

# Project Risk Management - 2021

## Who We Are:

A team of two that owns the Project Risk Management (PRM) framework and associated processes, oversees Independent Verification and Validation (IV&V) process and vendors, delivers Project Assurance (PA) and Risk Consulting (RC) services, and manages status reporting / visibility for a nearly \$750M+ portfolio of large Information Technology (IT) projects throughout the State of Indiana (SOI).

## Our Mission:

Leverage standard and consistent processes and tools combined with experience and expertise to help the SOI select the RIGHT large IT projects, procure and contract the RIGHT vendors, plan and execute large IT projects the RIGHT way, and obtain the RIGHT results and benefits for large IT projects.

**Department:** Project Risk Management (PRM)

**Manager:** Bill Baker

## When We Were Formed:

PRM team created in late 2017 in direct response to one of Governor Holcomb's Next Level Goals for 2018 to "improve the management and delivery of large-scale information technology projects with more rigorous project reviews and assessments".

## What We Do:

- Create, expand, communicate, maintain, and operate the PRM framework, a full lifecycle process from project idea, procurement and contracting, project planning and execution, and project close out and benefit measurement.
- Create, maintain, and oversee State of Indiana IV&V processes templates, manage vendor expectations and performance, and deliver PA services when appropriate.
- Consult with agencies to provide heightened large project visibility through consistent monthly project status updates and by facilitating project reviews for IOT and OMB leadership as needed for just in time guidance.
- Provide expert guidance to agencies for strategy, planning, procurement documents/processes, and execution for large projects involving IT tools, development, or services with focus risk management.
- Partner with agencies to drive high quality procurements to enhance vendor responses and selection and ultimately drive contracts with enhanced clarity and accountability. Includes participating as an evaluator or advisor as appropriate.

## Our Products:

- 1220 (Project Risk Management – Senior Consultant)

## Our Tools:

- MS Project Online - Project dashboard for the large IT project portfolio
- MS SharePoint Online - Repository acting as a centralized hub for status information and metrics
- Hammerhead Reporting - Consistent project and portfolio reporting
- Repository of Templates, Lessons Learned, and Best Practices
- Risk Profile Analysis Tool

## Our Metrics:

- Large IT Project Schedule and Budget Tracking/Performance
- Direct customer feedback
- Cost savings from internal PA and RC services

## Our Team:

- Director – Project Risk Management
- IT Project Manager Associate

## Our Customers:

- State agencies that are considering, planning, or executing large IT project(s)

## Major Accomplishments:

- **2020:** Became a trusted advisor to dozens of agencies and transitioned to be the preferred choice for independent risk consulting services by multiple agencies. Expanded PA and RC services to include 3 additional large IT projects and likely expansion of 3 more projects in 2021. Expanded repository of templates, lessons learned, and best practices available for agency teams. Additional team member added to supplement PA and RC service expansion. Served as evaluator and advisor on multiple agency procurements as part of large IT projects.
- **2019:** Expanded IV&V vendor list for enhanced competitive bidding. Successfully rescued multiple large projects to drive success. Expanded internal PA and RC services in replacement of external IV&V services where appropriate. Enhanced PRM framework and associated artifacts and enhanced participation/integration into large IT projects.
- **2018:** Created a PRM framework for all SOI large IT projects in partnership with OMB. Piloted and delivered PA services for a large IT project in lieu of IV&V. Became trusted advisor for large IT project procurement and contract processes and project execution. Expanded / Enhanced large IT project reporting and visibility. Met yearly KPIs for large project delivery.
- **2017:** Formation of the PRM team. Implemented a project dashboard and project sites to enhance visibility. Established and implemented consistent monthly status reporting processes / tools. Implemented new and consistent IV&V process, reports, requirements, and tools. Established internal PA service offering and initial Key Performance Indicators (KPIs).