

PortfolioMaster Pro®

Portfolio-Engineering, Inc.
the right projects, done right



Portfolio Master Tutorials

System Background and Purpose

Portfolio Master® (and Pro) is the central tool in a suite of tools designed by Portfolio-Engineering, Inc. to manage the optimized execution of strategic organizational business objectives through work organized as portfolios, programs, and projects. Portfolio Master acts as the central data repository or project portfolio inventory for the suite, tying all of the satellite tools together. It can be used independently to manage the identification, organization, characterization, planning and status of one or more project portfolios and/or programs or with the entire suite of tools to address overall portfolio management. As a portfolio modeling tool, there is no enforced workflow, process, or governance outside of the enforcement of the basic requirements of the portfolio component hierarchy.

Prior to the utilization of Portfolio Master, your organization must establish its organizational performance targets. This is the domain of organizational strategy and includes determining the organization's vision, mission, and current strategic plan. The strategic plan itself is developed as the result of SWOT (strength, weakness, opportunity, and threat) analysis, core competency analysis, market drivers response planning, a re-focus on critical operational activities and so on.

With the strategic plan developed, the Portfolio-Engineering suite of tools including Portfolio Master is used to make investment decisions, allocating constrained organizational resources to coordinated work components to determine the work that will be done in an optimized effort to address the organizational goals and objectives. The tools are the domain of project portfolio management and can be used in conjunction with AOP (annual operating plan) and other recurring planning functions to ensure an appropriate alignment between the strategic plan and the tactical plans for the organization.

Definitions

Portfolio Master is designed to support the ANSI "Standard for Portfolio Management - Third Edition" by PMI (Project Management Institute, Inc.). As such, our definitions for the components supported by this system align with the definitions within the ANSI standard work, including:

Portfolio - A collection of projects or programs and other work that are grouped together to facilitate effective management of that work to achieve strategic business objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related. Portfolio Master handles multiple portfolios to address the need for sub-portfolios although there is no built-in support for rollup reporting of multiple portfolios.

Program - A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program. Portfolio Master supports multiple programs but does not support sub-programs. The projects within a given program are permitted to belong to different portfolios. Thus programs are not unique to individual portfolios.

Project - A temporary endeavor undertaken to create a unique product, service, or result.

Portfolio Master introduces two important extensions to portfolio organization:

Program Type - A grouping or classification of programs that permits you to associate programs of the same type together.

Project Type - A grouping or classification of projects that permits you to associate projects of the same type together.

Key to Major System Buttons

+ Add a new record to the current table
- Delete the <i>currently selected</i> record from the table
→ Make the <i>currently selected</i> record the default choice when used by other tables

<input type="checkbox"/>	<input type="checkbox"/>	Update the data and its presentation on the current table and all tables that reference it (red indicates an update is currently required)
/	/	Filter the projects included on the current table (red indicates data is currently filtered)
#		Number all un-numbered projects per the current project numbering configuration
o		Click to toggle between different functions and options (often essential to overall functionality)
↓		Click to scroll to the next item of the associated dropdown list
Hide		Remove the tab of the current worksheet to reduce the clutter of rarely used or up-to-date features
Navigation		Display the Navigation utility (same as right mouse click)
Next ->		Move to the next feature to configure (i.e. the initial configuration "wizard" guides you from Functions to Projects)
?		View the worksheet's specific tutorial section
Sheet		Go to the named worksheet / tab / feature (Blue are the primary features, orange are the supporting features)
Sheet		
Note: The right mouse click displays appropriate context-sensitive utilities from each function / tab		

System Start-up and General Tips

When you first start the system or when you first open a re-named system file, Excel may warn you with "SECURITY WARNING Macros have been disabled.". As the system makes extensive use of macros, you must click on "Enable Content" to continue.

System initialization may take a few seconds. Initialization updates all of the system displays and data leaving all sheets integrated and current. You can force a manual update at any time with the use of the Options sheet Update function.

Whenever system macros are running, do not switch between Windows applications. Portfolio Master must be the active foreground application during macro execution.

If the system warns of errors, there are two basic ways to proceed:

- Navigate to the Options tab (always on display at the bottom of the window) and click on Update to refresh the sheets and the system data
- If error persists, save your work and re-start Excel and the system

The system is quite vigorous and will often continue to operate in the presence of minor errors. As always, Portfolio-Engineering are pleased to hear your feedback and are available to help you work through any issues you may experience.

