

IT Project Management in Texas State Government



DIR

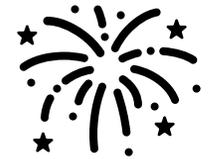
- **Introduction & Ice Breaker**
- **Let's Run a MIRP, after 86th Legislative Session**
 - Have you considered Cloud?
 - Accessibility
 - Security
- **SPAR System**
- **Public Dashboard**
- **Recap / Q&A**
- **Go to lunch!**

- **Biennial Operating Plan (BOP) requirements**
 - Submitted with Legislative Appropriations Request in July/August of even years
 - Approval from Legislature and LBB by August of odd years
- **Out of Cycle**
 - Submit Amendment to BOP
 - LBB Approval

- **Do you even have a Major Information Resources Project (MIRP)?**

MIRP Project Cost Threshold Change from \$1M to \$5M

Cause for CELEBRATION???



**MIRP Project Cost Threshold Change from
\$1M to \$5M**

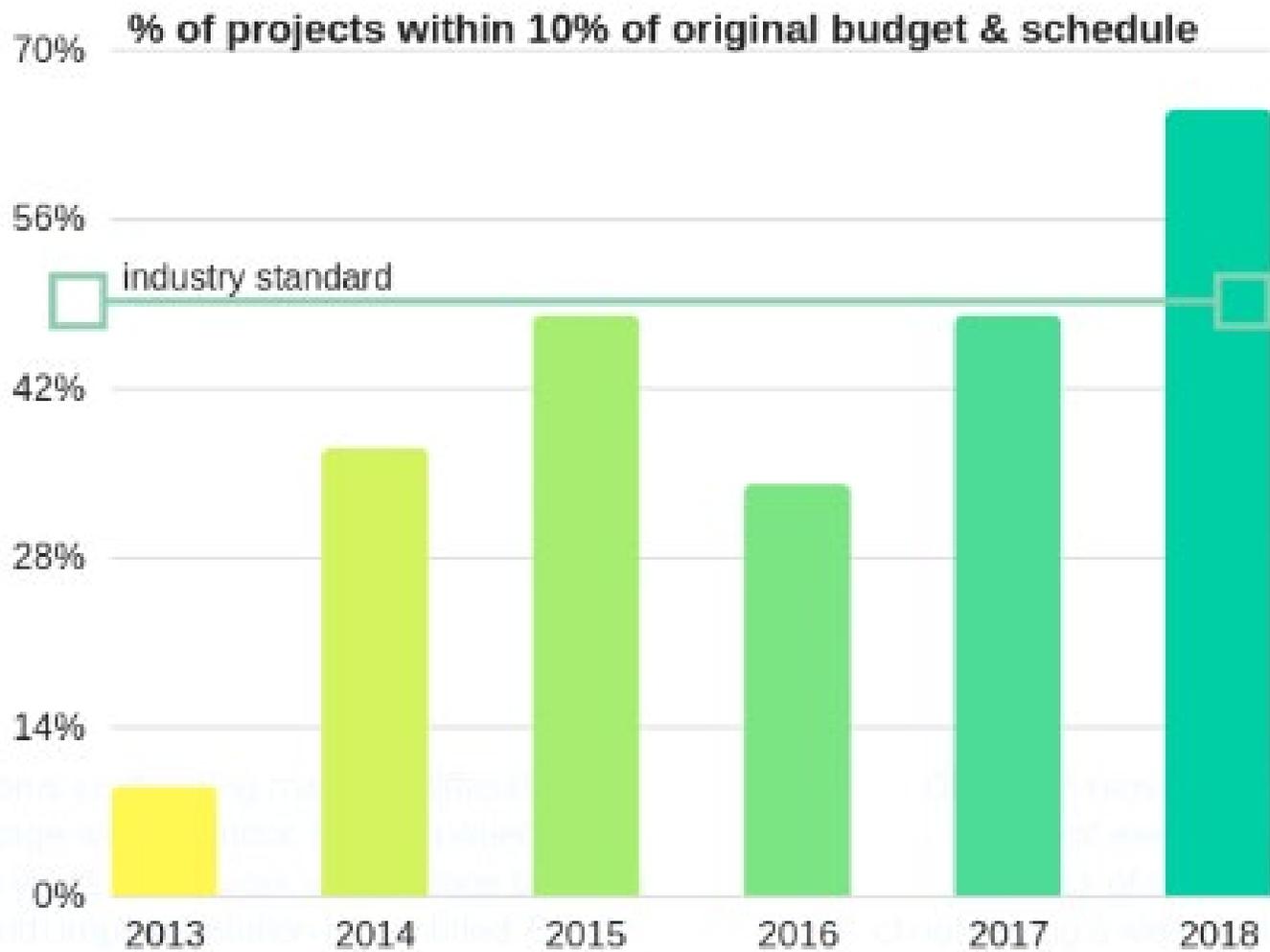
Cause for *CONSIDERATION!*



MIRP Project Cost Threshold Change from \$1M to \$5M

- **Project Transition for MIRPs under \$5M**
- **Projects that have potential to exceed \$5M**
- **PIRBOS under \$5M in Flux**

We've Broken The 50% Barrier!



OH NO, My project is under \$5M!



- **You don't need to go it alone!**
- **DIR Statewide Project Delivery Team is still your friend!**
- **You can still use the Project Delivery Framework!**
- **You can even use DIR PM Lite!**



Processes and Tools

The below documents help to further explain the PM Lite process, giving an in depth look at each of the project phases and templates.

Name	Description/Purpose	Process or Tool
