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SAN DIEGO • 2023

Best Practice Use of Clarity for Project Management

Your Guides:
Wes McCoubrie and Mike Pokorny

Agenda



- Defining Project Management
- Clarity Capability Highlights
- Clarity Best Practices
- Ecosystem & Process Best Practices



- Discussion #1: What is Project Management in your organization?
- Discussion #2: What are your greatest challenges to successful delivery?
- Discussion #3: How can your Project Management ecosystem be optimized?

Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- Business Cards



Defining Project Management

Open Discussion #1

- What does “Project Management” mean in your organization?
- How many of you are PMs or are a part of the PMO?
- What are the foundational responsibilities?
- What are the most common methodologies?



Typical PM Activities

Category	Initial Set-Up	Ongoing Monitor & Control	Project Closure
General Project Management	<ul style="list-style-type: none"> Create project & populate necessary data. 	<ul style="list-style-type: none"> Add/monitor/update risks, issues, and change requests Create status reports (weekly/monthly) 	<ul style="list-style-type: none"> Set “Open for Time Entry” to no on project Ensure all risks, issues, and changes are closed or resolved. Complete final status report
Team Management	<ul style="list-style-type: none"> Determine project work needed, estimate staffing needs and request roles or resources. 	<ul style="list-style-type: none"> Confirm roles filled with named resources. View variances between planned allocation, ETCs and actual hours. Modify resource allocations as needed. 	<ul style="list-style-type: none"> Set resource allocations to reflect project close date. Set “Open for Time Entry” to no for all resources.
Task Management	<ul style="list-style-type: none"> Build project schedule/WBS. Sequence task/milestones, add dependencies, and link tasks. Assign resources to tasks and add ETCs. Run Auto-Schedule to identify critical path. Set Baseline 	<ul style="list-style-type: none"> Update project schedule with task status (started/complete) Monitor for proposed ETCs. Adjust ETCs as needed. Run Auto-Schedule Manage To Dos and Checklists 	<ul style="list-style-type: none"> Set task/milestone status to complete. Zero out ETCs Close tasks for time entry Ensure all future dates on tasks/milestones are set no later than project close date
Financial Management	<ul style="list-style-type: none"> Create Cost/Budget/Benefit plans 	<ul style="list-style-type: none"> View project variance between budget and actuals. Introduce change requests as needed. 	

Clarity's PM Capability Suite

Use Clarity to manage all aspects of your investments:

The screenshot displays the Clarity project management interface. At the top, the project name 'iSeries Location Tracking' is shown with a status of 'On Track' and 'PR1402'. Below this is a navigation bar with various tabs: Properties, Staff, Tasks, Assignments, To Dos, Baselines, Agreements, Financials, Risks, Action Items, Issues, Decisions, Changes, Status, Documents, Links, Conversations, Lessons Learned, and Dashboard. The 'Properties' tab is active, showing a 'Project Summary' section with the following fields:

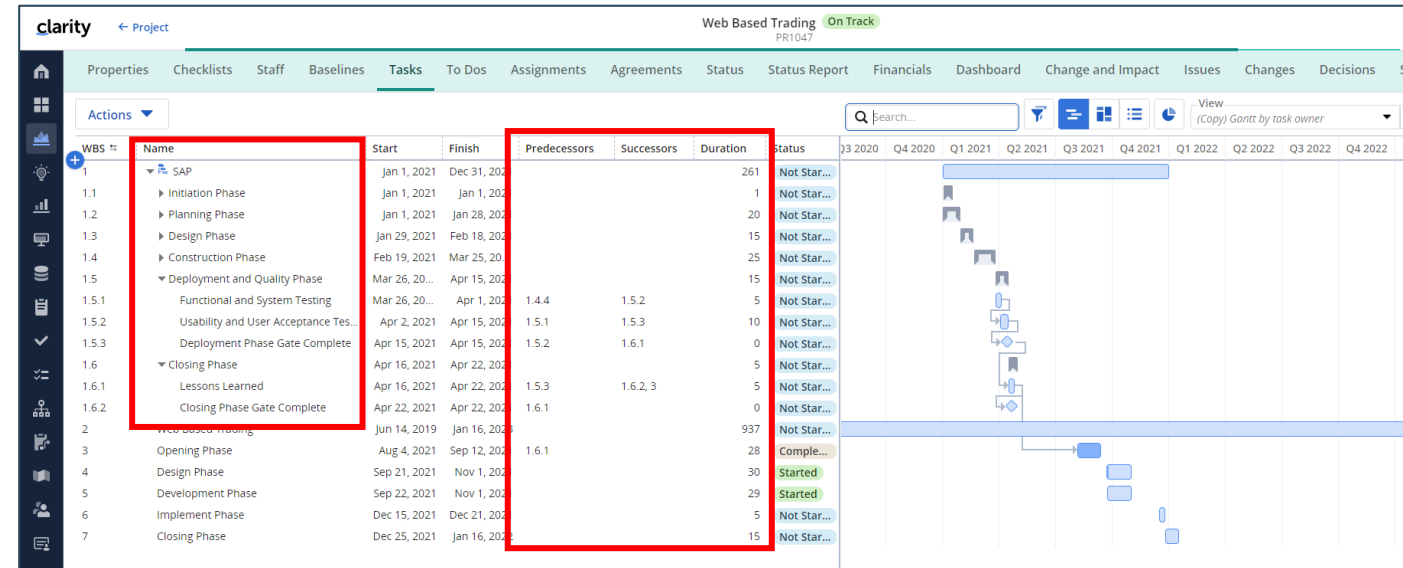
- Project Name *: iSeries Location Tracking
- Project ID *: PR1402
- Work Status: Requested
- % Complete: 0.00%
- Status Reporting: (empty)
- Start *: Jun 1, 2022
- Finish *: Mar 31, 2023
- Parent: iSeries Program
- Tshirt Size: (empty)
- Stage: IT/Initiation
- Department OBS: Corporate:IT/Business Operations
- Location: New York
- Region: (empty)
- Description: (empty)
- Goal: (empty)

