SAND2016-3958C

Exceptional service in the national interest

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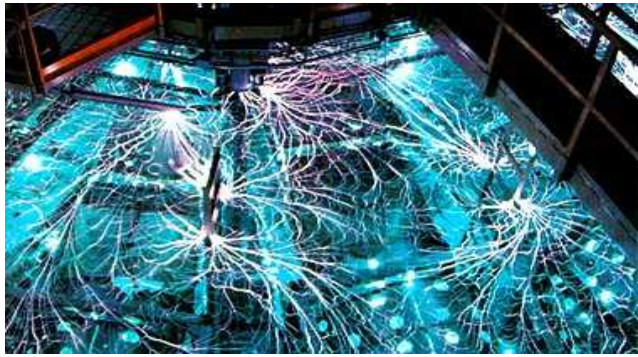

Service Portfolio Management

Rob Virden, MBA, PMP, CSM, CSPO, ITIL

Solutions Architect, Office of the CIO, Sandia National Labs

rvirden@sandia.gov, 505-844-0963

U.S. DEPARTMENT OF ENERGY | NNSA National Nuclear Security Administration

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What is Portfolio Management?

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- PMI –
  - "The coordinated management of one or more portfolios to achieve organizational strategies and objectives."
  - It's the "…processes, tools, and techniques used to identify, select, prioritize, govern, allocate resources, monitor, and report the contributions of the portfolio components to, and their respective alignment with, organizational objectives.
    - (*The standard for portfolio management*. *3rd Edition*(2013). Newtown Square, PA: Project Management Institute.)
  - Typically refers to investment, project, or IT Portfolio Management.

How do you know?

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- Five Questions:
  - Are we investing in the right things?
  - Are we optimizing our capacity?
  - Are we realizing the promised benefits?
  - Can we absorb all the changes?
  - How well are we executing?
    - *Project portfolio management: A view from the management trenches.* (2009). Hoboken, NJ: Wiley.

What is Service Portfolio Management (SPM)?

- ITIL - A service portfolio describes a provider's services in terms of business value. The service portfolio is the complete set of services that is managed by a service provider. It includes three categories of services:
  - Service Pipeline
  - Service Catalog
  - Retired Services
    - Cannon, D., Wheeldon, D., Lacy, S., & Hanna, A. (2011). *ITIL service strategy*. London: TSO.

Five Questions redux

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- Establishes a decision framework to answer strategic questions:
  - Why should a customer buy these services?
  - Why should they buy these services from us?
  - What are the pricing or chargeback models?
  - What are our strengths and weaknesses, priorities, and risks?
  - How should our resources and capabilities be allocated?
- The purpose of SPM is to ensure that the service provider has the right mix of services to the balance the investment in IT with the ability to meet business outcomes.

Service Portfolio vs. Investment Portfolio

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- They are functionally equivalent, but not equal:
  - Investing in a specific project, or a service?
  - The aggregation of projects and programs make up a service
- Two separate but interdependent processes
  - IT Portfolio Management is a sub-set of processes within the overall ITIL Service Strategy area

Goal/Challenges

- Identify the right mix of investments at the right time
- Size and Timing
  - Cyclical; Beginning, Middle, End
  - Windfall/Reserve
  - Reallocation
- Type
  - Strategic Investments
  - M&O
  - Run, Grow, Transform

Challenges cont'd

- Source
  - Indirect
  - Direct
  - Service Centers
  - Division Support
- Time consuming and effort intensive
  - Proposals
  - Estimates
  - Approvals
  - Submission

Challenges cont'd

- Alignment to (who's?) Strategy
  - Lab
  - Mission
  - Organizational
  - Departmental
  - Personal
- Lack of centralized portfolio
- Distributed IT environment

