

Technology Services Board Portfolio & Policy Subcommittee Meeting

January 14, 2016
10:00 am - 12:00 pm



"the consolidated technology services agency -RCW 43.105.006"



AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and opening remarks <ul style="list-style-type: none"> Recap today's goal 	Michael Cockrill	Information	10:00
Current Events – update	Rob St. John	Information	10:05
Policies & Standards <ul style="list-style-type: none"> Quality Assurance Current Policy 132 - Providing Quality Assurance for Information Technology Projects 	Sue Langen	Discussion / Recommendation for Approval	10:10
Improving Project Outcomes – Part 2 – Roadmap <ul style="list-style-type: none"> Overview Roadmap – Process – Charter Review Background <ul style="list-style-type: none"> Statute Current Risk/Severity Matrix Identifying “Major Projects” - activity <ul style="list-style-type: none"> User Experience Fishbowl & 1-2-4-All 	All	Discussion	10:20
<ul style="list-style-type: none"> Wrap up / Next Steps <ul style="list-style-type: none"> Staff: compile research (other states, industry, TSB input) Feb 11 – project reviews 		Information	11:50
Public Comment			11:55
ADJOURN – 12:00 noon			

Current TSB Portfolio & Policy Subcommittee Members

Industry Members

Kris Kutchera - Alaska Airlines*

Butch Leonardson - BECU*

Paul Moulton - Costco

Legislative Members

Sen. Karen Fraser - Senate D

Sen. Mark Miloscia - Senate R

Rep. Derek Stanford - House D

Rep. Chad Magendanz - House R

Executive Branch (Agency Directors)

Michael Cockrill - CIO & Chair

Dave Danner - UTC

Marcie Frost - DRS

Vikki Smith - DOR

Other Government

Bill Kehoe - CIO King County

Jeff Paulsen - Labor Rep

Blue - members present

Black - members absent

OCIO 2016 priorities

OCIO Priorities FY16+

Top 5

1. Project Outcomes
2. Enterprise Architecture
3. Investment Consultation
4. IT Strategy
5. Policies & Standards

Other Priorities

Technology Business Mgmt
Open Data
GIS
SIEC/FirstNet

Policy adoption process



Quality Assurance Policy & Standards

Independent & Qualified QA Provider

- Policy requires managerial & organizational independence of QA
- Standard 132.10 outlines minimum qualification, agencies can add

Readiness Assessment

- Readiness Assessment ahead of Investment Plan
- Standard 132.20 outlines minimum assessment components

Minimum QA Activities Described

- Baseline plan within 30 days, regular monthly reports after
- Standard 132.30 outlines minimum set of assessment areas and the minimum content of the QA report package.

Formalize Relationship with OCIO

- Reports to be delivered directly to OCIO
- OCIO has option to participate in QA selection
- Allows for periodic consultations between OCIO and QA