Navigation **System Navigation**

The major system features are presented on individual worksheets. When all features are made visible, there are 15 worksheets in total.

There are two ways to navigate to a system feature worksheet:

- If the feature's tab is displayed at the bottom of the Excel window, click on the tab name
- Use the Navigation utility to activate any system feature you require

Most worksheets include a "Navigation" button to display the Navigation utility. In addition, if you right mouse click from most worksheets the Navigation utility will appear. In a few cases the worksheet has a different default utility that will display when you right mouse click. If so, the utility that displays will include a Navigation button.

The Navigation utility includes a choice of three navigation styles:

- All System Features
- Visible System Features - showing only the features you have currently made visible (more below)
- Context-sensitive Features - showing a collection of features appropriate given the current feature you are using

Only two system features are always visible: Projects and Options. To reduce the screen clutter to just those 2 options, navigate to Options and click on the "Hide All" button. Conversely, if you click on the "Show All" button you will make most of the system feature tabs visible. Other methods to hide or show system features include the "Hide" button which hides the current feature worksheet (taking you to the Projects feature) and the "Show Sheets" options settings discussed in detail in the Options tutorial section.

Options

Resetting Data

Your initial copy of Portfolio Master already includes all of the system start-up / default data and only the start-up data needed to support a new instance of the system. It is ready for your customizations and data entry.

After initial use, to reset the data to its initial default content for any (or all) of the system features, navigate to Options . The use of all of the Options functions is outlined in the Options section below. To reset the data for any / all of the tool's features:

1. Click on the Feature Options toggle button to circle through the various function types you can turn on or off or activate (including the Add, Delete, Reset, and Show functions) until the "Feature Options - Reset" list is displayed
2. Select "Yes" under the On? column for each row that represents a feature for which you want to reset to the start-up / default data. Select "Yes" for all columns to ready the system for a new organization.
3. Click on the Update button at the top of the Options sheet to implement these and any other pending system option changes along with any required system data update. The button is red indicating that an update is necessary.

Functions

Functions (including details about features common to most sheets)

Navigate to the Functions sheet to identify the various functions (or departments) that exist within your organization such as Marketing, Information Technology) and Human Resources. The current primary purpose of the functions feature is to categorize the team members who fill essential management roles into the functions (or departments) they are assigned to. In addition, the function of the team member assigned to each project as the project manager becomes the parent function for the project itself.

The function data includes:

- Function Name - the name of each function, used to categorize team members and projects
- Function Description - an optional brief description of the function that is available for reports
- Function Notes - internal notes, action items, and so forth related to the function that is not available for reports

The initial function is named "Default Function" and should be renamed to become your first function.

Use the "+" button to add additional records which will initially be labelled "Enter Function Name" awaiting your customization.

One function should be identified as the default to be used when a new team member is added. This is done by clicking on the function name and then the "→" button. The current default will be displayed in bold.

Functions can be deleted with the "-" button. Be careful in deleting functions as there is no check to see if any team members are associated with the function. Team members associated with a deleted function will be re-assigned to function "TBD".

The system Options can be used to disable the add or delete functions should you decide to make the list available for viewing by other users but do not wish to allow them to make edits.

The function sheet and data can be refreshed using the "□" (update) button. The update function updates the sheet by releasing all table filters you may have in place, re-sorting the data, and otherwise putting the sheet back into its default state. The update function also updates any edited data where it is referenced in other tables, reflecting your edits throughout the system.

The update button is red when the system recognizes that an update is necessary. While the update button can be clicked freely as desired, it is most efficient to make all required edits to a list and then to click on update when you are done and are ready to leave the sheet. The button will likely have turned red to indicate it is necessary.

The system updates all sheets automatically whenever the Portfolio Master is opened in Excel. In addition, the Update button on the Options sheet performs an update of the entire system upon request.

