Documentation OpenSync Broadcast Platform Interop Documentation OpenSync Commands Cheat Sheet OpenSync Features Support Matrix OpenSync FFR User Manual OpenSync EUT, FFR, OSRT Documentation OpenSync Managers Introduction OpenSync Public GitHub OpenSync Requirements
Category 3-Training Documentation
OpenSync Academy
Category 4-Plume Documentation
EUT, Test Suite Description Managers OpenSync-supported Gateways Plume Bluetooth Requirements Plume Certificates

ODM Team

ODM Team		Partners	
Role	Name	Role	Team
Business Sponsor	[REDACTED]	Lead SW Engineer	Partner
Technical Lead	[REDACTED]	SW Engineer	Partner
Project Manager	[REDACTED]	SW Engineer	Partner
Product Manager	[REDACTED]	GA Lead	Partner
Business Sponsor	[REDACTED]	Other	Support
	[REDACTED]	Other	Support

Schedule Status

Milestone	% Complete	Status	Start Date	End Date	Timeline
OFB-181-BelkinVelopTB	29%	In Progress	3 May	11 January	[REDACTED]
PROJECT START	100%	Complete			
OpenSync Bring Up	100%	Complete			
Core Features (INTEGRATION)	100%	Complete			
3P Apps (INTEGRATION)	31%	In Progress			
Platform enablement (INTEGRATION)	76%	In Progress			
Stabilization	51%	In Progress			
Release Candidate	3%	In Progress			
Certification	0%	Not Started			
GA Acceptance	0%	Not Started			
Project Closure	0%	Not Started			
PROJECT END	0%	Not Started			

■ 3P Apps (INTEGRATION)
 ■ Platform enablement (INTEGRATION)
 ■ Stabilization
 ■ Release Candidate
 ■ Certification
 ■ GA Acceptance
 ■ Project Closure
 ■ PROJECT END

Blocker List

Key	Summary	T	Updated	Assignee	Status	Epic Link	Sprint
ESW-8812	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Issue	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Back to Top	[REDACTED]						

Bug List

Key	Summary	T	Updated	Assignee	Status	Epic Link	Sprint
ESW-8812	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
ESW-8875	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
EXT005-220	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
ESW-7845	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
ESW-4813	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
ESW-9046	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

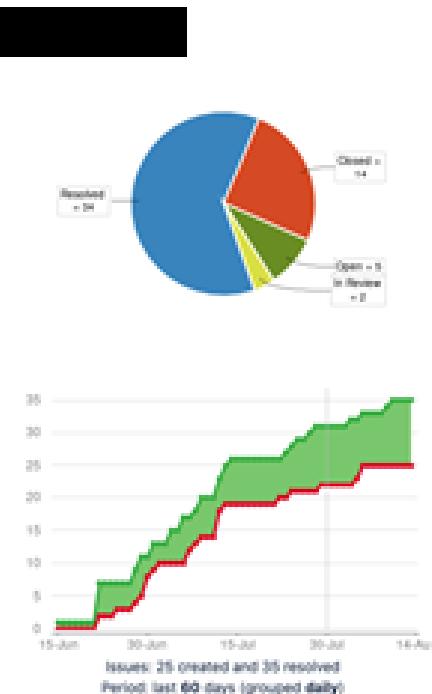
PLATFORM Work

In Right

Recently Closed (last 14 days)							
Key	Summary	P	Assignee	Status	Epic Link	By	Key
SPLAT-482	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-503
SPLAT-1702	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152
SPLAT-893	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-158
SPLAT-490	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152
SPLAT-427	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152
SPLAT-1639	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152
SPLAT-496	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152
SPLAT-887	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152
SPLAT-1462	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152
SPLAT-676	[REDACTED]	0	[REDACTED]	[REDACTED]	[REDACTED]	08	SPLAT-152

Showing 10 out of 11 issues [\[refresh\]](#)

