



**PROJECT MANAGEMENT IN  
STATE GOVERNMENT**  
A SIMPLISTIC VIEW TO PROJECTS

# AGENDA

*What is a Project?*

*Methodology or Method to the Madness?*

*What Method to use and when?*

*Project Approach*

*Why do Projects succeed or fail?*

*Government vs. Corporate*

# WHAT EXACTLY IS A PROJECT?

As defined by the Project Management Institute,

A project is a temporary group of activities to produce a product, service or result

It is unique in that it is not routine, but a specific operation for the task at hand, or designed for a singular operation

How do you know when it is a project?

- a. Do you have a plan?
- b. Is it feasible?
- c. Do you have time and resources?
- d. Do you have the money?

# ***METHODOLOGY AND METHODS***

There are 3 major approach methodologies and methods that are widely used today;

PMBOK v4

ITIL v3

6Sigma

# ***METHODOLOGY AND METHODS***

There are 3 major development methodologies and/or processes that are widely used today;

- SDLC Standard Development Lifecycle
- RAD Rapid Application Development
- Custom, COTS, AGILE, PRINCE2 (widely used in the UK)

# ***METHODOLOGY OR METHOD TO THE MADNESS?***

Project Management is a collection of knowledge, skills and techniques to travel from point A to B effectively , efficiently, on-time and on budget.

We practice completing projects everyday in our personal life.

- Home Improvement Projects
- Work Projects
- Business Planning Meetings
- Getting to Work!!

We use the same 5 processes to achieve our results

Initiating, Planning, Executing, Monitoring & Controlling, Closing

# ***WHY DO PROJECTS SUCCEED OR FAIL?***

In most cases, success criteria is met based on the following 3 items;

On Time

On Budget

System (s) work as required by business and technology

Some of my top reasons for project failure;

Lack of solid business requirements

Scope Creep

Lack of proper funding

Lack of Leadership/ownership

Improper testing

No change control process

Lack of user participation

Unrealistic time lines

# WHAT METHOD TO USE AND WHEN?

## *Scenario 1*

It is the early 90's. I am the CEO of a Transportation giant with 1 major competitor. My shareholders want me to grow the business from \$30B to \$40B over the next year. They also want the company to move full speed ahead on ecommerce, both B2B and B2C.

## Technology Problem

I'm a huge IBM Mainframe Shop with IMS Fastpath and Cobol. Most of my applications are custom due to the nature of our business. I have been asked to expand the company by mergers and acquisitions.

# WHAT METHOD TO USE AND WHEN?

## Scenario 2

It is mid 2004. I am the CIO for the Board of Regents, I have been given an edict to move its State Colleges and Universities off of the State Centrex system.

Reason for the move

The State IT organization and BOR don't see eye to eye on costs and services

Technology Problem

Centrex is quite old and expensive. It does not cover many of the outlying colleges or needs for newer components /tools to advance connectivity.

## ***WHAT METHOD TO USE AND WHEN?***

### Scenario 3

It is 2005. I am the CIO of the largest DIY organization. I have been in the organization less than a year and tasked with my first major deliverable. The product I need to implement will give us a competitive edge and increase revenue.

### Technology Problem

Project needs to be implemented in 1 year and in 2000+ stores, US , Canada and Mexico.

I hired xx company with deep resources and knowledge. They have been working on the project for 6 months and have not delivered 1 store. My budget is \$365M.

# ***PROJECT APPROACH***

How many project approaches are being used and why?

1. Evolution of process
2. Evolution of products
3. Growth and need based on company's demands
4. Customer decision
5. Lack of knowledge on project execution