Overview	The Overview Document provides some background on the PM Lite methodology and describes its underlying principals	PM Lite Overview - DOCX (59 KB)
Agile	Agile Document instructs Project Managers how to use the PM Lite templates to plan and execute a project using an Agile approach. For more information about Agile, please request access to the Application Development Decision Framework	PM Lite Agile - DOCX (187 KB)
Waterfall	The Waterfall Document instructs Project Managers on how to use the PM Lite templates to plan and execute a project using a more traditional, waterfall, approach.	PM Lite Waterfall - DOCX (121 KB)
Glossary	Defines the terms and acronyms used throughout the PM Lite 2.0 process, tools, and templates.	PM Lite 2.0 Glossary v1.0 - XLSX (44 KB)

Texas Gov't Code 2054.003 (10)

- **Any IT project identified in a state agency's biennial operating plan whose development costs exceed \$5 million and that:**
 - requires one year or longer to reach operations status;
 - Involves more than one state agency; or
 - Substantially alters work methods of state agency personnel or the delivery of services to clients; and
- **Any IT project designated by the legislature in the General Appropriations Act**
 - GAA Article IX, Sec 9.07 (d) any application remediation project related to the Data Center Services program

Examples of MIRPs



Custom
Development

SaaS +
Integration

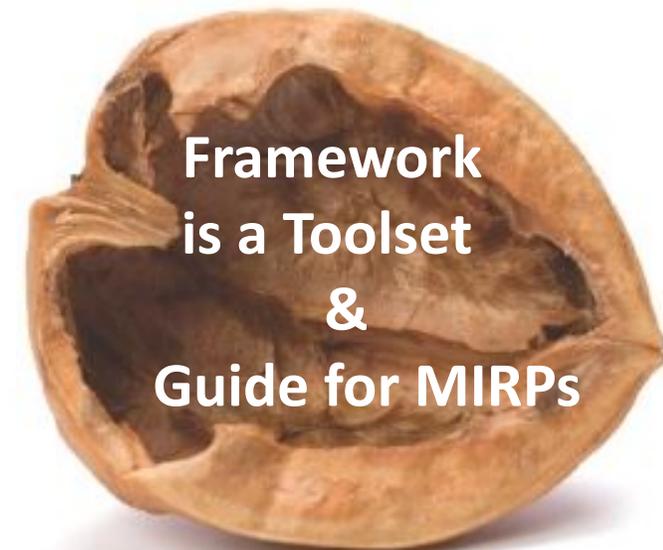
COTS +
Customization

Legacy / Data
Migration

Enhancement
or Follow-up

When in
Doubt Contact
QAT!!

