

Project Risk Management - 2023

Who We Are:

A team of four that owns the Project Risk Management (PRM) framework and associated processes, manages Independent Verification and Validation (IV&V) vendors, processes, and associated contracts, delivers Project Assurance (PA) risk management services in replacement of IV&V, reviews and provides expert guidance on statewide IT procurement documents, acts as advisors / evaluators on IT procurements, reviews and approves statewide IT contracts, and manages status reporting / visibility for all projects as part of the State of Indiana (SOI) Large Information Technology (IT) project portfolio that consists 17 projects with a budget of around \$300M.

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 deliver 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, own and manage IV&V vendors and associated contracts, 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 a focus on 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)
- 1220v (Project Risk Management – IV&V Vendor Services)
- 1220m (Project Risk Management – IV&V Vendor Management)

Our Tools:

- MS Project Online - Project dashboard for the large IT project portfolio
- MS SharePoint Online - Repository acting as a hub for status information, metrics, examples, templates, lessons learned
- PowerBI - Detailed reporting and visibility of individual projects and overall portfolio
- Risk Profile Analysis Tool

Our Metrics:

- Large IT Project Schedule and Budget Tracking/Performance
- Direct customer feedback
- Cost savings from internal PA services vs. Leveraging IV&V vendors to provide similar risk management services

Our Team:

- Director – Project Risk Management
- Deputy Director – Project Risk Management
- Senior Project Manager / Risk Management Consultant
- IT Project Manager Associate

Our Customers:

- State agencies that are considering, planning, or executing large IT project(s) with budget of \$1M+, the IT project is deemed “Critical” by the Governor’s Office, the Office of Management and Budget, or IOT Leadership, or the agency that owns the IT project requests risk management services and the IOT PRM team approves. State agencies that are preparing for or executing on a procurement involving IT services / goods.

Major Accomplishments:

- **2022:** Trusted advisor to multiple agencies. Own / Manage IV&V vendors and contracts. Review all LOIs, RFPs, and MSPs.
- **2021:** Expanded PRM team. Now deliver more risk services than all IV&V vendors resulting in combined \$1M+ in savings.
- **2020:** Expanded PRM team. Preferred choice for risk services. Expanded PA services. Increased procurement focus.
- **2019:** Expanded IV&V vendor list. Rescued projects. Expanded PA services. Enhanced PRM framework and artifacts.
- **2018:** Created a PRM framework. Delivered internal PA services. Expanded reporting and visibility. Trusted advisor.
- **2017:** Formed the PRM team. Implemented project dashboard, status reporting and IV&V processes, PA service offering.