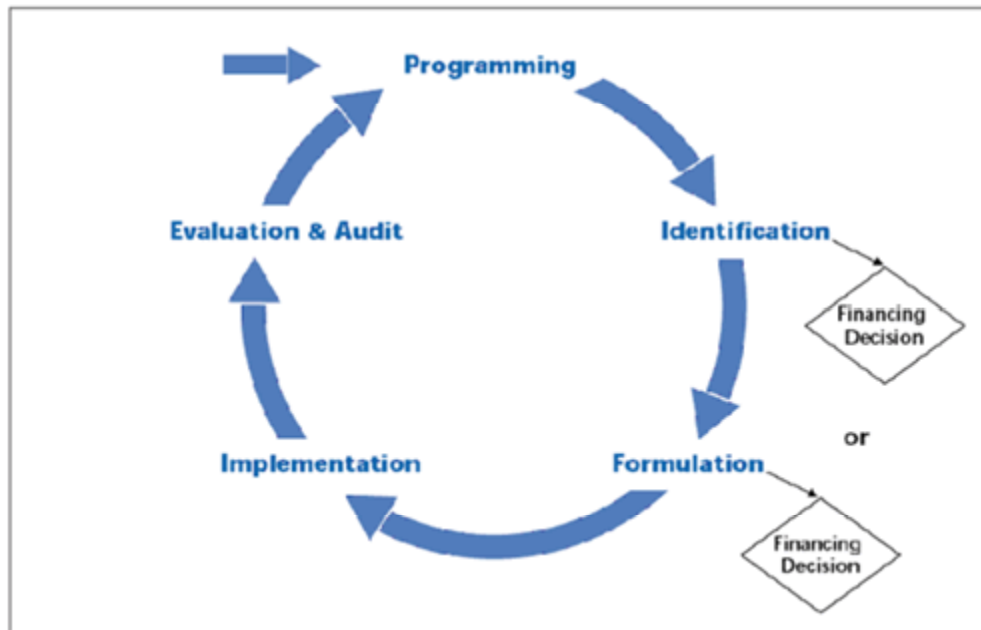
# PROJECT APPROACH- UNIQUE



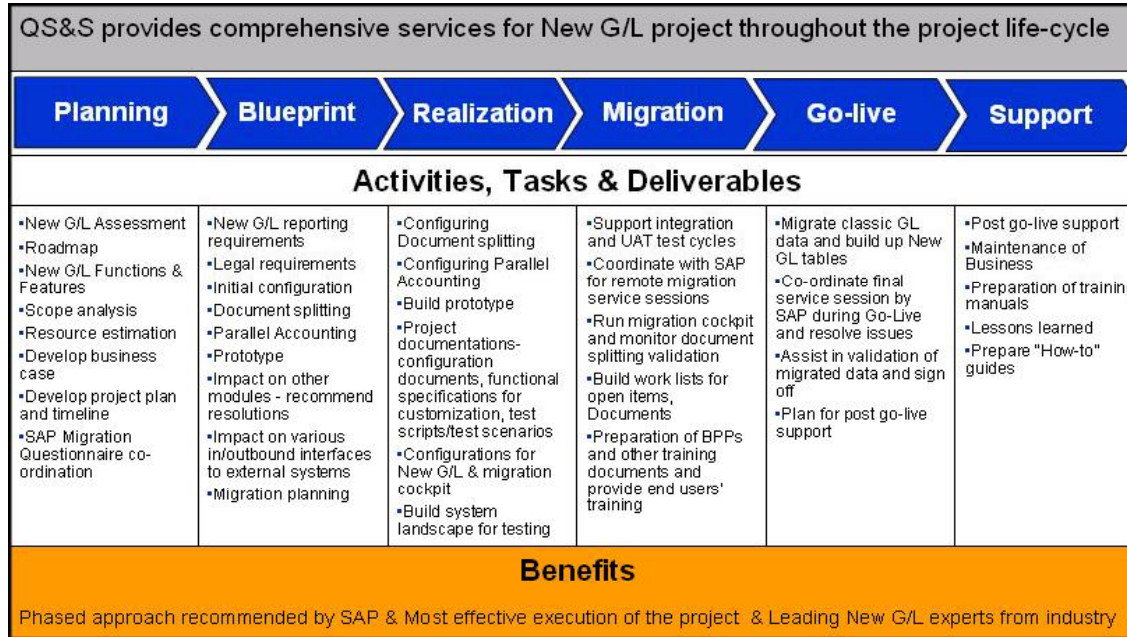
※1 PM ... Project Management

※2 Business Components ... Policy analysis and business process design

# PROJECT APPROACH -COMMISSIONING



# PROJECT APPROACH- BLUEPRINT



# CORPORATE PROJECT MANAGEMENT

Pros	Cons
More than sufficient funding	May result in costly projects
Can span projects multiple years without returning for funding approval	Need to ensure there is no scope creep
Deep resources or can buy the talent	Resources may be scarce if other 'like' projects are being implemented
Clear delineation of sponsorship	Is there enough value and revenue for Shareholders approval
	Some projects may not be necessary
Political landscape can be a benefit depending on organizational sponsorship	Political landscape can be a hindrance depending on organizational sponsorship
Most corporate projects will imply the N-2 revision policy	
Clear direction of project benefits, normally tied to financial justification	
Many large companies deploy strict processes and methods	Small companies may not use PM

## ***THE IMPORTANCE OF PROJECT MANAGEMENT IN GOVERNMENT***

State government has a large job maintaining the relationships between local and federal government. They cross a vast number of agencies or divisions. They also support all of the public needs and programs.