- **Helps agencies deliver MIRPs on-time and within scope/budget**
- **Provides a consistent way for agencies to report project status and other project information to the QAT**
- **Ensures that business needs and outcomes are placed ahead of technology**
- **Required for MIRPs**
- **Only effective when combined with PM and SDLC methods**



Framework
is a Toolset
&
Guide for MIRPs

• **Here to Help!**

- Provide Framework Overview & Training
- One on One coaching
- Share best practices
- Introduce you to QAT

Speaking of QAT

**NOT to be confused with the
other QAT -**

Quail Aficionados of Texas



Quality Assurance Team



Made up of a team of experts from:



Legislative Budget Board



Department of Information Resources



Comptroller of Public Accounts



State Auditor's Office

QAT Background



- **Review status of MIRPs**
- **Make recommendations to the legislature to reduce risk of project overruns and failures**
- **QAT defines risk as “likelihood that a project will not deliver a quality solution based on the timeline, budget, and scope commitments made to legislature**

- **Consult during Project Initiation, Planning, and Execution**
 - Best practices in QAT Annual Report*
 - Consult with agencies while initiating project
 - Provide lessons learned from other agency projects
 - During major issue resolution
- **Review Framework Deliverables**

***Requirement of TX Gov't Code 2054.304(d)**

QAT Oversight



- **Review**

- MIRP business case
- \$10M Negotiated Contracts
- Contract Amendments that change the total contract amount by 10% or more
- 10% or over schedule or budget cost-benefit analysis for amendments to \$10M or greater contracts

QAT Oversight



- **Monitor**

- Determine which projects need to be monitored and the frequency of monitoring
- Obtain status of projects through agency monitoring reports
- Online submission via the Statewide Project Automated Reporting system (SPAR)

- **Report**

- Prepare QAT Annual Report
- Report to state leadership the status of MIRPs as needed or as requested
- Project status visible on public dashboard

QAT Tool Belt



- **Request SAO to conduct project reviews**
- **Request agency project and executive team to provide analysis and plans for resolving major issues**
- **May require IV&V services for >\$10M projects**
- **May require independent monitoring or oversight of projects**
- **For poorly managed projects or excessive cost overruns, may establish a Corrective Action Plan or recommend that a project be discontinued**

The Liz Quiz



- **This IT Modernization project is estimated at \$4.5 million.**
- **The project is estimated to take two years to complete**
- **Completely custom code**

Show of Hands

- **Is this a Major Information Resources Project?**



- **NO!**
- **It's only \$4.5 million, the new MIRP threshold is \$5 million**
- ***SAO finding from previous audit “Obtain QAT review for any IT project that has the potential to meet the definition of a MIRP.”**

- **Modernizing IT Infrastructure estimated at \$5.1 million, which includes FTE hours.**
- **Project will contract for new hardware and installation services**
- **Software and systems development are not included in this scope.**

Show of Hands

- **Is this a MIRP?**



LIZ Quiz Answer 2



- **NO!**
- **This project does not include development**

- **\$4.5 million dollar vendor contract**
- **Developing a new online application for services for the public to use**
- **\$500K Agency FTE estimate**
- **Will take 2 years to complete**

Show of Hands

- **Is this a Major Information Resources Project?**



LIZ Quiz Answer 3



- **Yes!**
- **When determining your project cost, include FTE staff time. \$4.5 Million Vendor + \$500K FTE**

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DIR

All Contracts & Services | Resources | Information for Vendors | About DIR | Contact DIR

Texas Department of Information Resources | Search DIR... | Can't find what you're looking for? [Contact DIR](#)

Home / Resources / Project Delivery Framework

Project Delivery Framework

The Project Delivery Framework is designed for major, large-scale IT projects. Our templates are designed to help you capture all required information so that your project stays on track and outcomes are measurable.

