Governance Update

Project Portfolio Management

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Governance & Strategy

November 03, 2017

Purpose

- Provide an overview of project portfolio management (PPM) and how improving governance and maturity in this discipline will benefit NH agencies and the overall enterprise.

- Review current work and planned next steps

- Obtain IT Council feedback

Agenda

- Project Portfolio Management (PPM)
  - definition and benefits
- Statistics and observations
- Where do we stand? What is our PPM maturity?
- Opportunities to improve maturity?
- Next steps
- Summary

Project Portfolio Management

- Definition
  - "Centralized management of one or more project portfolios to achieve strategic objectives."

References: https://www.pmi.org/learning/featured-topics/portfolio

- Benefits (Why would we do this? It's good for the business.)
  - Improves decision making (collaboration/alignment w/strategy)
  - Manage risk of failure/Improve success (business/program impact)
  - Maximize resource use (control & efficiency, understand constraints)
  - Show value to stakeholders (agility, customer satisfaction & focus)
  - Enable repeatable success (establish framework, improve execution)

References: "5 Major Benefits of Adopting an Effective Project Portfolio Management and PMO initiative" by Ian Needs at keyedin.com and pmsolutions.com State of PPM 2013 Research Report

Statistics & Observations

- 2016 PMI Pulse of the Profession - Survey
  - Projects are 2.5X more successful when proven project management practices are used

- 2017 PMI Pulse of the Profession - Survey
  - Organizations that aligned enterprise PMO to strategy reported 38% more projects met business goals, 33% fewer projects were deemed failures

- 2017 Forbes – Article on multitasking
  - "98% of the population does not multi-task very well".
  - Studies show up to a 40% reduction in productivity

References: Project Management Institute - PMI Pulse of the Profession (years 2016 & 2017), at PMI.ORG, Forbes.com – Lisa Quast, "Want to be more productive? Stop multi-tasking"

Where do we stand?

- Program and Portfolio Management
  - Conducted agency maturity assessments
  - (5) Maturity Levels are defined (1=least, 5=most)

- Levels (benchmark for Government ~ 2.6)

- Our estimated score?
  - High 1 to Mid 2 range (in general)
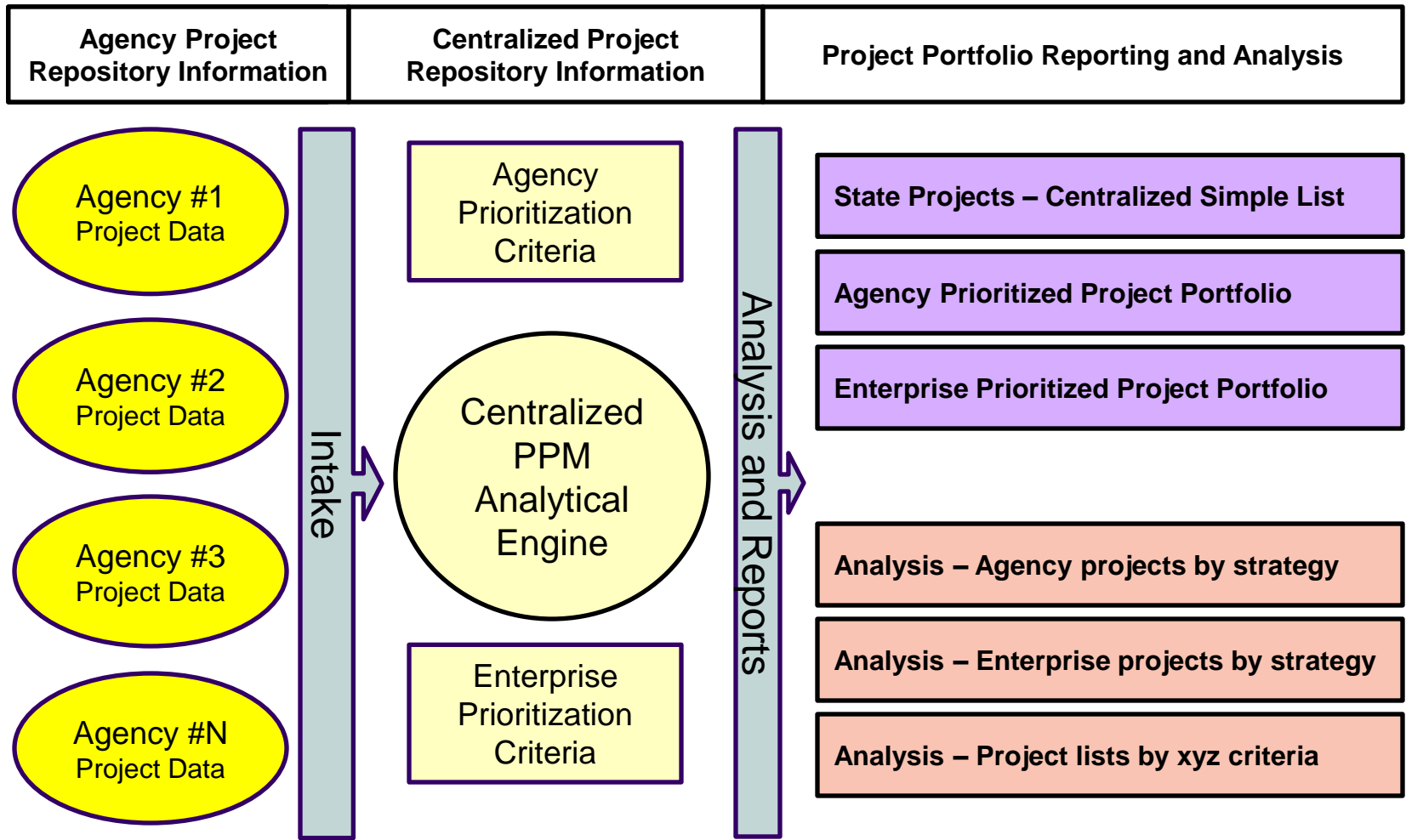 - Individual agencies may vary

