

Project Management; Program Management; and Governance:

A Foundational Control for Project Audits

Amy Delcomyn, Executive Director, Enterprise Program Management Office (PMO)



Agenda

- 1. Introduction
- 2. Brief overview of the DOIT Enterprise PMO
- 3. Objectives for this session
- 4. Project Management
- 5. Program Management
- 6. Governance

DoIT Playbook



As a member of the Illinois Department of Innovation & Technology, the number one expectation is to function as ONE unit and adhere to our brand values. This team will be highly collaborative, be considered and perceived as the technology domain experts, and foster an environment of kaizen, innovation, and value creation. We will deliver solutions that are customer centric for the agencies we support and the residents we serve.

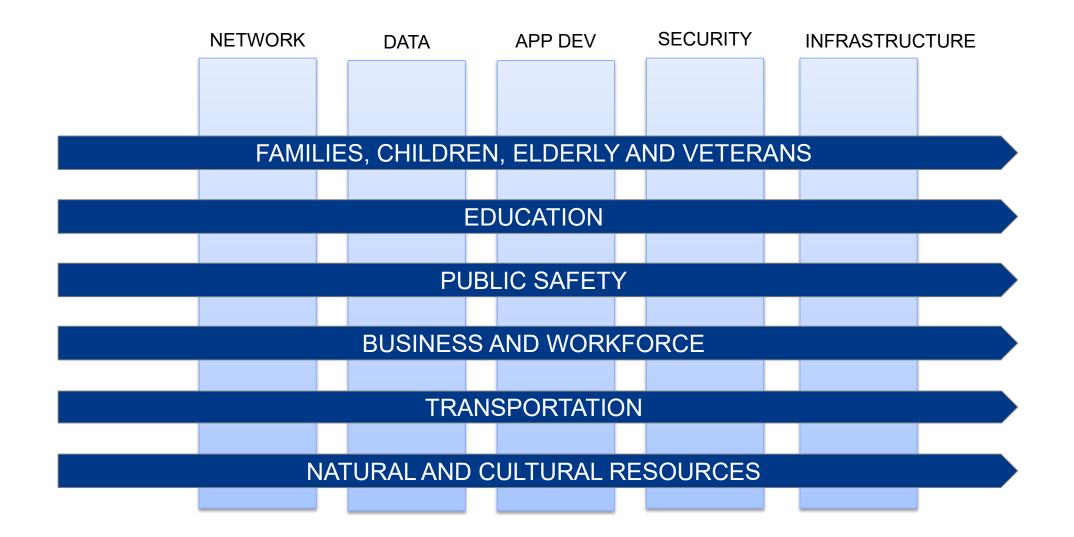
Guiding Principles	Enable those we support & serve.	Engage each other & our communities.	Explore what's next & cultivate a can do culture.	Evangelize the value of technology & position DoIT as a progressive partner.	Eliminate Waste of unnecessary expense & effort, passing on the value to the residents of Illinois.
	Architecture	Service Management	Program Management Office	Data & Analytics	Information Security
Foundational Priorities	Maximize interoperability via SOA & create roadmaps.	Create best practices for how we administer and maintain technology.	Improve project governance and execution in achieving successful transformation.	Establish robust data practices & environments turning insights into action.	Protect the data assets of the agencies & residents we support & serve.

FY20 Objectives Prioritize customer service and customer experience for Agencies and Residents Enterprise Resource Planning with improved & organizational change management Innovation by exploring and applying new technologies and promoting STEM education Technology Transformation utilizing a federated rather than a centralized model

DOIT Enterprise PMO

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IT Project Governance Identifying IT needs as aligning to enterprise strategy and IT standards	Portfolio Management Overseeing IT efforts for increased solution sharing and collaboration, evaluating ROI, effectiveness, and balance of investments	Project/Program Management Managing and controlling project progress, resources, risks, issues, financials, scope, and quality.	Service Management Defining, planning, managing, tracking, and reporting on IT service offerings, service levels, process and demand
EPMO Enterprise Architecture	EPMO Enterprise Applications	Cluster CIOs Agency CIOs	Service Operations Service Planning