Emphasize Early Visibility & Timely Actions

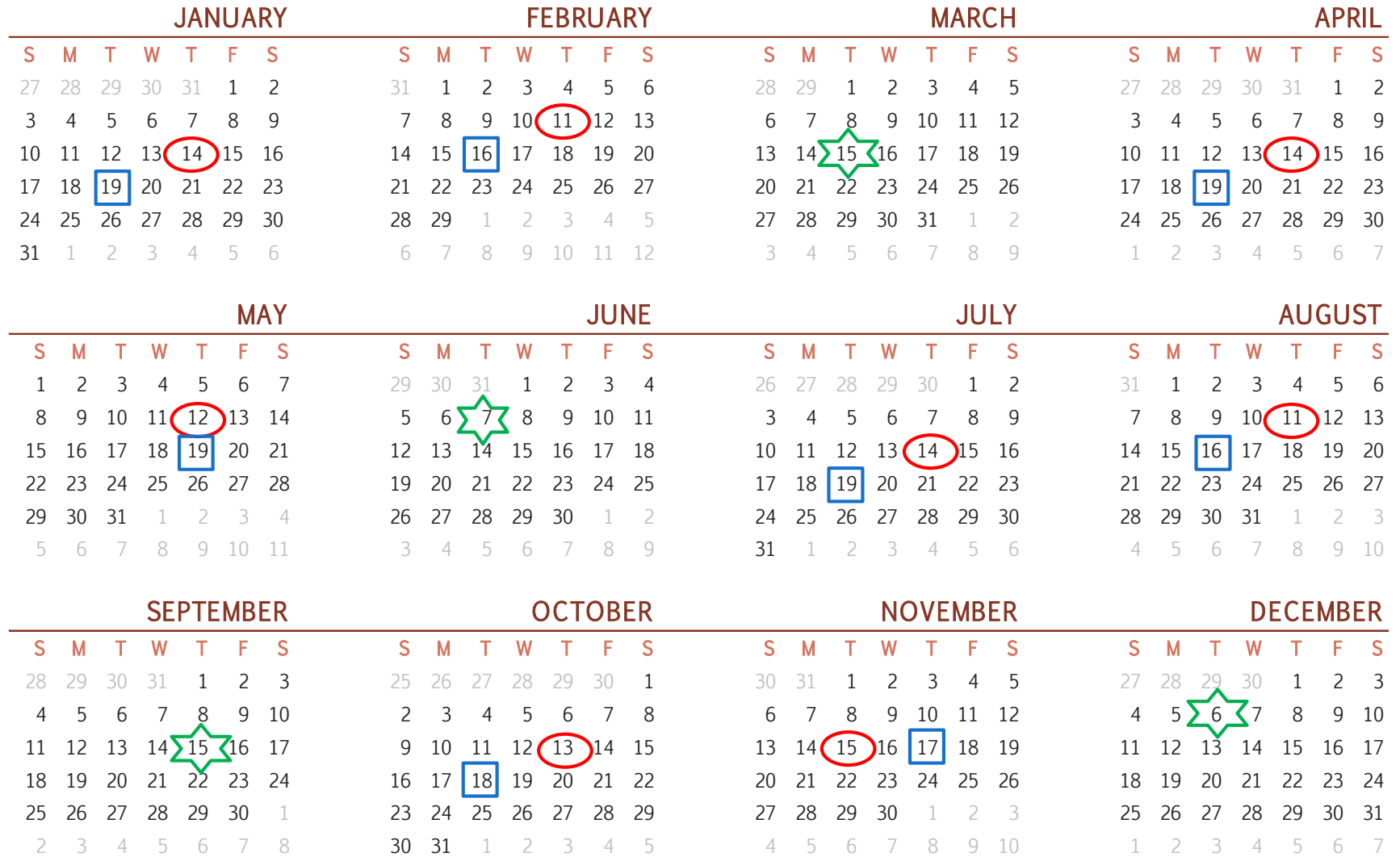
- QA to deliver reports within 10 working days after report month
- QA to post reports to Dashboard within 2 days of delivery
- Agencies to document and publish response activities within 5 days




Formalize Relationship with Project Governance

- QA reports be delivered directly to the Sponsor
- Routine Steering Committee briefings and access to QA reports

Improving project outcomes Calendar

- ▶ 1/14
 - ▶ Identifying Major Projects
- ▶ 2/11
 - ▶ Identifying Major Projects
- ▶ 4/14
 - ▶ Review Major Projects deliverables
 - ▶ Begin Project Oversight
- ▶ 5/12
 - ▶ Project Oversight



- Legend:
-  Portfolio/Policy Subcomm.
 -  Security Subcomm.
 -  Full Board

Improving project outcomes

Critical success factors

Budget

Align technology strategy & public policy

IT strategy

4-6 year projection

Lessons learned

Capital budget model

IT budget pool

Portfolio

Invest in the right things

Enterprise strategies

Modern / Transform

Enterprise resource planning (ERP)

Unified business identifier (UBI)

Humans

eGov

Technology Business Management (TBM)