Paths to Clarity

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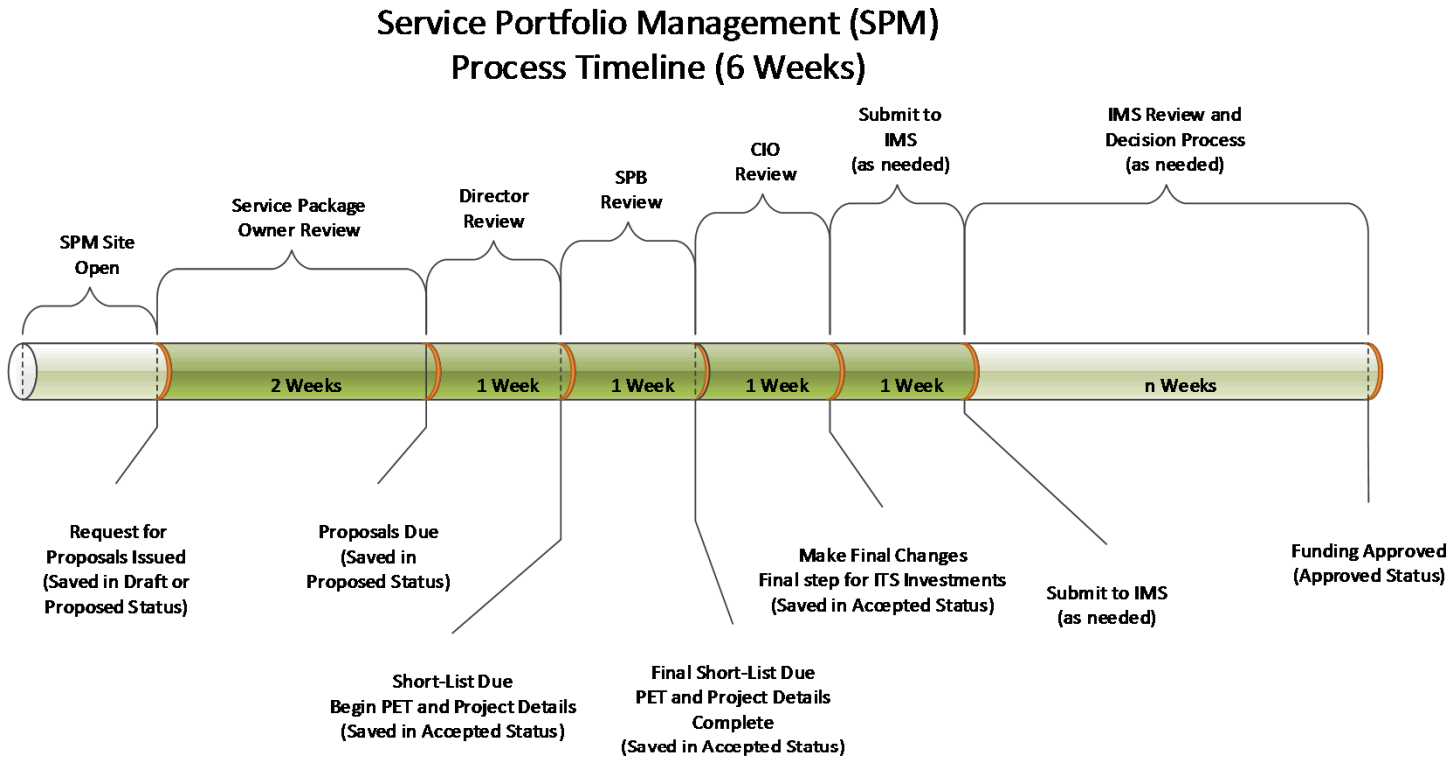
- Investment Timeline
- SPM Process
- Service Definition
- Centralized Repository
- ITSM
- Performance Monitoring
- Partnerships
- Steering Committees
- Five Questions

Project Portfolio Timeline



Status Legend

Draft – New/existing proposals being modified and not ready for review. Minimal amount of information entered.

Proposed – Proposals that are more developed and ready for review by management.

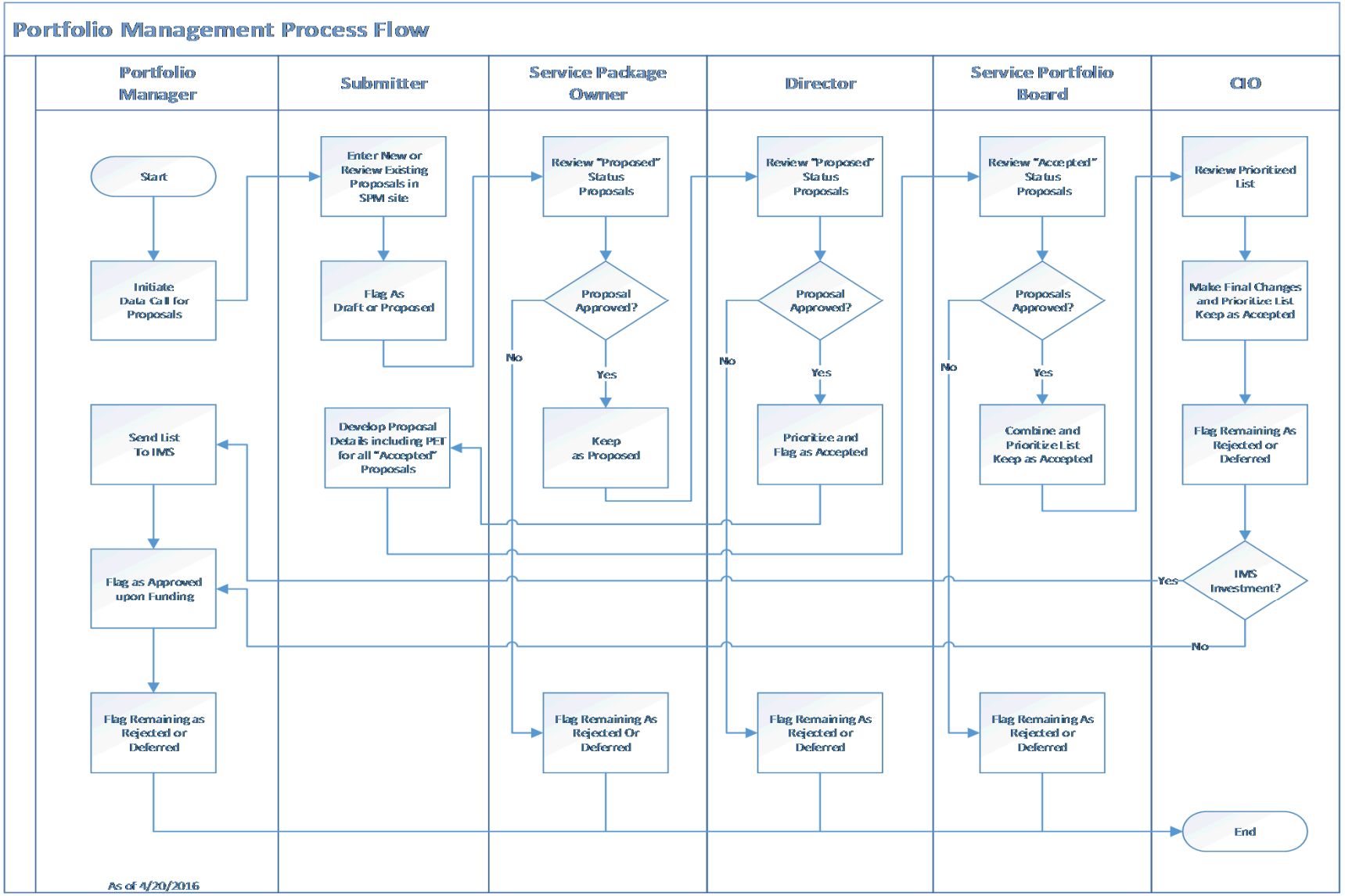
Accepted – Proposals that have been accepted by the Director and require full project details to include PETs.

