



California State Automobile Association

Supporting Strategic Investments and Managing How Projects are Executed

Customer Description

The California State Automobile Association (CSAA), the second largest affiliate of the national AAA organization, serves more than 4 million members from its San Francisco headquarters. Its 6000+ employees generate over US\$2 billion in revenues from a wide array of automotive, travel, insurance and financial services.

CSAA's project management office (PMO) was formed in 1999 to improve its information systems execution. In late 2002 a new PMO team was recruited to ensure delivery excellence for a portfolio of over 100 programs and projects across the enterprise. Their charter was end-to-end responsibility for all business and IT programs, covering six criteria: strategy formulation, strategy translation, portfolio management, program management, project management and benefits realization.

Over a two-year period, the rebranded Enterprise Portfolio Management Office (EPMO) successfully implemented an aggressive transformation in the underlying principles of portfolio management at CSAA. Because of this, CSAA was able to reach performance levels that few companies ever achieve.

The Business Challenge

In 2005, the EPMO understood that CSAA was taking on even bigger and more complex programs in-house than ever before. EPMO leadership knew that they needed to implement some type of risk mitigation, as they estimated that up to one third of CSAA's projects might experience schedule and cost overruns if they did nothing. EPMO was looking for best-in-class project plans, more accountability, and the ability to consistently estimate a plan, drive cost, and drive a schedule. CSAA had focused well on Portfolio Management, and now wanted their Program/Project Management capabilities to be equally strong.

Pcubed Gap Analysis: Discovery

First step to correct the challenge

CSAA sought the support of Pcubed, Inc., a leading provider of portfolio, program, and project management solutions. Pcubed was already familiar with CSAA and has extensive experience in the insurance industry, including Allstate, Fireman's Fund, One Beacon and Aegis, among others.

Pcubed and CSAA proactively and quickly undertook a gap analysis that covered infrastructure, processes and organization. Several common themes appeared to cut across all organizational roles and divisions:

- Existing tools did not support stream-lining of processes or effective compliance to standards
- Executive reporting required extensive data manipulation, and most people questioned data accuracy or analysis capability
- Project teams were overworked to deliver results with low visibility of their efforts

Relying on experience with hundreds of other large organizations experiencing gaps and challenges similar to those at CSAA, coupled with their analysis of industry trends, Pcubed provided a solution roadmap to CSAA. This roadmap defined quantifiable objectives that would support on time, on scope and on budget expectations.

Pcubed has delivered real value to our portfolio execution. Pcubed has delivered a full-service solution of processes, tools, training and expertise to increase the delivery capability of our program and project managers.

Devon Johnson
Portfolio Manager, CSAA

Pcubed is the global leader in helping organizations deliver their most critical and complex programs.

Business Situation:

- Multiple multi-year strategic initiatives spanning multiple division
- Improved visibility, control and collaboration





Pcubed is the global leader in helping organizations deliver their most critical and complex programs.

Combining marketplace available tools and Pcubed's expertise, we were able to implement a solution and migrate quickly. These processes and tools allowed our managers to manage schedules, issues, risks and supporting documents effectively. This has a direct impact in increasing the execution success of our programs.

Devon Johnson
Portfolio Manager, CSAA

Pcubed Solution

- **Designed and implemented standardized program and project management processes and infrastructure.** Using a hosted environment, based on Microsoft technology, Pcubed designed processes and infrastructure to manage risks, issues, documents, inter-project dependencies, resource supply and demand management and cost.

The result: Data is stored in a central repository database therefore improving automation for team member and increasing visibility and control for managers and executives.

- **Created driver-based workplans supporting the key initiatives.** Following the defined processes and planning standards, Pcubed worked with CSAA to create workplans for all high priority projects.

The result: Greater accountability for project team, sponsor and executives.

- **Delivered Earn Value Analysis (EVA) tools and techniques.** To make sure projects delivered value, Pcubed supported the implementation of EVA, thereby identifying whether projects were slipping on cost and schedule, or meeting their promised scope, and what action should be taken to correct any risk.

The result: CSAA is now able to track Earned Value against all of their supported strategic initiative plans. Prior to the work with Pcubed only a few projects had any form of Earned Value reporting. This is a remarkably fast advancement of Project Management maturity over such a large range of projects.

- **Delivered standardized process adherence reports.** To keep all the plans well maintained, at high quality, with strong reporting, Pcubed designed standardized reports to monitor how effective CSAA managers were at complying with the new processes. Pcubed also helped to implement a performance process, and a reward program was implemented which tied directly to the measurement reports that Pcubed put into place.

The result: CSAA Project Managers have dramatically increased their ability to keep plans up to date. A more positive work culture has been created, with actionable performance based metrics. And as an added benefit to the organization, the quality of data available from projects is much greater, allowing for senior managers to have real-time visibility of project and program delivery status.

CSAA is Truly Focused

Pcubed's role at CSAA has been both to enable delivery and to secure a legacy of increased capability within the CSAA team and the wider CSAA project and program community. Pcubed helped to achieve a number of key deliverables:

- To drive consistent delivery across all projects
- To integrate risks and issues into plans to facilitate change impact assessment
- To generate a single, program-wide view with minimum resource overhead
- To supply program reporting to peers across the enterprise and to management
- To give senior managers real-time visibility of project and program delivery status
- To ensure a cultural fit that could be easily adopted by current and future staff members

Tools Used:

Microsoft Office Project Server 2003: For multi-dimensional, bottom-up and top-down analysis

Microsoft SQL Server 2000: For central project, resource

Microsoft Windows Sharepoint Services: For shared documents, issues, risks, etc...

Microsoft Project Professional 2003: For project/program managers

Microsoft Project Web Access: For project teams, business managers, executives

Microsoft Office: For desktop clients

ProSight PRM, ProSight Portfolios, ProSight SQL Database: For capacity analysis