Completion Overview



Summary Program Status Overview

Status / Schedule Key =

- GOOD** = Program is on track to meet scope and milestones per scheduled dates.
- AT RISK** = Trending towards delayed, this is a call to action to use an opportunity for the executive team to provide input and additional mitigation solutions to move program back to good status and avoid delays.
- DELAYED** = Program is currently behind schedule to meet scope and milestones. New dates must be signed off on to move back to green and track to new dates moving forward.
- BLOCKED** = Program is blocked from moving forward. Need to fully engage executive team to help resolve blocking issues in order to move program forward.
- LAUNCHED** = Program has successfully launched to the desired feature set and dates.
- BEING SCOPED** = Working on PRD / TRD / Budget / Schedule

Platform	Product	Project Number & Description	Lifecycle Stage	Status	Target Launch Dates	Product Manager	Project Manager
[REDACTED]	[REDACTED]	[REDACTED]	Development	GOOD	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Development	AT RISK	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	GA	LAUNCHED	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Complete	LAUNCHED	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	GA	LAUNCHED	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	GA	LAUNCHED	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Development	GOOD	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Development	GOOD	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Development	AT RISK	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Development	GOOD	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	POC	BEING SCOPED	[REDACTED]	[REDACTED]	[REDACTED]

Created by Ryan Okamuro, last modified on Jun 25, 2021

Product Lead: [REDACTED]
Technical Lead: [REDACTED]
Program Manager: [REDACTED]
Project Manager: [REDACTED]
GTM: Bethany

Status	0000
PRD	(Locked)
TRD	(Pending)

Project Summary:

Last Weekly Meeting

Notes

- + Smartsheet [REDACTED]

Key Highlights (Previous Week)

- [REDACTED]
- [REDACTED]
- [REDACTED]

Key Highlights (Upcoming Week)

- [REDACTED]
- [REDACTED]

Program Milestone Tracking	Date	Lead	Status	Notes
TRD Sign-Off				Waiting for Dev-Ops sign-Off
Mobile System QA Start				
Web System QA Start				
Cloud System QA Start				
Alpha Entry				
CXT Testing Start				
Beta Entry				
GA				

Link: [SmartSheet Schedule](#)

Risk Management

Functional Area	Risks	Trigger Date	Risk Mitigation

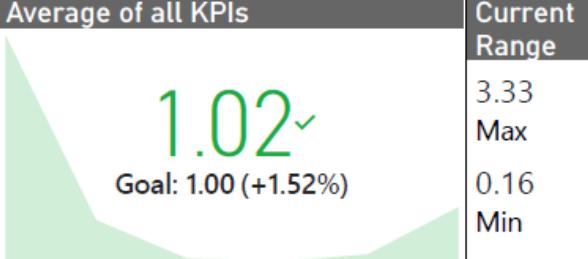
Plume Priorities

Project Number	Description	Lead	Date	Status	Notes

Capital Projects Analytics

Current Status and Performance Exceptions

Average of all KPIs



1.02
Goal: 1.00 (+1.52%)

KPI Impact	Lagging	Leading	Total
(3) High	1	7	8
(2) Medium	9	10	19
(1) Low	3	1	4
Total	13	18	31

Current Range: 3.33
Max: 0.16
Min: 0.16

Select Portfolio / Project

Current Date

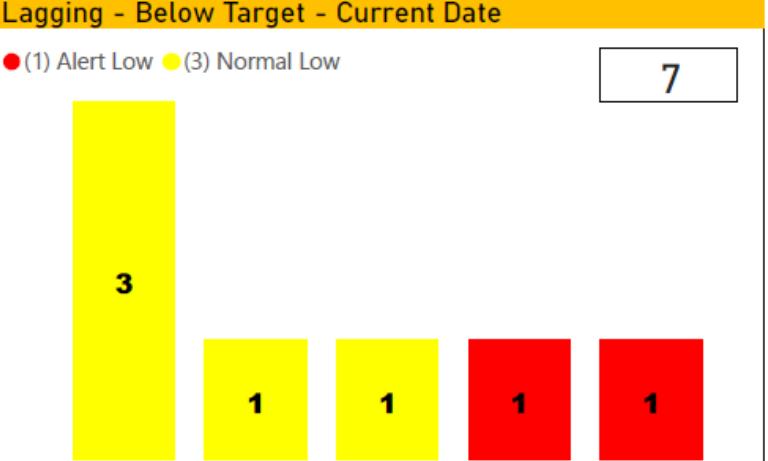
07-Mar-20

Select Date Range (KPI Trend Only)