Enterprise PMO supports vertical domains and horizontal value streams



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Objectives

- 1. Obtain a general understanding of Project Management
 - What is a Project?
 - What is the process to manage a project?
 - What is the technology used in managing a project?
- 2. Obtain a general understanding of Program Management
 - What is a Program?
 - Who is the process to manage a Program?
 - What is the technology used in managing a Program?
- 3. Obtain a general understanding of Governance
 - What is Governance?
 - Who facilitates Governance?
 - What is the technology used in supporting Governance?

	Project	Program	Governance
People	 Project Manager 	Program Manager	CIO, GCIOPMO, EPMOInternal Audit
Process	 Process groups Waterfall v. Agile 	 Strategy, Budget Alignment, Service Alignment, Roll-up reporting 	 ITG policy Gated reviews Project lifecycle Project framework
Technology	 MS Project MS SharePoint MS Teams MS Planner 	 Project and Program Management (PPM) System 	 Leverage Project and Program technology

TERMINOLOGY

What is a **Project?** - A temporary effort that has a defined beginning and end in time, and therefore defined scope and resources; is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal.

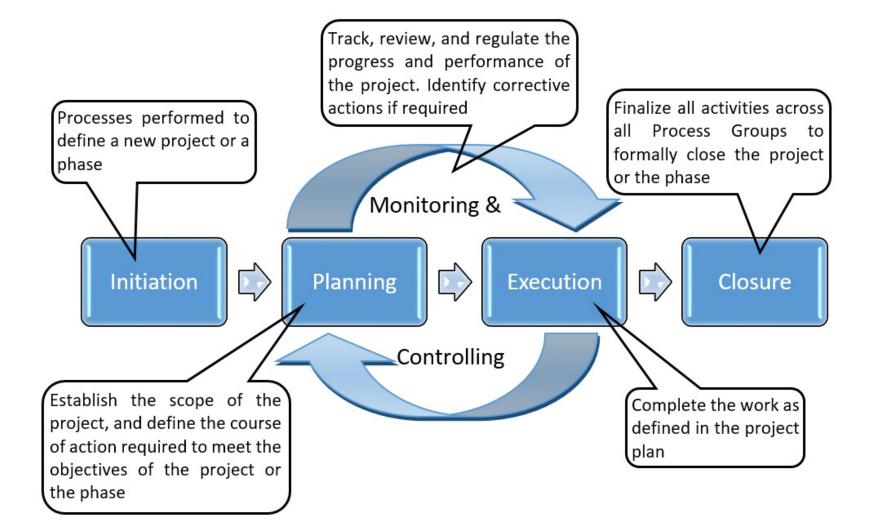
What is an EPMO project? – A business-sponsored IT project that meets the following criteria:

- 1. new business functionality is being added
- 2. a move to a new or updated platform is being made
- 3. an old system is being replaced (lifecycle)
- 4. a system is being in-sourced or outsourced either partially or completely
- 5. the work has enterprise implications

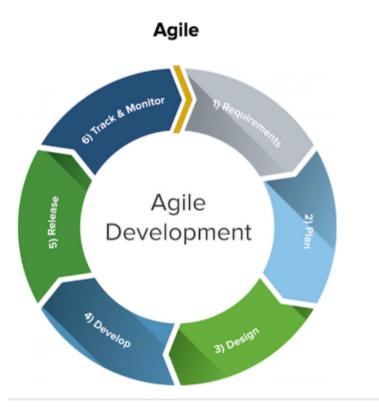
What is Project Management? – the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is a Project Manager? – the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

