



# State of Colorado's Enterprise Portfolio Project Management Office

## Accomplishments Since Inception

August 2009 to December 2010





# The Enterprise Portfolio Project Management Office (EPPMO) was created in August 2009

The EPPMO was established to provide project management best practices, standardized reporting, templates, tools and training to state agencies. These will be accomplished through:

- The consistent application of sound project management principles
- A cost-effective investment strategy

This will lead to continuous improvement, repeatable results and a greater probability of successful projects



## A team of state certified project managers created the EPPMO Strategic Plan, which includes:

- Guiding principal
- Vision
- Mission
- Four objectives





## EPPMO's Guiding Principal

Provide tools and oversight enabling the State of Colorado Executive Management to effectively manage the overall portfolio of IT-enabled investments through:

- Alignment with strategic objectives
- Greater visibility of business value
- Better allocation of resources
- Prioritization, evaluation, selection, deferment or rejection of activities
- Comprehensive performance monitoring and reporting



## Our Vision

Through the delivery of services to Colorado State Departments ensure the State of Colorado's overall portfolio of IT enabled investments is aligned with and contributing optimal value to the State's strategic objectives.

## Our Mission

We provide IT Project Management services in support of the delivery of quality services to Colorado citizens. We do this through best practices, partnerships, leadership, and oversight of information technologies and business practices.



## EPPMO's Strategic Objectives

- Alignment with state-wide strategies
- Optimization of resources
- Optimization of business practices
- Enabling staff to optimally support the vision and the mission



## Accomplishments from August 2009 to December 2010

- Implemented new business model
- Established operations
- Created new communications structure
- Broadened staff training
- Established governance framework for high profile/high risk projects
- Instigated outreach to every agency
- Expanded Project Management Users Group





## Implemented new business model

Created the Enterprise Portfolio Project Management Office (EPPMO) and established three divisions:

- Agency and Enterprise Services
- Infrastructure Services
- Operations

Implemented Project Management Career Path and established new Position Description Questionnaire (PDQ) that:

- Meets State Classified requirements
- Aligns with Project Management Institute (PMI) standards
- Adheres to Federal standards





## Implemented new business model

- Staffed new EPPMO
- Implemented 'self-funded' support model based on standardized Inter-Governmental Agreement (IGA)
- Began the implementation of a new Project Management Framework, including:
  - Portfolio management
  - Project templates for any size of project
  - Standardized project health reporting
  - Standardized project size scaling
  - New project budgeting process



## Implemented new business model

### ➤ Initiated culture changes, including:

- Project Managers are recognized for their value
- Project Managers are requested to support new initiatives
- Partnership between OIT/EPPMO and agencies
- Agencies are asking Project Managers for advice on non-technology projects



## Established operations

- Implemented Standard Project Management Institute Methodology based upon Project Management Body of Knowledge (PMBOK)
- Expanded use of CA Clarity PPM with additional 50-plus users
- Implemented new procedures, including:
  - Project Scaling Worksheet
  - Project Health Worksheet
  - Project Template Matrix
  - Project Initiation process drafted



## Established operations

### ➤ Identified six required policies:

- Implemented Methodology policy
- Submitted for approval Tools policy



### ➤ Staffing initiatives:

- Standardized Project Manager Job Announcements
- Standardized Interview/Oral Board process
- Established a collaborative multi-agency staff selection process
- Implemented a Job Announcement Network



# Created new communications structure

➤ Implemented new web site: [www.colorado.gov/oit/eppmo](http://www.colorado.gov/oit/eppmo)

Colorado The Official State Web Portal

OIT Governor's Office of Information Technology

Colorado The Official State Web Portal

OIT Governor's Office of Information Technology

Executive Governance Committees Project Management Users Group (PMUG) Contact Us

## Enterprise Portfolio Project Management Office

*"Delivering technology through effective management of people, processes, and priorities."*

Welcome to OIT's Enterprise Portfolio Project Management Office (EPPMO) website. The EPPMO was established to provide project management best practices, standard status reporting, templates, tools, and training to state agencies.

Through this site you will find, among other things, information about current projects under the oversight of an Executive Governance Committee (EGC), a resource library for applying our standard project management methodology, and access to both the International Project Management Institute and the Rocky Mountain Mile High Chapter of the Project Management Institute. You can also learn about the Project Management Users Group (PMUG), an invaluable statewide community for improving the quality and success of the project management discipline.