- Monitor Team Allocations / Availability
- Manage Schedule
- Capture Checklists / To Dos / Action Items
- Baseline
- Monitor Dependencies
- Forecast Against Budget
- Log Risks, Issues, and Changes
- Report Status
- Manage Artifacts
- Collaborate
- Custom Objects:
 - Assumptions
 - Decisions
 - Lessons Learned

Recent Clarity Release Highlights

Task Improvements

- As you can in Classic, you can now add/display sub-project tasks on your Task timeline. This will assist the PM's in managing dependencies between project.
- Editable duration, predecessors, and successors
- You can now autoschedule your projects and decided to publish or discard your tentative schedule



Improved Insights

- Whether you are using Projects, Ideas, and/or Custom Investment Type to track your work, you can utilize the common Widget functionality on the Master and Sub-object grid views to get a quick insight into your work.
- Canvases can be used to create exportable Dashboards to convey key Project Data elements
- These views can be created for the end users with context sensitive smart filters to show them relevant data.

The screenshot displays the Clarity software interface for project management. The top navigation bar includes a search bar, a 'New From Template' button, and a 'View' dropdown set to '(Copy) Status Grid'. Below the navigation bar, there are filter options: 'Add Filter' (highlighted with a red box), 'Manager = Current User', 'Starred = --All--', 'Template = No', and 'Active = Yes'. The dashboard features several key performance indicators (KPIs) and charts:

- Planned Cost T...:** 244.84K (highlighted with a green box)
- Projects:** 15 (highlighted with a blue box)
- Manager:** Flynn, Sam (15)
- Work Status:** A pie chart showing 20% Requested, 33% On-Hold, 27% Cancelled, and 20% Other.
- Actuals by Strategic Alignment:** A bar chart showing 'Reduce TCO' at 13, 'None' at 0, and 'Create an Optimal W...' at 0.
- Project Cost by Type:** A pie chart showing 38.9% Major Proj..., 128.0% Infrastr..., and 74.12K Other.
- Open Issues:** 15 (highlighted with a green box)

Below the KPIs is a table with columns: Project Name, Project ID, Manager, Project Type, % Complete, Start, Finish, Schedule Variance %, Open Issues Total, and Open Issues High Priority. The table lists four projects: Timesheet Automation, Roadmap Enhancements, Level 1 Support, and Hosting and Support.

The bottom section of the dashboard is a 'Dashboard' canvas with several widgets:

- Open High Issues:** 1 (highlighted with a red box)
- Open High Risks:** 1 (highlighted with an orange box)
- Status Indicator:** At Risk
- Work Status:** Active
- Status:** Unapproved
- Start:** 1/1/23
- Finish:** 12/31/23
- Budgeted Cost:** \$138,334
- Planned Cost:** \$138,334

Below the dashboard canvas are three tables: 'Tasks', 'Issues', and 'Risks', each with columns for Name, Description, Status, Assigned To, Category Type, Priority, Target Re..., and Resolution/Impact.