Process Groups



Agile Method v. Waterfall



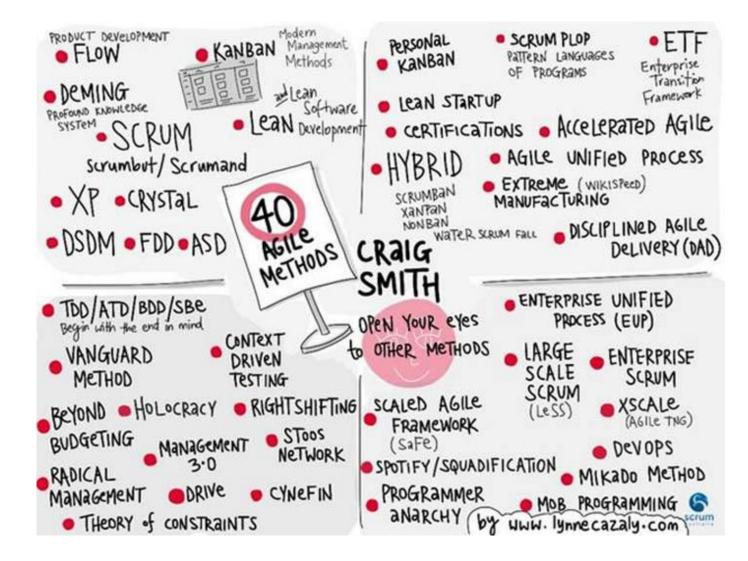


- Continuous cycles
- Small, high-functioning, collaborative teams
- Multiple methodologies
- Flexible/continuous evolution
- Customer involvement

- Sequential/linear stages
- Upfront planning and in-depth documentation
- Contract negotiation
- Best for simple, unchanging projects
- Close project manager involvement

Smartsheet - Agile v. Waterfall.

So much Agile...



PROJECT SUCCESS RATES AGILE VS WATERFALL



The most recent Standish Group Chaos Study results show Waterfall and Agile project success and failure rates. Agile projects are statistically 2X more likely to succeed, and 1/3 less likely to fail than waterfall projects. The success and failure statistics were pretty poor with IT project success rates measured at less than 20%.

The most recent report (2018) from the Standish Group showing technology project success rates at 36%, with agile projects succeeding more frequently.

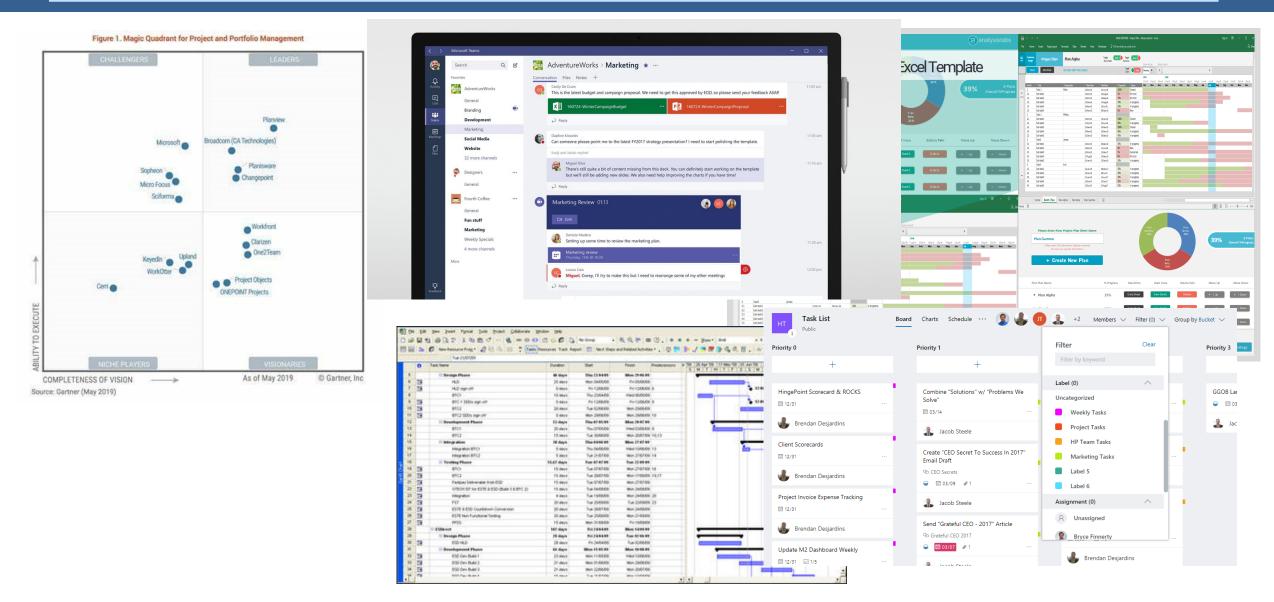
Successful – A successful project was one that met all three of the triple constraints: schedule, cost, and scope.

