

ENTERPRISE PROJECT MANAGEMENT OFFICE



EPMO Expansion Project

State of Ohio

AGENCY:

Ohio Department of Administrative Services

AWARD CATEGORY:

State CIO Office Special Recognition

PROJECT DATES:

August 2021 – December 2021

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Executive Summary

In 2021, the Ohio Department of Administrative Services (DAS) Office of Information Technology (OIT) senior management recognized an opportunity to evolve the Project Success Center (PSC) into an Enterprise Project Management Office (EPMO). This change would improve and standardize project delivery across the state.

The State of Ohio is dedicated to managing tax dollars as effectively and efficiently as possible while delivering technology solutions that improve Ohioans' daily lives. Expansion of the already mature PSC was the next logical step in innovating IT project delivery statewide. Making this move would allow agencies, boards, and commissions with limited resources to take advantage of a standardized, proven project management practice. It also helped to ensure that critical projects were delivered on time and within budget.

With the leadership of the State CIO Katrina Flory and the Deputy State CIO Kristina Hagberg, the direction for building a successful EPMO became clear. A project was initiated to expand and grow the existing practice and offer new service offerings to all state agencies, boards, and commissions. In addition, the team embarked on a journey to enhance change management, elevate the Project-Organization Change Management practice, and formalize the supported implementation methodologies.

The State of Ohio is already realizing the benefits of this new approach to project management and agency customers are extremely pleased with the additional support and tangible results.

THE IDEA

In August of 2021, the DAS OIT PSC set out to expand the practice and service offerings statewide. Establishing enterprise IT project management standards and practices and offering resources to all agencies, boards, and commissions would help to directly support Governor DeWine's IT innovation goals. Therefore, the PSC embarked on its journey to transition from a more narrowly focused practice to a statewide EPMO. With DAS OIT senior management endorsement and guidance, an initiative quickly took shape to transform the state's approach to project management. The objectives for the new EPMO included:

- Expanding the project management service offering to all state of Ohio agencies, boards, and commissions.
- Providing a common approach to project and portfolio management to ensure the success of customer IT projects.
- Maturing the project governance model.
- Formalizing the implementation methodologies.
- Creating a project capacity management model to better analyze and measure the EPMO team's capacity.
- Establishing the effective use of Organizational Change Management in a project.
- Ensuring compliance with Ohio Administrative Policy IT-16, "Major Project Governance."