There are a few navigation buttons available at the top of the worksheet:

- Hide - will hide the current worksheet and its tab leaving the system less cluttered
- Navigation - will display the Navigation utility making it possible to activate hidden and visible system features
- Next -> - will navigate to the next worksheet in a wizard style to walk you through initial system configuration
- ? - will display the tutorial section (from this Introduction sheet) that describes the sheet or feature you are currently viewing

When you have completed the initial entry of your organization's functions, possible next steps include:

- Clicking the update button ("□") if it is red to update the sheet and system function data
- Clicking the Hide button to hide the Functions feature as you have addressed the initial configuration (this will take you to the Projects feature by default)
- Clicking the "Next ->" button to move to the Team Members feature
- Clicking the Navigation button (or using the right mouse button) to display the Navigation utility used to navigate to other system features including:
 - Check - to run a system data validation
 - Pivot or Breakdown - to view configurable system reports

To proceed in the tutorial, navigate to the Team Members sheet.

Team Members

Team Members

Navigate to the Team Members sheet to identify by name all team members who could serve in any of the roles that are tracked by the system. The sheet supports most of the functions outlined previously in the Functions tutorial so these will not be addressed in detail.

If the update button ("□") is red when the sheet is first displayed, click it to ensure that all data on the sheet is up-to-date.

In the current version, the tracked roles include:

- Portfolio Manager
- Program Manager
- Project Manager
- Project Sponsor

The team member data includes:

- Function - the team member's home function (initially set to the current default function)
- Team Member Name - the team member's name (we recommend the format of "last name, first name")
- Team Member Status - a choice of Future (not yet on-board), Active, or Inactive (former team member) to indicate the team member's current status
- Team Member Notes - internal notes, action items, and so forth related to the team member that is not available for reports

The initial records include the following "team members":

- N/A - used when a role is not applicable such as Program Manager of the "Not a Program" program
- TBD - used as a placeholder until the management assignment is made

Use the add and default functions to establish your team member list. Use the update function when you are done to update the sheet and the system data.

Team members can be deleted with the "-" function. Be careful in deleting team members as there is no check to see if the team member is holding any current assignments. Existing assignments for deleted team members will revert to "TBD".

Note that team members that have been assigned to the "inactive" status will remain in the database for archival purposes but will not be available for future assignments or maintenance in the Team Member Roles function.

If the update button ("□") is red when you have completed your edits, click it to ensure that all data on the sheet is up-to-date.

Roles

Roles

With the current version of Portfolio Master, there is no benefit to adding additional system roles. Therefore the Roles feature is only accessible by intentionally showing it through the use of the system Options Show Sheets function. We recommend you do not add roles at this time. The Team Members tutorial (above) outlines the roles that are currently tracked.

TM Roles

Team Member Roles

Navigate to the Team Member Roles sheet to assign team members to one or more roles. While the sheet supports many of the functions outlined previously in the tutorial, you will notice that Team Member Roles works a little differently than the other sheets.

The View toggle circles the sheet through 3 states:

- View All - see all current team member role assignments without the ability to add or delete assignments
- View by Team Member - see role assignments for one team member with ability to add or delete their role assignments
- View by Role - see team member assignments for one role with ability to add or delete team members

If you need to view and/or update role assignments for a group of team members by name, toggle to the View by Team Member view. With this view displayed, a dropdown list of team members is available for you to choose the team member you wish, one at a time, to view and/or edit. Beside the team member dropdown list is a scroll button ("↓") which you can click on to scroll through the list of team members one at a time to find the team member you require without using the dropdown control.

If you need to view and/or update assignments for a specific role, toggle to the View by Role view. With this view displayed you will have access to a dropdown list with a scroll button that will allow you easy access to each of the roles you have established. As there are usually far fewer roles than team members in most systems, this may be your preferred method for updating team member roles.

With view by team member or view by role displayed, the system will show three grids:

- Current Team Member Assignments - the main grid displaying "Function", "Team Member Name", and "Role Name" column headings showing all current assignment data for the currently selected team member or role
- Add Role or Team Member - the "add" grid displaying the roles that are available to be added to the current team member or the team members that are available to be added to the current role
- Delete Role or Team Member - the "delete" grid displaying the roles that are available to be deleted from the current team member or the team members that are available to be deleted from the current role

To add or delete a team member role assignment, click on the team member name or role that you wish to add or delete under the add or delete grids and then click on the add ("+") or delete ("-") buttons at the top of the add / delete grids. This method allows you to make changes one at a time. Currently there is no method for making mass changes to assignments.

If your system has many team members, you may wish to edit team member role assignments one function at a time. The Function toggle button enables this approach. By default the toggle is in the "All Functions" state. Click on the toggle to enable filtering on a single function. When in single function mode, a dropdown list of function names allows you to choose the function that you wish the edit. With a single function selected you will only see the team members that are assigned to the function on the sheet.