Challenged – A challenged project would have met two out of three constraints, for example, delivered on time and on budget but not with the desired scope.

Failed – A failed project is one that is canceled before it is completed, or completed but not used.

1 Vitality – Project Success Rates

Technology



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TERMINOLOGY

What is a **Program?** – Related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually.

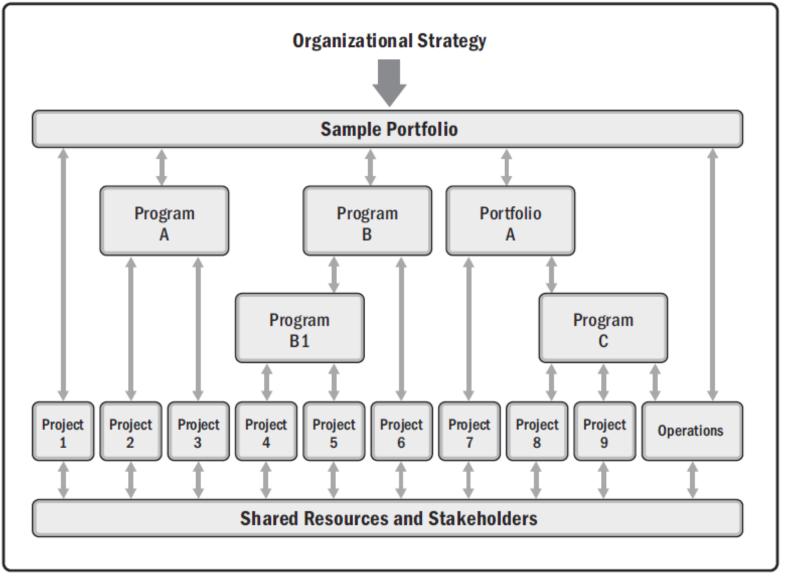
What is an EPMO Program? - A business-sponsored IT *initiative* (multiple projects) that meet the following criteria:

- 1. new business functionality is being added
- 2. a move to a new or updated platform is being made
- 3. an old system is being replaced (lifecycle)
- 4. a system is being in-sourced or outsourced either partially or completely
- 5. the work has enterprise implications

What is Program Management? – the application of knowledge, skills, and principles to a program to achieve, the program objectives and to obtain benefits and control not available by managing program components individually.

