

Technology Services Board Portfolio and Policy Subcommittee Meeting

August 8, 2019
10:00 a.m. - Noon



WA • Office of the

Chief Information Officer

AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Jim Weaver	Introductions	10:00
Approve Minutes from July 11 Subcommittee Meeting	Jim Weaver	Approval	10:04
Plante Moran - Project Approval and Oversight Process Assessment <ul style="list-style-type: none"> • Rajiv Das, Management Consultant • Adam Rujan, Engagement Partner 	Sue Langen Cammy Webster	Facilitated discussion to prioritize recommendations	10:05
IT Project Gated Funding Process Overview	Sue Langen Derek Puckett	Overview of 2019-21 process	11:05
Public Comment			11:55

Current TSB Portfolio & Policy Subcommittee Members

Industry Members

Butch Leonardson – Leonardson Leadership Svcs (webex)
Paul Moulton – Costco (webex)

Legislative Members

Rep. Zack Hudgins - House D
Rep. Matt Boehnke – House R (webex)
Sen. Patty Kuderer - Senate D (webex)

Executive Branch (Agency Directors)

Jim Weaver – State CIO and TSB Chair
Vikki Smith – DOR
Tracy Guerin – DRS

Other Government

Jeff Paulsen – Labor Rep

Blue – members present
Black – members absent

Welcome/Approve 7/11 minutes



plante moran | Audit. Tax. Consulting.
Wealth Management.

Project Approval and Oversight Process Assessment

Technology Services Board Meeting | August 8, 2019



Agenda

1. Assessment Background and Objectives
2. An Inclusive Approach to Discovery
3. Building on a Strong Foundation
4. Key Findings
5. Significant Recommendations
6. Managing the Change
7. Next Steps



Assessment Background

The OCIO plays a key role in ensuring projects align with business goals and priorities, achieve success in meeting those business goals and priorities, and are completed within approved scope, schedule, and budget. To meet these objectives, the OCIO seeks to improve the identification of major projects, the processes for approving these projects, and the subsequent oversight of these projects.

In March 2019 the OCIO engaged Plante Moran to conduct an independent assessment of existing project approval and oversight processes and practices, statutes and policies, and supporting tools, and to develop recommendations for an improved model based on the best practices of implemented models in other states and similarly large, complex government organizations.



Objectives

1. Increase early project visibility and OCIO engagement with agencies
2. Refine the project risk assessment to incorporate the best practices of industry and peers
3. Redesign the current “one size fits all” oversight model to a more scalable model for projects of different sizes, risk levels, and complexities
4. Enhance technical oversight
5. Better support project phasing or gate approvals
6. Define strong, consistent metrics to track projects and the impacts of interventions over the life of the project



An Inclusive Approach to Discovery

- Legislative interviews
- Office of Financial Management (OFM) interviews
- Technology Services Board (TSB) focus group
- Agency focus groups
- State CIO and OCIO interviews
- Quality Assurance (QA) Provider Summit
- Benchmark survey
- Document review



Building on a Strong Foundation

1. The OCIO's Information Technology's (IT) Transparent: Project Dashboard provides transparency around major IT projects in Washington State
2. The State has a formal oversight process, dedicated oversight resources, and governing statutes that provide clear authority for oversight
3. Project oversight is risk based
4. The State is pursuing financial gating of projects

