Minutes

## Weshington State - Office of the Chief Information Officer

Members present:

Jim Weaver, Chair Si Butch Leonardson (Webex) Paul Moulton (Webex) Jeff Paulsen

Staff: Sue Langen

ΤΟΡΙϹ	LEAD	NOTES
Welcome and Approve Minutes from Jan. 10 Meeting	Jim Weaver	The WebEx recordings of these meetings have always been posted to our website. In addition, we'll need to post minutes moving forward. The minutes from the January 10 meeting were approved.
The Office of the Chief Information Officer (OCIO) has hired Plante Moran to	Sue Langen	Rajiv Das reviewed the four objectives
research and provide recommendations by June 30, 2019, to redesign the Project Approval and Oversight process. They will research best practices, review existing	Cammy Webster	for this brainstorming session. He collected feedback from each of the
OCIO methods, facilitate stakeholder engagements and document the proposed		members present. The following is a
redesign. Results will inform improvements and potential changes to existing		summary of that feedback:
policies which could be incrementally introduced in the future. The following will help guide the discussion:		
	Plante Moran Staff:	What is your ideal role for the TSB?
1. Introductions	Rajiv Das,	<ul> <li>Want agencies to engage with industry loaders who have had</li> </ul>
2. Work Session Objectives	Management Consultant	industry leaders who have had the same type of challenges we
3. Role of the TSB		are facing and be able to share
a. What is your ideal role for the TSB?		<ul> <li>their lessons learned</li> <li>Better communications with</li> </ul>
		labor union members

Thursday, April 11, 2019 1500 Jefferson St. SE, Olympia / 1<sup>st</sup> Flr /Presentation Rm 10:00 a.m. – 12:00 p.m.

## 4. Risk Assessment and Management

- a. The current approval and oversight process applies to projects considered to be higher risk and based on 18 risk criteria. What else should be considered (other than risk, e.g., \$ threshold, new technology, complexity) when determining which projects would benefit from oversight?
- b. What other criteria should we consider that allows us to model and right-size oversight instead of one-size-fits-all?
- c. How effectively do you feel project risks are identified with the current processes?
  - Strengths
  - Pain points and opportunities for improvement

- Meeting information needed in advance in order to form thoughts and clearly define expectations from chair
- Staff to TSB should provide all members briefing prior to meetings
- Add non-negotiable parts of a project to a template for all projects; add discipline and rigor to expectations of projects that come before the TSB and stay consistent
- Provide more information on how all projects are doing earlier in the process
- Better understanding of criteria for state technology selections supports architectural and integration strategy

Risk Assessment

- Projects should be aligned with organizational strategies
- Have requirements no matter the risk; end of life systems; prioritize projects through executive committee
- Budgeting is easier in private sector and shared example where priority was to keep the lights on and amaze the customer, resulted in radical reduction in cost

## 5. Project Approval and Oversight Process

- a. When bringing projects to the board for review, what criteria would you like the OCIO to consider when prioritizing project reporting? Project using exemplary practices? Projects that lack a strong executive sponsor? High profile and high budget? Projects that OCIO identified as RED?
- b. How well is the current Project Approval and Oversight process meeting your objectives?
  - Strengths
  - Pain points and opportunities for improvement

- Include legacy systems, small agency projects,
- Objective risk assessment based on budget; subjective based on track record, etc.
- One-size fits all is not practical
- Clear criteria for consistency
- Governance
- Not a lot of insight into maintenance and operations in process
- Technology integration is important
- Feasibility study discipline has been lost

## Project Approval & Oversight Process:

- Board currently delegates approval back to OCIO – does this need a revisit
- Create a dashboard for projects to self-evaluate on executive sponsorship, PM quality, readiness of tech team and domain experts/business analysts, and team health
- Include agency, QA and OCIO assessment
- State's biggest opportunity is project execution
- Inconsistent projects status reporting between agency and QA

Public Comment	No public comment.
6. Closeout	<ul> <li>Have clear accountability through executive sponsor and PM, then let team do the job; reduce bureaucracy</li> <li>Need to plan incremental changes to the process, not all at once</li> <li>Implement phased approvals</li> <li>Include more visibility into operations side of a project</li> <li>In addition to TSB feedback, the OCIO is also talking to legislators, legislative staff and agencies</li> </ul>
	<ul> <li>More opportunity to at technical implementation early on in the project</li> <li>The emphasis on readiness is working well</li> <li>There is a misunderstanding of what agile really is</li> </ul>