Approved – Proposals that have been funded and require Software Capitalization information.

Rejected – Proposals that have been rejected by management and are no longer in consideration.

Deferred – Proposals that were considered but deferred for later consideration.

Project Portfolio Process



FY16 Services within the Sandia ITS Service Portfolio

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Workforce Computing Services

1. Service Desk
2. NM Desktop Computing Services
3. Desktop & Mobile Enabling Technologies
4. CA Desktop Computing Services
5. Unified Communications Services
6. Collaboration Services
7. Video Services

Enterprise Business Services

8. Environment, Safety, & Health Systems Services
9. Corporate Governance Systems Services
10. Financial Management Systems Services
11. Human Resources Systems Services
12. Supply Chain Systems Services
13. Manufacturing Systems Solutions

Information Management Services

14. Information Content Services
15. Information Analytics Services
16. Records Management Services
17. Technical Library Services
18. Web Content Services
19. Enterprise Database Services

Mission Business Management Services

20. Project Management Services
21. Configuration Management Services
22. Facilities & Asset Management Systems Services

IT Enabling Systems & Infrastructure Services

23. Application Enabling Technologies
24. Computing Platform Services
25. Computing Infrastructure Services
26. Network Services
27. Telephone Services
28. Wired Infrastructure Services
29. Radio Infrastructure Services

Information Technology Strategy

30. CIO Relationship Management
31. IT Service Management
32. IT Portfolio Management
33. IT Strategic Planning
34. Management Assurance
35. IT Policy Management
36. IT Financial Management

