Project Management; Program Management; and Governance:

A Foundational Control for Project Audits

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

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10/23/2019

Agenda

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

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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.

Foundational Priorities

Architecture
Maximize interoperability via SOA & create roadmaps.

Service Management
Create best practices for how we administer and maintain technology.

Program Management Office
Improve project governance and execution in achieving successful transformation.

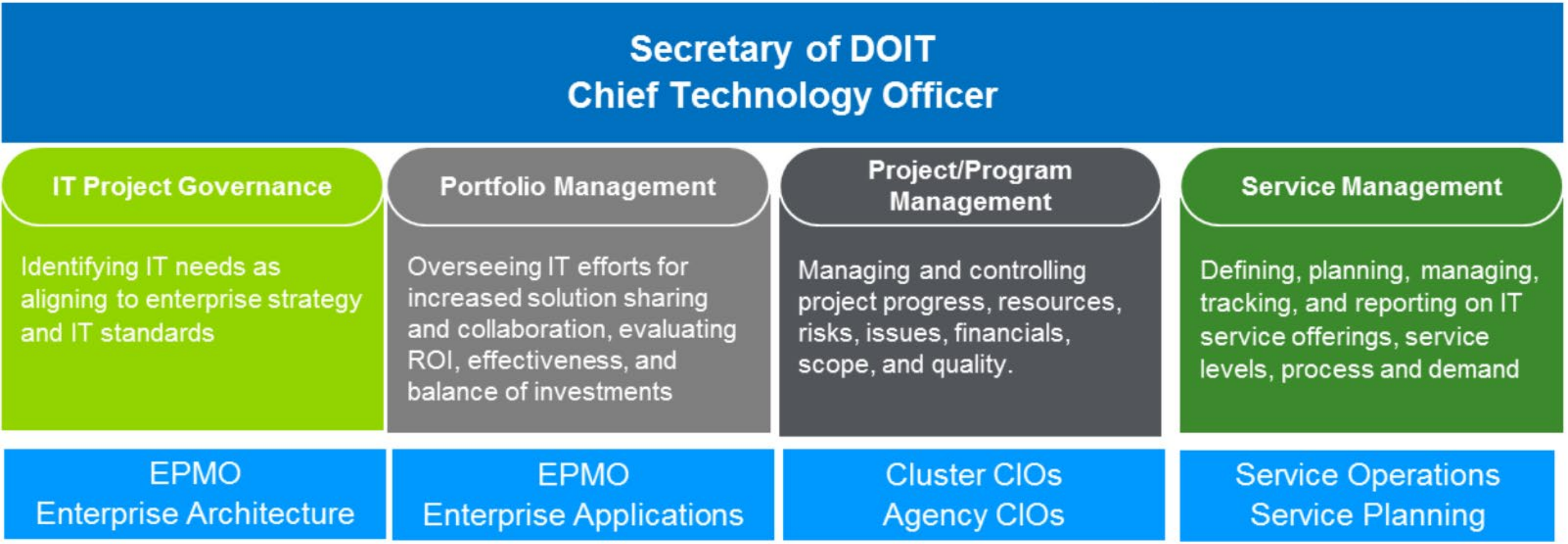
Data & Analytics
Establish robust data practices & environments turning insights into action.

Information Security
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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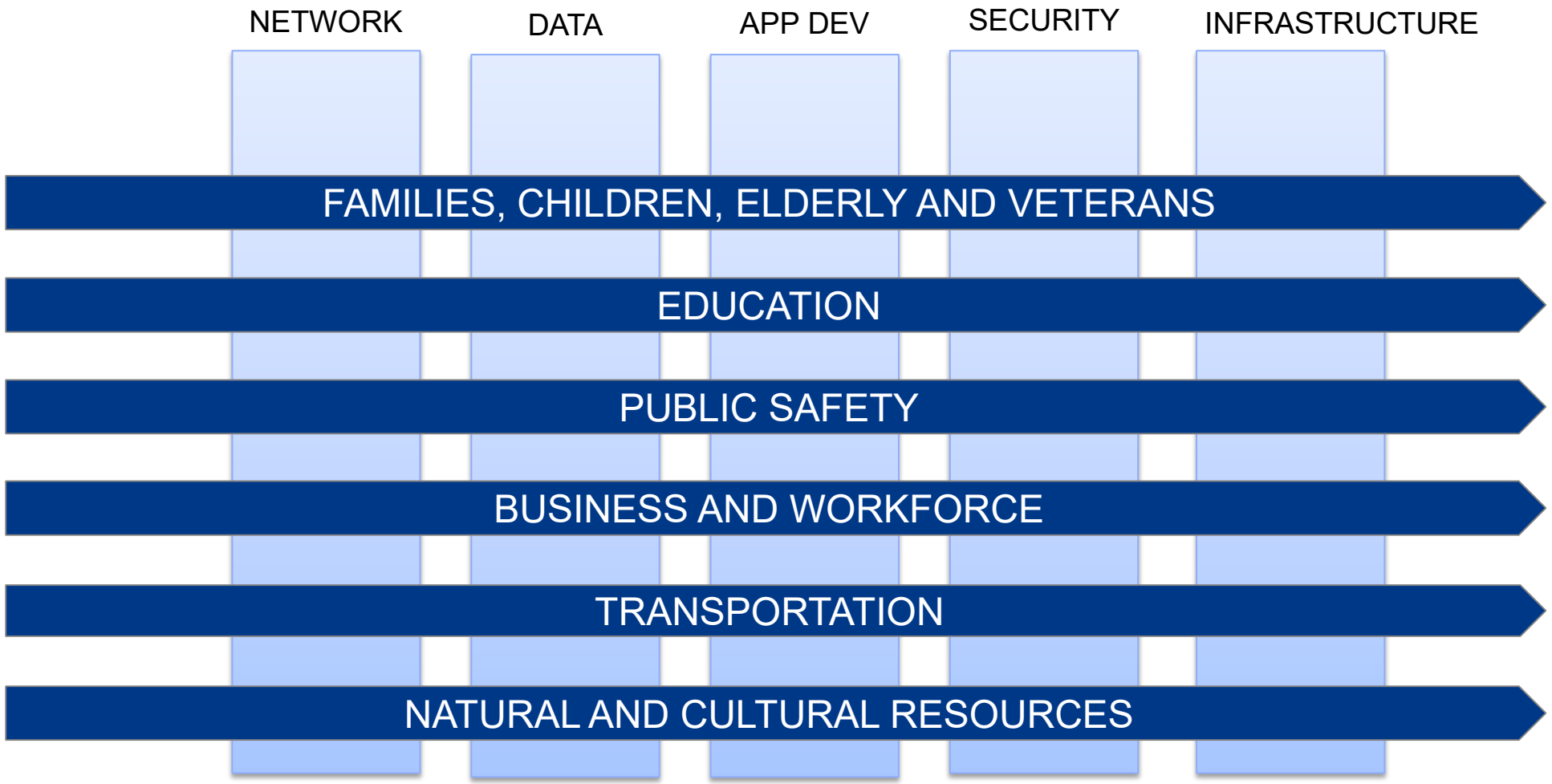
Enterprise PMO supports vertical domains and horizontal value streams



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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?

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Today's Guide

	Project	Program	Governance
People	• Project Manager	• Program Manager	• CIO, GCIO • PMO, EPMO • Internal 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

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1. Project Management Words have Meaning

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.