Delivery

Execute & deliver outcomes

Quality Assurance Done

Risk / Severity

Triggers / major projects to ISB

Process

People/skill

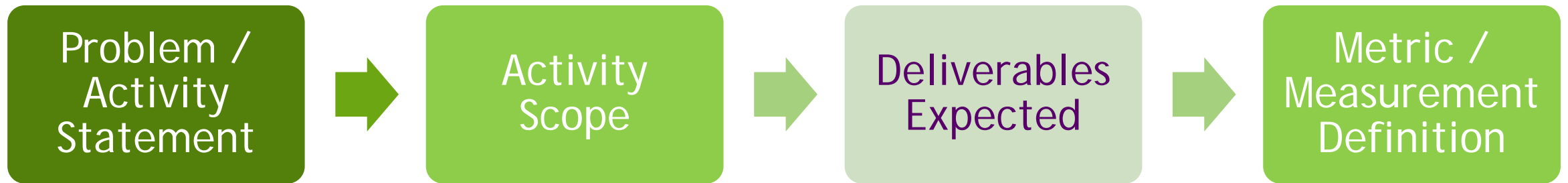
Responsibility

Governance

Project / Program management (PMO)

Taskforce

Improving project outcomes Process



Topic Statement: Are we paying attention to the right projects?

Topic Name: Identifying Major Projects

Description of Activity Scope:

- Review current state: definitions, methods, criteria and timing for evaluating major projects
 - Obtain TSB Subcommittee input and insight on major project characteristics
- Review research from industry and other states
 - Evaluate lifecycle of projects/project risk

Deliverables Expected:

- Updated definition of a major project
- Updated draft criteria for determining major project
- Updated process for major project identification over life of project
- Draft of related content for updated Policy 121 and related procedures
- Metrics / Measurement recommendations

Anticipated Duration: Start January 14; deliver April 14; formal adoption June 7 - TSB

Background - Statute

RCW 43.105.245 - Planning, implementation & evaluation of major projects

- OCIO establishes standards and policies governing planning, implementation and evaluation of projects. Criteria must include (but not limited to) significant anticipated cost, complexity or statewide significance of project.
- OCIO establishes a model process and procedures for agencies to follow in developing/implementing projects. Process may include project oversight experts or panels. Agencies can propose their own, subject to approval. Any processes and procedures shall require distinct and identifiable phases
- OCIO can suspend or terminate a project if project isn't or expected to meet performance standards

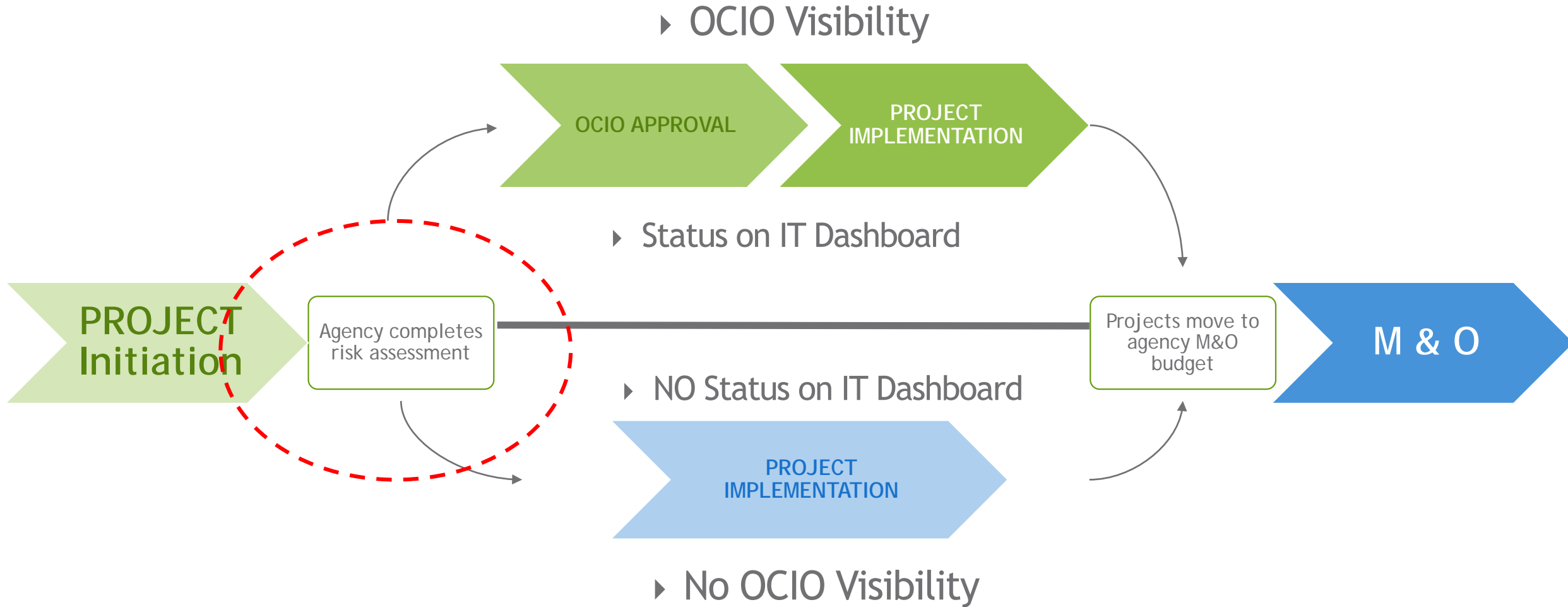
RCW 43.105.255 - Major technology projects and services - Approval