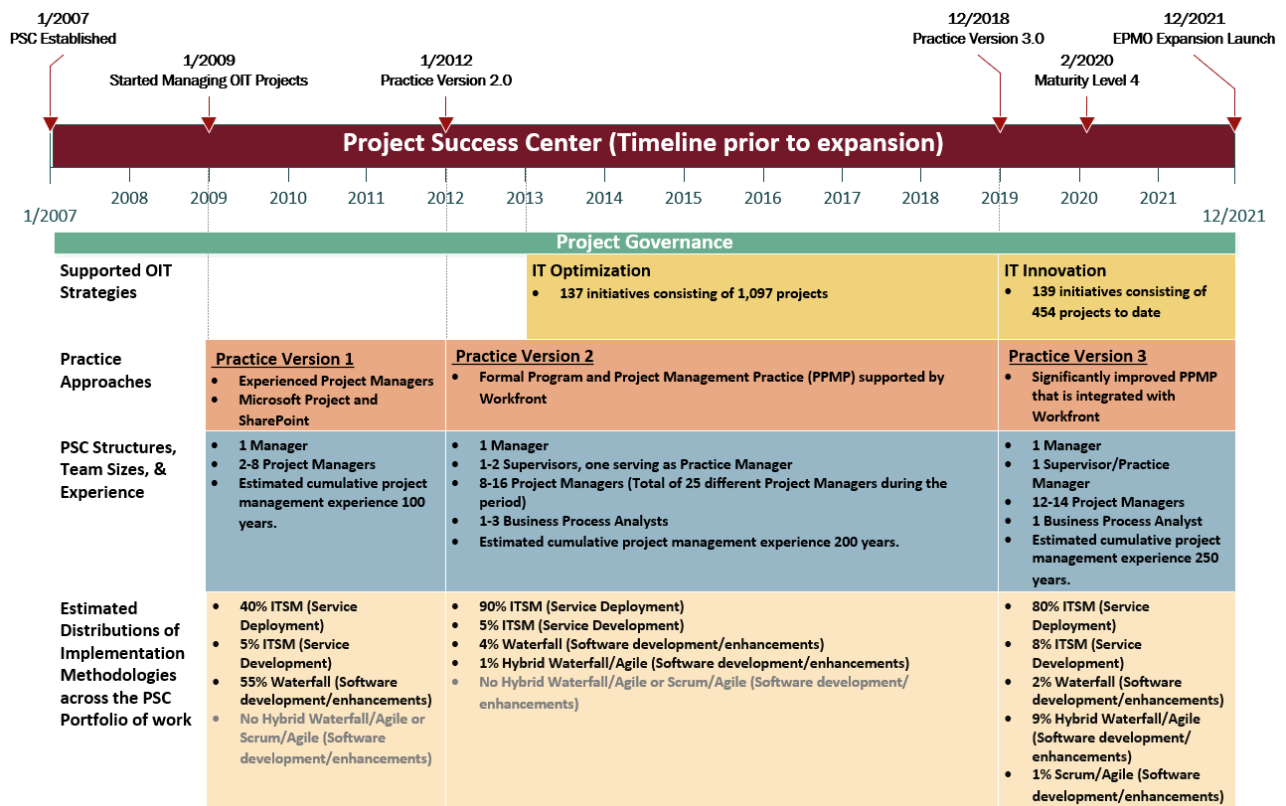
- Continuing to increase the EPMO’s practice maturity.
- Restructuring the EPMO organization to meet statewide needs.

The vision for achieving these objectives resulted in a multiphase deployment. The EPMO expansion project focused on increasing the service offerings beyond the traditional DAS-centric customer boundaries and establishing a Project Management as a Service (or PMaaS) model, where all State of Ohio agencies, boards, and commissions could engage the state EPMO to assist with implementing their internal projects. The other components of the effort included the addition of modular service offerings.

In addition, in support of the DAS OIT Investment and Governance Division’s (IGD) goal to be a service organization and increase collaboration, the EPMO set forth to enhance its partnership with the DAS OIT IGD’s IT Strategic Investment and Architecture (SIA) team. As part of its responsibilities, SIA works with state agencies, boards, and commissions to collect their IT plans for their upcoming projects. Strengthening the interaction between the two groups would increase the alignment between project implementations and agency business strategies. It also allows the two teams to offer a strong end-to-end service that ultimately increases customer satisfaction.

Background: The PSC, and now the EPMO, has supported DAS technology projects since 2009 with a team recognized for its practice maturity. According to an assessment performed by Gartner in February 2020, the office received a score of 4 on a scale of 1 (low) to 5 (high) for its project management processes.

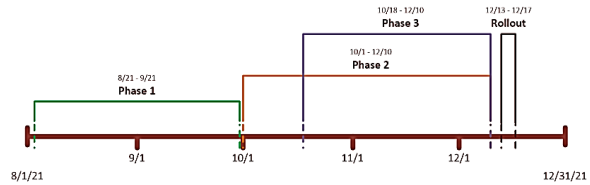
The office’s impressive portfolio since 2013 of 276 initiatives made up of 1,551 projects of varying sizes and scopes paved the way for expanding the project management service statewide. The following chart represents the PSC activities since 2007 before its expansion to the EPMO:



THE IMPLEMENTATION

The EPMO established a three-phased initiative to implement the desired business enhancements and process improvements as well as gain a high degree of collaboration with the SIA team. The project kickoff was held in September 2021, the following diagram depicts the project's implementation timeline:

- Phase 1: Establishing EPMO
- Phase 2: Expanding Methodologies
- Phase 3: Establishing Project Organizational Change Management (OCM)
- Rollout: Introducing Services



The business innovations resulted in six core upgrades to the EPMO's structure, practice, and solution. The EPMO was commissioned to provide a common approach to project and portfolio management to ensure the success of its customers' IT projects in alignment with the IT Innovation Technology Strategic Plan. These core upgrades were essential to maintain practice standards and remain transparent in the service offerings to all its customers. The objectives of the implementation focused on building upon the existing practice in the following areas:



EPMO Service Offering Expansion: The expansion included managing projects for any state of Ohio agencies, boards, and commissions requesting the EPMO's project management service. Traditionally, the EPMO implemented projects either chartered by DAS OIT or where the agency was one of the main stakeholders (e.g., a core service provider). Therefore, as part of the overall process

improvement, the EPMO implemented an easy-to-follow automated project request, for statewide use, leveraging ServiceNow.

Building A Project Organizational Change Management Practice: To formally acknowledge and address the organizational change management that occurs during the implementation of a project, the EPMO adopted project organizational change management (P-OCM) into the practice. This is an optional add-on module to the EPMO's core practice. As part of the P-OCM, the stakeholders are committed to fully understanding why a change to the organization or system is needed, how the change is implemented, who is impacted, and in what way. Most importantly, the P-OCM practice addresses the needs of the stakeholders, providing what they need to adopt the change effectively and efficiently.



Building Enhanced Change Management: Changes to the objectives, scope, resources, and other elements of implementation are a common reality during a project's lifecycle. While the EPMO practice emphasizes project planning and change management, an enhanced change governance model was put into place to ensure changes are analyzed, approved, and implemented with the full awareness and support of the project's key stakeholders. Additionally, a new management reserve concept was developed and implemented for risk management. It is a 15% schedule reserve to address competing priorities that, once consumed, requires all future schedule changes to go through the enhanced change governance process.

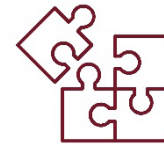
Expanding Implementation Methodologies: State of Ohio agencies, boards, and commissions implement a variety of solutions, services, and systems that could be commercially available off-the-shelf, cloud-based, on-premises, or in some instances developed by state resources. Naturally, each solution, service, or system implementation will demand an adequate implementation method. To increase the flexibility of the EPMO service offerings, different implementation methods were added to the practice to accommodate the varying needs of state entities. The documented methodologies include waterfall, service development, service deployment, and Agile.



EPMO Renaming to EPMO: The PSC was renamed the EPMO to better denote its upgraded mission and service offerings. Work was completed to make all the EPMO practice documents consistent with the new name and mission.



Restructuring to EPMO: The organization was restructured to correspond with the practice enhancements and service expansion. The restructuring added managers for project governance, project organizational change management, and continued practice management. Additionally, a new project oversight manager role was added to provide support for project managers.



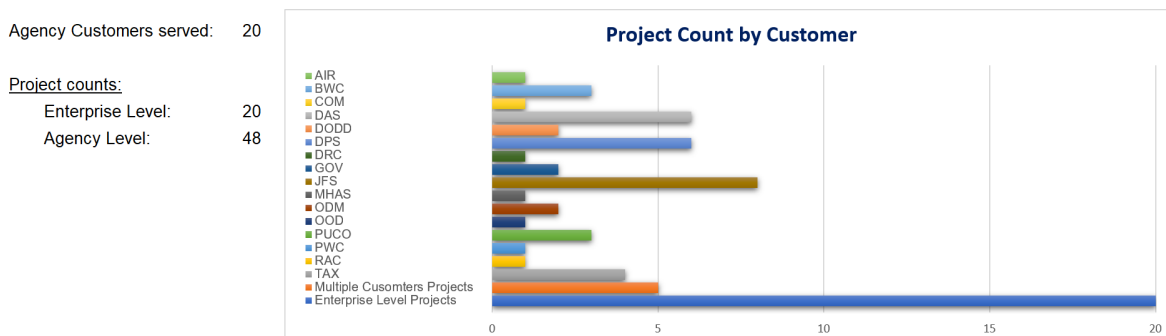
Collaboration: The EPMO increased its interactions with SIA to share insights regarding upcoming agency IT projects. This information is critical to EPMO for its capacity planning and resource allocation efforts. The EPMO and SIA have identified additional opportunities for collaboration. Most notably, they have worked together to document requirements for merging their management systems, creating an automated link between the two programs. Once fully integrated, the IT planning portfolio will effectively inform the project management demands, priorities, and actions.