To Dos, Checklists, and My Workspace

- Investment Managers can now add To Dos to Projects, Tasks, Risks, Issues, and Changes
- We can capture lower-level details by assigning owners, due dates, blockers, and blocked reasons
- This helps us track, collaborate, and report on ad hoc work that is too small of an effort for task creation

My Workspace

My To Dos

Overdue

- Decide on Hotel (Blocked) - Hotel is currently being built. [RegoU 2022 Planning](#) (Link) Apr 22 (MP)

Today

- Reach out to Booking Team (Technical Resources are...) (iSeries Location Tracking) Jul 14 (MP)

Next 7 days

- Discuss Roadmap with Client (Blocked) - Client on PTO until July 17. [Project Closeout \(Web Based Trading\)](#) (Link) Jul 21 (MP)
- Review Decisions Document with Client (Define Scope Change and...) (iSeries Location Tracking) Jul 21 (MP)

Later

- Talk to Sean about closing the project (Airport Access Security) Aug 10 (MP)
- Create PPT of Impacts (User Buy-In) (iSeries Location Tracking) Aug 26 (MP)

clarity ← My Workspace

iSeries Location Tracking (On Track) PR1402

Properties Checklists Staff Baselines Tasks **To Dos** Assignments Agreements Status Status Report Financials Dashboard Change and

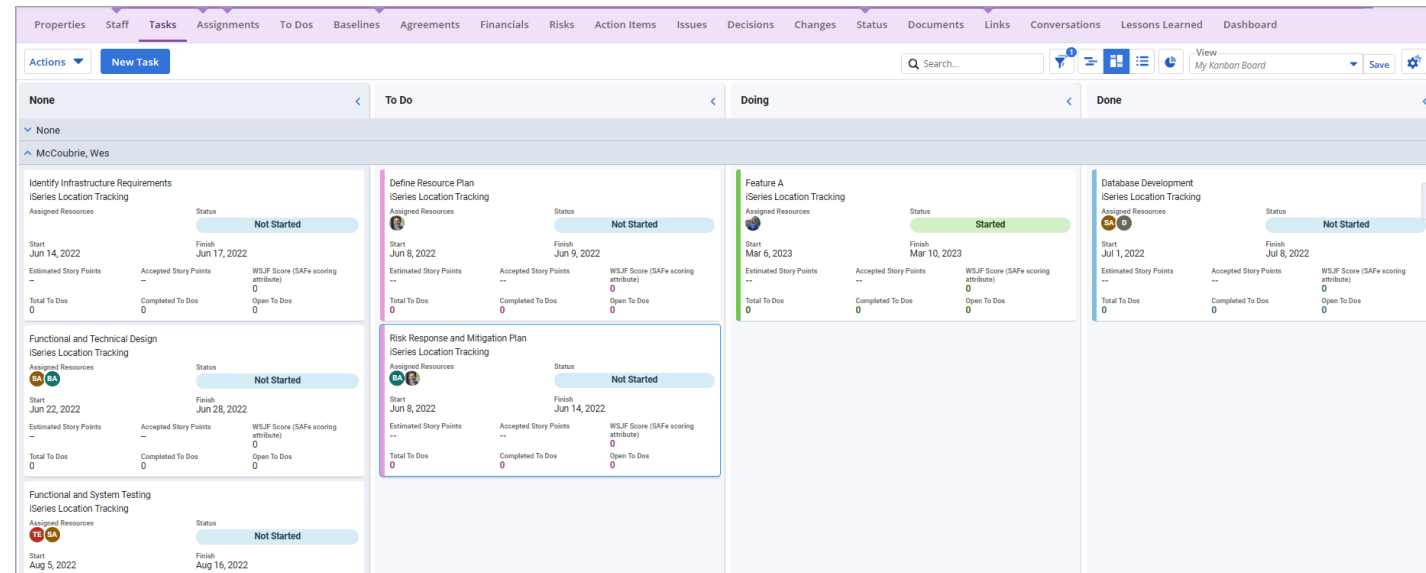
Select All Deselect All

Group By

Completed	Name *	Owner	Due Date	Parent Type	Blocked	Blocked Reason	Link
<input checked="" type="checkbox"/>	Send out Decisions Document	Pokorny, Mike	May 13, 2022	Task			
<input type="checkbox"/>	Review Decisions Document with Client	Pokorny, Mike	Jul 21, 2022	Task	<input checked="" type="checkbox"/>	Client is OOO	www.regoconsulting.com
<input type="checkbox"/>	Reach out to Booking Team	Pokorny, Mike	Jul 14, 2022	Issue			
<input checked="" type="checkbox"/>	Create Business Case	Pokorny, Mike	Apr 21, 2022	Change Request			
<input type="checkbox"/>	Create PPT of Impacts	Pokorny, Mike	Aug 26, 2022	Risk			

Board Enhancements

- Expanded card configuration capabilities
- Group by columns and swimlanes
- Supports foundational Agile management techniques
- Examples:
 - Group by Feature / Story with columns representing progress.
 - Color by Epic.
 - Surface story points, sprint, target release



Clarity Best Practices

Open Discussion #2

- What are your greatest challenges to successful delivery and collaboration?
- How much time do you spend managing the data in Clarity?
- What functions seem to be cumbersome?
- Which parts of the tool make things easier?
- Suggested features to be added/removed?