Note that team members that have been assigned to the status "inactive" will not be available for editing of their role assignments. Their archived data will show in the main grid but cannot be updated.

Portfolios

Portfolios

Navigate to the Portfolios sheet to identify the project portfolios you will use the system to manage.

The portfolio data includes:

- Portfolio Name - the name of each portfolio used to categorize and manage project investments
- Portfolio Status - a choice of:
 - Proposed - a component that has been proposed but not yet considered, rejected, or selected
 - Selected (Future) - a component that has been selected but no planning or work has been initiated
 - Planned (Future) - a component for which planning is in progress or completed but execution of the plan has not started
 - Authorized (Future) - a planned component that has been authorized to proceed but work has not been initiated
 - Active - a component currently being executed / is under development

- On Hold (After Started) - a component with some historic investment that is currently on-hold (likely pending re-planning or issue resolution)
- Cancelled (After Started) - a component that was cancelled with some measure of investment having been incurred
- Completed - a completed component (i.e. a substantial part of the planned work brought to a completion and the component is deemed complete)
- Rolled Over (Split) - a started but unfinished component that was re-planned and continued under a different name and/or portfolio
- Rejected (Never Started) - a proposed component that was not-selected
- Considered (Not Rejected) - a proposed component that has not yet been rejected or selected
- Withdrawn (Never Started) - a proposed component that was withdrawn from consideration before work was initiated
- Merged (Never Started) - a proposed component that was merged with another proposal or active component
- Portfolio Manager - the name of the portfolio manager (chosen from the active team members assigned as portfolio managers)
- Portfolio Description - an optional brief description of the project portfolio that is available for reports
- Portfolio Notes - internal notes, action items, and so forth related to the project portfolio that is not available for reports

The initial portfolio is named "Proposed Project" and will be the default for all projects before they are properly categorized.

If a required team member name is not included in the Portfolio Manager dropdown list, you must ensure that the following are true:

1. The team member exists in the Team Members list with a future or active status
2. The team member has been assigned to the Portfolio Manager role on the Team Member Roles sheet which has been updated

Use the add and default functions to establish your portfolios list. Use the update function when you are done to update the sheet and the system data. As with the other sheets, be cautious in deleting items as some portfolio component organization detail can be lost.

Program Types

Program Types

Navigate to the Program Types sheet to identify the types of programs you wish to use (if any) to categorize your programs (if any). This feature can be used to create program categories that group programs by technology, specialty, product, resource group, sub-portfolio, and so-on as necessary. For instance you may create program types such as "New Product Development", "Audit", "Marketing", "Website", or "6 Sigma". Remember these are types of programs not actual programs. The actual programs are organized under these types should you deploy them.

The program types data includes:

- Program? - an indicator (which is not accessible for editing) of whether the programs of this type are actually programs (rather than being a non-program placeholders)
- Program Type - used to name your various program types
- Program Type Description - an optional brief description of the program type that is available for reports
- Program Type Notes - internal notes, action items, and so forth related to the program type that is not available for reports

The current default program types include:

- Not a Program - the program type for the "Not a Program" program which is used to categorize projects that do not belong to a specific program
- Proposed Projects - the program type for the "Proposed Projects" program which is used to categorize projects that have been proposed but not yet organized into portfolio components

Use the add and default functions to establish your program types list. Use the update function when you are done to update the sheet and the system data. As with the other sheets, be cautious in deleting items as some portfolio component organization detail can be lost.

Programs

Programs

Navigate to the Programs sheet to identify the programs (if any) you will use the system to manage.

The program data includes:

- Program Type - the "type" classification of the program (see Program Types)
- Program Name - the name of each program used to categorize and manage project investments
- Program Status - the same choice of component status' offered to Portfolios (see above)
- Program Manager - the name of the program manager (chosen from the active team members assigned as program managers)

- Program Description - an optional brief description of the program that is available for reports
- Program Notes - internal notes, action items, and so forth related to the program that is not available for reports

The current default programs include:

- Not a Program - the program used to categorize projects that do not belong to a specific program
- Proposed Projects - the program used to categorize proposed projects that have not yet been organized into portfolio components

If a required team member name is not included in the Program Manager dropdown list, you must ensure that the following are true:

1. The team member exists in the Team Members list with a future or active status
2. The team member has been assigned to the Program Manager role on the Team Member Roles sheet which has been updated

Use the add and default functions to establish your program list. Use the update function when you are done to update the sheet and the system data. As with the other sheets, be cautious in deleting items as some portfolio component organization detail can be lost.