Various steps and templates in the Project Delivery Framework require approval from the Quality Assurance Team (QAT).

Who is the QAT and why do I need their approval?

The Quality Assurance Team (QAT) is comprised of individuals from three agencies: Legislative Budget Board (LBB), State Auditor's Office (SAO), and Department of Information Resources (DIR). QAT is authorized to:

- Approve projects before expenditure of appropriated funds, based on analysis of project risks
- Report the status of Major Information Resources Projects (MIRPs) to state leadership
- Determine the frequency of monitoring (monthly or quarterly)
- Perform approval of contract amendments if contract costs exceed 10 percent of current contract amount
- Request detailed project information, framework deliverable updates, audits, or assistance as necessary
- QAT publishes an [annual report](#) - PDF (472.59 KB) every December highlighting lessons learned over the past year. These learnings can help agencies anticipate common pitfalls that are consistently leading to missed deadlines and project overruns.

Information [about file formats](#)

Is the Project Delivery Framework right for my project?

Five Step Framework Process

Step 1: Initiate

Step 2: Plan

Step 3: Execute

Step 4: Monitor & Control

Step 5: Closing

Potential Time Saver

- **Framework documents will no longer require signatures from the PM, Security Officer, and IRM.**
- **Only require the Approval of the executive director or the executive director's designee.**

- **Monitoring Assessment by State Auditor's Office**

- Largest 25 Agencies
- Assign a rating to each agency:
 - Additional Monitoring Warranted
 - No Additional Monitoring Warranted
 - Reduced Monitoring Warranted
- Determine when to include changes in monitoring:
 - Contract solicitation development
 - Contract formation and award
 - Contract management and termination

- **Implementing the increased/reduced monitoring timeline**
 - SAO developing methodology to assign ratings for the largest 25 agencies by July 1, 2020.
 - SAO delivering ratings report, specifying which agencies and which procurement periods need additional/reduced monitoring to CPA and DIR by September 1, 2020.
 - Comptroller developing rules for additional or reduced monitoring of contract.
 - DIR developing rules for additional or reduced monitoring using Framework deliverables.

Handout: Step 1 - INITIATE



Deliverable	Legislative Change / Requirement	Best Practice
Business Case / Workbook	<ul style="list-style-type: none">• No longer requires QAT approval• Agency must comply with QAT recommendation or submit a written explanation why it's not applicable	
Statewide Impact Analysis	Only required for agencies assigned a rating of "additional monitoring warranted" by SAO in September 2020	QAT recommends to complete this template for all projects until further notice.
Technical Architecture Assessment	Only required for agencies assigned a rating of "additional monitoring warranted" by SAO in September 2020 and requested by QAT	QAT recommends to complete this template for all projects until further notice.
Execution Capability Assessment	This template will be eliminated on September 1	