Additionally, they must manage through legislative agendas, possible lack of resources to support necessary projects within government, individual agencies may not have the same agenda.

How can Project Management help?

## ***THE IMPORTANCE OF PROJECT MANAGEMENT IN GOVERNMENT***

Depending on how your state is organized, project management can play a huge role to help develop or evolve processes, policies, and services.

Project Management gives focus on process and allows a wide group of participants to collaborate in delivering key functionality.

Project Management can provide high level and direct lines of communication to the most key stakeholder, the governor.

It provides cross-functional teams and ensures informed communication.

It helps the Statewide, cross agencies to understand the citizen's needs as projects begin to work in tandem

Project management will help States to become more focused on discipline and not the mechanisms that deliver the project. (tools, approaches, etc)

# GOVERNMENT PROJECT MANAGEMENT

Pros	Cons
	Funding is appropriated year by year and not promised for projects
Deep resource knowledge available on business level	
	Technology is normally many revisions behind corporate, in tools and procedure
There is Executive Sponsorship, but other layers within government have approval rights	Too many governing bodies in decision making process
	Projects that may need to be done, don't get funded
Political landscape can be a benefit depending on organizational sponsorship	Political landscape can be a hindrance depending on organizational sponsorship
Small projects seem to be done well	Large projects are late or delayed due to scope creep or difference of opinion on direction

# ***WHEN GOVERNMENT WORKS***

## Scenario 4

It is 2008. I am the Governor with State IT CIO needing to implement a modernization project statewide. This project will be the baseline for future implementation of newer technology.

### Technology Problem

Project needs to be implemented in 5 years. Regional offices need to be folded into current state organization. Office and agency technology needs to be totally replaced. Lastly, current process for asset management needs to be deployed.

I hired xx company to be the Executive PMO reporting to the State CIO. This company provided the expertise, resources and methodology for selecting the proper vendors. Vendors x and y were selected, bringing aligned processes, resources and product.

## ***WHY DID IT WORK? RESOURCES AND FUNDING***

- Single source of ownership with the highest level of sponsorship
- Completed and signed business requirements with penalties attached if changes are requested that is not a result of critical need
- Secured funding prior to project commencement
- Due diligence meetings completed prior to contract commencement with resources assigned from State and vendor level
- Reorganization of State resources to fit project moving forward
- Outside Procurement was hired to bring a crisp methodology for vendor selection

## ***WHY DID IT WORK? PROCESS AND PROCEDURE***

- State asked for teams to be formed for process improvement and business process re-engineering
- Procedures were written by the vendors to mimic the new processes and ensure continuity
- Methodology was selected for the way they would do business
- Onsite interviews were conducted to get a sense of process adherence
- Formal process approval
- Committees and Process Approval teams were formed and met regularly
  - Cross functional teams with both vendors, internal state personnel and state executives

## ***WHY DID IT WORK? IMPLEMENTATION AND EXECUTION***

- Pilot process was implemented prior to execution
- Lessons learned after each agency implementation
- Survey feedback
- Third party vendors that had implemented successfully before in a State environment
- Constant process improvement

*All participants were marching and being driven to one goal*

# ***APPENDIX 1***

## **SDLC Process**

- **Project Selection**
- **Initiating**
- **Planning**
- **Requirements Definition**
- **Functional Design**
- **System Design**
- **Programming and Development**
- **Integration and Testing**
- **Installation and Acceptance**
- **Closing**
- **Maintenance**
- **Retirement**

## ***APPENDIX 2***

### SDLC Rapid Application Development (RAD) Iteration

- Requirements Definition
- Functional Design
- System Design
- Programming and Development
- Integration and Testing

## ***APPENDIX 3***

Customizable SDLC models

- Commercial Off The Shelf (COTS)
- Iterative, Spiral, Agile, Scrum, XP(Agile Extreme Programming Approach)
- Prince2, Rational Unified Process, Microsoft Solutions Framework
- Customer Unique

# QUESTIONS AND ANSWERS

**THANK YOU**  
AG Griffith Consulting Inc.