Project Types

Project Types

Navigate to Project Types sheet to identify the types of projects you wish to use (if any) to categorize your projects. This feature is usually used to create project categories that group projects by technology, specialty, or methodology. For instance you may create project types such as "6 Sigma", "Agile", "Market Launch", "Requirements Development" and so on. Remember these are types of projects not actual projects.

The project types data includes:

- Project Type - used to name your various project types
- Project Type Description - an optional brief description of the project type that is available for reports
- Project Type Notes - internal notes, action items, and so forth related to the project type that is not available for reports

The initial project type of "Default Project Type" should be renamed to become your first project type.

Use the add and default functions to establish your project type list. Use the update function when you are done to update the sheet and the system data. As with the other sheets, be cautious in deleting items as some portfolio component organization detail can be lost.

Options

Project Numbering

To configure the system to assign project numbers to suit your requirement, click on the Options tab. Under the heading Project Numbering, you will find the following choices for project numbering types:

- None - do not assign project numbers and hide related configuration and project number columns
- Manual - do not automatically assign project numbers and hide related configuration columns leaving the user to assign project numbers manually
- Universal - assign project numbers automatically using a single set of configuration options for all projects (found on the Options sheet)
- By Portfolio - assign project numbers automatically using a separate set of configuration options for each portfolio (found on the Portfolios sheet)
- By PM Function - assign project numbers automatically using a separate set of configuration options for each function (found on the Functions sheet) which are triggered by the function of the assigned project manager

If you have selected none or manual as the project numbering type, the configuration is complete. The other 3 types require the configuration of 2 additional items. For universal numbering these items are found directly below the project numbering type on the Options sheet. For numbering by portfolio the options will be found on the Portfolios sheet and must be configured for each portfolio. Similarly, for numbering by function the options will be found on the Functions sheet and must be configured by function. If you have just changed the project numbering type you may have to use the update function on the Portfolios or Functions sheet to see the additional configuration columns.

The additional configuration items include:

- Project Number Format - a template for the final project number using # characters as a placeholder for the seed number
- Next Seed Number - the next integer to use as a seed

The project number format must contain at least one # character in it. This will be replaced by the next seed number which will be incremented each time it is used. A single # character will simply be replaced with the seed number. For instance if the format is simply "#" the next project will be assigned the number "1" if the next seed number is 1 or "99" if the next seed number is 99. If you use multiple # characters in the format, the number will be zero-filled and left-justified. For instance a format of "####" with a seed number of 7 will result in a project number of "007".

In addition to the # character, you can use all of the additional characters to add formatting to your project number. For instance a format of "2014FY####-IT" with a seed of 25 will result in a project number of "2014FY0025-IT".

If you have configured the system to automatically number your projects, you will use the # function on the Project sheet to request project numbers. For universal numbering simply pressing the # button will number each un-numbered project, adding 1 to the seed each time. For numbering by portfolio you will want to choose a portfolio for each project and then press the # button to have the system assign a project number to each project that is unique to its portfolio selection. Similarly you would click on the # button after choosing a project manager for each project to have the system assign project numbers that are unique to each project manager's function.

If you need to re-generate a project number for a project after it has already been assigned, you can delete the project number and re-run the numbering function.

The project number remains available for manual editing even when automated numbering has been selected. Therefore you can address a missing sequence number by manually updating project numbers and/or updating the next seed number as necessary.

Projects

Projects Tutorial

Navigate to the Projects sheet to maintain the project portfolio inventory. Most of your time in the tool will be spent on this sheet.

A toggle button the Project sheet can be used to determine which data columns you display. The toggle includes a "View All" choice which displays all of the project data columns. Other views are specific to subjects such as "Management Hierarchy", "Project Attributes", and "Project Schedule and Budget".

