



#### 4. Risk Assessment and Management

- a. The current approval and oversight process applies to projects considered to be higher risk and based on 18 risk criteria. What else should be considered (other than risk, e.g., \$ threshold, new technology, complexity) when determining which projects would benefit from oversight?
- b. What other criteria should we consider that allows us to model and right-size oversight instead of one-size-fits-all?
- c. How effectively do you feel project risks are identified with the current processes?
  - Strengths
  - Pain points and opportunities for improvement

- Meeting information needed in advance in order to form thoughts and clearly define expectations from chair
- Staff to TSB should provide all members briefing prior to meetings
- Add non-negotiable parts of a project to a template for all projects; add discipline and rigor to expectations of projects that come before the TSB and stay consistent
- Provide more information on how all projects are doing earlier in the process
- Better understanding of criteria for state technology selections supports architectural and integration strategy

#### Risk Assessment

- Projects should be aligned with organizational strategies
- Have requirements no matter the risk; end of life systems; prioritize projects through executive committee
- Budgeting is easier in private sector and shared example where priority was to keep the lights on and amaze the customer, resulted in radical reduction in cost

## 5. Project Approval and Oversight Process

- a. When bringing projects to the board for review, what criteria would you like the OCIO to consider when prioritizing project reporting? Project using exemplary practices? Projects that lack a strong executive sponsor? High profile and high budget? Projects that OCIO identified as RED?
- b. How well is the current Project Approval and Oversight process meeting your objectives?
  - Strengths
  - Pain points and opportunities for improvement

- Include legacy systems, small agency projects,
- Objective risk assessment based on budget; subjective based on track record, etc.
- One-size fits all is not practical
- Clear criteria for consistency
- Governance
- Not a lot of insight into maintenance and operations in process
- Technology integration is important
- Feasibility study discipline has been lost

### Project Approval & Oversight Process:

- Board currently delegates approval back to OCIO – does this need a revisit
- Create a dashboard for projects to self-evaluate on executive sponsorship, PM quality, readiness of tech team and domain experts/business analysts, and team health
- Include agency, QA and OCIO assessment
- State's biggest opportunity is project execution
- Inconsistent projects status reporting between agency and QA

<p><b>6. Closeout</b></p>		<ul style="list-style-type: none"> <li>• More opportunity to at technical implementation early on in the project</li> <li>• The emphasis on readiness is working well</li> <li>• There is a misunderstanding of what agile really is</li>   <li>• Have clear accountability through executive sponsor and PM, then let team do the job; reduce bureaucracy</li> <li>• Need to plan incremental changes to the process, not all at once</li> <li>• Implement phased approvals</li> <li>• Include more visibility into operations side of a project</li> <li>• In addition to TSB feedback, the OCIO is also talking to legislators, legislative staff and agencies</li> </ul>
<p><b>Public Comment</b></p>		<p>No public comment.</p>