The success of the EPMO is directly attributable to its committed stakeholders, which include the State CIO, and Deputy State CIO. They played, and continue to play, a significant role in the overall chartering and guidance of the work. The other major contributors include DAS Employee Services, which played a direct role in the EPMO human capacity growth and restructuring, and SIA for its collaboration and process integration.

THE IMPACT

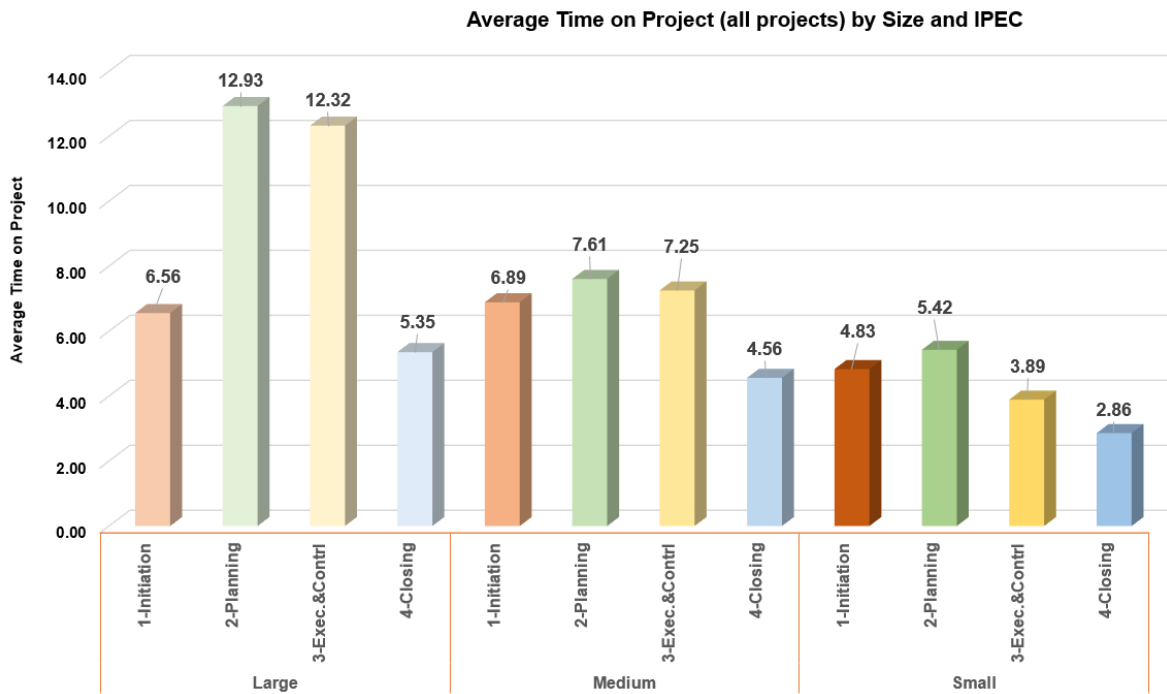
Service Offering Expansion: The EPMO is pleased to report that the expanded service offering resulted in a positive impact on customer engagement. Since announcing the expanded service, the EPMO has engaged in 68 projects for the beneficiary agencies, boards, and commissions with 37 completed successfully and 31 currently in flight.