1/28/2020
3/7/2020

Lagging - Below Target - Current Date

● (1) Alert Low ● (3) Normal Low

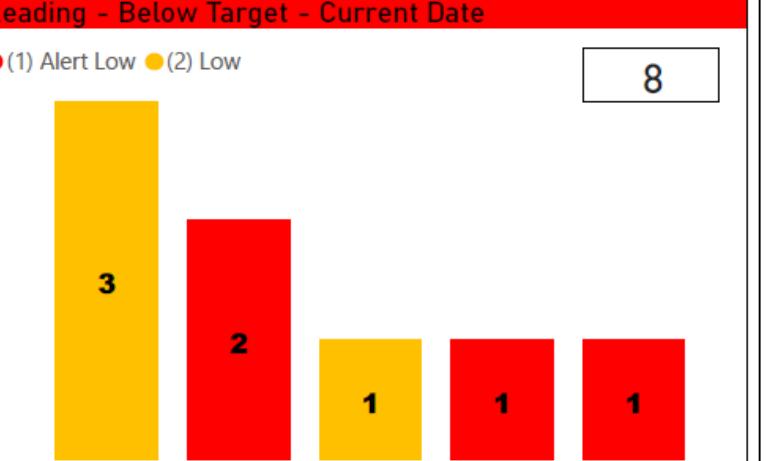


7

Portfolio Integration Management, Portfolio Fund Allocation, Portfolio Risk Management, Project Change Management, Project Cost Analysis

Leading - Below Target - Current Date

● (1) Alert Low ● (2) Low



8

Portfolio Fund Allocation, Project Schedule Management, Portfolio Risk Management, Project Change Management, Project Cost Analysis

KPI Legend

	6) Alert High	
	(5) High	
	(4) Normal High	
	(3) Normal Low	
	(2) Low	
	(1) Alert Low	

Below Target Indicators - Lagging and Leading - Current Date

KPI Type Name	Measurement	UOM	KPI Value	Section Name	Alert Low	Low Value	Target	High Value	Alert High	KPI Category	KPI Impact
KPI-FFA-01A.Percent of funds allocated to original budget	14.00	percent	0.18	(2) Low	0.00	50.00	80.00	85.00	90.00	Leading	(2) Medium
KPI-FFA-01D.Percent of funds allocated to underruns	2.00	percent	0.40	(2) Low	0.00	3.00	5.00	8.00	10.00	Leading	(1) Low
KPI-FFA-01E.Percent of funds in reserve	2.00	percent	0.40	(2) Low	0.00	3.00	5.00	8.00	10.00	Leading	(2) Medium
KPI-FFA-02A.Percent of funds spent	18.00	percent	0.18	(3) Normal Low	0.00	0.00	98.00	99.00	100.00	Lagging	(2) Medium
KPI-FRM-06A.Percent of negative impact mitigated	31.00	percent	0.39	(2) Low	30.00	50.00	80.00	85.00	90.00	Leading	(3) High

41

Capital Projects Analytics

Portfolio Health Indicators by Business Capability

Stats and Selections			
KPI Impact	Lagging	Leading	Total
(3) High	1	7	8
(2) Medium	9	10	19
(1) Low	3	1	4
Total	13	18	31

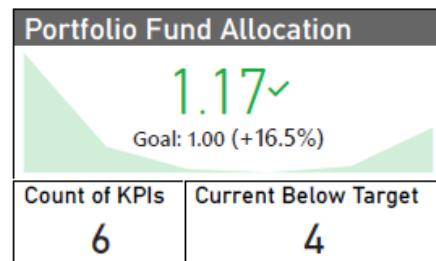
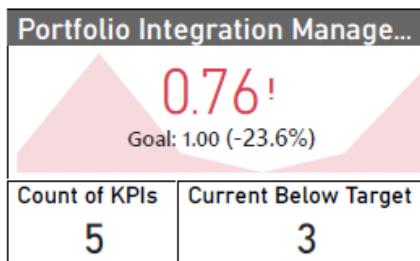
Select Portfolio