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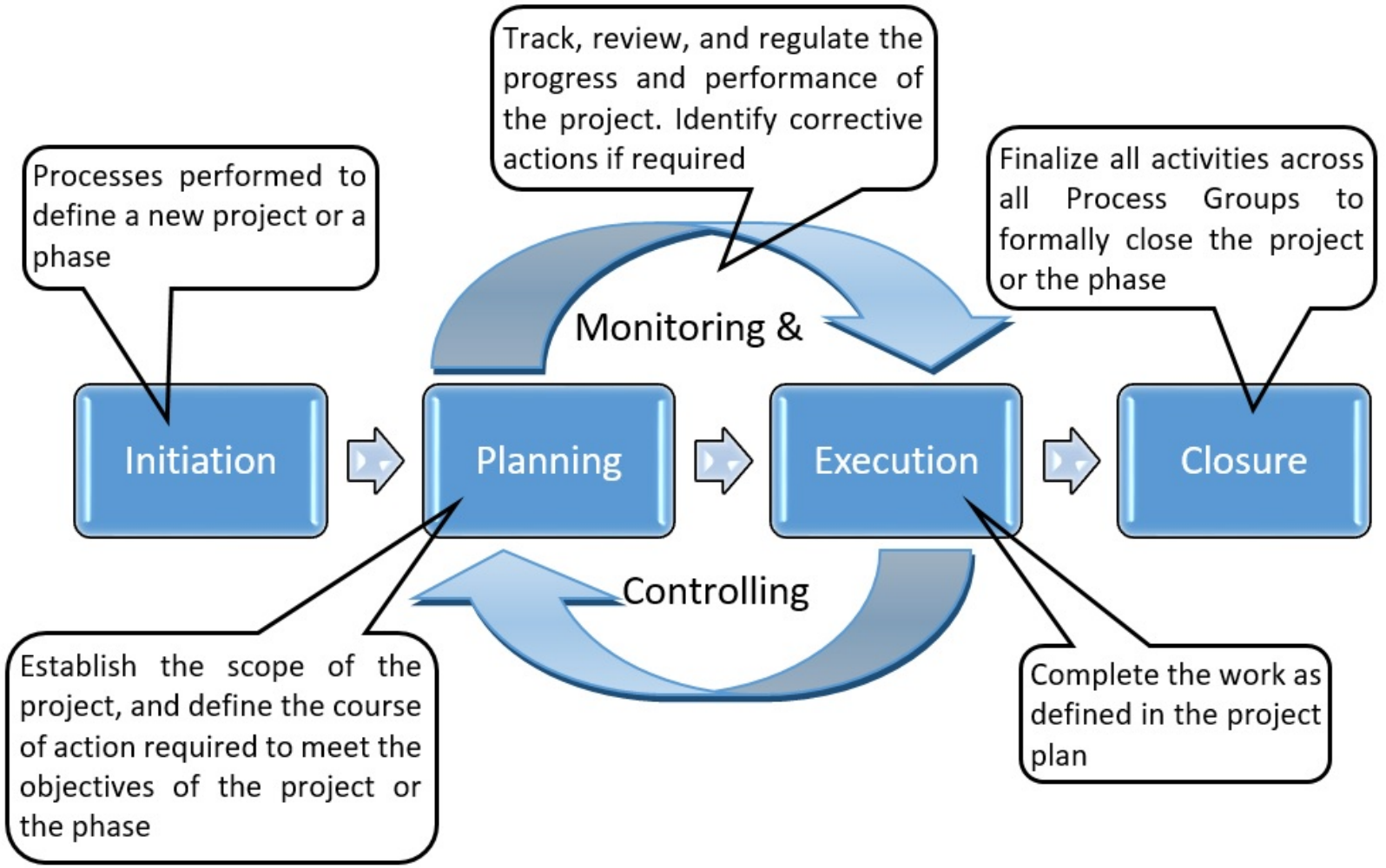
1. Project Management

Process Groups



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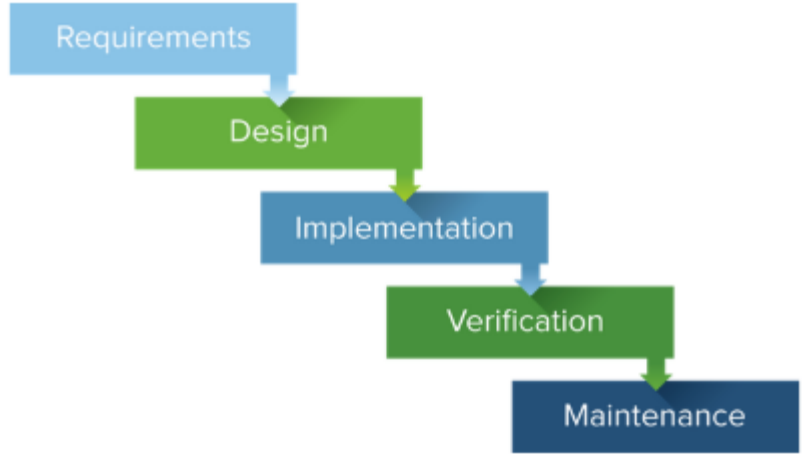
1. Project Management

Agile Method v. Waterfall

Agile

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

Waterfall



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

Smartsheet - Agile v. Waterfall.

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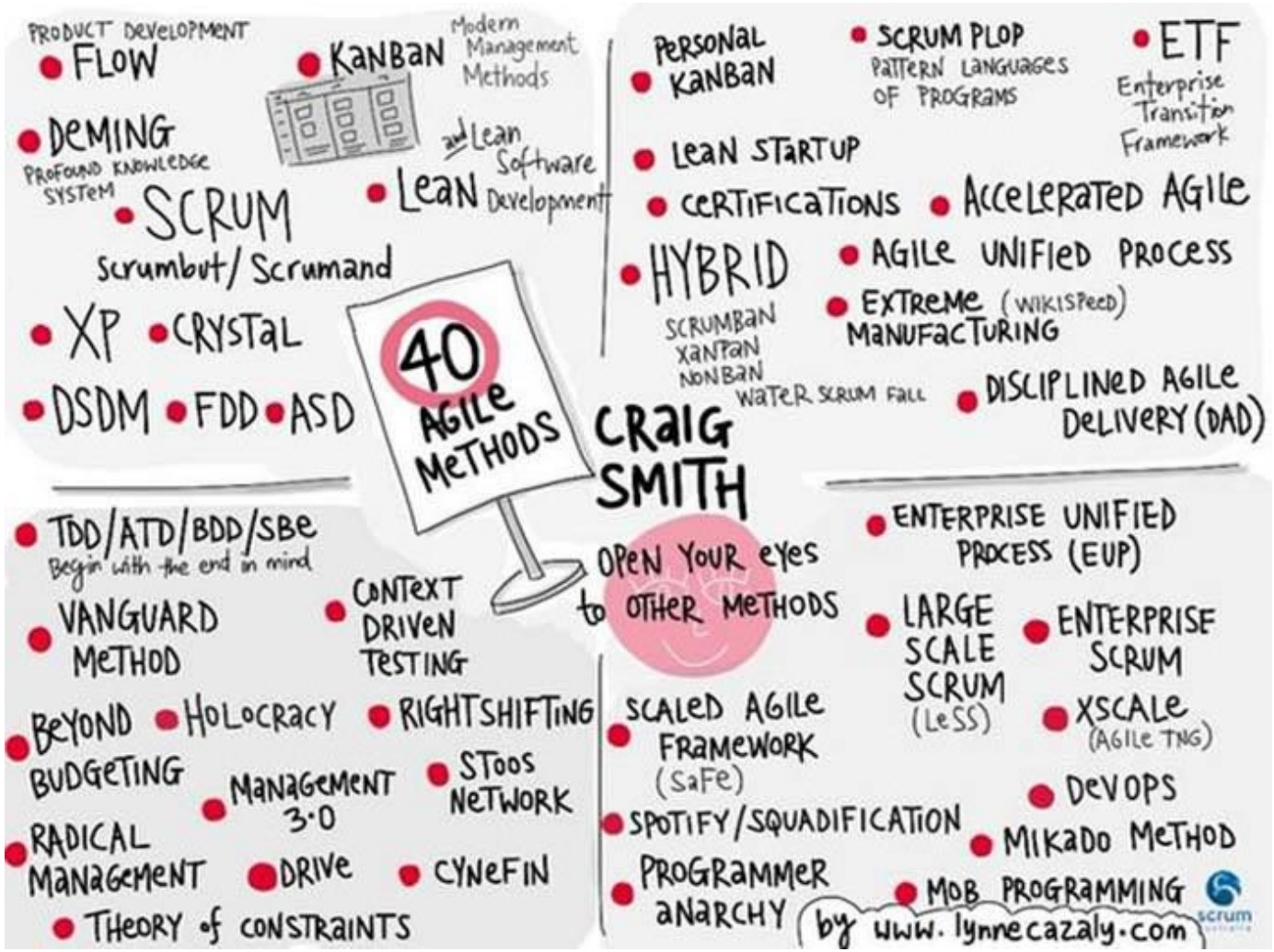
1. Project Management

