



**Strategic Plan
for the
Enterprise Portfolio Project
Management Office
Governor's Office of Information
Technology**

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*Ron Huston
Director*

Message from the State Enterprise Portfolio Project
Management Office Director – Ron Huston



The opportunities and constraints facing the State of Colorado technology are numerous. The economic recession has forced rapid and repeated changes to citizen facing services like unemployment benefits, human services and health care while limiting the ability of the State to acquire much needed funding for new systems.

The Enterprise Portfolio and Project Management Office (EPPMO) was created in August 2009 with the appointment of Ron Huston as the Director. Ron was previously the Chief Information Officer for the Colorado Department of Human Services (CDHS) where he was responsible for two of the largest Information Technology Projects in the history of the state of Colorado. Upon leaving CDHS, Ron joined the Governor’s Office of Information Technology (OIT) as the Enterprise Architect, where he developed the Colorado Consolidation Plan (C²P) along with the Governance Model for consolidation. He also held positions as the Agency Services Director and Enterprise Services Executive.

As the Director of the EPPMO Ron created a vision that would encompass the strategy of the OIT and be inclusive of all state government. The EPPMO is pursuing methods and techniques to improve the efficiency of delivery for services utilized both externally and internally at the State of Colorado. Through processes and procedures the organization will enable the agencies to make better informed decisions for management of their portfolio, improvement of delivery schedules, decrease rework, improvement of quality initiatives so as to be more cost effective and finally to reduce the risk exposure of problems that could lead to a “failed” project.

This strategic plan outlines four major strategic goals and their supporting objectives which will enable the EPPMO to provide excellent customer service for the employees of the State and the citizens of Colorado.

Special thanks to the Project Management Users Group, Strategic Plan Working Group for their time and dedication in the creation of this plan. Members are: Nancy Cassell, Bill Ferguson, Kim Heldman, Korby Johnson and Corinne Jones.



Alignment with State of Colorado Information Technology Strategic Plan

The accompanying EPPMO strategic plan has been developed to support the Governor's Office of Information Technology (OIT) Strategic Plan for 2008 – 2011 and 2011 - 2014. The following are excerpts from the overall OIT plan directly relating to the new office.

2008 – 2011 OIT Strategic Objective # 3: Effectively Manage IT Projects

Improving program governance is absolutely essential to help departments realize the benefits of IT projects. We will complete an inventory of project activity and prioritize those critical projects which provide the best value to our citizens. We will enable more enterprise level management to better leverage capabilities across the State.

3.1 Continue to Implement Project Management Certification

All major IT projects are required to have skilled project managers whose experience fulfills the needs of a project's scope and risk. In addition, large high-risk projects will be required to fully fund and implement independent validation and verification (IV&V). The State will employ structured methodologies to manage a project's entire life cycle, including: requirements definition, system development, testing and quality assurance. Projects will be reviewed at their conclusion to highlight lessons learned and build a project knowledge repository.

3.2 Expand the Enterprise PMO

The Enterprise Project Management Office (PMO) is the organization charged with directly supporting agency IT projects through the application of standard processes, procedures, tools and techniques. The PMO will coordinate appropriate project management oversight on major IT projects. Additional resources (contractual and staff) will be used to provide these services throughout the state. A project management toolset will also be deployed consistently throughout the enterprise to enable effective project management at the agency/department level and effective oversight at the enterprise level.

3.3 Provide Enterprise Reporting on Large IT Projects

Colorado has a history of encountering problems with large scale projects. Status of all large projects (over \$1M) will be reported to OIT on a monthly basis, and OIT will provide frequent and on-going assessments for project performance and will act to mitigate risk of project failure or issues before they become problematic.



2011 – 2014 OIT Strategic Objective # 3: Effectively Manage IT Projects

3.1. Mature the Enterprise Project Management Office (EPPMO)

The Enterprise Project Management Office (EPMO) is charged with directly supporting agency IT projects through the application of standard processes, procedures, tools and techniques and is evolving into an Enterprise Portfolio & Project Management Office (EPPMO) responsible for standardizing and coordinating project management on all IT projects. To achieve this result, the EPPMO will develop enterprise policies, procedures/methodologies, toolsets, staffing career paths, and status reporting/monitoring methods to enable effective project management at the agency/department level and effective oversight at the enterprise level.