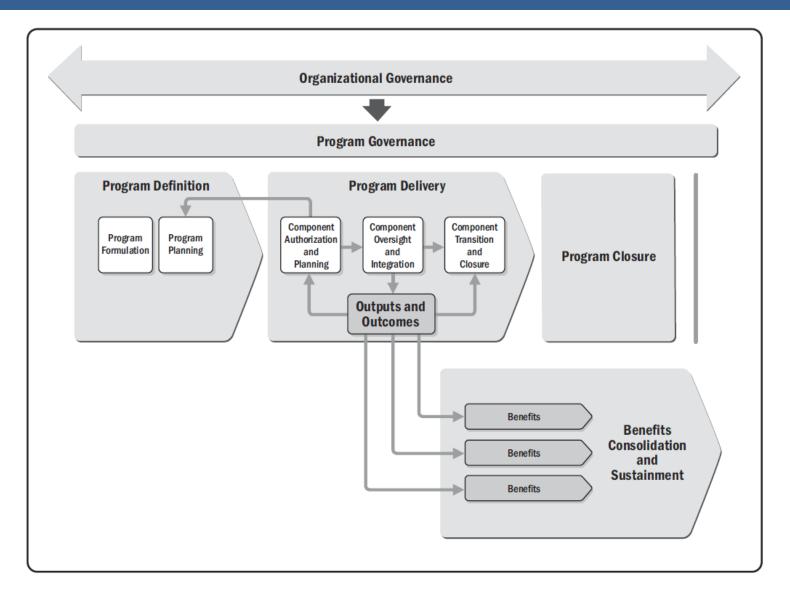
What is a Program Manager? – the person authorized by the performing organization to lead teams responsible for achieving program objectives. The program manager maintains responsibility for the leadership, conduct, and performance of a program, and for building a program team that is capable of achieving program objectives and delivering anticipated program benefits.

Projects, Programs, Portfolio



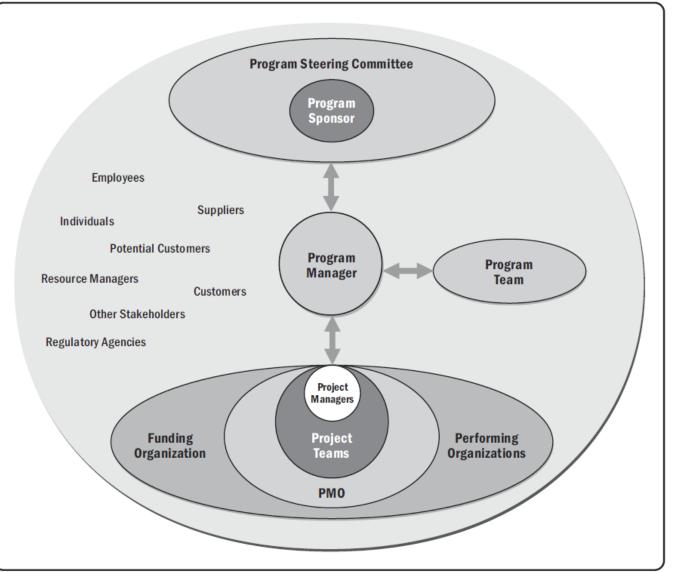
Standard for Program Mgt, 4th ed.

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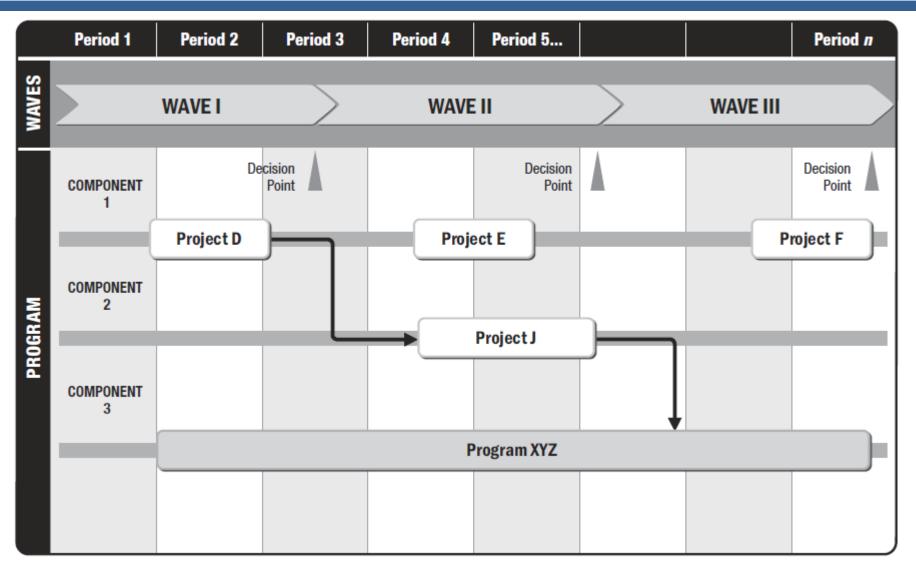
Standard for Program Mgt, 4th ed.