Services Repository

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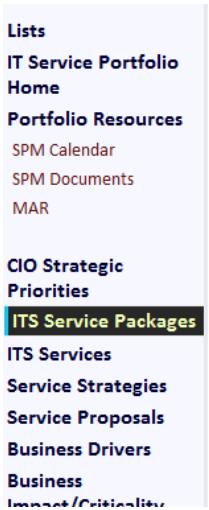
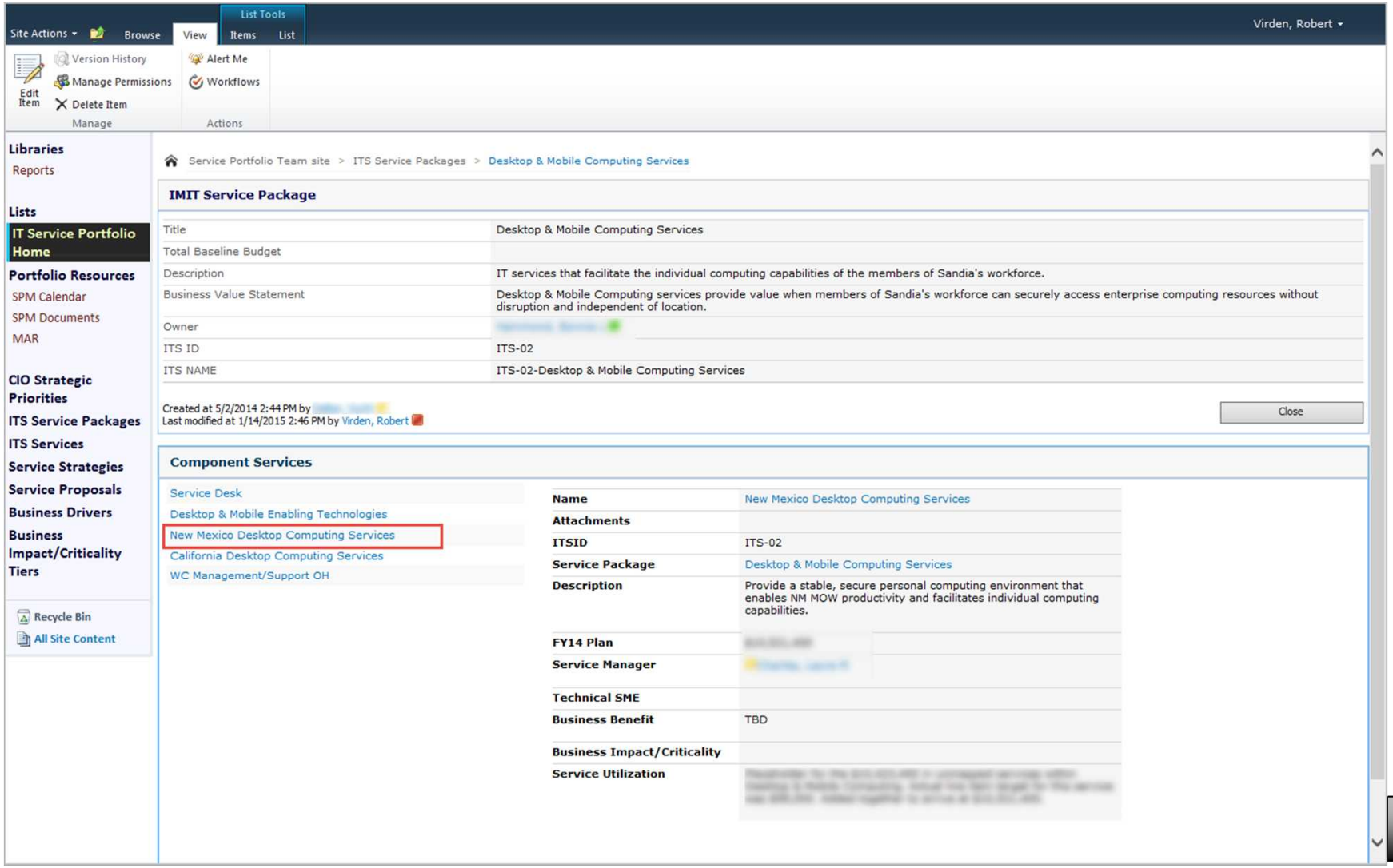


ID	ITS ID	Title	Description	Business Value Statement
1	ITS-01	IT Governance Services	Services that provide IT governance and professional capabilities that support business objectives and deliver technology-based solutions designed to meet business needs	Value is delivered to Sandia when the Corporate IT Services Division provides a comprehensive set of IT capabilities that facilitate the realization of desired business outcomes with agility in a manner that is secure and reliable.
2	ITS-02	Desktop & Mobile Computing Services	IT services that facilitate the individual computing capabilities of the members of Sandia's workforce.	Desktop & Mobile Computing services provide value when members of Sandia's workforce can securely access enterprise computing resources without disruption and independent of location.
3	ITS-02	Communications & Collaboration Services	IT services that facilitate the communication and collaboration capabilities of the members of Sandia's workforce.	Unified Communications & Collaboration services provide value when members of Sandia's workforce can securely communicate and collaborate with internal and external partners without disruption and independent of location.
4	ITS-03	Enterprise Business Services	IT services that facilitate the specific functional outcomes desired by Sandia's corporate governance and mission support business activities.	Value is delivered to the customer when Sandians can securely and reliably perform mission support activities, including management assurance, human resource & communications management, infrastructure operations, and financial and supply chain management, without being constrained by location or time.
5	ITS-06	Mission Business Services	IT services that facilitate the management processes and decision support outcomes desired by Sandia's business units.	Value is delivered to Sandia when the Corporate IT Services Division provides a comprehensive set of corporate tools and capabilities that facilitate product and process management outcomes without disruption in a manner that is secure and reliable.
6	ITS-04	Information Management Services	IT services that provide access to corporate information resources.	Information Management services provide value when members of Sandia's workforce can securely store, retain and retrieve information that facilitates decision making without disruption in a manner that is not constrained by location or time.
7	ITS-05	IT Enabling Systems & Infrastructure Services	IT services that deliver computing resources either to enable other IT services or directly to business unit and MOW customers based on Sandia-specific demand.	Value is delivered to Sandia when IT provides technology platform services that facilitate business processes without disruption in a manner that is secure and reliable.