- Agencies obtain approval from OCIO before committing to a major project
- OCIO advises agencies on the spending threshold to be considered a major project

Why identify major projects?

- Increase the likelihood of success
- Transparency to public and authorizing environment
- Manage risks
- Be good stewards
- Provide checks and balances
- Support use of best practices
- What else?

Project lifecycle



Improving project outcomes

Risk based oversight

Severity and Risk Assessment Calculator

Risk/Severity Calculator

[Home](#) » Risk/Severity Calculator

Severity – Impact on Clients (Step 1 /9)

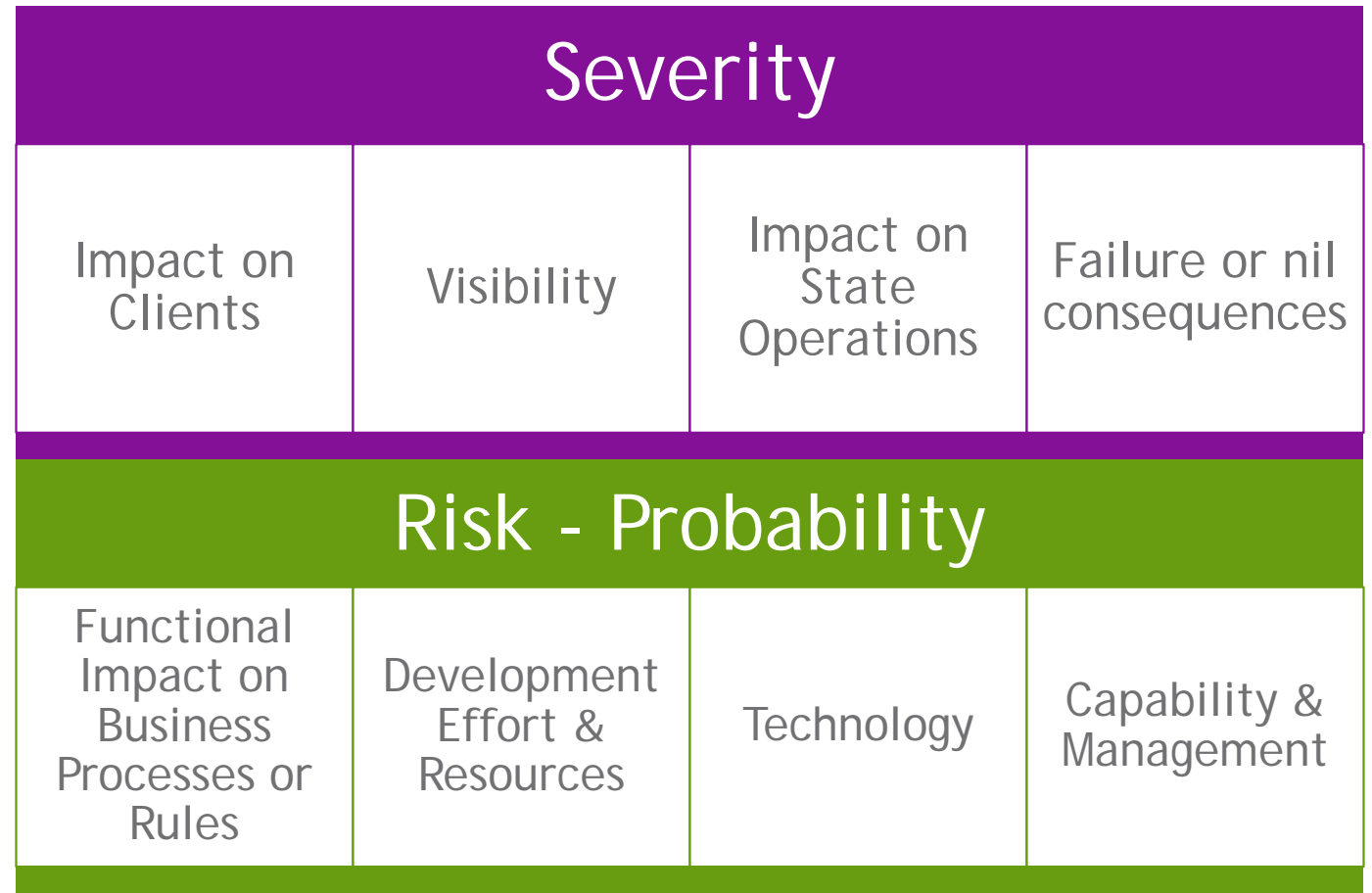
High

 Medium

 Low

High: Direct contact with citizens, political subdivisions, and service providers – including systems that process benefits, payments, and similar transactions.
Medium: Indirect impacts on citizens, political subdivisions, and service providers through management systems that support decisions that are viewed as important by the public.
Low: Agency operations only.

Direct use by citizens, political subdivisions, and service providers (e.g. Medicaid payment systems, online driver's license renewals, reservation systems such as parks and ferries).
 Access by citizens for information and research purposes.



Identifying major projects

User Experience Fishbowl

- Small inside circle surrounded by a larger outside circle
- Invitation – see Discussion questions