3.2. Continue to Refine Project Certification

Prior to 2008, Colorado had a history of encountering problems on large scale projects. OIT implemented a process requiring a) all major IT projects undergo a thorough certification process based on a standard set of criteria, b) monthly reports be submitted to OIT and c) frequent and on-going assessments by OIT would be conducted and action taken to mitigate risk.

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Our Vision

Through the delivery of services to Colorado State Departments ensure the State of Colorado's overall portfolio of IT enabled investments is aligned with and contributing optimal value to the State's strategic objectives.

Guiding Principal

The EPPMO was established to provide project management best practices, standard status reporting, templates, tools and training to state agencies. Consistent application of sound project management principles is a proven, cost effective investment strategy that will lead to consistent, repeatable results and a greater probability of successful projects.

In order to achieve this vision, we have identified four key strategic goals/results that must be achieved in the next one to three years. We believe that through our commitment to these four results, we can deliver on our mission and achieve our vision. In working towards these results, we will maintain alignment with the strategic objectives that have been defined by the Governor's Office of Information Technology (OIT), and we will leverage these objectives to support our own goals.

Our four strategic goals/results are as follows:

1. Enabling staff to optimally support the vision and mission

It is critical for us to have staff members who are aligned and in support of our vision and mission to best leverage them across projects for delivery of committed work. Through this type of organizational alignment, we can build across teams, break down silos, and create new career opportunities for staff members. This can help us in recruiting, training and retaining the best possible staff resources. We are committed to taking a creative approach to supporting how we access the resource pool, and the ways in which we provide people with opportunities within the organization.

In addition, we can best support our clients in delivering optimal solutions based on the way in which we leverage our knowledge and experiences across projects.



2. Optimization of Resources

Optimization of resources means that we are ensuring that our money, time, and assets are optimally supporting project delivery. This does not necessarily mean that ‘more’ work is being done, or that ‘all’ projects are addressed. Rather, it emphasizes the need for a new approach to determining priorities, resource leverage, and balancing of client needs to provide the State of Colorado with the optimal collection of delivered projects.

3. Optimization of Business Practices

Optimization of business practices means that our business practices are available in ways that support our internal staff, our clients, and external stakeholders in being as effective as possible in defining, managing, delivering, and supporting IT projects.

4. Alignment with Statewide strategies

As we go forward we recognize the importance of the strategic goals set forth by OIT and other statewide agencies. Our intent is to maintain awareness of and alignment with these goals, and to help our colleagues to be successful as we drive to our own vision and mission as outlined in this document.



Mission

We provide IT Project Management services in support of the delivery of quality services to Colorado citizens.

We do this through best practices, partnerships, leadership, and oversight of information technologies and business practices.



**1.0 Strategic Result:
Staff members optimally support the vision and mission**

1.1 Staff meetings and discussions to validate the mission, vision, and strategic results

The EPPMO is committed to ensuring appropriate communication takes place to provide staff with the information, tools, and resources they need to understand and support the vision and mission set forth in this document. On July 1, 2010, the next phase of the Colorado Consolidation Plan will be implemented. At this time additional Project Management staff will begin reporting to the EPPMO. Beginning in July 2010, regular staff meetings will be held to continue maturing the mission, vision and capabilities of the office.

This will be initiated in July 2010 and continued throughout the fiscal year as changes occur and as successes and milestones are achieved. This communication process will be a two-way process in which staff can provide input, ask questions, and validate their understanding of the direction of the EPPMO.

1.2 Management of Training Opportunities

In order to provide the level of knowledge and experience required to effectively manage projects of all sizes and complexities, a formal training and mentoring program will be created.

1.3 Create and maintain a common website for sharing information

Through the use of web technology the EPPMO will share information on an easy-to-navigate web site. This information will include – Overview of the EPPMO, Policies, Resource Library, Large Project Status, Executive Governance Committee (EGC) projects and the Project Management Users Group (PMUG). The web site will be continually enhanced through contributions from staff.



2.0 Strategic Result: Resources are optimized

2.1 Out-Reach to Colleagues

Create a program that supports all OIT division. Program will convey types of resources available (knowledge) and identify project management needs.

2.2 Management of IT Project Management Tools

OIT currently has an extensive list of tools used for the execution and management of projects. An inventory of current tools, including software licenses, license version, hardware and application (what is being used where) along with the capabilities will be documented. Standards will be set and policies established to insure the investment made in tools are properly used.