Program Environment



Standard for Program Mgt, 4th ed.

Program Roadmap Ex.

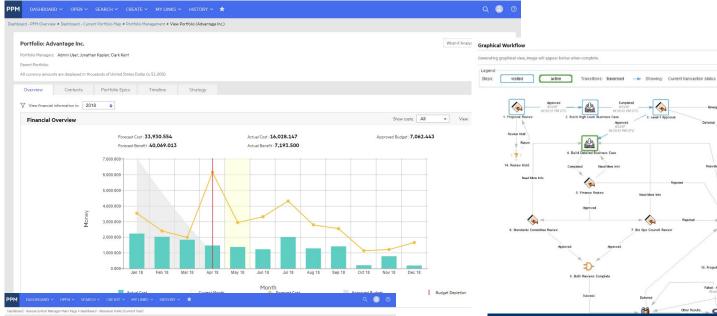


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Task Actual Rollup Service	Enabled		Every 250 seconds	PPMSJDPROD4	Aug 27, 2012 9:43:22 AM PDT	Aug 27, 2012 9:47:32 AM PI
Task Scheduler Service	Enabled		Every minute	-	Aug 27, 2012 9:43:42 AM PDT	Aug 27, 2012 9:44:42 AM PE
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13. Project Request Rejected - 100%

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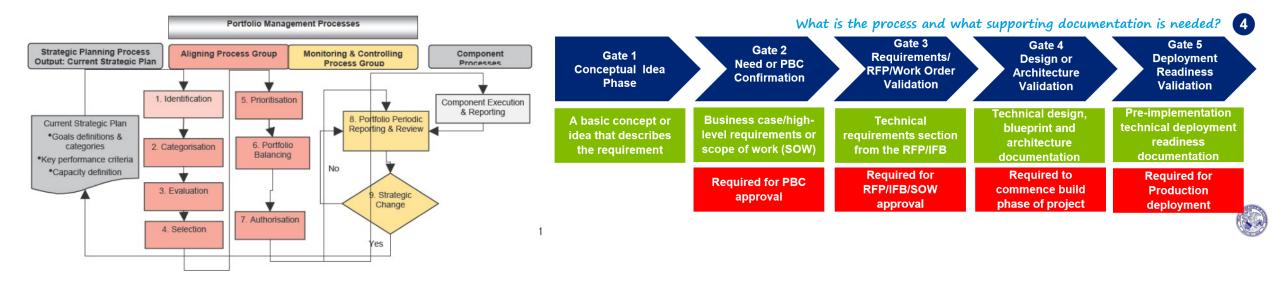
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3. Governance

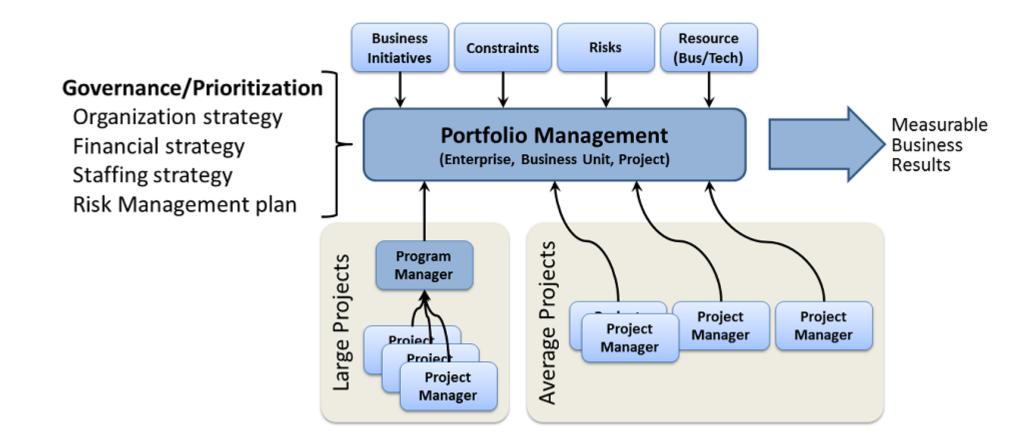
PMO - A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. (**Portfolio Management Office, Program Management Office, and Project Management Office**)