Make Information Easier To Access

Having your data organized, structured, and current will allow for better communications and decisions.

- Save filters and configure list views specific to you and your projects.
- Emphasize areas you need to manage; targeted information.
- Keep data current by using email reminders (e.g., RegoXchange “stalkers”)

Clarity - Project Compliance Inbox x

clarity@ca.com <clarity@ca.com> 1:53 PM (1 minute ago) ☆

to chris

Project Manager: Wuenstel, Chris

You are receiving this email because at least one project currently assigned to you has data that is out of compliance. Please review the list below and address all compliance issues ASAP.

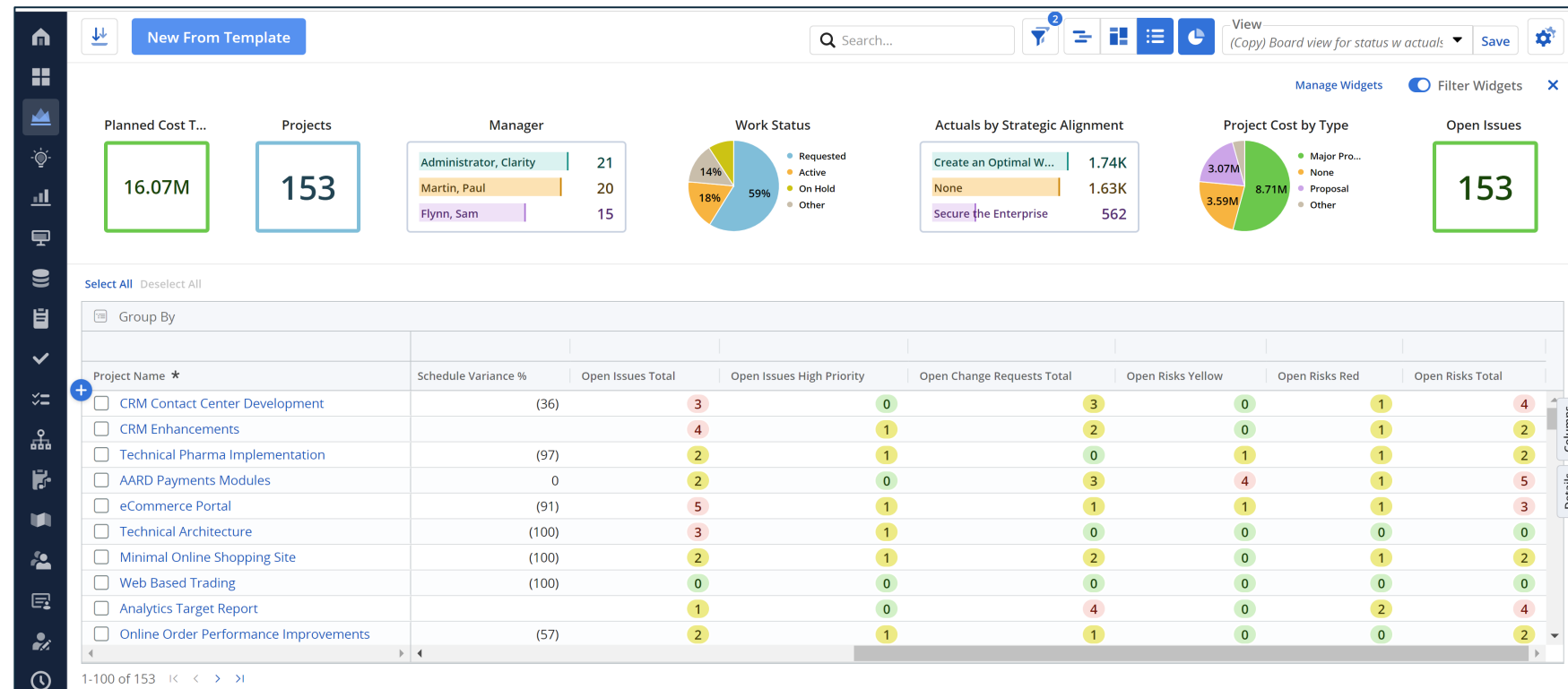
These projects have data compliance issues:

Project ID	Project Name	Stale Task Count	Late Issue Count	Late Risk Count	Late Status Report	Total Count
PR9232	Deploy Windows 7	18			No Status Reports created	19
PRJ03	Create Webcam Conference	3	1	2	No Status Reports created	7

This is an automated message. Please do not reply.