So much Agile…



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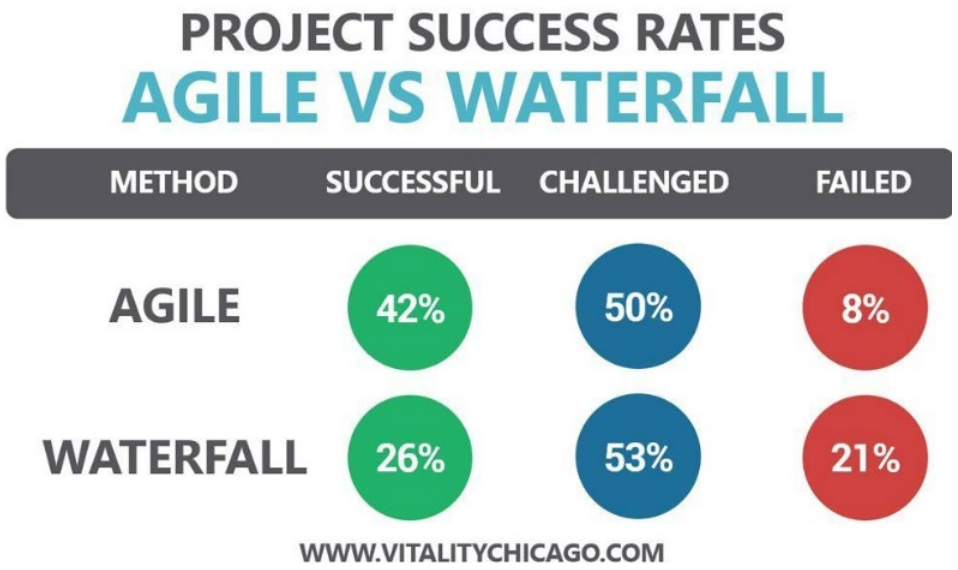
1. Project Management

Why?



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

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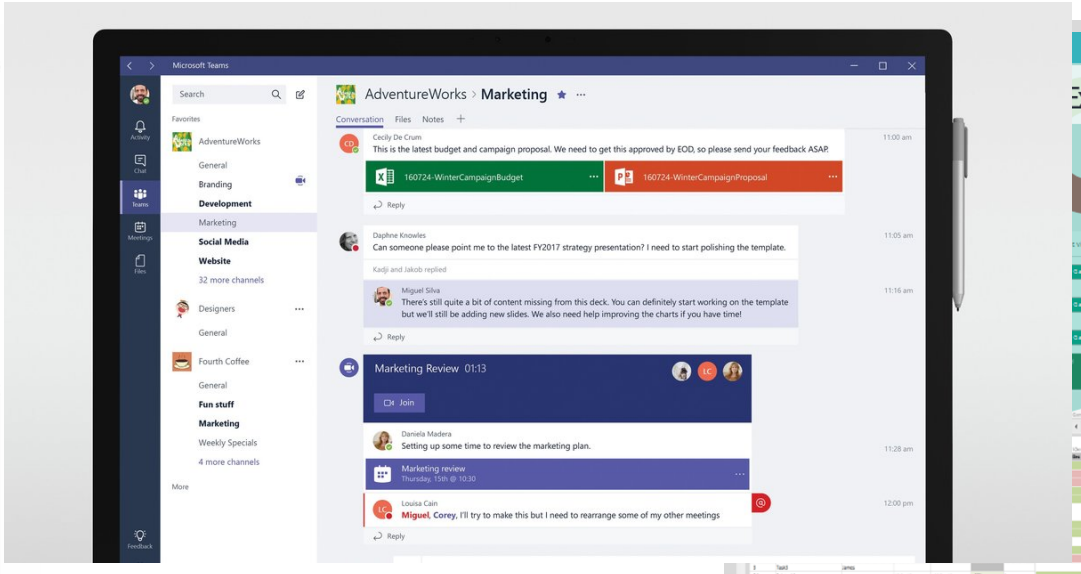
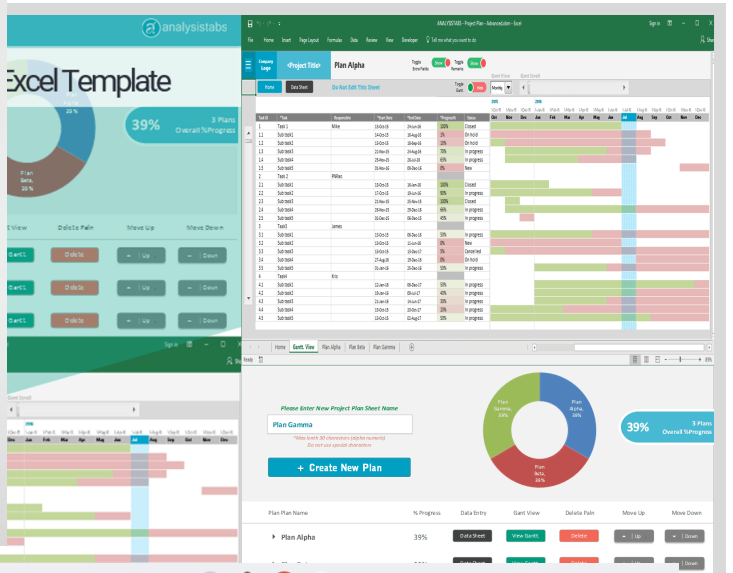
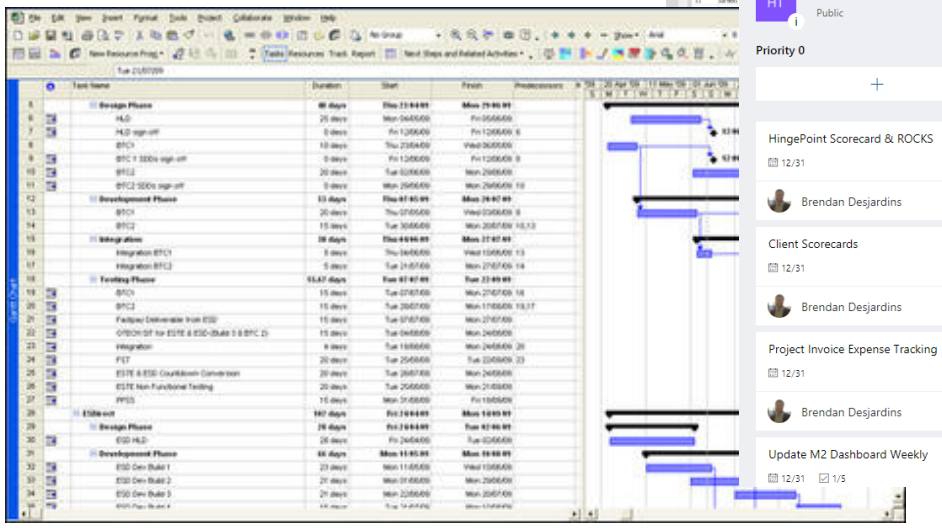
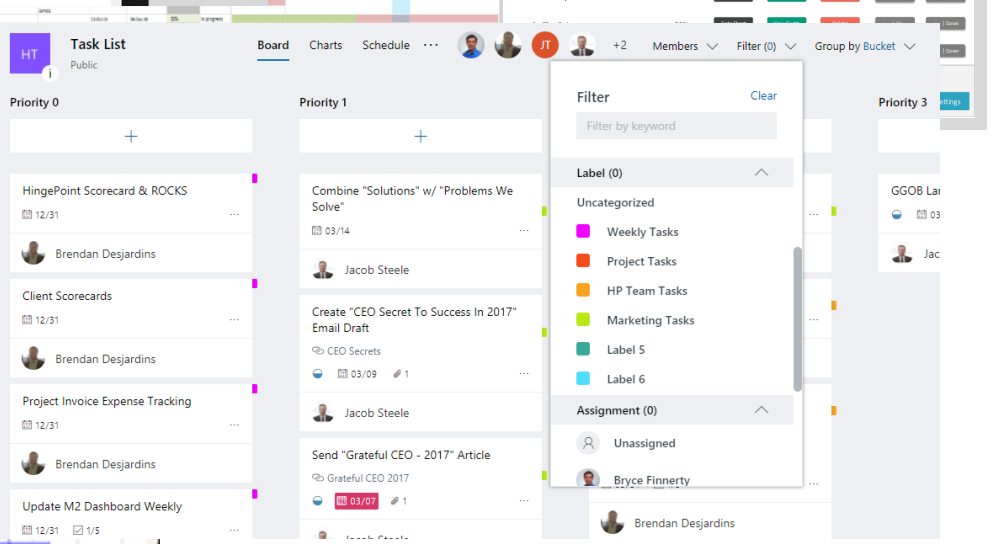
1. Project Management