2.3 Cost Allocation Model Changes

The EPPMO will become a self funded organization. A cost study will be conducted in the fall of 2010. The results will be used to establish a standard charge for standard services provided by resources assigned by the EPPMO. In the interim the current established charge of \$55.00 per hour will be used. Interagency Agreements will be set-up for each project identifying the services and hourly charge.

2.4 Resource Allocation

The EPPMO will enhance the ways in which communication occurs with customers. The approach and processes for prioritizing projects will be improved, including statewide consolidation projects, and the allocation of resources. A clear and repeatable prioritization approach will assist in committing to projects that support the vision and mission.

2.5 Career Path

Project Management is an industry recognized specialized skill. Today, there is a consistent path of education and experience established by the Project Management Institute (PMI). PMI has established internationally excepted certifications. A career strategy with the associated Position Description Questionnaire (PDQ) and class certification through the states Classified system will be developed and implemented.

3.0 Strategic Results: Business Practices are Optimized

3.1 Establish consistent processes through the support of the Project Management Users Group (PMUG)

The Project Management Users Group (PMUG) is an association of project managers that represent various agencies throughout the State of Colorado. PMUG is a strong and cohesive group of volunteers working collaboratively to improve the quality and success of the project management discipline. The Director of the Governor's Office of Information Technology Enterprise Portfolio Project Management Office (EPPMO) is the Executive Sponsor.

Goals established by PMUG include:

- Support the EPPMO Director in determining strategies, policies and standards around project management;
- Promote the sharing of project management best practices;
- Advocate legislation, state policies, and state rules that support project management best practices. This may include recommendations to State administrators, reviews and comments on policies, rules and legislation, recommendations on state personnel classifications and other actions that ensure the state supports best practice organizationally;
- Improve efficiency and effectiveness of project management by providing guidance and recommendations on how the State should govern and manage projects;
- Provide a forum for information exchange;
- Provide educational opportunities that will enhance project management knowledge across the State of Colorado;
- Provide Professional Development Units (PDU's) to certified project managers as well as providing experience to individuals working towards certification.

3.2 Facilitate Executive Governance Committee (EGC) Certified Projects

The EGC's are the governance body for the states highest profile (risk) projects. The EGC's were established to help build collaboration across the departments and to improve communication of important IT-related events and updates. The governance model was designed to provide a business level focus on certified projects. The EGC's serve as advisory boards to the Governor's Office of Information Technology (OIT). The business and subject level expertise within the EGC's are designed to help OIT understand ways to



3.4 Discovery of External Best Practices

The EPPMO is committed to an ongoing effort to discover external best practices and bring them back to the EPPMO for implementation throughout OIT. These best practices will be accomplished through participation in conferences, workgroups, and other opportunities to interact with peers through the US. This commitment includes budgeting time and resources to attend key events and bring information back to the organization in a coordinated manner for possible development into statewide best practice or to enhance a current practice.

3.5 Conduct Project and Portfolio Oversight and Reporting



Standard reporting for project status will be developed for the enterprise. Reporting will be defined, developed and implemented through the use of Clarity.

As standards for the management of projects are established, periodic reviews will be conducted to insure standards are in compliance.

3.6 Development and Implementation of policies to support the adherence to Best Practices

Policies will be developed and executed through OIT's standard policy-making processes.. Initial policies identified for development include:

- a. Minimum Project Management Methodology Standard
- b. Enterprise Project Management Tool Standard
- c. Project Governance Standards for the Executive Governance Committee Oversight
- d. Project Independent Validation and Verification Standard
- e. Project Management Resource Certification Standard
- f. Clarity User Group controls functionality of Clarity for the Enterprise



4.0 Strategic Result: Alignment with Statewide IT Strategies

4.1 Continual engagement to learn about and support Statewide Strategies

The EPMO is committed to engaging across State agencies through the Agency Services Division of OIT. Efforts are to ensure a current and accurate understanding of strategies.

4.2 Commitment to Communication of Statewide Strategies

In addition to supporting statewide strategies through engagement and participation, we are committed to communicating information about them to our teams, customers, and vendors. Through this communication we will support alignment with the strategies as they become more robust, and we will help our extended stakeholders to come into alignment and support the efforts of the OIT Enterprise.