Make Flags Easy To Identify

- Use indicators to identify what needs attention - red highlights issues.
- Allows you to focus on the items putting the team, department, or company at risk.



Simplify & Automate Reporting

- Status Reports should be automated based on Clarity information you already update – no time to build a separate PowerPoint.
- Stakeholder information should be just the most important things:
 - More icons, less text
 - Focus on key milestones, not tasks.
 - Highlight changes from last time, not everything.

Scheduled reports or a formatted/filtered portlet will reduce the time and complexity required to compile stakeholder reports!

Report Examples

Project Storyboard: eCommerce Portal

Project Manager	Martin, Paul	Status Report Date	2/3/2012
Project Type	Major Project	Status	Approved
Stage	Building	Progress	Started

Project Dates	Status Report Indicators																		
<table border="1"> <tr> <th>Start</th> <th>Finish</th> </tr> <tr> <td>10/4/2011</td> <td>10/8/2012</td> </tr> <tr> <td>10/4/2011</td> <td>10/6/2012</td> </tr> <tr> <td>Days Late</td> <td>0</td> </tr> <tr> <td></td> <td>2</td> </tr> </table>	Start	Finish	10/4/2011	10/8/2012	10/4/2011	10/6/2012	Days Late	0		2	<table border="1"> <tr> <td>Overall</td> <td>⬆️</td> </tr> <tr> <td>Schedule</td> <td>⬆️</td> </tr> <tr> <td>Scope</td> <td>⬆️</td> </tr> <tr> <td>Cost and Effort</td> <td>⬆️</td> </tr> </table>	Overall	⬆️	Schedule	⬆️	Scope	⬆️	Cost and Effort	⬆️
Start	Finish																		
10/4/2011	10/8/2012																		
10/4/2011	10/6/2012																		
Days Late	0																		
	2																		
Overall	⬆️																		
Schedule	⬆️																		
Scope	⬆️																		
Cost and Effort	⬆️																		

Project Objective	Development of a new portal for all Online Client Services
Status Report Update	There are some scope and schedule concerns. The customer steering committee is making some new recommendations at the 11th hour. Some of these recommendations are excellent suggestions and worth reviewing. If we decide to implement some of these additional suggestions, that will alter the scope of this project and will require additional funding and executive support. Resource issues are all resolved and
Upcoming Activities	The following reviews are scheduled for next week: - User acceptance test results - Change Requests - Monthly Project Review

Issues by Priority	Risks by Priority	Current Issues	More Issues...																				
		<table border="1"> <tr> <th>Issue</th> <th>Priority</th> <th>Status</th> <th>Target</th> <th>Owner</th> </tr> <tr> <td>Requirements are unclear</td> <td>High</td> <td>Open</td> <td>2/23/2012</td> <td>Morris, Tom</td> </tr> <tr> <td>System architecture is non-compliant</td> <td>High</td> <td>Work in Progress</td> <td>1/21/2012</td> <td>Morris, Tom</td> </tr> <tr> <td>Accept all possible popular pay methods</td> <td>High</td> <td>Open</td> <td>2/15/2012</td> <td>Hayes, Todd</td> </tr> </table>	Issue	Priority	Status	Target	Owner	Requirements are unclear	High	Open	2/23/2012	Morris, Tom	System architecture is non-compliant	High	Work in Progress	1/21/2012	Morris, Tom	Accept all possible popular pay methods	High	Open	2/15/2012	Hayes, Todd	
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Accept all possible popular pay methods	High	Open	2/15/2012	Hayes, Todd																			