Technology









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2. Program Management Words have Meaning

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.

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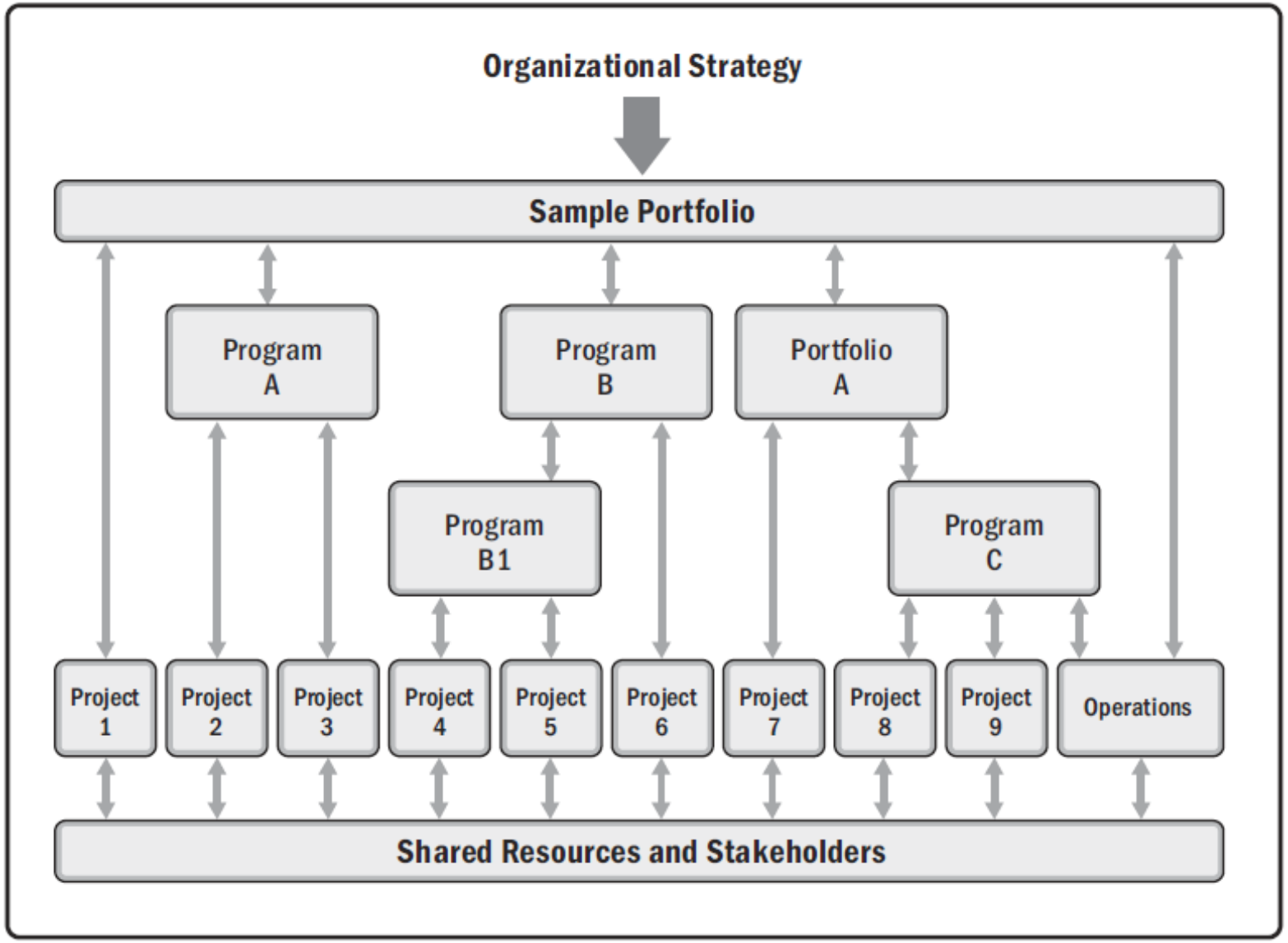
2. Program Management — Projects, Programs, Portfolio



Standard for Program Mgt, 4th ed.

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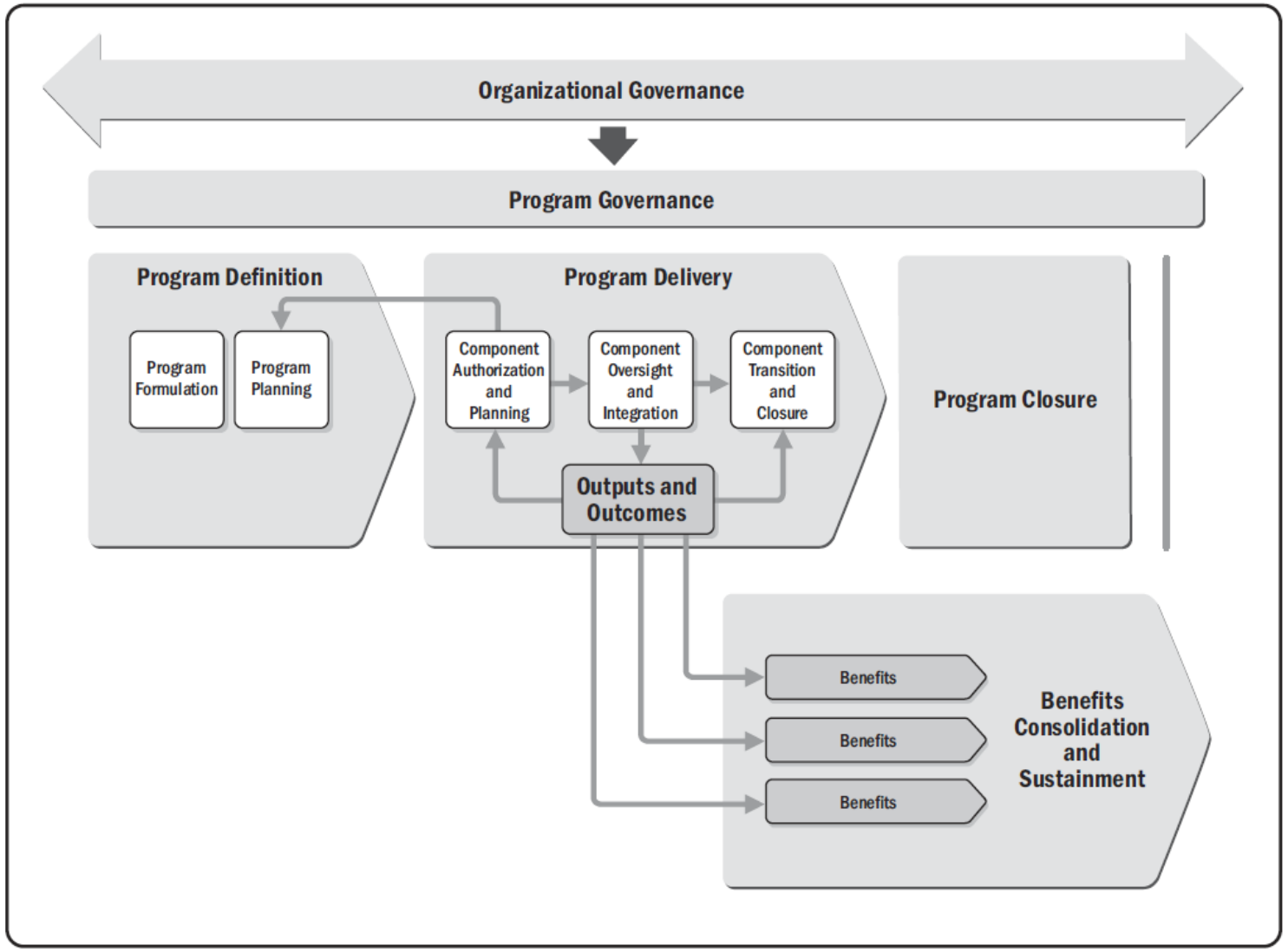
2. Program Management