▼

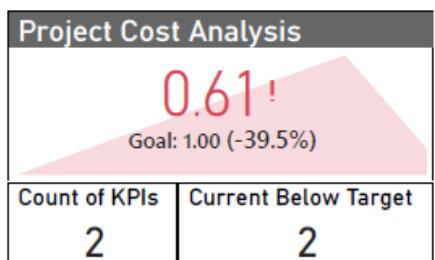
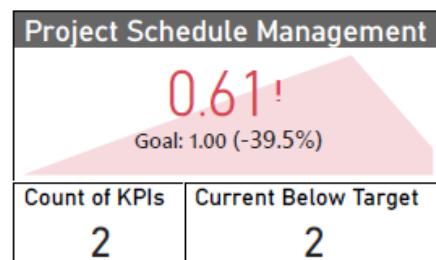
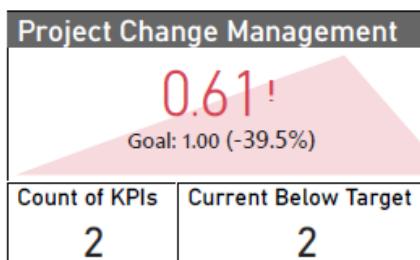
Current Date
07-Mar-20

Select Date Range
1/28/2020 3/7/2020

Portfolio Management

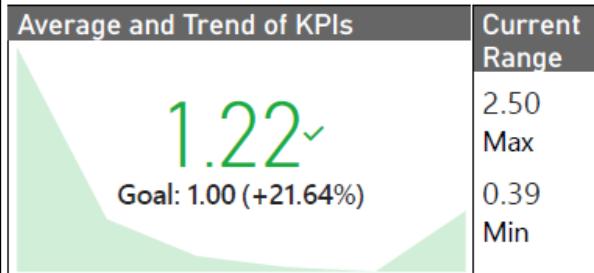


Summary of Project Management



Capital Projects Analytics

Capability Details



Select Portfolio / Project

Select Date Type

 Current
 Past

Select Date Range

Stats and Selections

KPI Impact	Lagging	Leading	Total
(3) High	1	2	3
(2) Medium	6	5	11
Total	7	7	14

Current Below Target

	2
--	---

Lagging - Above Target

KPI Impact	KPIs
(3) High	5
(2) Medium	20
Total	25

Leading - Above Target

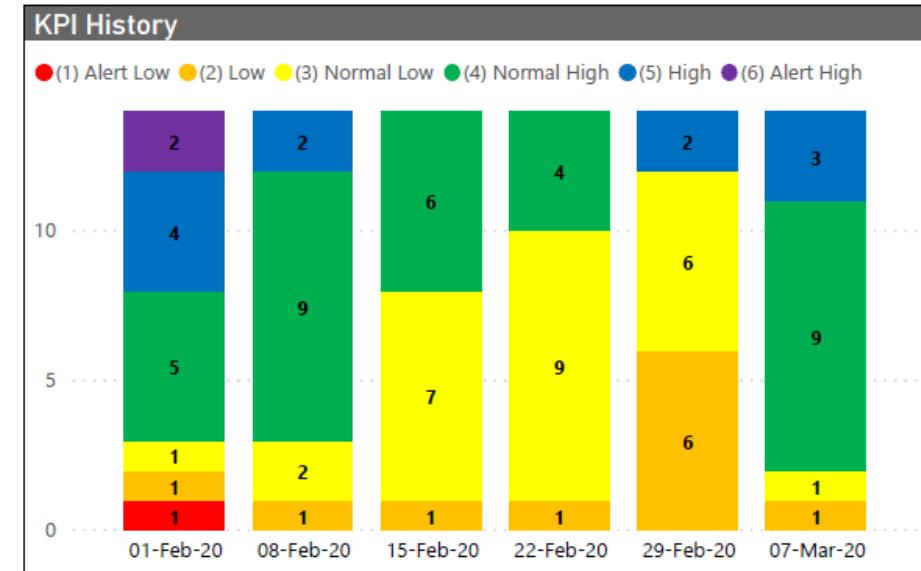
KPI Impact	KPIs
(3) High	3
(2) Medium	18
Total	21