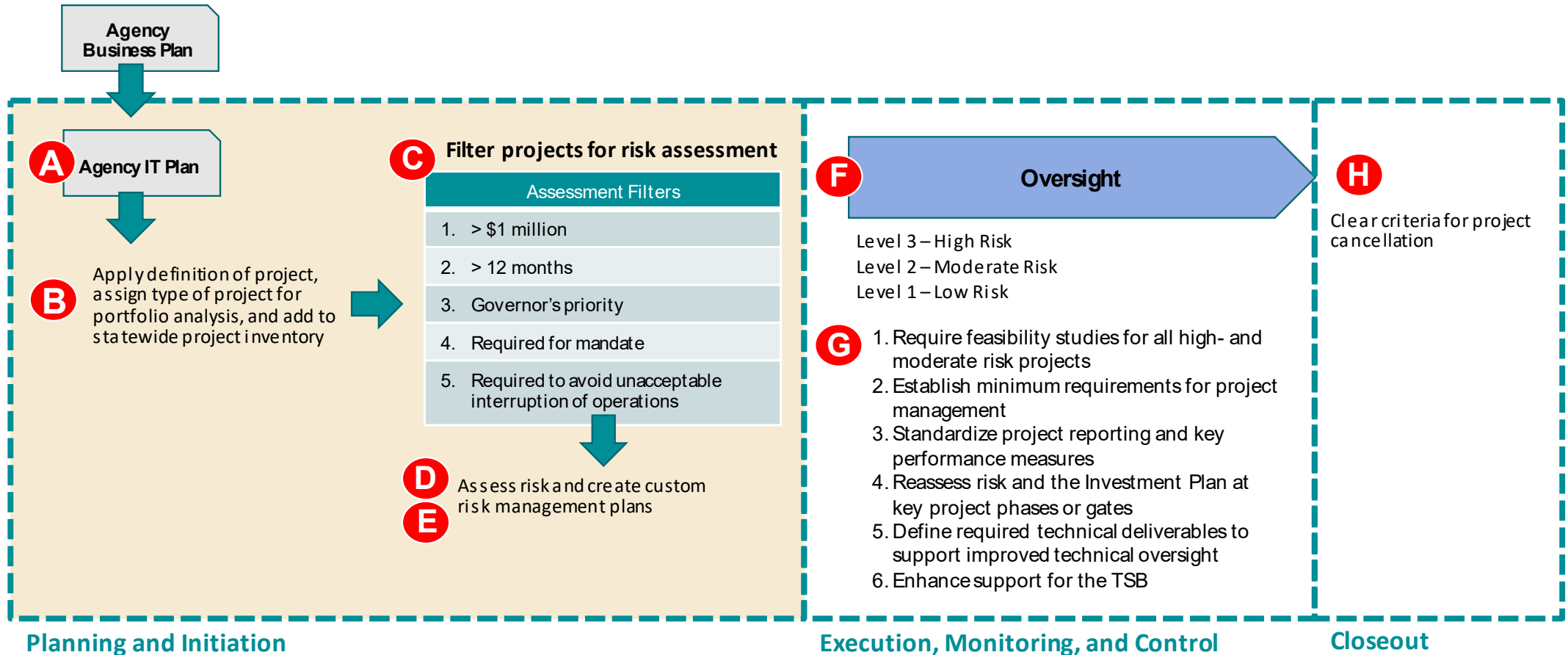


Key Findings

1. Current practice does not provide early visibility into agency projects
2. Project risk assessments are not uniformly or consistently performed, and the assessment process misses some best practice measures of risk
3. Current project oversight is “one-size-fits-all”
4. There is often inadequate documentation to support consistent technical oversight of projects
5. The investment planning process does not effectively support phasing or gate approvals
6. Reported project health measures and status definitions are inconsistent
7. Revisions to Policy 121 removed project categories and levels of oversight counter to best and peer practice