Program Life Cycle



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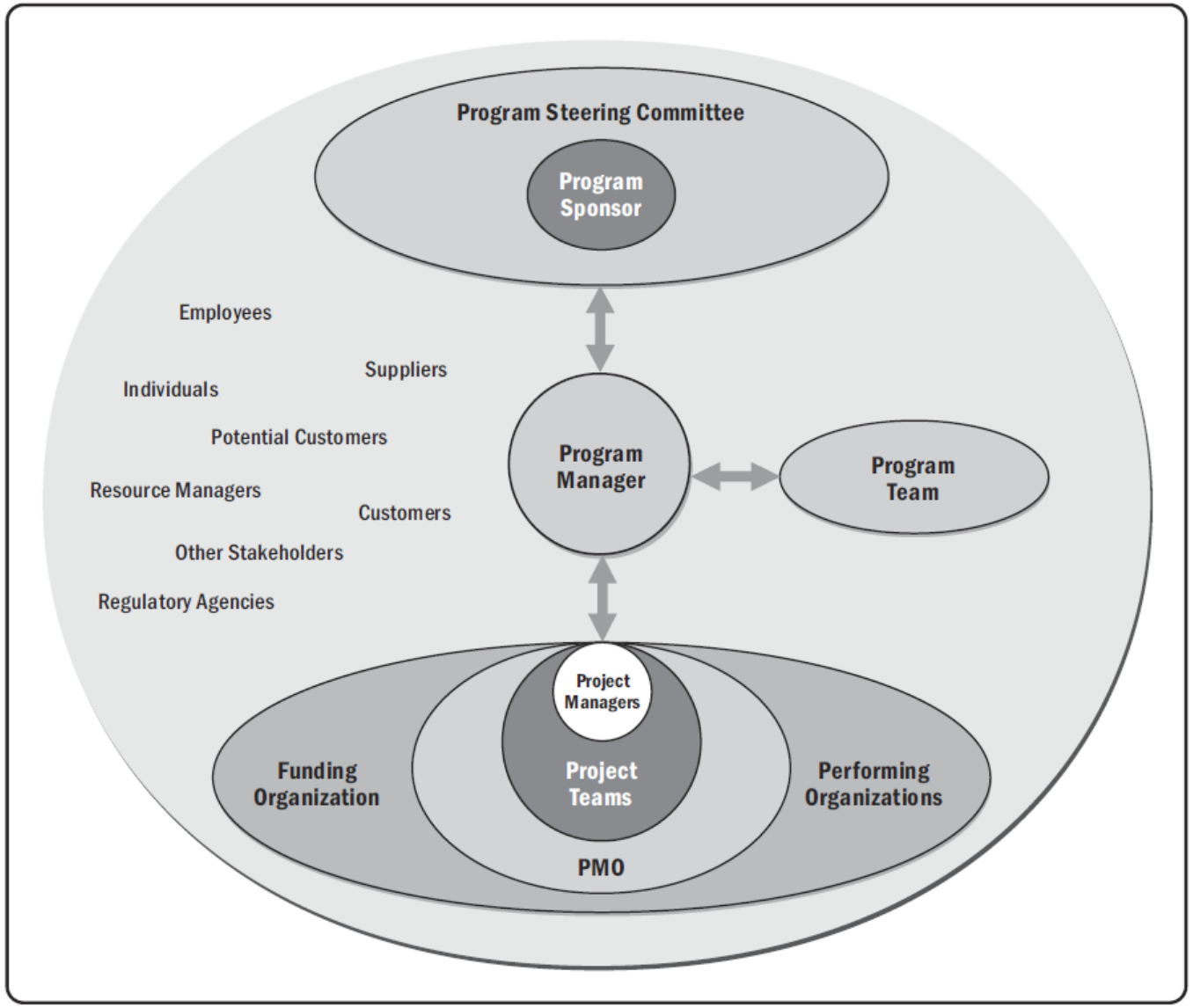
2. Program Management

Program Environment



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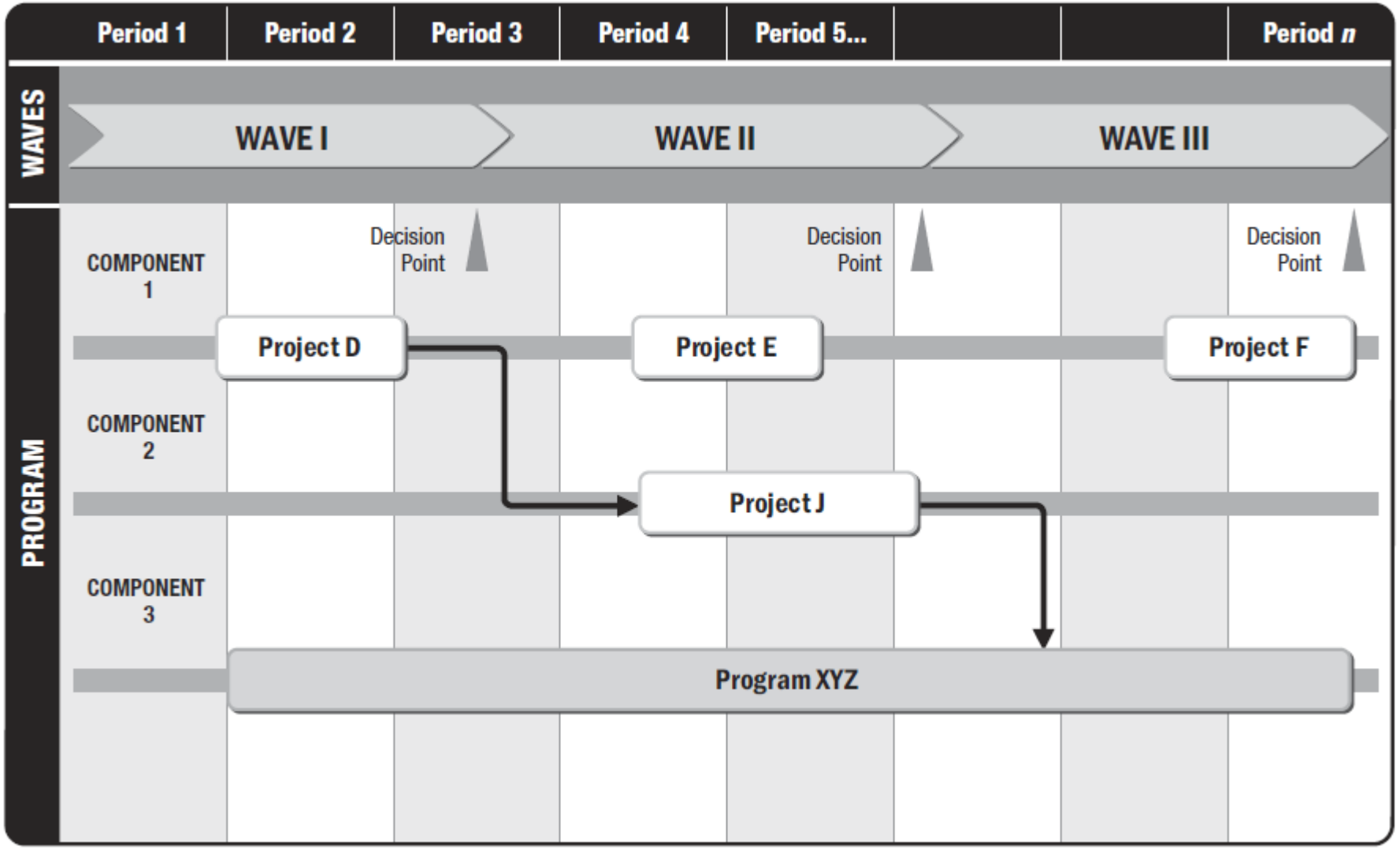
2. Program Management — Program Roadmap Ex.