The project data includes:

- Portfolio Name - the Portfolio the project belongs to (see Portfolios)
- Program Name - the Program the project belongs to (see Programs)
- Project Type - the "type" classification of the project (see Project Types)
- Project Name - the unique name of each project which is brief but descriptive enough to support easy identification
- Project Number - the unique identifying project number (see Project Numbering)
- Project Status - the same choice of component status' offered to Portfolios (see Portfolios)
- Project Sponsor - the name of the project sponsor (chosen from the active team members assigned as project sponsors)
- Project Manager - the name of the project manager (chosen from the active team members assigned as project managers)
- Project Description - an optional brief description of the project that is available for reports
- Project Notes - internal notes, action items, and so forth related to the project that is not available for reports
- Project Start - the planned or actual project start date
- Project Finish - the planned or actual project finish date
- CapEx Budget - the planned project capital expense budget or actual capital expense cost
- OpEx Budget - the planned project operational expense budget or actual operational expense cost
- Indirect Budget - additional planned or actual costs attributable to the project but managed in other cost centers such as the cost of internal labor when not cross-charged to the project

The initial project called "Default Project Name" should be renamed to become your first project.

Use the add function to establish your project inventory. Use the update function when you are done to update the sheet and the system data. As with the other sheets, be cautious in deleting projects.

If a required team member name is not included in the Project Sponsor or Project Manager dropdown lists, you must ensure that the following are true:

1. The team member exists in the Team Members list with a future or active status

2. The team member has been assigned to the Project Sponsor and/or Project Manager role on the Team Member Roles sheet which has been updated

The project number button ("#") will cause the system to assign project numbers to projects that have not yet been numbered (see Project Numbering).

Project Filter

Click on the Project Filter button to filter the list of projects being viewed or to release any existing filters. If the button is red, the project inventory is currently being filtered whereas blue means that no filter is currently in place.

The Project Filter supports filtering on one or more of the following:

- Portfolios
- Programs
- Project Types
- Project Status'
- Project Sponsors
- Project Managers

Use the filter details to choose how you wish to filter the project inventory and click on Apply to close the Project Filter dialogue and return to the newly filtered project inventory.

If you hold the Ctrl key down, you can click on multiple selections for each project filter.

If you select filter options that, when applied, result in a selection of no projects, some of your selections will be released to ensure that at least one project is displayed.

Reset will return each of the filter choices to their "All" default.

Release will keep the filter choices as they are but return you to the project portfolio with all filters released. This option allows you to retain your filter options for future use while releasing the filter from the project inventory.

 Custom

Custom

The Custom feature is designed to allow you to add unique and specific project attributes to your project inventory and report on them through the Pivot Table and Pivot Chart functionality. Contact Portfolio-Engineering if you require the use of this feature.

 Options

System Options - Update

The Update button can be safely used as often as desired and is a convenient way to "reset" the system if the display or data is not as expected. The function will update each of the system tabs / sheets (including their display and data) and bring them up-to-date with the latest configuration choices made on the Options sheet. If the button is red then the system is indicating that an update is required. Each time the system is initially started (by opening the Excel file), a full update is performed.

System Options - Display Options

Two buttons are available to rapidly show or hide most of the system features:

- Show All - makes all system tabs available except for Roles and Custom which are not recommended for most users
- Hide All - hides all system tabs except for Projects and Options which are required for most users most of the time

View headings? option determines whether the column and row headings (such as "A" and "1") are displayed or not. For the cleanest work area, choose No.

Display warnings? determines if the system should warn you when deleting records or changing default records. To avoid unintentional loss of data it is recommended you leave these warnings on.

Highlight cells with invalid / missing content? can be selected to cause the system to draw a red circle around cells with known data issues. You should configure this option based on your preference.

System Options - Project Numbering

The configuration and use of the project numbering functions is documented above (see Project Numbering).

System Options - Feature Options

There are 4 types of feature options made available through the Feature Options toggle button:

- Show Sheets - option to show (Yes) or hide (No) each system tab / sheet
- Add Function - option to allow the use of the Add function for each tab / sheet
- Delete Function - option to allow the use of the Delete function for each tab / sheet
- Reset - option to reset the data (to system defaults) for each tab / sheet as documented above in a section labeled "Resetting Data"

To show or hide sheets, enable or disable the adding or deleting of records on sheets, or to reset the data for given sheets use the toggle button to find the option, change the Yes/No selection for the appropriate sheet, and click on the Update button. While most of these options can easily be changed the reset option will delete production data and replace it with system default data so caution is advised when selecting reset. If you do not use the Update button to align the system with your current configuration, it will happen automatically the next time you open the system's Excel file.