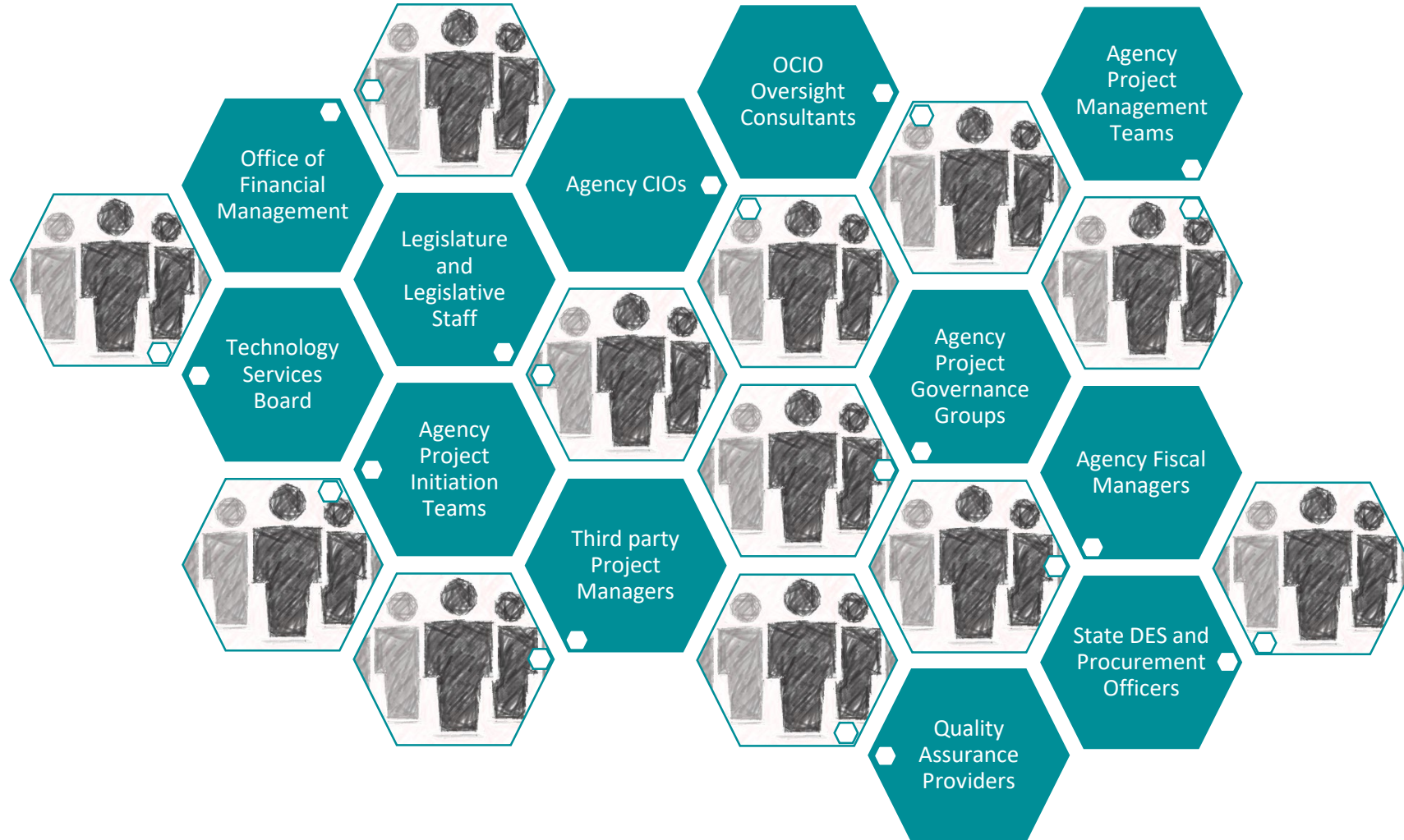


Significant Recommendations





Managing the Change



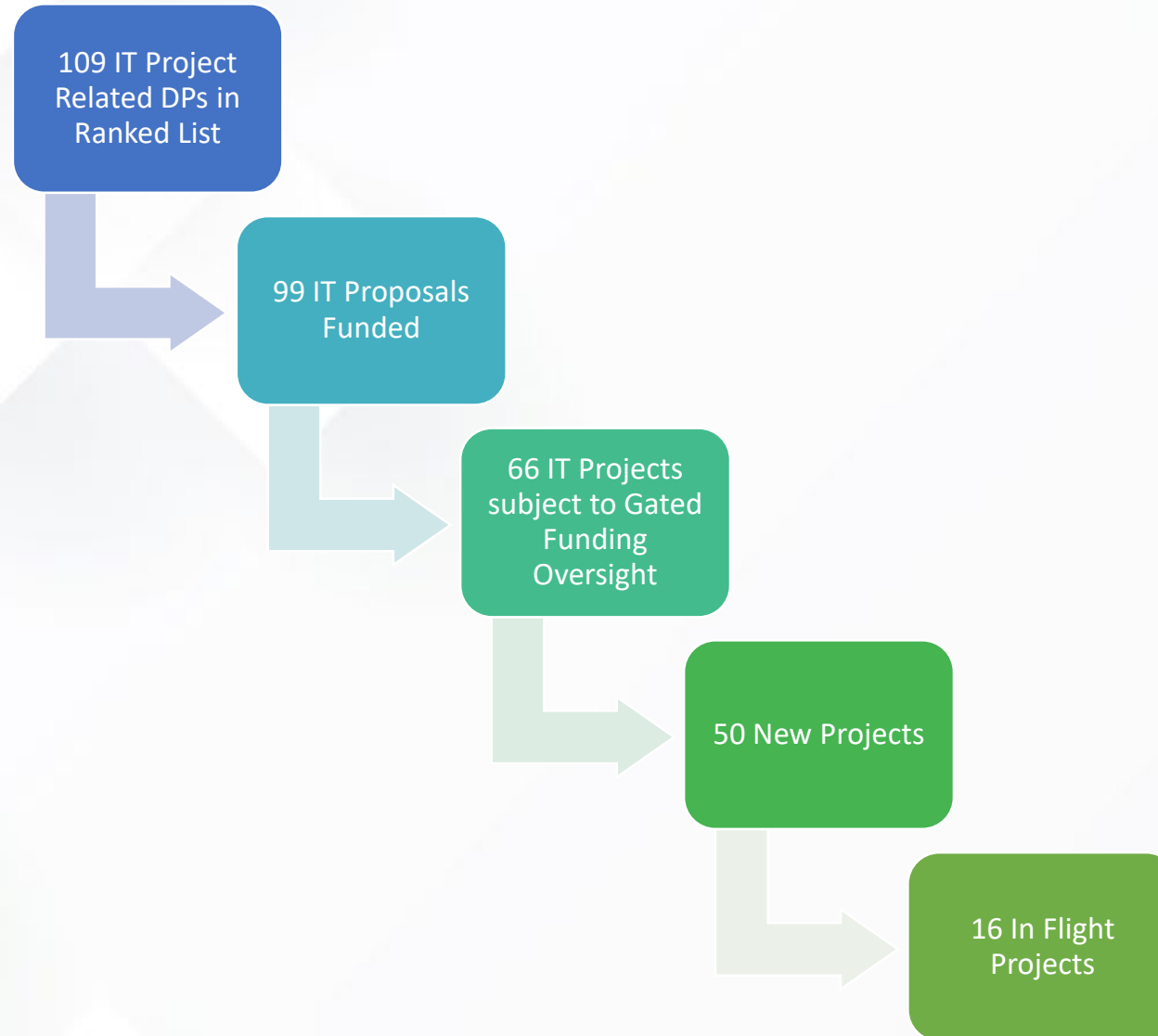


Next Steps

	2019 July – December	2020 January – June	2020 July - December	
Approval and Oversight Processes and Practices	<ul style="list-style-type: none"> Clarify the definition of IT “project.” Refine the project intake, assessment, and oversight process. Clearly define the responsibilities and services of the OCIO oversight team and communicate the role of oversight consultants. Enhance support for the TSB in its role in the oversight process. 	<ul style="list-style-type: none"> Align risk assessment, investment planning, and oversight activities with the project or application delivery life cycle. 		<p>Scalable oversight process for projects of different size, complexity, and risk</p> <p>→</p> <p>Policies to govern risk-based oversight levels and activities</p> <p>→</p> <p>Revised tools to support scalable oversight and streamlined processes</p> <p>→</p>
Governing Statutes and Policies	<ul style="list-style-type: none"> Revise Policy 121 IT Investments— Approval and Oversight and associated procedures to reintroduce risk-based project oversight categories. 		<ul style="list-style-type: none"> Create a future working group to look for opportunities to consolidate and streamline polices. 	
Supporting Tools	<ul style="list-style-type: none"> Refine the IT Project Assessment tool. Revise the Investment Plan tool. 		<ul style="list-style-type: none"> Procure and implement an automated project Portfolio Management (PPM) solution. 	

IT Project Gated Funding Overview

19-21 Biennial Budget - Projects by the Numbers



New Requirements for Gated Funding Projects

Increased Financial Oversight

- Projects must establish dedicated coding to track project costs
- Agencies must use a standard technology budget template for their projects

Holdback Clause

- Funds requested at each gate are subject to a 15% holdback until gate deliverables are certified