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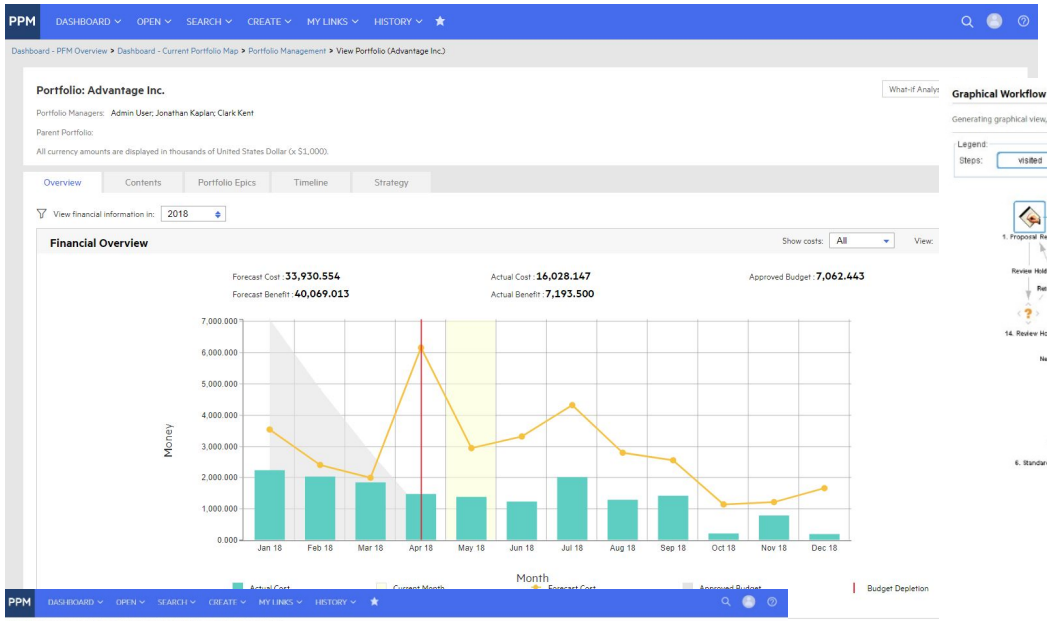
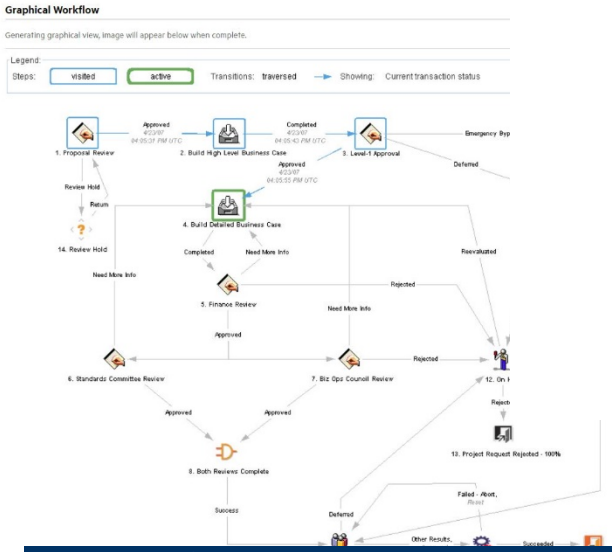
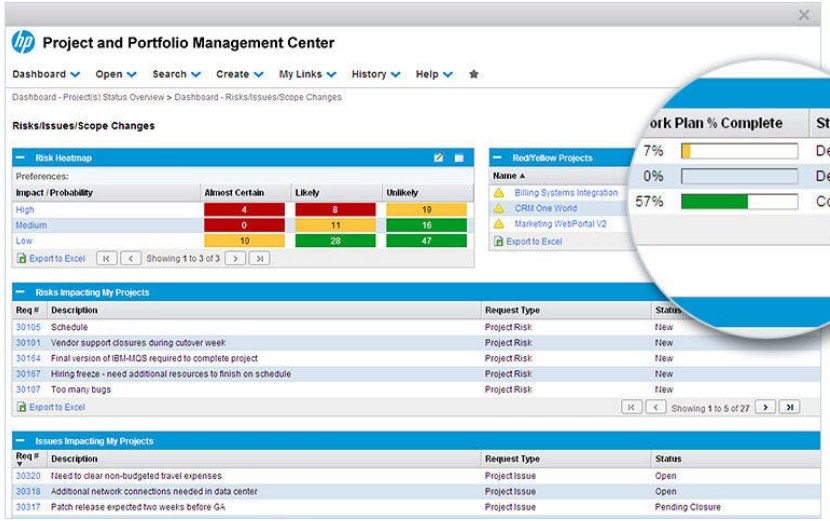
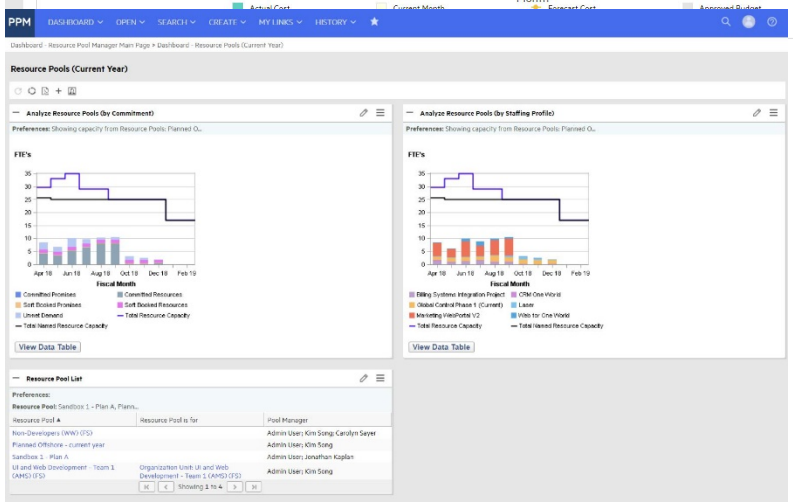
2. Program Management