Download DIR Templates

Resources

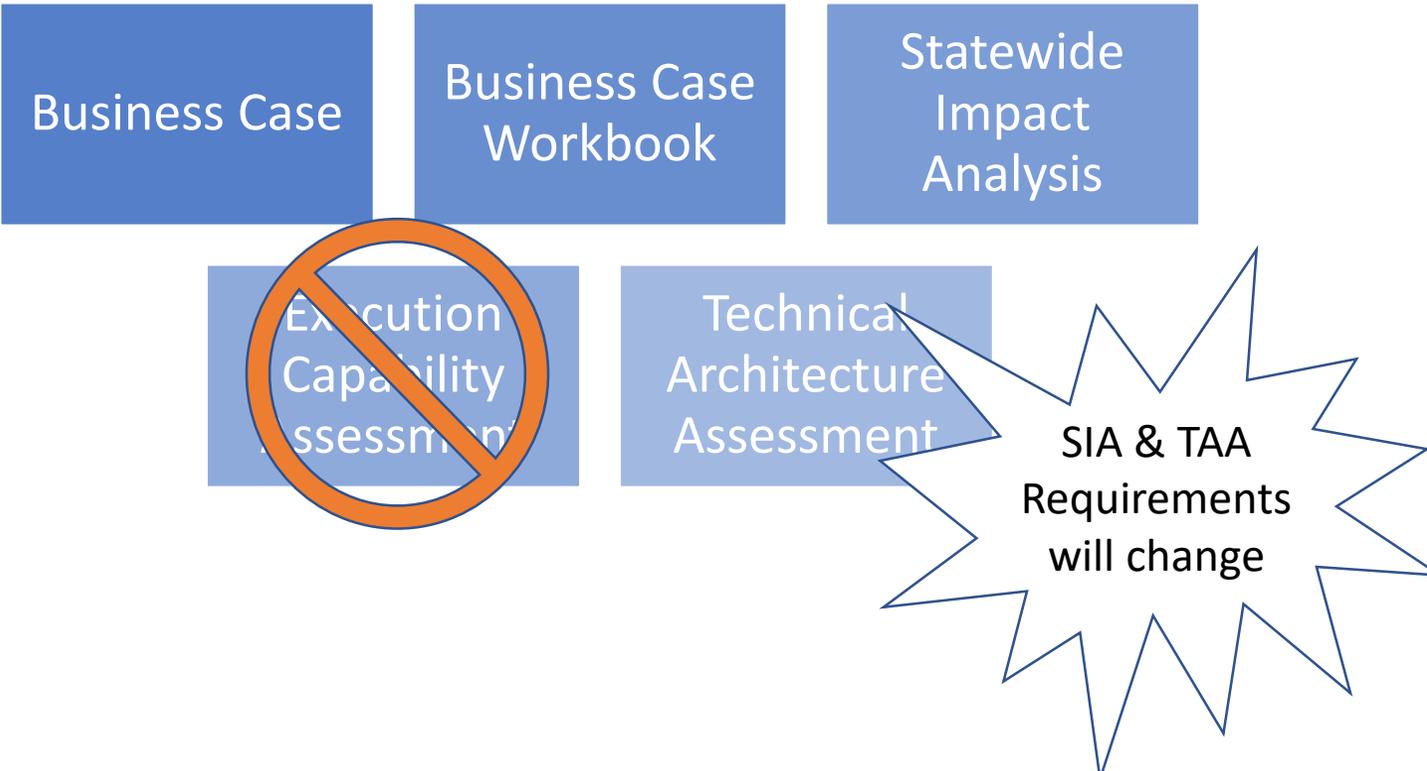
- Document Library
- + Domain Name Registration
- + EIR Accessibility
- + Enterprise Solution Services
- + Information Resources Managers
- Statewide Project Management
- Major Project Criteria
- Project Delivery Framework