The following chart depicts the total number of projects in flight or completed for customers since the expansion to the state EPMO was completed (12/18/21 to date):



Enhanced Change Management: This new service offering has proven its value since implementation. It has been utilized in 15 projects, which represent about 18% of in-flight and completed projects. The EPMO has observed the true benefits of the process, witnessing a higher degree of customer and project executive sponsors' engagement in reviewing requested changes and making timely decisions to resolve issues. The value was also evident in at least three projects in jeopardy of schedule slippage, which were course-corrected by committed sponsors who promptly reviewed and decided on a schedule change request.

Capacity Management Metric and Baseline: As part of the overall EPMO practice upgrade, a new model for project managers' capacity management was put into place. Thus far, the metric has been used to assess project management time on projects. With over 15 months of data collected, a baseline is forming to establish expectations for project management resource planning on projects of varying size and complexity. The following chart demonstrates the results of the resource consumption analysis over 10 months:



Project Organizational Change Management (P-OCM): Following the implementation of this practice enhancement, the EPMO provided training on OCM to its project managers to instill the benefits of this added module. Since the core practice already includes elements of OCM, adopting P-OCM was a smooth transition for the team. To date, three projects have taken advantage of this addition. P-OCM adoption is expected to increase over the next year as more agencies, boards, and commissions embrace the added benefits.

Practice Artifacts and Object Updates: Before the expansion, the practice consisted of process documents, templates, and instructions that exceeded 150 documents, and the configured project management solution contained over 500 objects. As a result of the change, twelve additional practice artifacts and three new solution objects were added to the EPMO practice.

Expanding the Project Implementation Methodologies: Traditionally, the EPMO informally used the waterfall, service development, and service deployment methodologies. With the EPMO expansion project, the existing service development, service deployment, waterfall, and Agile methodologies were formally documented and added to the EPMO practice.

Customer Testimonials:

"The EPMO assisted the state with deploying multiple security enhancement projects, many impacting all agencies. They provided critical support for the deployment of multifactor authentication to 60,000 users, placement of over 300 websites behind the web application firewall, deployment of DMARC across the enterprise, onboarding agencies to the state's endpoint detection and response and endpoint protection platform in record time, configuring endpoint firewalls, and many other vital IT security efforts.

Because of the large number of agencies involved in the security enhancements, their expertise regarding tracking deliverables, identifying risks, and managing schedule impacts were central to achieving the desired outcomes.

Their participation ensured our success. The EPMO's structured approach and frequent communications allowed projects to progress in a disciplined, systematic manner. In addition, the dedication of the project managers to issue resolution helped minimize project delays.

I always appreciate working with the EPMO as the assigned project managers embed themselves in the team and have a good understanding of project goals. I would not hesitate to recommend their services to others."

- Department of Administrative Services CIO Anupam Srivastava

"I have had the pleasure of working with the Enterprise Project Management Office (EPMO) for several projects, and I must say, their level of expertise and professionalism is unparalleled. The team at the EPMO is well-versed in project management methodologies and tools, which ensures that projects are completed on time and within budget.

As a manager in an agency with limited project management resources, the EPMO has provided a centralized and standardized approach to project management that has helped ensure consistency across all projects. This approach ensures that projects are planned, executed, and monitored in a structured and efficient manner, which helps to mitigate risks, control costs, and ensure project success. By following a consistent and standardized approach, the EPMO has helped identify potential issues early on allowing us to take corrective actions, which ultimately leads to a higher level of project quality and customer satisfaction.

Additionally, the EPMO can allocate experienced and skilled project managers from their pool of resources to work on your internal projects. They can help identify the most suitable project manager for your project based on their experience, skills, and knowledge, ensuring that your project is in good hands.

Thanks to EPMO's guidance and support, our projects have been a resounding success. I highly recommend the EPMO to any agency looking to streamline their project management processes and achieve their business objectives."

- Public Utilities Commission of Ohio CIO Marshall Patton