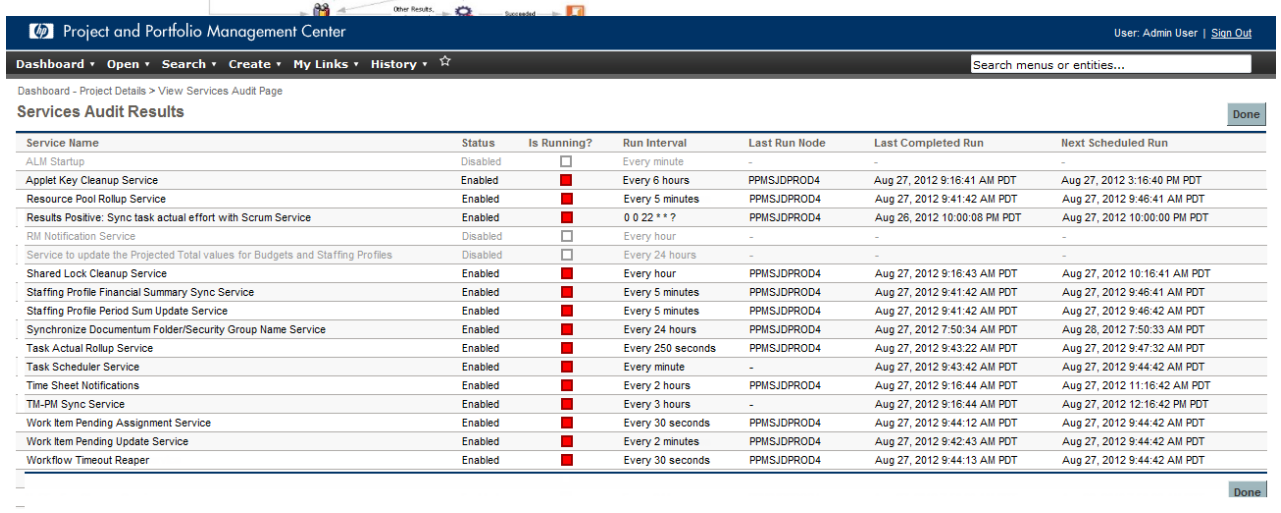
Technology











Service Name	Status	Is Running?	Run Interval	Last Run Node	Last Completed Run	Next Scheduled Run
ALM Startup	Disabled		Every minute	-	-	-
Applet Key Cleanup Service	Enabled		Every 6 hours	PPMSJDPROD4	Aug 27, 2012 9:16:41 AM PDT	Aug 27, 2012 3:16:40 PM PDT
Resource Pool Rollup Service	Enabled		Every 5 minutes	PPMSJDPROD4	Aug 27, 2012 9:41:42 AM PDT	Aug 27, 2012 9:46:41 AM PDT
Results Positive: Sync task actual effort with Scrum Service	Enabled		0 0 22 * * ?	PPMSJDPROD4	Aug 26, 2012 10:00:08 PM PDT	Aug 27, 2012 10:00:00 PM PDT
RM Notification Service	Disabled		Every hour	-	-	-
Service to update the Projected Total values for Budgets and Staffing Profiles	Disabled		Every 24 hours	-	-	-
Shared Lock Cleanup Service	Enabled		Every hour	PPMSJDPROD4	Aug 27, 2012 9:16:43 AM PDT	Aug 27, 2012 10:16:41 AM PDT
Staffing Profile Financial Summary Sync Service	Enabled		Every 5 minutes	PPMSJDPROD4	Aug 27, 2012 9:41:42 AM PDT	Aug 27, 2012 9:46:41 AM PDT
Staffing Profile Period Sum Update Service	Enabled		Every 5 minutes	PPMSJDPROD4	Aug 27, 2012 9:41:42 AM PDT	Aug 27, 2012 9:46:42 AM PDT
Synchronize Documentum Folder/Security Group Name Service	Enabled		Every 24 hours	PPMSJDPROD4	Aug 27, 2012 7:50:34 AM PDT	Aug 28, 2012 7:50:33 AM PDT
Task Actual Rollup Service	Enabled		Every 250 seconds	PPMSJDPROD4	Aug 27, 2012 9:43:22 AM PDT	Aug 27, 2012 9:47:32 AM PDT
Task Scheduler Service	Enabled		Every minute	-	Aug 27, 2012 9:43:42 AM PDT	Aug 27, 2012 9:44:42 AM PDT
Time Sheet Notifications	Enabled		Every 2 hours	PPMSJDPROD4	Aug 27, 2012 9:16:44 AM PDT	Aug 27, 2012 11:16:42 AM PDT
TM-PM Sync Service	Enabled		Every 3 hours	-	Aug 27, 2012 9:16:44 AM PDT	Aug 27, 2012 12:16:42 PM PDT
Work Item Pending Assignment Service	Enabled		Every 30 seconds	PPMSJDPROD4	Aug 27, 2012 9:44:12 AM PDT	Aug 27, 2012 9:44:42 AM PDT
Work Item Pending Update Service	Enabled		Every 2 minutes	PPMSJDPROD4	Aug 27, 2012 9:42:43 AM PDT	Aug 27, 2012 9:44:42 AM PDT
Workflow Timeout Reaper	Enabled		Every 30 seconds	PPMSJDPROD4	Aug 27, 2012 9:44:13 AM PDT	Aug 27, 2012 9:44:42 AM PDT

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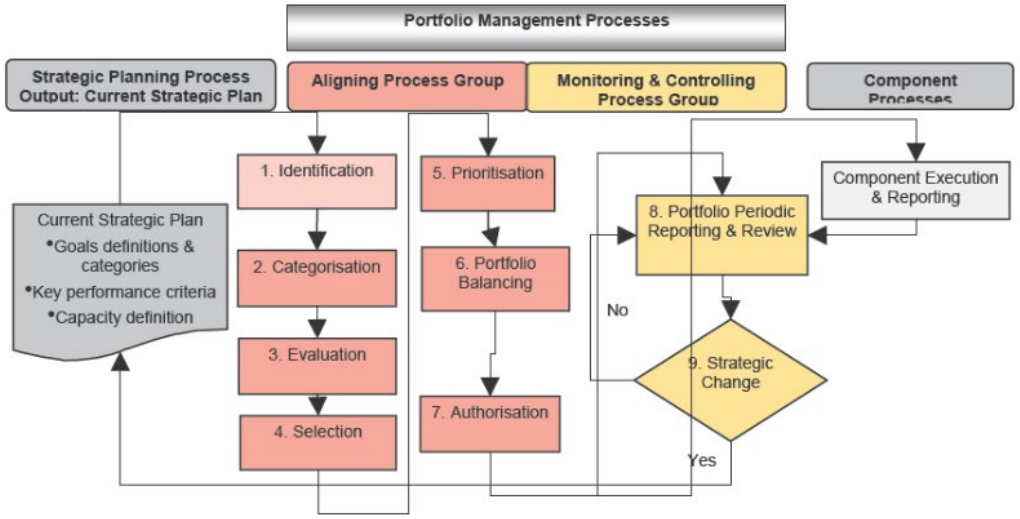
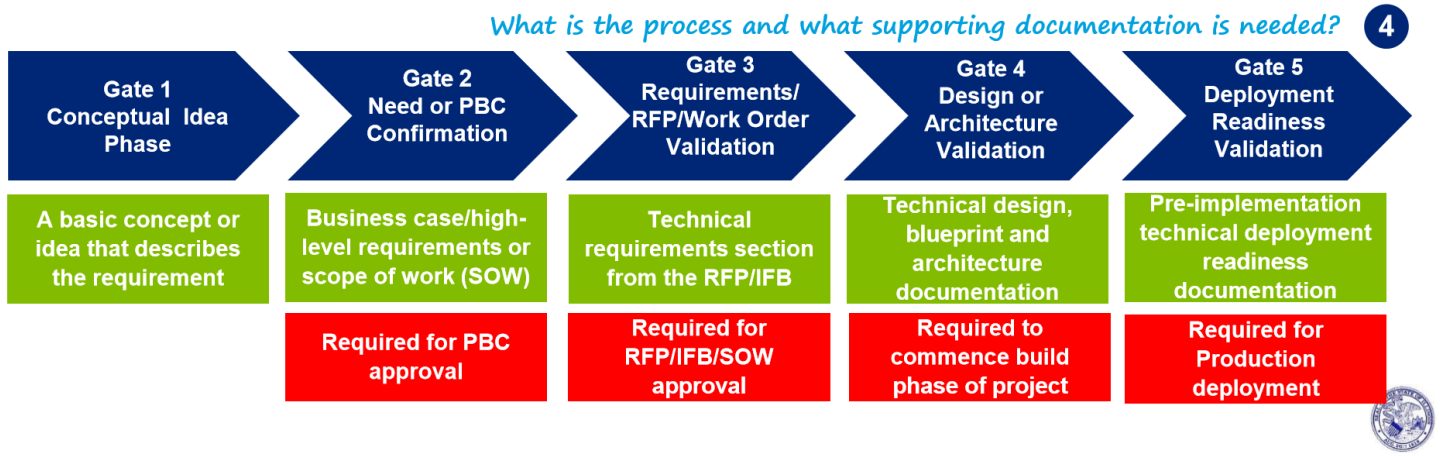
PMO - A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. (**Portfolio Management Office, Program Management Office, and Project Management Office**)

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.