Current Risks	More Risks...																					
<table border="1"> <tr> <th>Risk</th> <th>Probability</th> <th>Impact</th> <th>Priority</th> <th>Status</th> <th>Target</th> <th>Owner</th> </tr> <tr> <td>Resource Availability</td> <td>High</td> <td>High</td> <td>High</td> <td>Open</td> <td>2/29/2012</td> <td>Thompson, Peter</td> </tr> <tr> <td>Sponsorship Risk</td> <td>High</td> <td>High</td> <td>High</td> <td>Open</td> <td>2/3/2012</td> <td>Granger, Paula</td> </tr> </table>	Risk	Probability	Impact	Priority	Status	Target	Owner	Resource Availability	High	High	High	Open	2/29/2012	Thompson, Peter	Sponsorship Risk	High	High	High	Open	2/3/2012	Granger, Paula	
Risk	Probability	Impact	Priority	Status	Target	Owner																
Resource Availability	High	High	High	Open	2/29/2012	Thompson, Peter																
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Earned Value Analysis by Phase	Full Project Plan...																																																																								
<table border="1"> <tr> <th>Phase</th> <th>Start</th> <th>Finish</th> <th>Status</th> <th>% Complete</th> <th>Planned Value</th> <th>Earned Value</th> <th>Actual Cost</th> <th>CV</th> <th>SV</th> <th>CPI</th> <th>SPI</th> </tr> <tr> <td>Planning Phase</td> <td>10/4/2011</td> <td>12/12/2011</td> <td>Completed</td> <td>100</td> <td>77,200.00</td> <td>77,200.00</td> <td>77,200.00</td> <td>0.00</td> <td>0.00</td> <td>1.00</td> <td>1.00</td> </tr> <tr> <td>Design Phase</td> <td>12/12/2011</td> <td>3/26/2012</td> <td>Started</td> <td>75</td> <td>290,745.32</td> <td>271,875.00</td> <td>29,400.00</td> <td>242,475.00</td> <td>-18,870.32</td> <td>9.25</td> <td>0.94</td> </tr> <tr> <td>Construction Phase</td> <td>3/26/2012</td> <td>7/19/2012</td> <td>Not Started</td> <td>0</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Deployment and Quality Phase</td> <td>7/20/2012</td> <td>9/22/2012</td> <td>Not Started</td> <td>0</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Closing Phase</td> <td>9/24/2012</td> <td>10/8/2012</td> <td>Not Started</td> <td>0</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> </table>	Phase	Start	Finish	Status	% Complete	Planned Value	Earned Value	Actual Cost	CV	SV	CPI	SPI	Planning Phase	10/4/2011	12/12/2011	Completed	100	77,200.00	77,200.00	77,200.00	0.00	0.00	1.00	1.00	Design Phase	12/12/2011	3/26/2012	Started	75	290,745.32	271,875.00	29,400.00	242,475.00	-18,870.32	9.25	0.94	Construction Phase	3/26/2012	7/19/2012	Not Started	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Deployment and Quality Phase	7/20/2012	9/22/2012	Not Started	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Closing Phase	9/24/2012	10/8/2012	Not Started	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
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Closing Phase	9/24/2012	10/8/2012	Not Started	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00																																																														

CRM Enhancements

Investment ID: PR1029

Dec 18, 2018 - May 26, 2025

Overall Status: Needs Help | Schedule Status: On Track | Scope Status: Needs Help | Cost and Effort Status: At Risk

Report Date: Oct 26, 2021 | Investment Manager: Cooper, Andy | Affected by External Factors: No

Effort Metrics	Cost Metrics
Total Effort: 2,400.00	Total Budget: \$438,000.00
Spent: 960.00	Spent: \$153,600.00
Effort Balance: 1,440.00	Remaining Balance: \$284,400.00

40% Spent | 35% Spent

Upcoming Activities

- Completed the first phase of the roll-out
- Deployed the new module at 6 out of 7 sites across the organization.

Key Accomplishments

- Resource issues resolved
- User acceptance test plan approved

Initial planning phase has been completed. The project will be a week longer than planned since we uncovered additional features/functions that we can enable via a more extensive upgrade.

Issues

Name	Status	Priority
Advanced reporting r...	Work in Progress	Low
Enhancements could...	Work in Progress	Low
java scripts running...	Work in Progress	High
Users must always b...	Work in Progress	Medium

Changes

Name	Assigned To	Status	Priority	Review Date
Need more budget for this...	Administrator, Cl...	Open	Medium	

Series Location Tracking - On Track

PR1402

Baselines | Agreements | Financials | Risks | Action Items | Issues | Decisions | Changes | Status | Documents | Links | Conversations | Less

Project Name: Series Location Tracking | Project ID: PR1402 | Manager: McCoubrie, Wes | Stage: I/Initiation | % Complete: 30%

Status Indicator: On Track | Scope: 10 | Schedule: 10 | Cost and Effort: 10

Risks

Name	Assigned To	Status	Response Type
Process Framework	McCoubrie, Wes	Open	Watch
User Buy-in	Pokorny, Mike	Open	Watch

Risk by Priority

To Do

To Do	Completed	Due Date
Create Business Case	✓	Apr 21, 2022
Send out Decisions Document	✓	May 13, 2022
Reach out to Booking team		Jul 14, 2022
Create PPT of impacts test		

Issues

Name	Assigned To	Status
Sponsor Retirement	McCoubrie, Wes	Open
SSO Configuration	McCoubrie, Wes	Open
Technical Resources are 100% Booked	Pokorny, Mike	Open

Issues by Priority

Changes by Category

Changes by Category
2 Objectives
1 Funding

Decisions

Decision / ID	ID
Flat File versus REST	DECC001
Train the Trainer Approach	DECC002