Check

Check

The Check feature is used to run data checks on the system and report on data that may be incorrect or incomplete. Press the Update button to refresh the checks. The results (if any) of the data check are displayed under the Data Check Report heading.

If any data issues are included in the Data Check Report, the first column will include the word Fix which can be used as a button to click on to navigate to the sheet that requires the fix.

Most of the issues are described in sufficient detail and are easily resolved by renaming default data content or completing list items by resolving TBD cells and so on.

There is a toggle button available on the sheet. By default it is labeled "Toggle to View/Enable/Delete Check Options". If clicked it will circle through a few presentations of each of the type of check that the system performs. These are grouped by:

- Checks for Default Content that Needs to be Customized
- Checks for Missing / Incomplete Data
- Checks for Data that Needs to be Updated

The goal of the Check system is to resolve all checks and have a clean or blank check report. If there is a data issue that you wish to ignore and remove from the Data Check Report (to be able to achieve a blank report) simply choose No under the On? column in the Check Option Type lists that the toggle button provides access to. This will disable that specific check.

Pivot

Pivot

The pivot table on the Pivot sheet provides access to all of the portfolio data with the support of all of the features and functions of Excel Pivot Table and Pivot Chart functionality. The table is an excellent analytical tool, supports ad-hoc queries of the data, and can be used to develop additional tables and charts to develop dashboards, standardized reports, and otherwise meet your organizational reporting requirements. Additional modules within Portfolio-Engineering's suite of tools also address portfolio and project reporting.

Customized fields can be added to the pivot table. See the tutorial of the Custom sheet (above) for details on how to add additional data fields to pivot table results.

As the pivot table on the Pivot sheet has already been linked to the portfolio data, it is best to leave the link in place and make the Pivot sheet available to your users. If you do not want your users to see this reporting function, you can hide the Pivot sheet through the Options, Show Sheet feature.

Breakdown

Breakdown

The Breakdown report feature represents the strongest deliverable or value-offering of the current Portfolio Master tool. This feature provides a graphical, hierarchical breakdown of your project portfolio / organizational project inventory in various flavors that can be used for analysis, reporting, and inclusion in other communications including PowerPoint presentations.

When you navigate to the Breakdown sheet, the Breakdown Report Options dialogue appears. After you have finished with the dialogue and have displayed a Breakdown report, you can return to the dialogue by clicking on the right mouse button.

Begin by choosing your Report Style:

- Standard Portfolio Components - a traditional portfolio breakdown report displayed as a hierarchy of portfolio, program, and project
- Portfolio Components w Program and Project Types - the traditional portfolio breakdown report with our "type" extensions added making it a hierarchy of portfolio, program type, program, project type, and project
- Management Assignments - an accountability oriented breakdown report displayed as a hierarchy of portfolio manager, portfolio, program manager, program, project manager, and project
- Management Assignments w Functional Separator- the accountability breakdown report with the organizational functions added making it a hierarchy of portfolio manager, portfolio, program manager, program, project manager function, project manager, and project

The Optional Data feature presents attribute data that can be included on the breakdown report. The list of attributes is based on your current report style choice. Click on Set All or Clear All to add or remove all related attributes from the current report style. In addition you can hold the Ctrl key down and select or de-select individual attributes for inclusion on the breakdown report.

The Filters allow you to choose which portfolios, programs, and project status' you wish to include on the report. The feature works as it does on the Project Filters (see above).

Once you have made your selections, click on Refresh Report to display the breakdown report as you have configured it. Return to Report can be used to view the current report without updating it based on your current selections.

With the Breakdown report on view, you can highlight sections of the report and copy it to the system buffer by click on Ctrl-C. You can paste this copy into software such as PowerPoint with the use of Ctrl-V. The report can also be printed directly from Portfolio Master. It is designed to be a horizontal report that can be printed on multiple pages to support the display of large and complex project portfolios.

Frequently Asked Questions

1. Question: **When I click on the update button, why does the system take me to the Project sheet?**

Answer: This normal behavior occurs when you click on the update button of a sheet that you have made "hidden". You can change the sheet's "show" options to "yes" to keep its tab visible when you click on update.

2. Question: **When I refresh the Breakdown report, why does it include data that I filtered out?**

Answer: The system must include at least one project in the Breakdown report and one active choice for each filter. If your current combination of filters does not meet this requirement, additional data will be included on Breakdown report to keep it operational.