

Project Delivery Summit 2013

Track 1: Project Management

Session 9: Tips for Project Success

Governance

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Speaker Introduction

Governance

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Effective Team Building

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Leveraging Project Resources

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Speaker Introduction

Marie McIntyre

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Experience

- PMP with 15 years California project management experience, with a focus on Child Support and Government Healthcare

Qualifications

- Enterprise-level project management
- Business analysis
- System and data conversion testing
- Implementation management services

Projects

- County- and state-level Child Support projects from 1995 – 2009
- Department of Finance, Department of Education, Department of Health Care Services
- CA-MMIS Project (Enterprise Project Management Office)

Audience Introductions

- Department of Finance
- Department of General Services
- State Controller's Office
- Department of Managed Health Care
- Department of Motor Vehicles
- Franchise Tax Board
- Office of Systems Integration
- Secretary of State
- California Department of Corrections & Rehabilitation
- Employment Development Department
- Department of Health Care Services
- California Lottery
- California Department of Public Health
- Department of Technology
- Department of Veteran Affairs

Session 9: Tips for Project Success

Governance

Governance – Why do you need it?

Common Concerns

- “Just another status meeting...”
- “That decision is above my pay grade”
- “I can’t make a difference”
- Superhero complex

Governance is good for you – Embrace it!

Governance



“Governance implementation is a unique endeavor, which must be properly understood, planned, and accepted by the entire performing organization in order to be deemed successful.” (Project Management Institute)

Objectives

- Make decisions and take action at the lowest possible level
- Establish a consistent model for escalation of issues, risks, and change requests
- Identify and address cross-project touch points and impacts
- Utilize peer-based groups to complete objectives

Decision Models

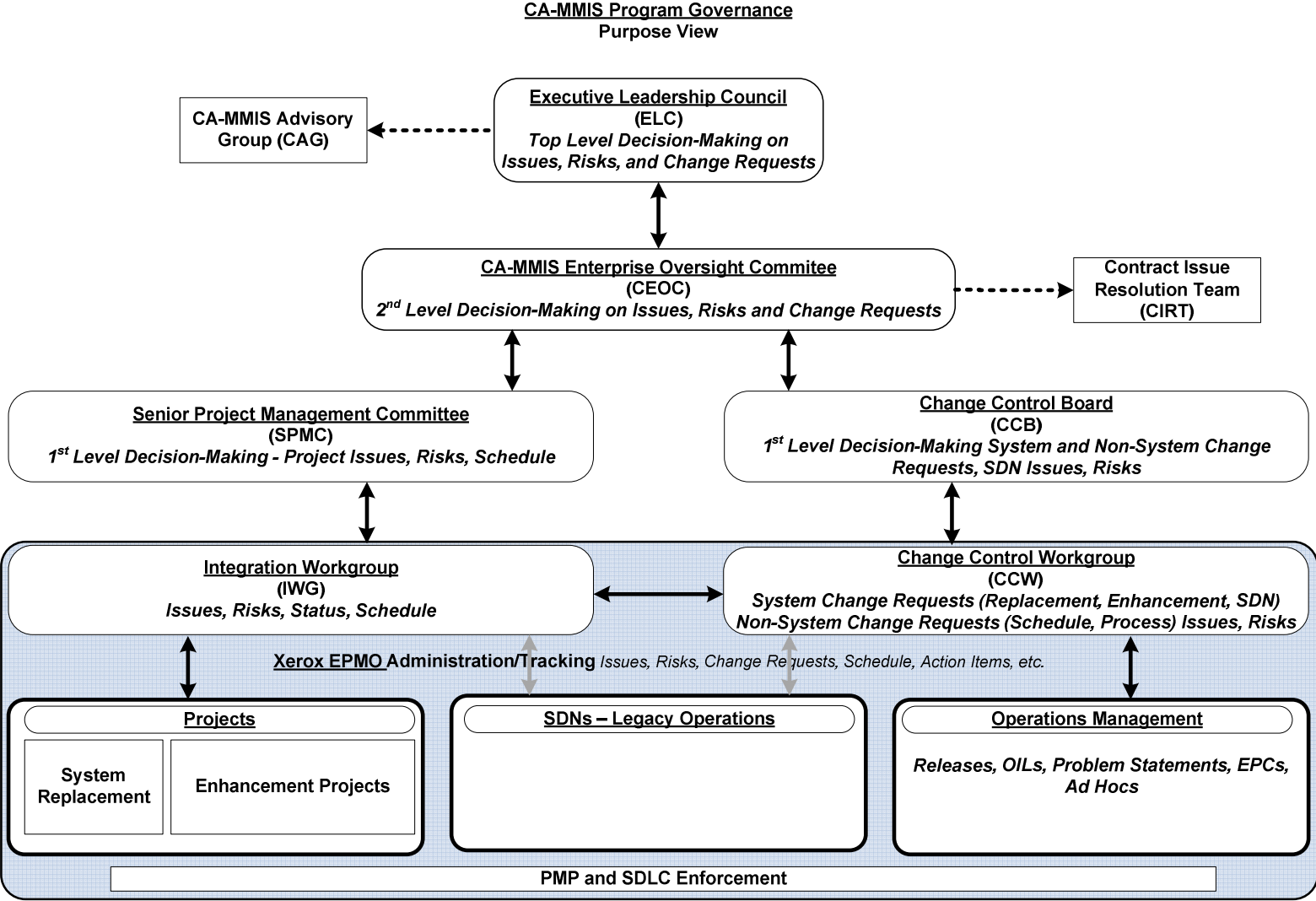
“Design the model with a strong understanding of the organizational culture, hierarchy, politics, relationships, vendors, and partners, along with internal and external alliances.” (Project Management Institute)