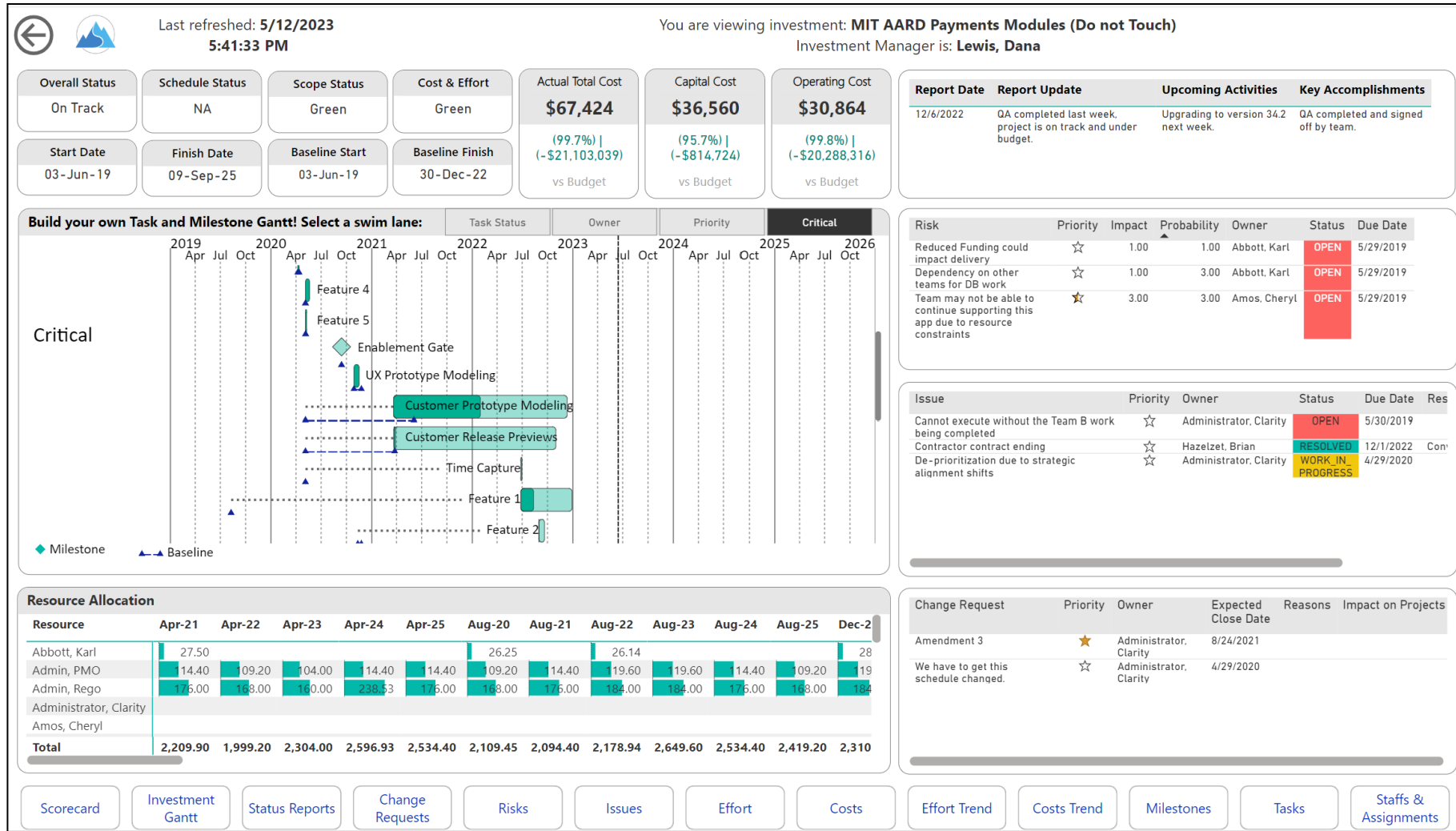
Requiring Escalation

2

KPIs by Project Type

Project Name	Project Manager	Start Date	Finish Date	Status	Schedule	Alignment	Risk	Resource Allocations	Resource Actuals
CRM Enhancements	Reed, Henry	11/3/2011	3/5/2012	🟩	🔴	🟩	🟡	2,280.00	1,496.00
Global Expense Application	McCarthy, John	1/2/2012	2/2/2012	🔴	🔴	🟩	🟩	90.00	35.00
Global Order Processing	Granger, Paula	5/8/2012	8/17/2012	🔴	🟩	🟩	🔴	3,064.00	0.00
HR Claims Enhancement	Sutherland, Joy	2/1/2012	5/22/2012	🔴	🟩	🟩	🟡	1,600.00	0.00
Total								7,034.00	1,531.00

Power BI Suite



Ecosystem & Process Best Practices

Open Discussion #3

- How many of you have more work than hours in the day?
- What helps you make sure you get everything done?
- Any good examples of a PM Playbook or PMO Framework?