Opportunities for Improvement

- **Level 1 - Reactive**
  - Build internal relationships (Managers - IT/Business)
  - Define guiding principles (simple rules)
  - Develop result focused project managers (lead and help standardize, training)
- **Level 2 – Emerging Discipline**
  - Create and manage lists of your projects (basic project portfolio management)
  - Improve planning/project alignment with strategy
  - Improve and tailor processes to meet organizational needs
  - Align IT staff with projects
- **Level 3 – Initial Integration**
  - Prioritizing projects → true portfolio management (focus on value)
  - Only work on what adds value
  - Stop time slicing resources - sequence work properly
  - Focus on scalable project processes: Manage programs (groupings of like-projects)

Next Steps

- Establish a cross-agency discussion/planning forum
  - Project Management Advisory Committee (PMAC - PMO style forum)
    - Include business and IT (all agencies)
    - Promote collaboration on consistent practices/standards/tools
    - Address common challenges & recommend solutions
    - Act on the opportunities for improvement outlined

- Establish action plans
  - Work with PMAC and IT Council/align with strategy (as efforts progress)

- Establish a submission & analysis design
  - Establish central hub (project portfolio data->information->knowledge)
  - Establish consistent updates
  - Establish incremental and sustainable agency and enterprise analysis
  - See high level diagram

Submission & Analysis (Concept)

Agency Project Repository Information	Centralized Project Repository Information	Project Portfolio Reporting and Analysis

Agency #1 Project Data

Agency #2 Project Data

Agency #3 Project Data

Agency #N Project Data

Intake

Agency Prioritization Criteria

Centralized PPM Analytical Engine

Enterprise Prioritization Criteria

Analysis and Reports

State Projects – Centralized Simple List

Agency Prioritized Project Portfolio

Enterprise Prioritized Project Portfolio

Analysis – Agency projects by strategy

Analysis – Enterprise projects by strategy

Analysis – Project lists by xyz criteria

Summary

- Initiate PM Advisory Committee (PMO style forum)
  - Initial Meeting (small group)

- Formalize PM Advisory Committee
  - Define regular cadence
  - Prioritize content discussions (with group input)
  - Expand and grow the group (incremental and sustainable)
  - Make collaborative recommendations (practices, standards, tools)

- Initiate action plans
  - Formalize project submission/analysis flow/design
  - IT Council review(s), agency and enterprise communication

- Define governance & procedures
  - Consistent portfolio analysis and decision making

- Research, obtain, implement a centralized PPM analytical engine

Q&A and Feedback