Services Detail



Drill down to the proposal

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Related Service Proposals

- Desktop support
- Remote Access
- Secure Enclave Project
- Real-time Service Desk Data Aggregation & Analysis Software

Proposal Title	Real-time Service Desk Data Aggregation & Analysis Software
Proposal Type	Strategic Investment
Submitter	[redacted]
Submit Date	4/15/2015
Problem/Opportunity Statement	In our current environment it is difficult to get real-time information on the efficiency of the day-to-day operation of the service desk. This causes us to be reactive when events occur that demand a greater level of resources. We would like to be able to recognize these situations more quickly and be able to be more agile in changing our operational mode and/or reallocating resources to meet the greater demand. We currently rely on techs and managers recognizing patterns and call volumes and this is fairly inefficient and inaccurate.
Service	New Mexico Desktop Computing Services
Business Outcome & Value	The software would result in a more efficient service desk with managers who are better informed as to the minute-by-minute state of the service desk operation and be able to more efficiently allocate resources. The software would enable us to quickly identify a problem and enable the organization as a whole to respond and resolve the problem.
Investment Cost Estimate	[redacted]
Investment Cost Estimate Description	Labor and Software Purchases

Proposals Repository

- Ability to filter by year, status, cycle, type, family, area, etc:

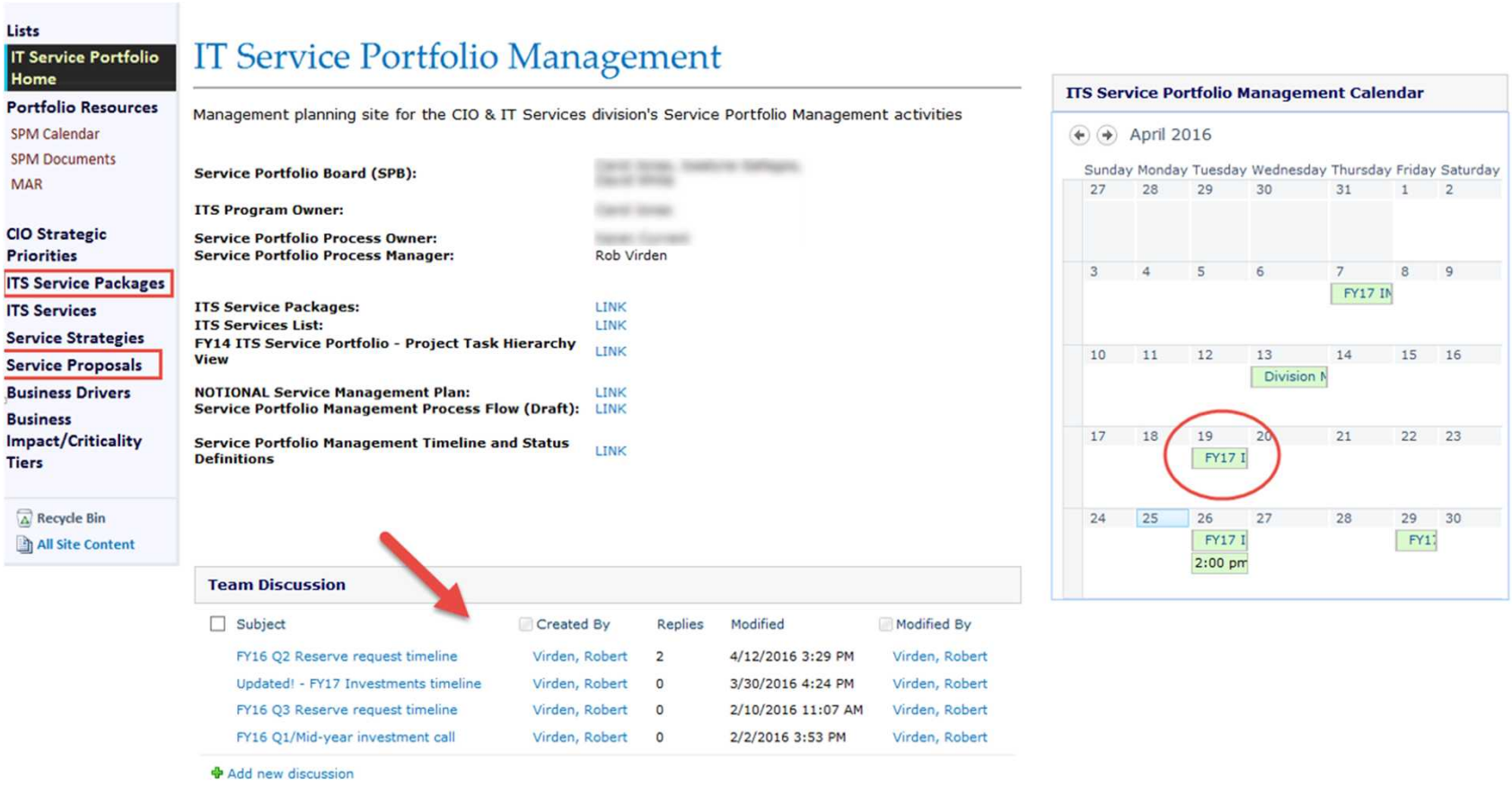
ID	ITS ID	Project Family	Proposal Title	Proposal Type	FY Cycle	FY	Status	Investment Cost Estimate	Baseline Cost Estimate	Funded Amount	Funding Source	Submit Date
			Count= 37					**Sum=**	**Sum=**	**Sum=**		
Status : Approved (37)												
			Count= 37					**Sum=**	**Sum=**	**Sum=**		
70	ITS-03-Enterprise Business Services		Accounting System Redesign	Strategic Investment	Beginning	15	Approved					7/9/2014
77	ITS-04-Information Management Services	Analytics for Sandia Knowledge (ASK)	Analytics for Sandia Knowledge (ASK)	Strategic Investment	Beginning	15	Approved					7/9/2014
87	ITS-05-IT Enabling Systems & Infrastructure Services		Architecture Modernization	Strategic Investment	Beginning	15	Approved					7/9/2014
41	ITS-03-Enterprise Business Services		Assurance Information System (AIS) and Corp Governance Systems	Baseline Service	Beginning	15	Approved					7/9/2014
36	ITS-02-Desktop & Mobile Computing Services		Bromium	Baseline Service	Beginning	15	Approved					7/9/2014
58	ITS-01-IT Governance Services		Common Engineering Environment (CEE)	Strategic Investment	Beginning	15	Approved					7/9/2014
62	ITS-02-Desktop & Mobile Computing Services		Consistent Windows Builds	Strategic Investment	Beginning	15	Approved					7/9/2014
95	ITS-05-IT Enabling Systems & Infrastructure Services	Datacenter	Data Center Consolidation	Strategic Investment	Beginning	15	Approved					7/1/2014
46	ITS-05-IT Enabling Systems & Infrastructure Services		Database and SRN Admin support	Baseline Service	Beginning	15	Approved					7/9/2014
35	ITS-01-IT Governance Services		ESNet License	Baseline Service	Beginning	15	Approved					7/9/2014
99	ITS-06-Mission Business Services		Facilities Corporate Storage	Strategic Investment	Beginning	15	Approved					1/13/2015
72	ITS-03-Enterprise Business Services		Human Resources Management System (HRMS)	Strategic Investment	Beginning	15	Approved					7/9/2014