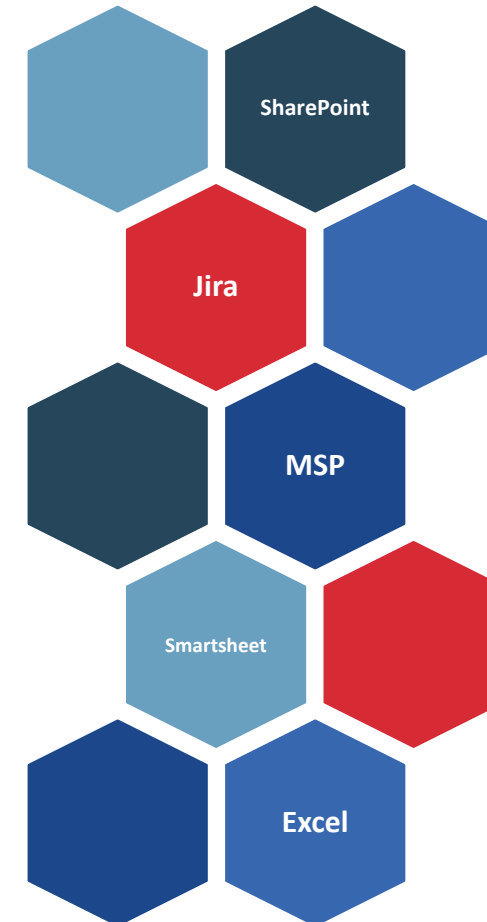


Ecosystem Overload

- Excel, Microsoft Project, Smartsheet can be complimentary or detrimental.
 - Excel is offline, often unshared, not real-time and most critically, not centralized. It has its place as an integration medium or bulk edits.
 - MSP integration provides robust schedule management and visualization capabilities. Evaluate integration for detailed plans, standardize on Clarity for all other.
 - Smartsheet
- Centralizing all the PM activities will reduce complexity and increase accuracy and ease in reporting information to all project stakeholders.
- Eliminate multiple data entry points, improve data integrity.
- SharePoint is often “one more place” to go to review project data.

Ecosystem Overload

- Eliminate work that is offline, unshared, not real-time, and not centralized
- Centralizing PM activities will reduce complexity and increase accuracy and ease in reporting information to all project stakeholders.
- Eliminate multiple data entry points, improve data integrity.
- Avoid “one more place” to go to review project data.
- Think strategically about integrations.



Work with a Regular Cadence

- A predictable cadence allows the project manager to make sure they are continually focused on the right tasks at the right time.
 - Reports and portlets in Clarity are only as good as their data. It is critical that your data is always up to date. If you don't have a regular schedule for updating your projects, you risk reporting (and managing your project) on stale or inaccurate data.
- The real power of cadence is in the habits it forms.
 - Cadence encourages discipline & discipline results in predictability. A predictable cadence helps to set expectations and provides a less stressful environment.
- Set up a consistent work schedule, one that makes sense for your team.
 - Schedules are critical, without them we have a harder time committing to a task. Like exercise, managing a project takes commitment and discipline. Making a weekly chart of tasks helps encourage this discipline.

Sample Schedule

- The following is an example of a Project Manager's weekly schedule.
 - Based on a Friday status/project team meeting.
 - Can be adjusted based on the Clarity features used.

Process	Time per Project	Sat	Sun	Mon	Tue	Wed	Thu	Fri
Team members submit their time sheet	5 min							X
Project Managers Review Pending Actuals (morning)	10 min			X				
Resource Managers Approve Timesheets (afternoon)	30 min			X				
Posted hours show up on project. PM reviews hours.	10 min				X			
Project Manager compares the planned vs actual cost to budget	30 min				X			
Project Manager updates the WBS	20 min					X		
Project Manager updates allocation for resources	10 min					X		
Project Manager reviews/updates risks, issues, changes (as needed)	30 min						X	
Project Managers Publish Status Report	20 min						X	
Weekly Team Meeting	30-60 min							X

Questions?



Surveys

Please take a few moments to fill out the class survey.
Your feedback is extremely important for future events.



Thank You For Attending Rego University

Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
- Course **Description**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



Let us know how we can improve!
Don't forget to fill out the class survey.



Phone

888.813.0444



Email

info@regoconsulting.com



Website

www.regouniversity.com