Common Decision Models

- Voting
- Consensus



Governance



Governance - Weekly Cycle

Tuesday

- Integration Workgroup: Project based Issues/Risks
- Change Control Workgroup: CRs, Legacy Change based Issues/Risks

Thursday

- Senior Project Management Committee: Project Based Decision Making
- Change Control Board: CR & Legacy Change Based Decision Making

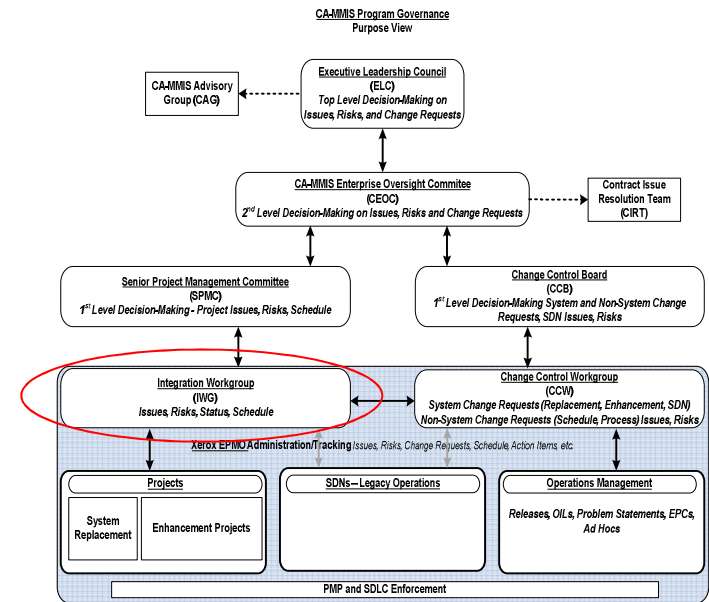
Friday

- CA-MMIS Enterprise Oversight Committee: Executive Level Decision Making
- Issues/Risks/CRs

Governance Workgroups

Integration Workgroup (IWG)

