Report on Project Management Practices

Texas Department of Information Resources

This report addresses Government Code, Section 2054.157(b), which requires the Texas Department of Information Resources (DIR) to report on state agencies' progress in developing and implementing project management practices.

BACKGROUND

The completion of IT projects on time and on budget depends largely on strong project management practices and the appropriate scoping of projects. DIR has adopted and recently revised an administrative rule that establishes consistent statewide requirements for IT project management practices and sets requirements for reporting of project performance indicators for a public dashboard based on industry standards. In addition, major IT projects are required to use the Texas Project Delivery Framework, a consistent statewide method for project selection, control and evaluation based on alignment with business objectives and goals.

PROGRESS

Agency progress in the development and implementation of project management practices is reported in the biennial Information Resources Deployment Review. Progress is measured by analyzing the differences between the two most recent reviews.

- Compliance with requirements for agency-wide project management methodologies for IT projects, changed from 77% in 2015 to 76% in 2017.

- Agencies voluntarily using the Texas Project Delivery Framework for some or all non-major technology projects remained the same at 38% over the same timeframe.

- The number of agencies implementing a project classification system is 49% despite a sample Project Classification Method tool, developed by DIR, to assist in implementation progress.

STATUS OF PROJECT DELIVERY FRAMEWORK INITIATIVES

The 85th Texas Legislature passed several key bills making updates to the Texas Project Delivery Framework (Framework). DIR has worked with agencies and the Framework Change Advisory Board to implement those requirements including creation of the Execution Capability Assessment, Technical Architecture Assessment, and a public dashboard of major information resources project performance indicators. Finally, DIR is implementing the Statewide Project Automated Reporting (SPAR) system as the system of record for all major information resources projects. The new system is available for use as of September 2018.

PROJECT DELIVERY TRENDS

The Quality Assurance Team Annual Report, released in December 2017, provides an overview of major IT projects. Although charged with major project oversight, many of the observations made are applicable to all projects.

- Projects with a development schedule of less than 28 months with budgets of less than $10 million have a significantly greater chance of meeting initial cost and duration estimates

- Agencies often underestimate the length of procurement timelines

- The percentage of projects completed on-time and within budget has remained consistent over the past two years. 48% of projects were on-time and within budget in 2015 and 2017.

- Agencies continue to break large projects into smaller, more manageable pieces, using a phased approach. Of the 21 new projects reported in the current fiscal year, only three exceeded 28 months in estimated development time.

DIR INITIATIVES

Project Management Lite is a small-project management methodology and toolset developed by DIR for small and non-major IT Projects. It does not supersede the Texas Project Delivery Framework, rather draws from this successful project management process to assist agencies in smaller projects. The Project Management Office at

DIR developed Project Management Lite to facilitate consistent project delivery across its portfolio of projects and makes templates available to all agencies for use on non-major IT projects.

DIR's Organizational Project Management maturity is regularly evaluated by DIR executive leadership. Project performance, as well as the effectiveness of project managers, is continuously analyzed, seeking opportunities for refinement. The goal of this continuous improvement process is to maximize the effectiveness and efficiency of project delivery.

Project Management Lite processes and templates have been updated to facilitate and encourage agile project delivery.

NEXT STEPS

In order to further the use of project management processes within state government, DIR is committed to the following:

- Collaboration with agencies and the Framework Change Advisory Board to implement enhancements and changes to the Framework

- Training state agency staff on State of Texas Project Delivery Framework including training staff to use the new Statewide Project Automated Reporting (SPAR) system

- Sharing best practices for completion of Framework deliverables and lessons learned across different projects to assist agencies project outcomes

- Consultation with individual agencies to improve the outcomes of project delivery from planning through implementation by use of best practices found in government project management.