Organization Policies Resource Library

Executive Governance Committees Projects Project Management Users Group

Governor's Office of Information Technology | 601 East 18th Avenue, Suite 250, Denver, CO 80203



## Broadened staff training

- Provided training opportunities to earn in excess of 40 PDU's through seminars, including:
  - Guest speakers for Project Management Users Group
  - Centralized registration for 30 members of staff to attend Rocky Mountain Project Management Symposium resulting in \$6,000 savings on registration fees
  - Supported Colorado Information Management Association (CIMA) with speakers for classes
- Delivered eight self-service training classes through web site
- Deployed new classroom training and online training manual

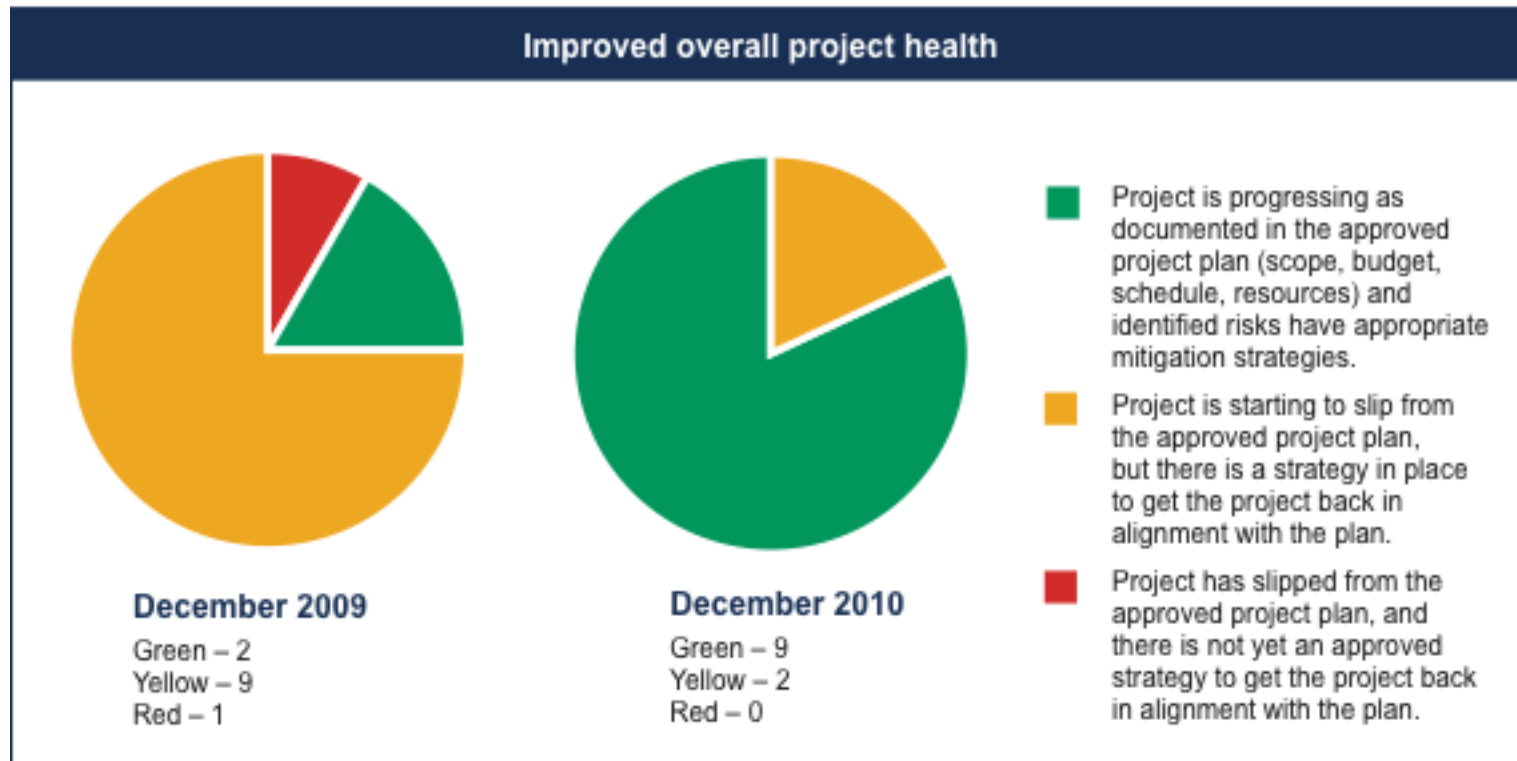


# Established executive governance framework for high profile and high risk projects

- Redesigned Oversight Committee Operations
- Standardized 'certification' process
- Enhanced project review process
- Implemented new dashboard reporting for:
  - Governor and Cabinet
  - Executive Governance Committee members
  - Public website



# Established executive governance framework for high profile and high risk projects







## Established executive governance framework for high profile and high risk projects

- Six projects completed successfully
- Four new projects certified
- Recovered health of **red** rated projects, including:
  - Women, Infants and Children system for Colorado Department of Public Health and Environment
  - Drivers License Refresh for Colorado Department of Revenue
- No failed projects



## Instigated outreach to every agency

➤ Held reviews with each OIT Agency IT Director to:

- Review Agency Project Management processes
- Conduct Agency Project Inventory
- Introduce standard Project Management Methodology
- Introduce EPPMO Project Management Vision
- Assess Agency Project Management Maturity
- Assess Agency Project Management Tools
- Establish Agency OIT Primary Contact
- Implement “Large” project standardized reporting



# Expanded Project Management Users Group

- Updated Charter
- Officers elected
- Expanded membership to more than 150 individuals with representatives from:
  - State of Colorado
  - Colorado cities
  - Colorado counties
  - Other states
- Expanded work groups





