



## **Project Portfolio Management State CIO Office Special Recognition**

Project Initiation  
January 23, 2015

Project Completion  
August 15, 2015

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## Executive Summary

In 2015, the Commonwealth of Pennsylvania CIO's Office lead the implementation of a cloud-based project portfolio management (PPM) solution to improve governance, streamline and enhance reporting and improve visibility.

The solution unifies three previously separate processes within the Office of Administration used by the Office for Information Technology (OIT), Governor's Office of Transformation, Innovation, Management and Efficiency (GO-TIME) and the Office for Data and Digital Technology (ODDT). Most of these processes leveraged antiquated tools and manual effort in order to collect and report on valuable information. With information distributed across different data sources, these processes were inefficient and error prone and impeded project visibility.

In order to solve this problem, the CIO's Office established a workgroup of agency personnel to research cloud-based project portfolio management (PPM) solutions. A proof of concept was conducted with three products that would best align to our processes. The result was the selection of Daptiv, a powerful, flexible and intuitive PPM product that is considered a leader in the space by Gartner.

Due to its intuitive design, we were able to quickly configure the solution and deploy it to the enterprise. The key benefits from the initiative include:

- Creation of a **common intake form** providing a single entry point for all projects, eliminating the confusion and frustration of having multiple intake processes.
- Creation of a **single project repository** providing increased visibility across all enterprise projects.
- Improved visibility leading to **better decision making.**
- Quick **identification of "at risk" projects** ensuring necessary steps are taken to get projects back on track.
- Powerful reporting engine creating **in-depth reports and dashboards** providing leadership with **critical business insight** that improves transparency and visibility throughout the organization.

## Concept

The Commonwealth of Pennsylvania is made up of 48 departments, boards and commissions (agencies) under the Governor's jurisdiction. These agencies are required to submit project requests and provide project health and benefits updates to the Office of Administration on a routine basis. The mechanisms used to track this information consisted of manual processes and methods and were inadequate for analyzing project health, risk and benefits.

### a. *Project Request Intake Process:*

Prior to implementation of the PPM solution, OA had three separate intake processes that agencies were expected to use based on the type of project. OIT had an intake process for all application-specific IT projects that were greater than \$250,000 in cost. This process required agencies to complete a project request form in Microsoft Word that provided an overview of the business problem, how the project will solve the problem and the planned funding sources, implementation costs and benefits. The agency was also required to complete a scaling worksheet in Excel to identify project complexity, visibility factors, cost and duration in order to generate a risk factor for each project. These documents were maintained on a SharePoint site. Each project was reviewed by a governance committee comprised of senior OIT staff and vetted with the agency. The Enterprise Project Management Office Director would then present the project to the Commonwealth CIO for approval.

GO-TIME was established by the Governor in 2015 to work with agencies to identify and implement projects to reduce costs, increase efficiency and improve service. The office also maintained a SharePoint-based project intake process that asked similar questions to the OIT intake process. These requests are reviewed by a GO-TIME steering committee and approved based on criteria including value and benefits.

ODDT had an intake process to track agency requests to modernize public facing websites. This process was typically done through ad-hoc means, usually through email or phone call and tracked using a spreadsheet. These requests were then prioritized and approved based on impact to the public.

From an agency perspective, there were three disparate intake processes and users were often confused as to which process they should leverage. In some cases, the same project would need to be submitted across all intake processes, raising agency frustration levels. From a user perspective, the processes were inefficient and duplicative.

From an Office of Administration perspective, the disparate repositories provided little visibility across the agency portfolios and there was really no process in place to evaluate and assess like projects, which is a key goal to improving operations through leveraging existing technology and lessons learned.

b. *Project Health Checks:*

Once project requests were submitted and approved by each of the groups defined above, different tools and processes were used to track project health, risks, issues and project benefits.

For IT projects, agencies were required to provide monthly updates to OIT in the form of a spreadsheet for each project. An OIT team member consolidated the spreadsheets received from all of the agencies into a master spreadsheet. This process was very time consuming and error prone. Manual reviews were completed to look for early warning indicators that a project was at risk of going over budget, finishing late or otherwise impacted.

GO-TIME also required agencies to provide project health and benefit information through its SharePoint project site. The office was looking at how project health could impact the potential benefits that were planned for a project, meaning that if a project finished six months late, that was six months of planned benefits that would not be realized. The GO-TIME staff were also looking at early warning signals to make any necessary adjustments that could improve project success.