Public Reporting

- OCIO will report publicly on fiscal performance of projects on a monthly basis

Communication Strategy

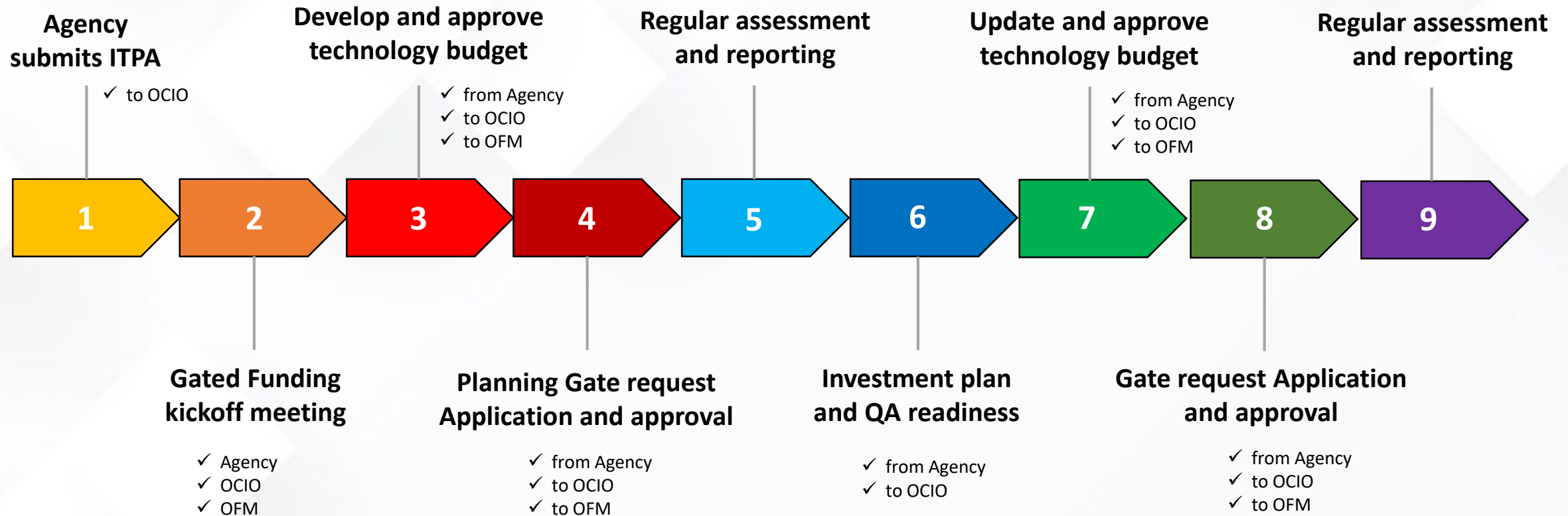


- OCIO led 8 trainings attended by about 300 project staff

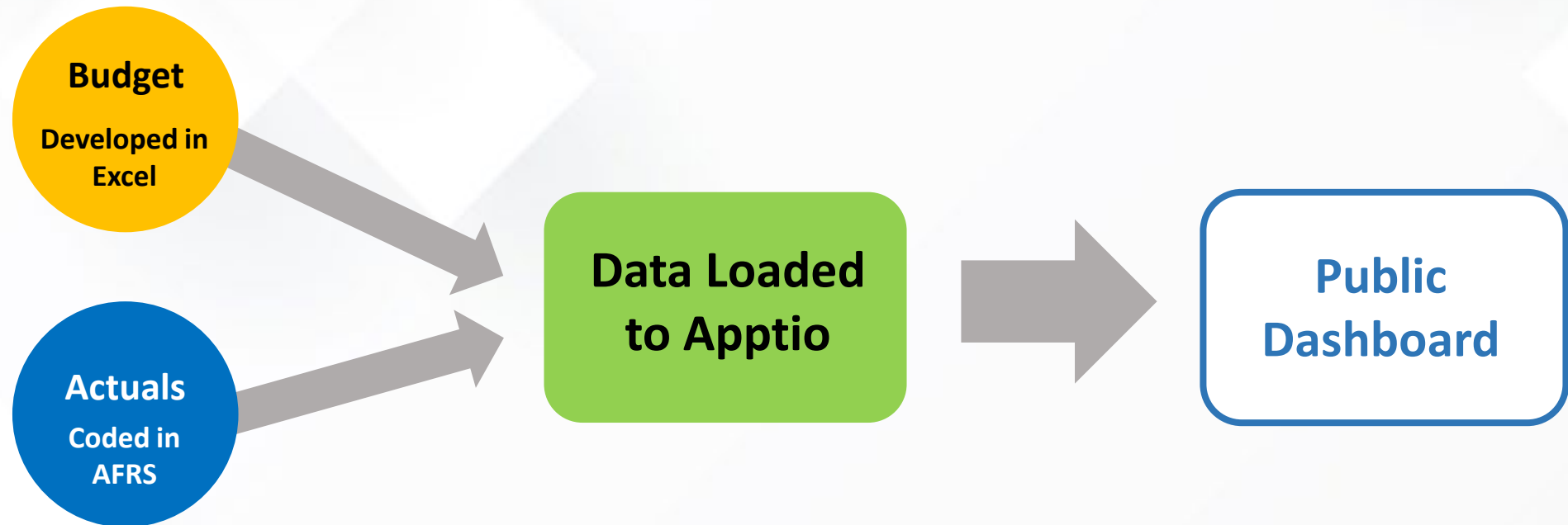
- Dedicated page on website for gated funding materials and required templates

- Video guide developed specifically for the complex technology budget template

Gated Funding Process



Financial Reporting Workflow



Public Comment
