

2012

*Strategic Plan
Enterprise Portfolio and Project Management*



Ana R Riveros

Office of Information Technology (OIT)
Enterprise Portfolio Project Management

Office

5/11/2012

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| Title: Enterprise Portfolio Project Management Office Strategic Plan | Document ID: | STRA001-01 |
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TITLE: STRATEGIC PLAN ENTERPRISE PORTFOLIO PROJECT MANAGEMENT OFFICE (EPPMO)

MESSAGE FROM THE ENTERPRISE PORTFOLIO PROJECT MANAGEMENT OFFICE DIRECTOR



Since taking office Nov 2011, Ana R Riveros has revisited the Vision, Mission and Values of the department and is progressing steadily toward increasing their maturity.

Previous to joining the State of Colorado, Ana had a very international background. She held positions with regional responsibilities in seven different countries. She has more than 15 years of experience managing the interface between business interests and IT. Leading a variety of IT organizations in different multinational companies and industries, she delivered best in class solutions within highly competitive and diversified international global markets.

Ana inherited a challenging environment. IT was consolidated back in 2009 through the Executive branch of State of Colorado. The Enterprise Portfolio Office was established at that time. Because of the economic downturn and a previous narrow focus in project management, key enterprise portfolio and governance processes were not implemented.

A maturity assessment was conducted by the EPPMO Director using VAL IT. VAL IT (Value of IT) is an ISACA governance framework first released in 2007 and currently operating at version 2.0. VAL IT helps demonstrate the value IT brings to the business as a “value” business enabler. Ana selected VAL IT as it has a direct link to our IT Playbook value proposition and because it is one of



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the most effective, efficient and elegant ways to demonstrate the value IT brings to the business. Main benefits include but are not limited to:

- Increased profitability by selecting right investments
- Increased likelihood of success when executing the selected investments
- Reduced cost and value leakage
- Reduced risks of failure
- Reduced surprises associated with IT cost and Delivery

The assessment revealed low level maturity on the areas of Value Governance, Portfolio Management and Investment Management. The results showed we have a tremendous opportunity to increase standardization around processes and procedures and to increase IT business value by eliminating unnecessary costs, and increasing the overall level of confidence in IT by reducing surprises associates with IT costs and delivery.

Ana also conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis which included more than 50 different participants from different agencies and functions and a benchmarking exercise with seven other USA states. The results were paramount to establishing the current strategy.

Our strategy includes long and short term objectives. Our short term objectives are included on our yearly roadmap. Our roadmap specifically targets an increase of the office's maturity within the FY12–FY14 time frame. This translates into quantifiable, measurable progress in the areas of standards creation, process implementation, automation, centralization of information, increased governance and visibility of information, benefit realization, strategic alignment, career progression, and enabling agile framework – just to name a few.



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This plan outlines our strategic goals and supporting objectives and elaborates how we will enable excellence through everything we do for the employees of the State and the citizenry of Colorado. We will expand our services to better address customer demand.

Special thanks go to Nancy Cassell, Danny Parks, Rick Schirado and all the individuals from the EPPMO team for their collaboration on this effort.



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Our Vision

- *To be a national leader of high quality Portfolio, Program and Project Management services. We will become a trusted partner of choice by fostering a team of engaged and driven individuals who embrace and promotes our values.*

Our Mission

- *We deliver efficient, effective, and elegant Portfolio, Program and Project Management services to Agencies and Departments in the State by promoting best practices, providing a complete, accurate and timely view of our portfolios, and enabling our executives and management to make informed decisions. We endeavor to bring value in everything we do for our customers.*

Some of our values...

Collaboration – Collaborating within and outside the EPPMO to give the best

Commitment – Commitment to roll great product, service and other initiatives that impact lives both within and outside the EPPMO

Ownership – Taking ownership of the EPPMO and customer success

Service Excellence – Giving the best and world class service and achieving excellence each passing day

Integrity– To act with honesty and integrity without compromising the truth

Passion – Putting the heart and mind in the work to get the best



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Alignment with State of Colorado Information Technology Strategic Plan (Playbook)

The accompanying EPPMO strategic plan has been developed to support the Governor’s Office of Information Technology (OIT) and is revised every 6 months to ensure strategic alignment. Alignments in the areas of: Customer Success, Innovation, People, Service Excellence, Trusted Partnership and Information Security.

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| <p style="text-align: center;">CUSTOMER SUCCESS</p> <p>We will enable our customers, the state agencies and departments who serve all Coloradans, to be national leaders. We will honor our commitments, provide reliable, consistent and high quality services, communicate openly and be a trusted advisor in helping our customers solve their toughest problems.</p>  <p style="text-align: center;">PEOPLE</p> <p>People are the foundation of our success. We will attract, develop and retain the best talent for OIT by fostering a culture of empowerment, high performance and mutual respect.</p> | <p style="text-align: center;">INNOVATION</p> <p>We will provide strategic, sustainable solutions using emerging technologies that align with the business needs and deliver both short- and long-term value for the state and all Coloradans.</p>  <p style="text-align: center;">SERVICE EXCELLENCE</p> <p>We will deliver timely, secure, agile, cost effective, sustainable, high quality IT services that meet and exceed business requirements.</p> | <p style="text-align: center;">INFORMATION SECURITY</p> <p>We will protect the confidentiality, integrity and availability of state and citizen information. We will be compliant with all federal and state policies and requirements.</p>  <p style="text-align: center;">TRUSTED PARTNERSHIPS</p> <p>We will cultivate and strengthen existing partner relationships and develop new partnerships necessary for successful service delivery.</p> |
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“To achieve our vision, we need to have a strategy, clear tactical objectives and metrics that track our success.” (Ana R Riveros)



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In order to achieve our vision, we have identified five strategic goals that must be achieved within the next two fiscal years, together with their desired strategic results:

1. ACHIEVE SUSTAINABLE IT BUSINESS STRATEGIC ALIGNMENT

To support attainment of statewide strategies, the EPPMO will enable Portfolio Management. Portfolio Management involves looking at a set of projects in a holistic manner with emphasis on the associated investment. Considerations include: enabling re-usability of IT components, elimination of duplication across agencies by enhanced collaboration, sharing of ideas at a very early stage in the lifecycle, and improved alignment of with new requests and the budgeting cycle.