Proposal Statuses

- Phased Input
  - Proposed/Draft
    - Basic details
  - Accepted
    - Full details and detailed cost estimates
  - Approved
    - Funded amount, funding source, software cap

Home Page

- Home page with links to resources, templates, calendar, etc.



ITSM

- Service Level Management (SLM) Process
  - SLA/OLA
- Business Relationship Management (BRM) Process
- Service Catalog
- Request Fulfillment
- Problem, Incident, Change Management
- End to End Service

Partnerships

- Business Office
  - Line and Program reporting
  - Financial Management
  - Financial Analysts and Center Business Analysts roles
- Integrated Mission Support
  - Alignment to Executive Office Cadence
  - Use of IMS Tool

Steering Committees

- Service Portfolio Board
  - CIO, Deputy CIO, Center Directors
- CITAC
  - Mission Support Senior Management
- Common Engineering Environment
  - Enterprise resource for technical resources

Performance Monitoring

- Management Assurance Review (MAR)
- MAR Timeline
- Quad Chart

Five Questions

- Are we investing in the right things?
  - Centralized Repository
  - Services Definition and repository
  - Steering Committees
- Are we optimizing our capacity?
  - Supply and Demand Management
  - Resource (Skills) Management
- Are we realizing the promised benefits?
  - Performance Management
- Can we absorb all the changes?
  - Organizational Change
- How well are we executing?
  - Overall PPM Funding Process

Five Questions cont'd

- Why should a customer buy these services?
  - Services Value
- Why should they buy these services from us?
  - Value proposition
- What are the pricing or chargeback models?
  - Cost models
- What are our strengths and weaknesses, priorities, and risks?
- How should our resources and capabilities be allocated?