## Staff accomplishments

### ➤ Rick Schirado

*Agency and Enterprise Services Manger*

- Established the EPPMO Agency & Enterprise Services Division, on-boarding staff and providing mentoring
- Directed the Executive Governance Committees, enhancing the certification process
- Standardized staff hiring and selection process
- Standardized Inter Governmental Agreement (IGA) for EPPMO services
- Re-certified Project Management Professional (PMP)

### ➤ Cheri Urda

*Senior Project Manager*

- Led the design and development of the EPPMO web site
- Completed the Microsoft Licensing Project leading to financial savings
- Facilitated the Governor's Data Advisory Board by completing the 2010 strategic initiatives and initiation phase
- Supported the Driver's Licensing Refresh Project by creating a cohesive team and completing multiple project phases



## Staff accomplishments

### ➤ John Flick

*Senior Project Manager*

- Managing five major enterprise projects including:
  - Adabas/Natural Modernization
  - Replacement of the Applicant Data System
  - MyGoogle Applications Pilot
  - Microsoft Cloud Pilot
  - Implementation of the Grants Management System
- Participant in the Strategic Planning Work Group
- Supported the hiring of new EPPMO staff

### ➤ Steven Sprague

*Senior Project Manager*

- Re-certified Project Management Professional (PMP)
- Supported the Women, Infants & Children (WIC) project and recovered project health to green by improving quality of vendor's system code
- Gained grant funding for Electronic Benefits Transfer (EBT) project
- Provided project management consulting to non-IT project, WIC Food Rule
- Provided project management training



## Staff accomplishments

### ➤ Rob Molloy

*Senior Project Manager*

- Integrated departmental PMO with other IT groups in bi-weekly meetings and communications
- Leading the project for integrating the use of Microsoft Project and CA Clarity
- Successfully completed Hunting Reservation, Big Game Inventory Management, Hunter Recruitment Modeling, and Easement Monitoring systems
- Established SharePoint sites to improve communication of agency projects and team collaboration

### ➤ Samuel Kelly

*Senior Project Manager*

- Re-certified Project Management Professional (PMP)
- Supporting the Methodology Work Group
- Completed the Unemployment Insurance Digital Hearings Project
- Project Manager for the National Unemployment Insurance Separation of Information and Data Exchange Software Engine project
- Providing Project Management process support to business areas



## Staff accomplishments

### ➤ Jim Shuford

*Senior Project Management Associate*

- Newest staff member to become Project Management Professional (PMP) certified
- Supporting the Method and Process Work Group
- Project Manager Associate for the Low Income Energy Assistance Program (LEAP) Data Integrity project
- Supports CA Clarity PPM as group administrator and active participation in the Users Group

### ➤ Danny Parks

*Infrastructure and Operations Manager*

- Established the EPPMO Infrastructure and Operations Division, on-boarding staff and providing mentoring
- Completed the Colorado Integrated Communications project
- Project Manager for the Colorado State Network project; finalizing the contract after RFP awarded
- Re-certified Project Management Professional (PMP)



## Staff accomplishments

### ➤ Nancy Cassell

*Operations Supervisor*

- Established the Operations unit
- Directing the unit activities including:
  - Strategic planning
  - CA Clarity PPM administration and adoption expansion
  - Training programs
  - Methodologies and policies
- Participant in the Strategic Planning Work Group
- Participant in the Training Work Group
- Coordinated outreach meetings with each Agency IT Director

### ➤ Cindy Kibble

*Senior Project Manager*

- Continuing to serve as CA Clarity PPM System Administrator, including:
  - Implementing multiple new features and Executive dashboards
  - Managing the Users Group
- Provided CA Clarity PPM demonstrations to multiple agencies and interest groups
- Managing three major projects, including Enterprise Endpoint Security; Governance Risk and Compliance and server virtualization
- Supporting the Tools and Technology and Methods and Process Work Groups





## Staff accomplishments

### ➤ Susan McMillin

*Portfolio Project Manager*

- As elected Officer of the PMUG, helping to:
  - Develop new charter
  - Facilitating collaboration with EPPMO
  - Grow project management maturity across the state
- Developed PDQs for the EPPMO
- Delivered multiple Project Management classes
- Managing the Enterprise Endpoint Security project and Office of Cyber Security project portfolio
- Won the PMI Mile High Chapter Project Management Public Speaking Contest

### ➤ Corinne Jones

*Senior Project Manager*

- Successfully completed major enterprise projects including Print Services Migration and Email Filtering
- Managing major enterprise projects including Kronos Implementation and Data Center Consolidation
- Chaired Methods and Process Work Group
- Developed PDQs for EPPMO
- Provided project management mentoring
- Participant in the Strategic Planning Work Group
- Re-certified Project Management Professional (PMP)



## Staff accomplishments

### ➤ Cindi Wika

*Project Management Associate*

- Managed the relocation of the Greeley and Colorado Springs Drivers License regional service centers
- Managed the relocation of the Division of Gaming office to Golden
- Opened new Driver's License Office in Aurora
- Renewed department data/voice cabling contract
- Assumed responsibility of Microsoft SharePoint administrator



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➤ [www.colorado.gov/oit/eppmo](http://www.colorado.gov/oit/eppmo)