1.0 STRATEGIC RESULT:

1. The EPPMO is committed to collaboration across State Agencies through Agency Services channels. Such EPPMO collaboration promotes a firm and shared understanding of strategies as well as a means for Agencies to visualize project requests before they are funded thereby illuminating synergies and wasteful duplications and consequential unnecessary costs.
2. The EPPMO is committed to providing clear and timely communications in support of strategic alignment. This will ensure a stronger project portfolio that is both well understood and appreciated throughout the State.
3. The EPPMO is committed to providing transparent visibility of the IT project portfolio to the Governor, Cabinet Members, Agencies and OIT Executive Leadership, as well as to the Legislative Auditors department and project teams.
4. The EPPMO is committed to offering expertise throughout the State in the areas of strategic alignment, ideation, and project selection so as to enable Agencies to establish a strategically aligned portfolio and apply the know how to prioritize it.
5. EPPMO is committed to enable enterprise level resource management and Portfolio Prioritization visibility at a State level.



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2. BECOME A SELF FUNDED EPPMO WHICH PROVIDES BEST IN CLASS SERVICES IN A TIMELY MANNER

EPPMO will support the expansion and sophistication of project management throughout the State. EPPMO will provide transparency around the cost model created in 2010 and will revise it as appropriate. EPPMO will provide value to agencies by simplifying the current cost model and expanding its services. EPPMO will provide resources in a timely manner with the required skills levels to fulfill customers' expectations.

2.0 STRATEGIC RESULT:

1. Provide high quality services that fulfill customers' requirements.
2. Enable requests for project managers and services for all sizes and types of projects.
3. Enhance team knowledge through a variety of mechanisms to enable delivery of high quality services.
4. Enable research of field best practices and adoption of same on a State-wide basis.

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3. REDUCE COSTS AND INCREASE IT BUSINESS “VALUE” BY IMPLEMENTING ENHANCED GOVERNANCE, PORTFOLIO MANAGEMENT, INVESTMENT MANAGEMENT AND BEST PRACTICES IN ORDER TO BETTER BALANCE RISKS AND BENEFITS

EPPMO will enable the selection of a strong portfolio of projects that benefits the State of Colorado and its strategic direction. It will do so by implementing best practices and strong processes that help executives and managers throughout the State to visualize the value IT brings to the business as a business value enabler.

EPPMO will enhance governance around Strategic Alignment, Value Delivery, Resource Management, Risk Management and Performance Management and bring visibility to risks and financial indicators which will enable the State Executives to make informed decisions.

3.0 Strategic Result:

1. Develop strong business cases that are approved based upon an enterprise wide viewpoint. By doing so, EPPMO will enhance the visibility of, and fully leverage, key financial indicators and benefits.
2. Reduce costs by eliminating duplicated efforts and providing a means to foster innovative ideas.
3. Provide strong governance which will be executed through a stage gate approach for all sizes and types of projects. Re-assessment of the Enterprise Governance Committee and creation of additional committees when necessary (e.g. Project Change Management Board, Architectural Review).
4. Identify and build upon best practices. Leverage established knowledge in order to enable availability to support internal and external staff.
5. Decrease Portfolio risk by implementing a strong risk management strategy that includes all sizes and types of projects, Risk IT, Portfolio Risk. Enable early risk detection, provide transparency of all information, and ensure controls are in place so as to keep portfolio risk at acceptable levels.
6. Provide transparency surrounding benefits expected and actually achieved as they pertain to the Portfolio.



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4. IMPROVE USABILITY AND ENHANCEMENT OF TEAM SKILLS TO BEST SUPPORT THE VISION AND MISSION

The EPPMO will foster career progression and the means for our project managers to excel. EPPMO will also adopt the implementation of industry proven practices such as LEAN, COBIT, ITIL, VAL IT, AGILE

4.0 Strategic Result:

1. Ensure strong staff satisfaction and reduced attrition by enabling career progression.
2. Drive customer satisfaction by providing a team of highly skilled individuals.
3. Improved career development through skills enhancement recognition of strong performance and contribution.
4. Institution of comprehensive training for EPPMO staff and other agencies' project management teams via PMO executive council. Implementation of brown bag sessions and book discussions in order to better distribute knowledge in the areas of Project Management, Program Management and Portfolio Management.
5. Adoption of LEAN knowledge via web training using a train-the-trainer approach.
6. Recognition of Agile framework standards that could provide benefit state wide.
7. Grow the base of VAL IT and COBIT knowledge.
8. Establish "Train the Trainer"
9. Establish mentoring program across EPPMO and interested areas

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5. EFFECTIVE, EFFICIENT, ELEGANT MANAGEMENT OF PORTFOLIOS, PROGRAMS AND PROJECTS (Focus on quality and process improvement)

Deliver superior services and enhance the visibility of efforts utilizing a standard centralized repository of information. Develop well defined and relevant metrics, internal quality controls and constant process improvement

5.0 Strategic Result:

1. Strong performance.
2. Implementation of quality survey.
3. Implementation of status report for all sizes and types of projects.
4. Implementation of Portfolio wide metrics.
5. Concise quality base delivery