ES&H End2End Services – Phased Approach

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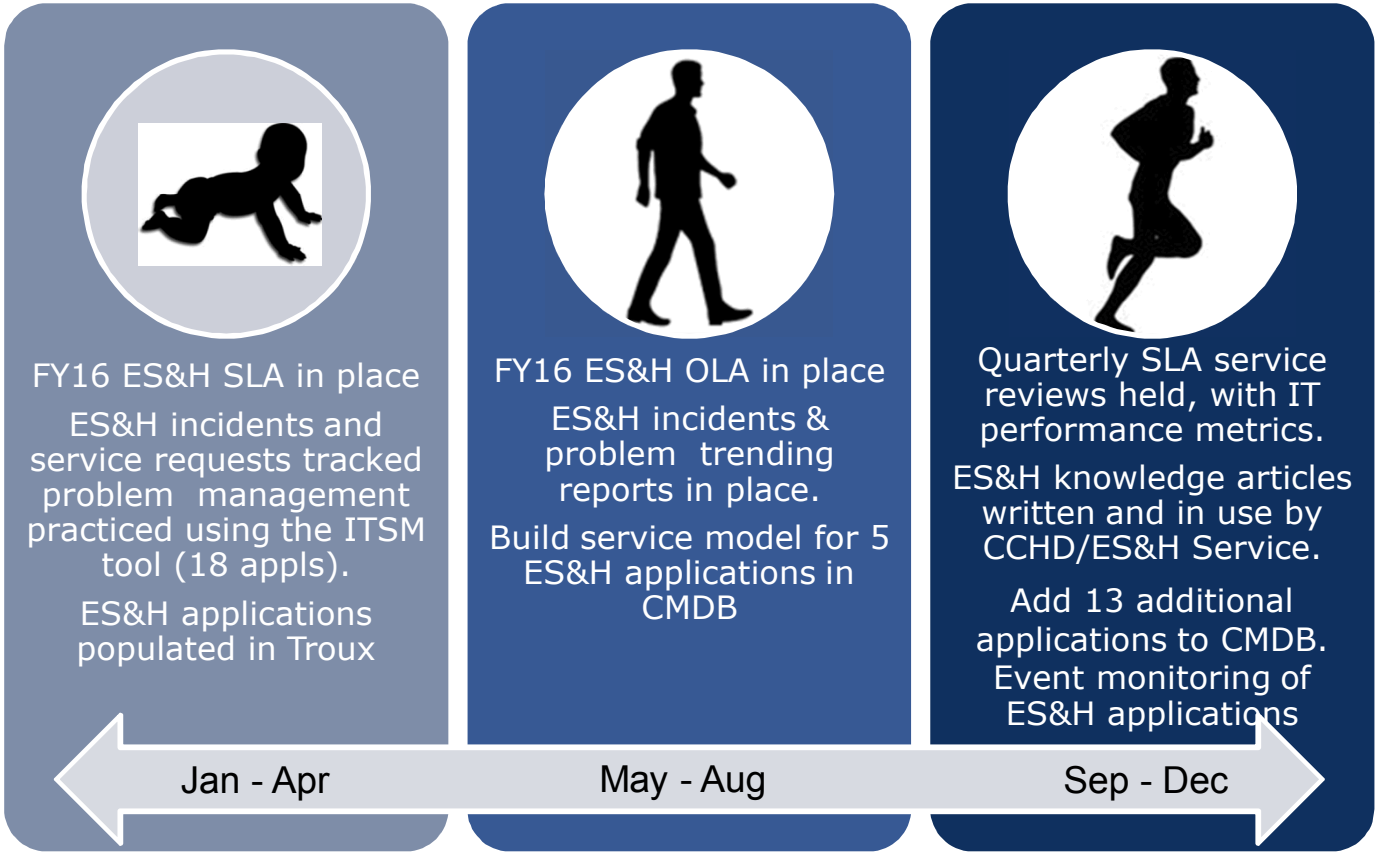
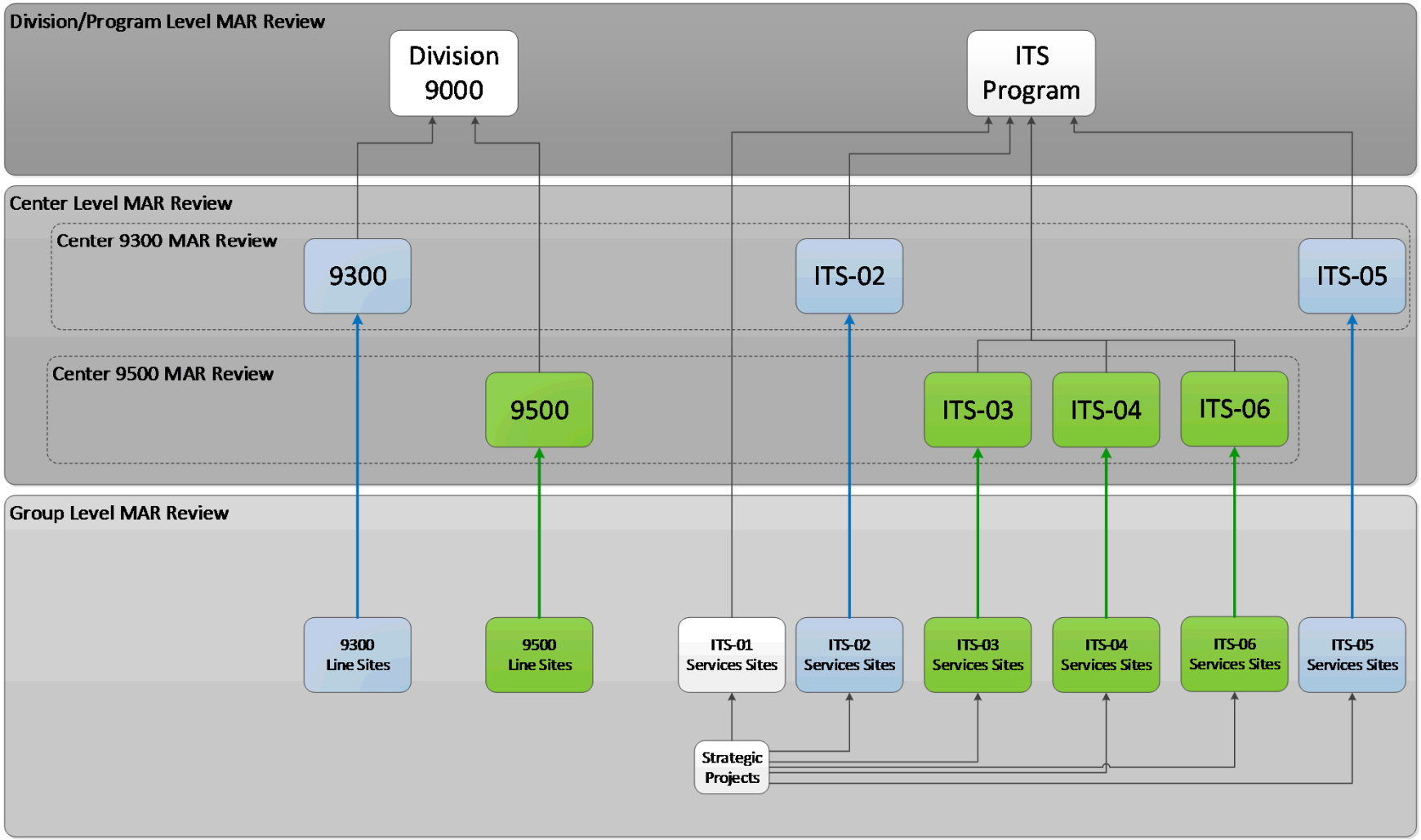