Because the health of projects was being tracked in separate data repositories, there was little visibility across portfolios. We also found that because there were different agency personnel providing updates for the same projects across the portfolios, the project health and status information was sometimes conflicting.

c. *Project Reporting*

The project request and reporting processes collect data that is used to generate reports that provide crucial information to leadership and other key stakeholders. Some of these reports were generated on a routine basis and others were ad-hoc reports created on-demand. Below are four key standard reports:

- **Top 10 Report** – This report was generated for the Commonwealth CIO and showed the top 10 IT projects based on dollar value,

complexity factors and visibility, depicting project health trend information over the previous three months.

- **Top 25 Report** – This report was provided periodically upon request to members or committees of the General Assembly and provided the top 25 IT projects across the commonwealth based on planned costs.
- **At-risk projects** – This report provided a listing of projects that met certain risk criteria, such as being in a yellow status for more than 3 reporting periods or projects that were active with an unchanged % complete.
- **GO-TIME Savings Report** – This report was used to track projected savings and provide updates to the Governor’s Office.

Generating these reports required many hours of collecting and validating information in spreadsheets and other data sources and consolidating and formatting it into meaningful reports. Depending on the scope of the request, ad-hoc reports could take hours or days to create. Because all of the reports were done through manual processes, they were prone to errors and each report required careful review and validation.

OIT extensively researched industry toolsets to determine the best of breed cloud based project portfolio management (PPM) solutions and selected three products to include in a formal proof of concept (POC). During each POC, the product was configured to meet our requirements. OIT and commonwealth agency stakeholders participated in each product evaluation and rated the tool’s ease of use, ease of configuration of the interface and reports, and its ability to integrate with products such as the commonwealth’s financial system, IT service management system and Microsoft products such as Project and SharePoint.

The commonwealth selected Daptiv PPM, which is a leader in Gartner’s Cloud-Based IT Project and Portfolio Management magic quadrant, as the best solution for overcoming our challenges. It provides the agencies with an automated method for submitting project requests through a common intake process, a more efficient means of reporting on the health of projects, a solution that identifies risks early in the process, and assists and enhances the agencies’ effectiveness in managing individual projects and the portfolio of projects.

## Significance

The goal of this initiative was to ensure that project requests, health and benefits are being tracked in a centralized repository and to ensure that the projects undertaken are being managed in an optimal manner. This would result in cost reductions through the elimination of duplicate initiatives, promote solid business decision making at the enterprise level and give the CIO visibility to business needs that will drive changes and priorities of IT initiatives.

## Impact

This initiative resulted in several key benefits:

**Governance:** A governance committee consisting of members of OIT, GO-TIME and ODDT reviews each project request and assigns it to a portfolio. The review provides the governance committee with an opportunity to identify similar projects where agencies may be able to leverage what has already been built or an opportunity for the agencies to collaborate to understand lessons learned.

**Common Intake Process:** A single standard intake form is now being used for all project request submissions. There is no longer any confusion on which form or process the agency should be using. The project intake process is consistent, streamlined and provides the governance committee with an opportunity to see each request when submitted.

**Improved Visibility:** All projects now reside in a common repository, eliminating the possibility of conflicting health and status information being provided in different locations by different members of the project teams. The common repository provides leadership with accurate and real-time information on project health, status and benefits, thereby improving visibility into the enterprise portfolio and facilitating effective decision making.

**Ease of Use:** The time spent by agencies updating projects has been greatly reduced by using an automated tool that doesn't require manual updates to a spreadsheet each month. There is no longer a requirement to consolidate information to create reports because all of the updates are contained within the same database. Daptiv has a simple user interface that requires very little training for a user to be effective.

**Enhanced Reporting:** Daptiv is powered by the IBM Cognos Business Intelligence engine which provides powerful reports and deeper business

intelligence. The tool provides OIT with in-depth visibility into business performance across the enterprise through reports, scorecards and dashboards that can be accessed through a browser or mobile device.

**Benefits:** Daptiv provides a number of benefits including a standardized approach to project submission, tracking and status reporting, as well as a standardized historical record of the projects' activities. Moreover, Daptiv has streamlined the efforts required by OIT to consolidate the information submitted by agencies from 2 to 5 hours per month to essentially the "click of a button" to generate a report. This equates to a person-hour savings of approximately 36 – 60 hours a year that can be reallocated to more substantive work. As the Commonwealth's maturity level with Daptiv evolves, we anticipate greater savings in time and money across the enterprise.