

Large Project Delivery - 2020

Who We Are:

A two-member team that oversees the Project Portfolio Risk Management (PPRM), Independent Verification and Validation (IV&V), Project Assurance (PA), and status reporting / visibility for a nearly \$750M+ portfolio of large Information Technology (IT) projects across the State of Indiana (SOI).

Our Mission:

Use standard and consistent processes and tools combined with experience and expertise to help the State of Indiana select the RIGHT large IT projects, procure and contract the RIGHT vendors, plan and execute large IT projects the RIGHT way, and obtain the RIGHT results for large IT projects with focus on taxpayer benefits.

Department: Large Project Delivery

Manager: Bill Baker

When We Were Formed:

One of Governor Holcomb's Next Level Goals for 2018 was to "improve the management and delivery of large-scale information technology projects with more rigorous project reviews and assessments". Team created to develop and implement processes to deliver on that goal for 2018 and beyond. Team expanded in early 2020 to include project manager associate.

What We Do:

PPRM Process - Create, expand, communicate, and maintain PPRM processes for large IT projects in partnership with the Office of Management and Budget (OMB).

Project Oversight - Create, maintain, and oversee State of Indiana IV&V processes templates, manage vendor expectations and performance, and deliver PA services when appropriate.

Reporting and Visibility - Consult with agencies to provide heightened large project visibility through consistent monthly project status updates and by facilitating project reviews for IOT and OMB leadership as needed for just in time guidance.

Risk Consulting - Provide expert guidance to agencies for strategy, planning, procurement documents/processes, and execution for large projects involving IT tools, development, or services.

Procurement/Contract Excellence – Partner with agencies to drive high quality procurements to enhance vendor responses and selection and ultimately drive contracts with enhanced clarity and accountability.

Our Products:

1220 Large Project Consulting

Our Tools:

MS Project Online	Large IT Project dashboard
MS SharePoint Online	Large IT Project site acting as a centralized hub for status information and metrics
Hammerhead Reporting	Large IT Project and Portfolio reporting

Our Metrics:

Large IT Project Schedule and Budget Tracking/Performance

Our Team:

The team consists of a Deputy Chief Administrative Officer – Large Project Delivery and a project manager associate.

Our Customers:

State agencies that are planning or executing large IT projects.

Major Accomplishments:

2017

- Implemented a project dashboard and project sites to enhance visibility of all SOI large IT projects.
- Established and implemented consistent monthly status reporting processes / tools for all SOI large IT projects.
- Implemented new and consistent IV&V process, reports, requirements, and tools to be use for all SOI large IT projects.
- Established internal PA service offering and initial Key Performance Indicators (KPIs) for large IT project delivery.

2018

- Established a PPRM framework for all SOI large IT projects in partnership with IOT and OMB.
- Piloted and deliver PA services for a large IT project in lieu of IV&V.
- Became trusted advisor for large IT project procurement and contract processes and project execution.
- Expanded / Enhance large IT project reporting and visibility.
- Met KPIs for large project delivery for all 12 months in 2018.

2019

- Expanded IV&V vendor list to provide more opportunity during competitive bidding.
- Rescued multiple large projects to salvage successful implementation.
- Expanded Project Assurance and Risk Consulting services in replace of IV&V external services where appropriate.
- Enhance PPRM framework and associated artifacts and enhanced participation/integration into large IT projects.

Current Activities:

- Managing large IT project oversight (both IV&V and PA) delivery, quality, and services for SOI.
- Managing dashboard, monthly reporting, and overall visibility for all 23 active SOI large IT projects.
- Providing risk consulting and managing/delivering PPRM process for all SOI large IT projects.
- Partnering with IDOA to enhance procurement content/process to drive better docs and better vendor selection.