MAR Structure

Division 9000 / ITS Program MAR Structure



ITS-05 Program

IT Enabling Systems & Infrastructure Services

Application Enabling Technologies
Computing Platform Services
Computing Infrastructure Services
Network and Telephone
Wired Infrastructure
Radio Infrastructure

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Program Health - *Green*

Status (Across all Services):
Critical Incidents – 0
High, Medium, Low Incidents – 4
Missed SLAs – 2

- *Mean Time to Restore Service (MTRS) for Long Distance Telephone service took 8 hours, exceeding target of 1 hour*
- *Mean Time Between Failures (MTBF) for SCN network in 905 exceeded target of 30 days.*

Met/Exceeded SLAs - 19

Key Financial Metrics *$ Projected over/under*

Budget $K	Costs YTD $K	% SP Costed	% Cost+Com	Rating
$0	$0	%	%	

Key Commitments/Projects

- **Commitment/Project 1 Status**
- **Commitment/Project 2 Status**
- **Commitment/Project 3 Status**

Example

Service Delivery Issues	Rating
Issue 1… (Owner)	
Issue 2… (Owner)	
Issue 3… (Owner)	

Service Delivery Programmatic Risks	Rating
Risk 1… (Owner)	
Risk 2… (Owner)	
Risk 3… (Owner)	

ITS-05 Telephone Services

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Program Health - *Green*

Key Indicators (Averaged KPI):

MTBSI (Meantime Between Service Incidents)

– 90 days (Target 30 days)

MTRS (Meantime to Restore Service)

– 3 Hours (Target 2 Hours)

Key Financial Metrics

$ Projected over/under

Budget $K	Costs YTD $K	% SP Costed	% Cost+Com	Rating
$0	$0	%	%	

Key Commitments/Projects

- **Commitment/Project 1 Status**
- **Commitment/Project 2 Status**
- **Commitment/Project 3 Status**

Example

Service Delivery Issues	Rating
Issue 1… (Owner)	
Issue 2… (Owner)	
Issue 3… (Owner)	

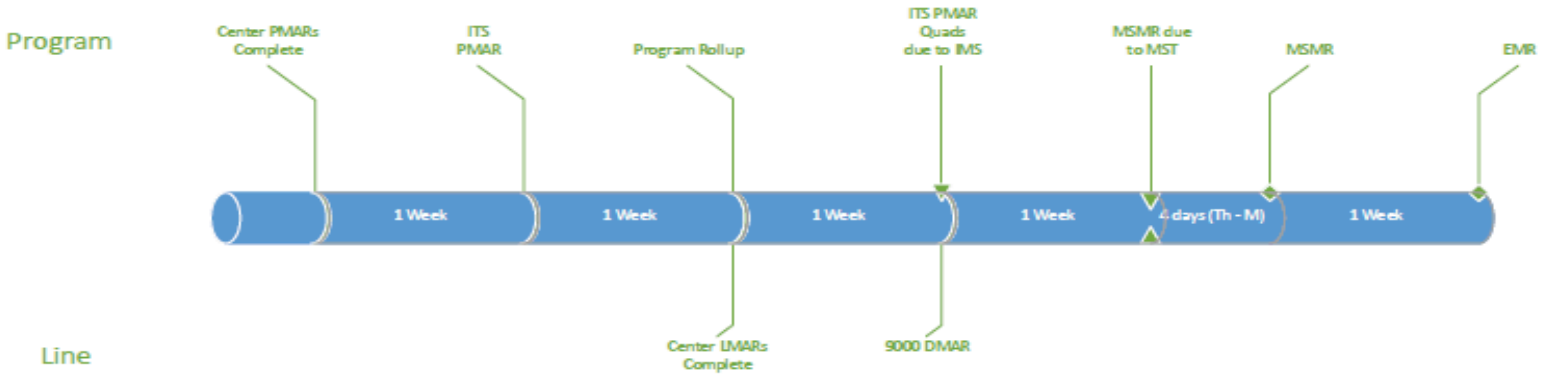
Service Delivery Programmatic Risks	Rating
Risk 1… (Owner)	
Risk 2… (Owner)	
Risk 3… (Owner)	

MAR Timeline

MAR Timeline

March 24, 2016

Generic Timeline



- Due Dates
- MSMR/EMR
- Key Dates/Activities