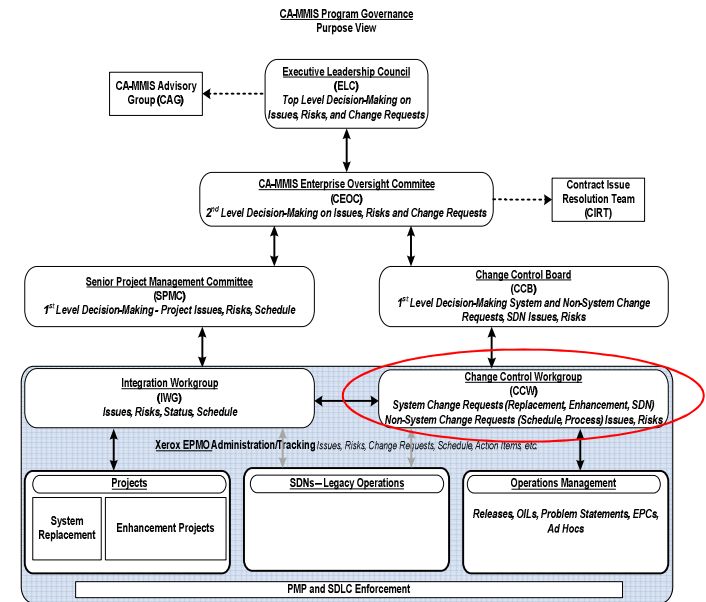
- Focuses on the cross project analysis of project issues, risks, status, and schedules
- Reviews and disposes of escalated project specific issues and risks
- Performs problem solving
- Enterprise communication



Governance Workgroups

Change Control Workgroup (CCW)

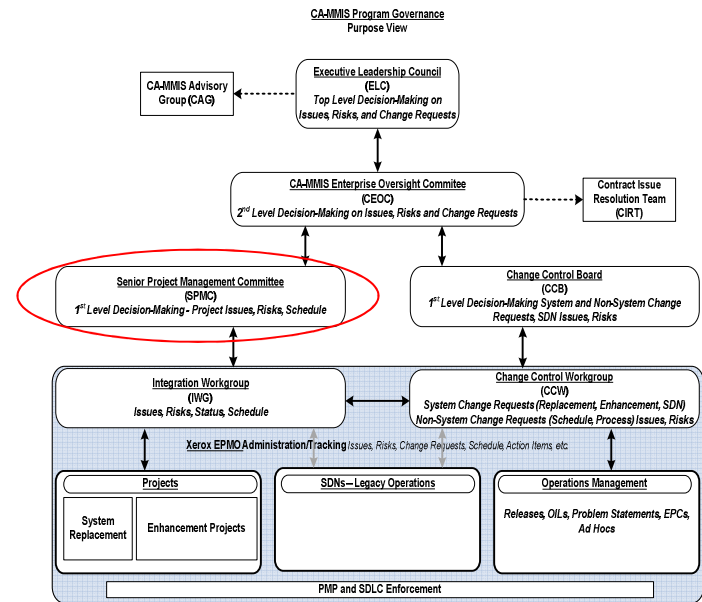
- Focuses on analysis and prioritization of Change Requests (CR)
- Reviews and disposes of escalated Legacy specific issues and risks
- Consolidate, track, prioritize, and recommend CR dispositions to CCB



Governance 1st Level Decision Making

Senior Project Management Committee (SPMC)

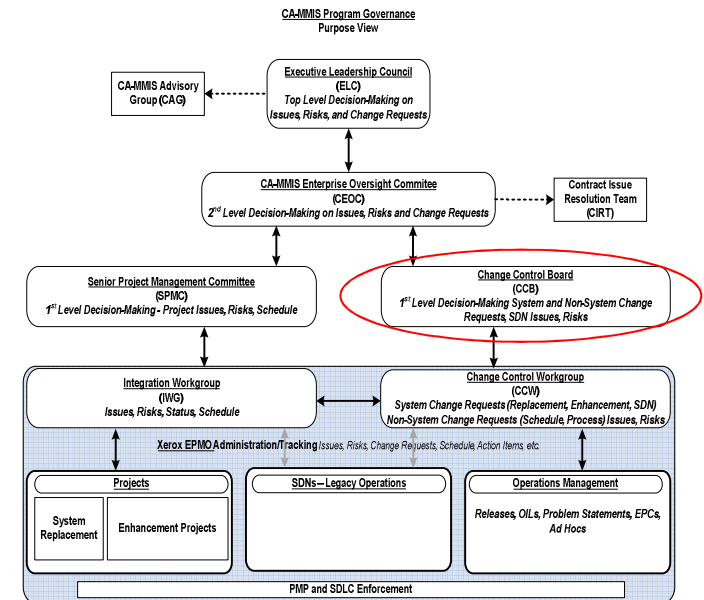
- First level of decision-making for Projects
- Review, disposition, or escalation of Project specific issues and risks
- Increased focus on new issues and risks, and preliminary IV&V findings
- Supported by IWG; support to CEOC