 - Inside circle – conversation: describe experience – good, bad, ugly. Informal, concrete, open
 - Outside circle – listen, observe
- Sequence of steps
 - Inner circle conversation – 10-25 min
 - Satellite groups formulate observations & questions – 4 min
 - Q & A – 10-25 min

1-2-4-All

- Start alone, then in pairs, then foursomes, and finally as a whole group
- Invitation - What did you hear? What stood out, similarities, differences, patterns?
- Sequence of steps
 - Silent self-reflection - 1 min
 - Generate ideas in pairs, building on ideas from self-reflection - 2 min
 - Share and develop ideas from your pair in foursomes (notice similarities and differences) - 4 min
 - “What is one idea that stood out in your conversation?” Each group shares one important idea with all - 5 min

Identifying major projects

Discussion questions

- ◆ Given that there are certain projects which might require more attention:
 - ◆ What do they look like?
 - ◆ How do you find them?
 - ◆ Who determined if the criteria was met?

- ◆ What methodologies have you used to identify 'major projects'?
- ◆ Are there thresholds that are important to call out with the risk indicators?
- ◆ What worked? Why?
- ◆ What didn't work? Why?

Wrap up / Next steps

- ◆ Revisit Charter – Are we on track for today’s deliverables?
- ◆ Did session formats work? What can we change or improve?
- ◆ Next meeting
 - Review research from industry and other states
 - Evaluate lifecycle of projects/project risk

Public Comment