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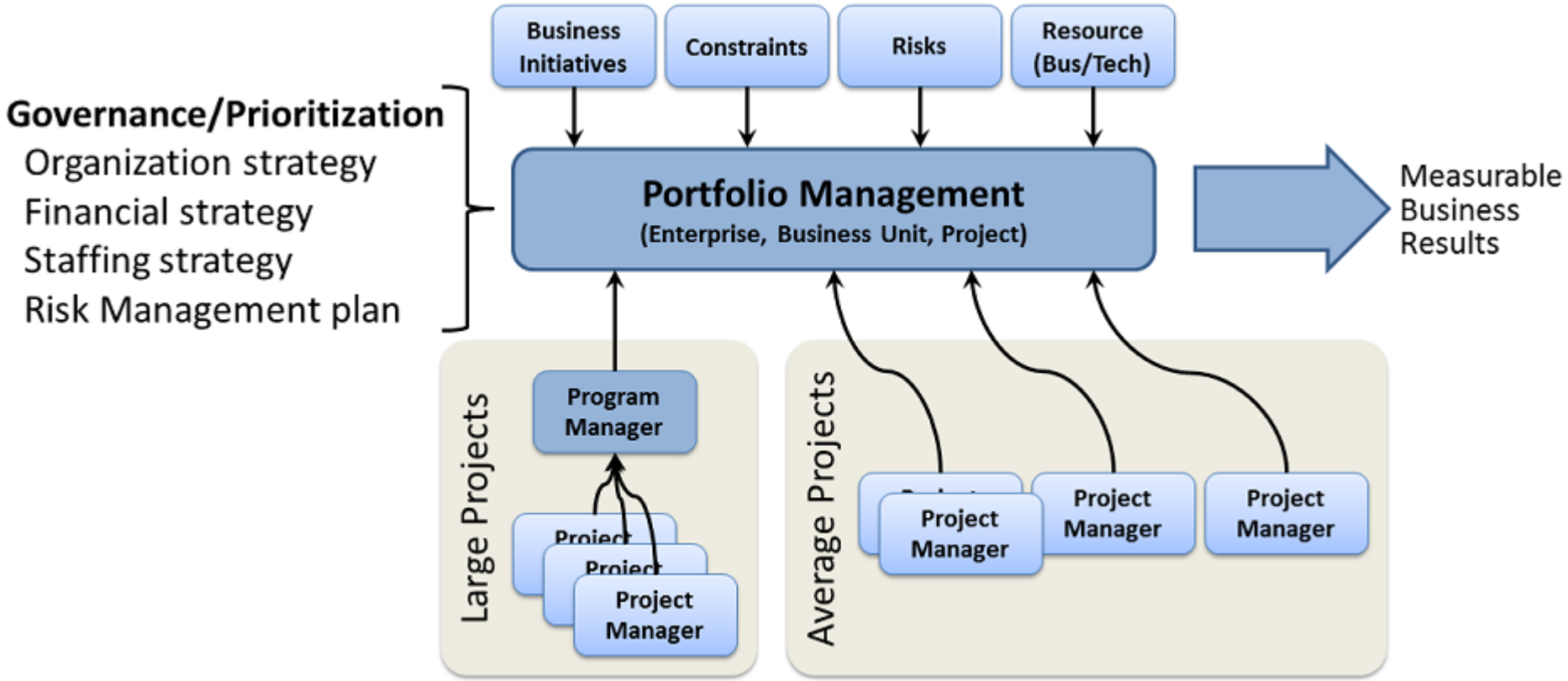

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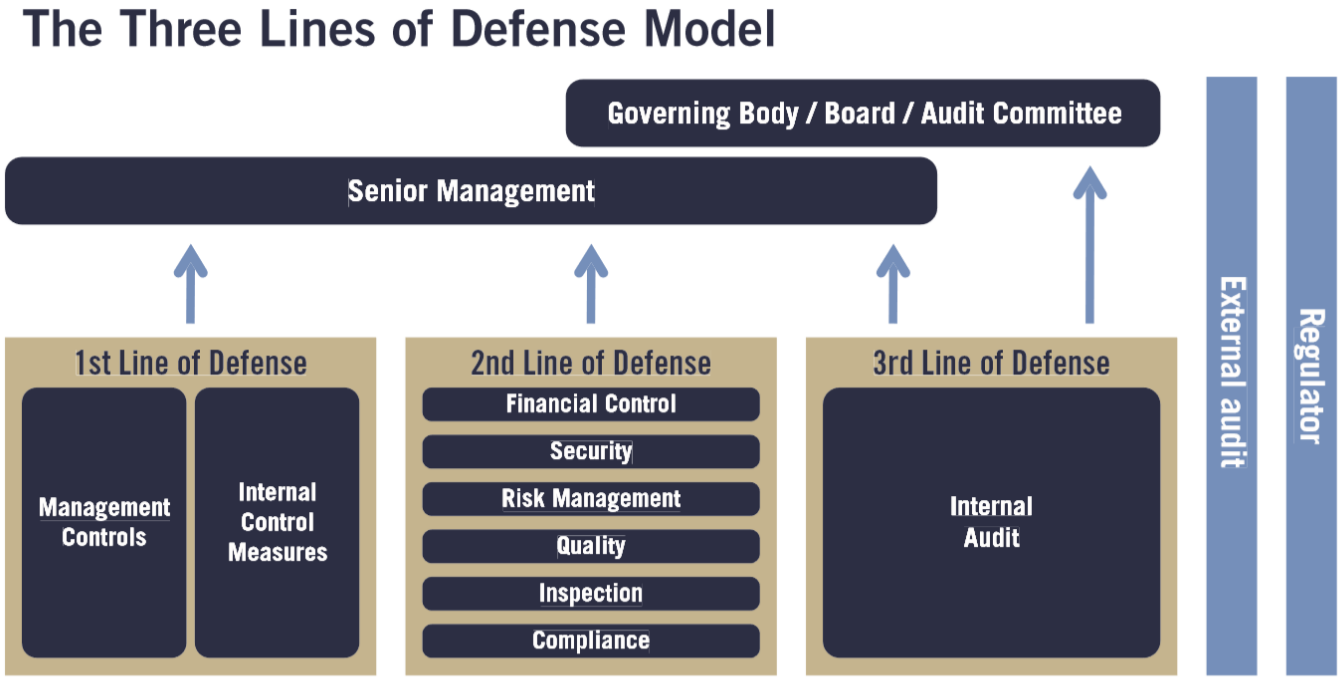

Adapted from ECIIA/FERMA *Guidance on the 8th EU Company Law Directive, article 41*

"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)

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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.

The Gate Process
There are five gates.
Each gate builds upon the previous gate.

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

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Thank you

Amy.Delcomyn@Illinois.gov
www.linkedin.com/in/amydelcomyn

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