Governance 1st Level Decision Making

Change Control Board (CCB)

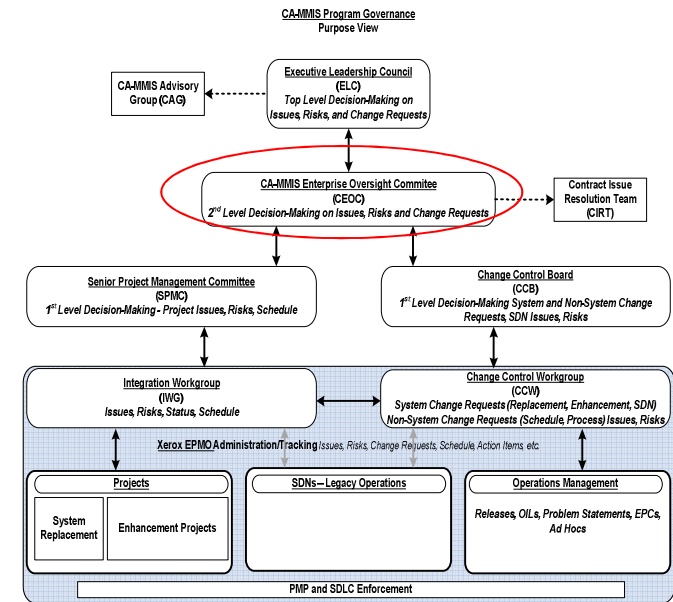
- First level of decision-making for change requests
- Review, disposition, or escalation of SDN specific issues and risks
- Supported by CCW; support to CEOC



Governance 2nd Level Decision Making

CA-MMIS Enterprise Oversight Committee (CEOC)

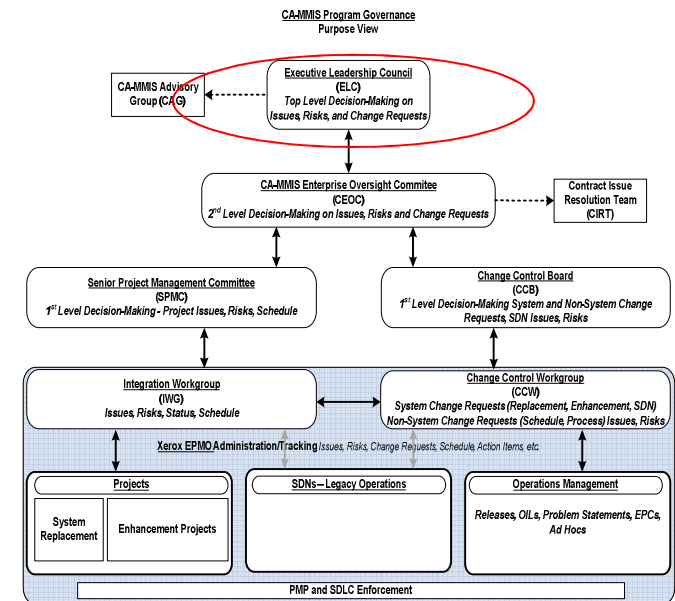
- Second level decision-making for escalated issues, risks, and CRs
- Structured as a direct interaction between State and vendor Executive Management
- Provides strategic direction for Projects within Program
- Refers contract related Issues to Contract Issue Resolution Team (CIRT)