Project Governance - an oversight function that is aligned with the organization's governance model and encompasses the project life cycle.

Program Governance – the process structure that enables and performs program decision making, establishes practices to support the program, and maintains program oversight.



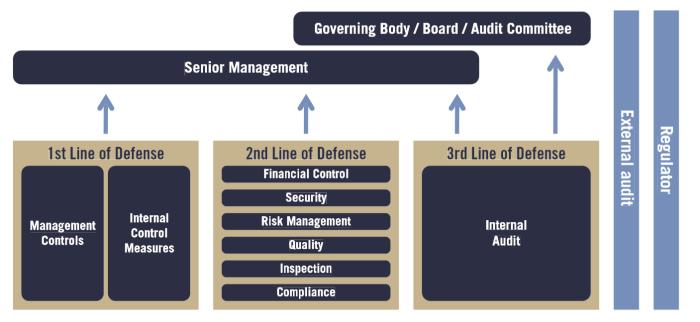
Portfolio Management



3. Governance

Risk Management

The Three Lines of Defense Model

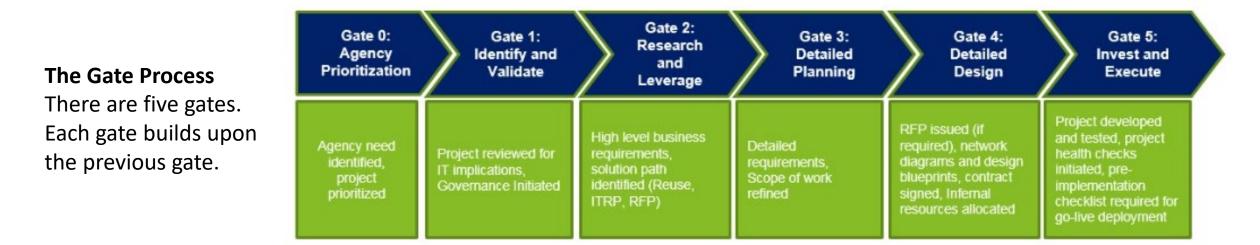


Adapted from ECIIA/FERMA Guidance on the 8th EU Company Law Directive, article 41

"The Three Lines of Defense model provides a simple and effective way to enhance communications on risk management and control by clarifying essential roles and duties. It provides a fresh look at operations, helping to assure the ongoing success of risk management initiatives, and it is appropriate for any organization — regardless of size or complexity." The Institute of Internal Auditors (IIA)

SOI Auditable Policies/Procedures/Standards

- IT Project Governance the process of moving projects with a technology component (also referred to as IT projects) from concept to development using a gated approach. This process provides oversight and direction on project technology.
- The Governance process fosters standardization and reuse of existing assets. Operating much like a review board, Solution Architects representing our core functions (App Dev, Data, Infrastructure, Network, and Security) meet as a committee and each member has individual responsibilities and approve/deny rights.



IT Governance Policy: <u>https://www2.illinois.gov/sites/doit/support/policies/Documents/IT_Governance_Policy.pdf</u> IT Governance Process: <u>https://www2.illinois.gov/sites/doit/services/order/governance/Pages/default.aspx</u> EPM Portal: <u>https://gov2.portal.illinois.gov/sites/epm/Pages/Home.aspx</u>

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Thank you

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