Lagging - Below Target

KPI Impact	KPIs
(3) High	1
(2) Medium	16
Total	17

Leading - Below Target

KPI Impact	KPIs
(3) High	9
(2) Medium	12
Total	21



Select Capability

- Portfolio Fund Allocation
- Portfolio Integration Management
- Portfolio Risk Management
- Project Change Management
- Project Cost Analysis
- Project Schedule Management

Select Target Direction

High	Low
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Indicator Details

Date	KPI Type Name	Measure	UOM	KPI Value	Section Name	Alert Low	Low Value	Target	High Value	Alert High	KPI Category	KPI Impact
01-Feb-20	KPI-FRM-06A.Percent of negative impact mitigated	23.00	percent	0.29	(1) Alert Low	30.00	50.00	80.00	85.00	90.00	Leading	(3) High
29-Feb-20	KPI-FRM-04A.Number of negative impact items expected to trigger soon	7.00	each	0.29	(2) Low	0.00	1.00	2.00	5.00	10.00	Leading	(2) Medium
29-Feb-20	KPI-FRM-04B.Number of positive impact items expected to trigger soon	7.00	each	0.29	(2) Low	0.00	1.00	2.00	5.00	10.00	Leading	(2) Medium
29-Feb-20	KPI-FRM-05A.Number of negative impact items past expiration date	7.00	each	0.29	(2) Low	0.00	1.00	2.00	5.00	10.00	Lagging	(2) Medium
29-Feb-20	KPI-FRM-05B.Number of positive impact items past expiration date	7.00	each	0.29	(2) Low	0.00	1.00	2.00	5.00	10.00	Lagging	(2) Medium

METHODS OF FORECASTING (1)

- Conventional (Time and Cost)
- Repeat Work and Proven Success
- (Re) Estimate:
 - Quantify the knowns
 - Add provisions for the
 - known unknowns: allowances
 - unknown unknowns: contingency
 - Manage risks
 - Define level of accuracy (large data sets: perform Monte Carlo simulation for cost and schedule)
- (re) Baseline (realistic)
- Forecast:
 - = Work completed + Budget value (estimate) of uncompleted work * performance factors
 - Factual trends
 - Re-evaluate risk and provisions

Total Cost
Overall Duration

Lagging KPIs: Interpolate

	Impact	Likely Consequences
Above Target	High	Major project underruns
	Medium	Minor project underruns
	Low	Relaxed delivery
Below Target	High	Major project overruns
	Medium	Minor project overruns
	Low	Low-priority project issues

METHODS OF FORECASTING (2)

- Crisis Management
- Causes and observations of progressive failure:
 - Unproven project delivery plan
 - Deviations from setup for success (O/P/P/T)
 - Deviations from plan and lack of scope management (impact analysis is typically not fully understood)
 - Poor quality leading to rework
 - Start with incomplete information
 - Materialization of unmitigated risks
 - Blind spots
 - Sub-optimization due to lack of common goals
 - Timely return to baseline; Isolate problems
- Predictive: failure in leading indicators result in progressive failure
- Prescriptive: fix issues before starting successor activities

Leading KPI: Extrapolate

	Impact	Likely Consequences
Above Target	High	Ineffective allocation of company funds
	Medium	Possible miss of project opportunities
	Low	Relaxed project delivery
Below Target	High	Project failure likely
	Medium	Possible project failure
	Low	High-priority project issues

Remaining Cost = Est *  (KPIs)

Remaining Duration = Est *  (KPIs)