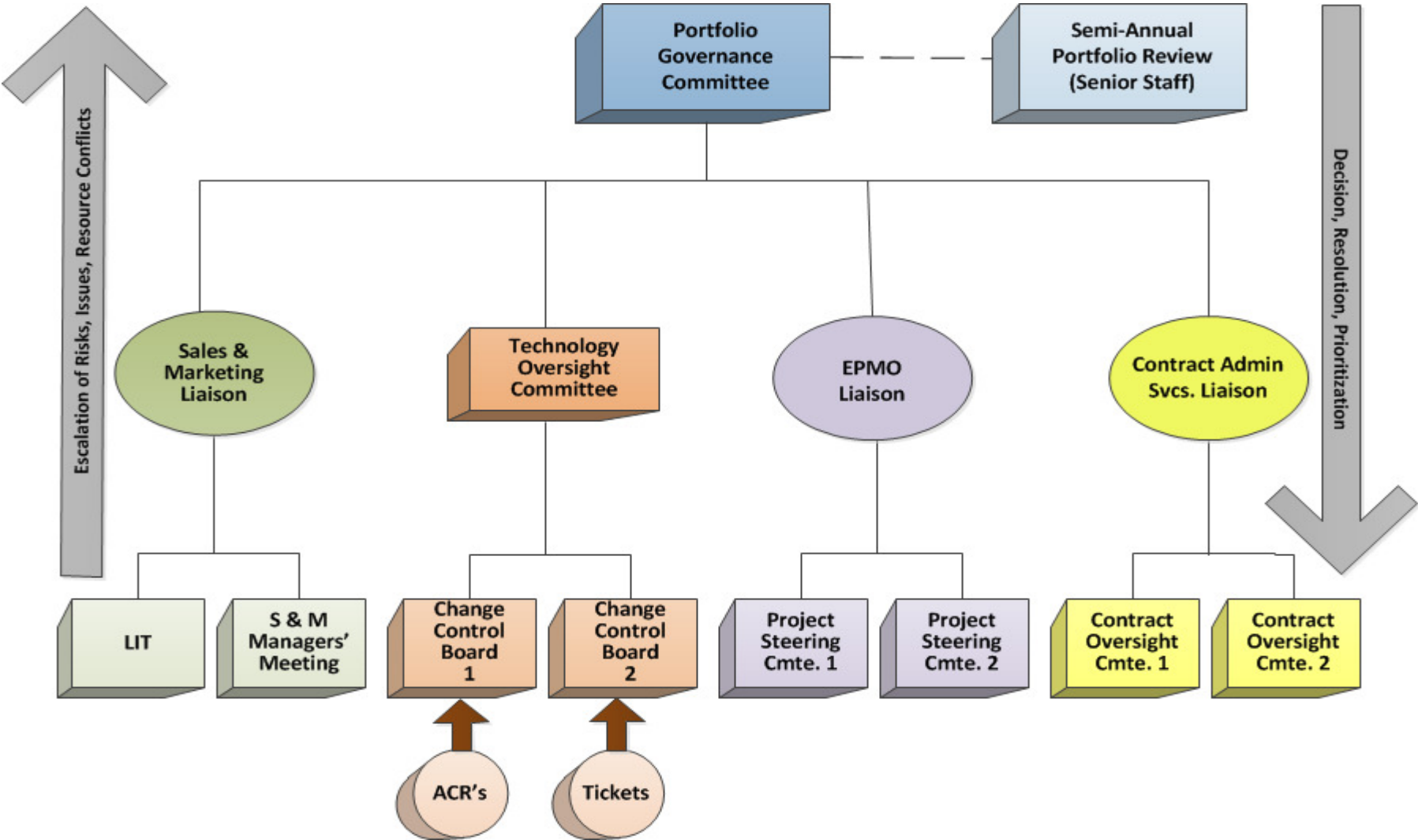
Governance Final Level Decision Making

Executive Leadership Council

- Final level decision-making for escalated issues, risks, and CRs
- Provides strategic direction for Program
- Coordination of communication with external stakeholders



Governance Diagrams – Lottery Portfolio Governance



Governance Diagrams

- FI\$Cal Data Governance Structure
- Department of Child Support Services – IT Governance Process Flow

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Governance Exercise

Governance Group Exercise

Governance roles assigned to tables:

- Table 1 = Vendor Risk Owner
- Table 2 = State Risk Owner (Risk Author)
- Table 3 = Integration Workgroup
- Table 4 = Senior Project Management Committee
- Table 5 = Enterprise Oversight Committee

Nominate speakers per table

Perform Governance discussions

- Vendor & State Risk Owners present to Integration Workgroup
- Integration Workgroup responds or escalates to Senior Project Management Committee
- Senior Project Management Committee responds or escalates to Enterprise Oversight Committee
- Enterprise Oversight Committee responds

Considerations:

- Does the Risk raise additional questions?
- Additional information needed?
- Decision authority?