Resources

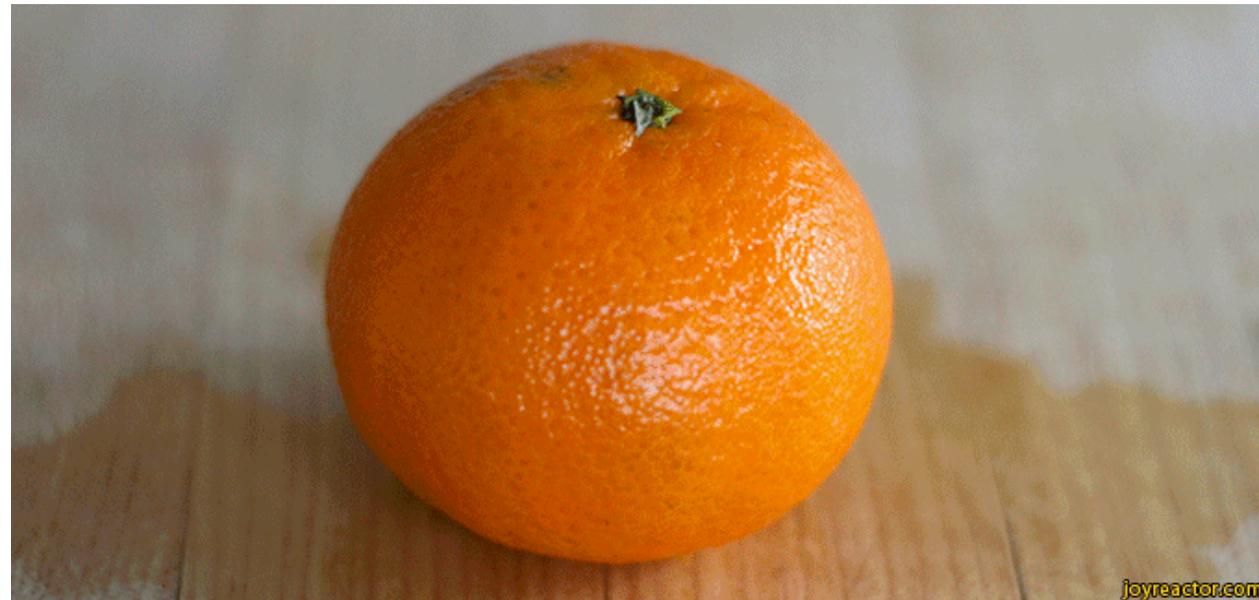
When you think of the DIR-provided services; however, we provide education fulfill their

Reference

- [Document Librar](#)
- [DIR Organization](#)
- [Technology Legis](#)
- [Digital Signature](#)



- **Download Framework Documents Issue: “asking me for a password”**
 - Request permission from your IT help desk to download templates;
or
 - Change browser



Business Case Document



[Agency/Organization Name]
[Project Name]

BUSINESS CASE
[Version Number] | [Revision Date mm/dd/y]

Section 1. Project Justification

1.1 Business Problem

Briefly describe the business problem that the recommended project would address, including any problems related to technology, processes and/or services, without describing how the problem will be addressed. Include a brief statement of any mandates that require processes and/or services not currently in place.

⇒

1.2 Project Description

Project Approach

Describe the approach the project will use to address the business problem.

⇒

1.2.1. New or Modified Processes and Services

Describe the processes and/or services that would be modified or automated by the project. Include processes and/or services for agencies and constituents and list the users of the system (agency, citizens, employers, other agencies).

Processes/Services	Description of Modifications/Automation	Users
Example: Application for Services	Currently applications for services are completed on paper by citizens, and data entered into the system by staff. This project will create an online web application for services that can be accessed by home computer or kiosk at a field location reducing the need for internal staff to data enter the applications.	Agency & Citizens

Business Case Workbook – Cost Analysis



Cost Analysis: Business Case Cost				Year 1	Year 2	Year 3
Line	Category			FY20XX	FY20XX	FY20XX
Agency Personnel and Contractor Costs						
P1-I	Project Agency Personnel Services - Implementation	Comment/ Method for Calculating				
	Project Management/Administration			0	0	0
	Policy and Procedures			0	0	0
	Requirements			0	0	0
	Design			0	0	0
	Development/Programming			0	0	0
	System Test			0	0	0
	Training			0	0	0
	Conversion			0	0	0
	Implementation			0	0	0
	Database Administration			0	0	0
	System Operations			0	0	0
	Technical Support			0	0	0
	Documentation			0	0	0
	Help Desk Personnel			0	0	0
	Network Administration			0	0	0
	IV&V Costs			0	0	0
	Other (describe)			0	0	0
	Other (describe)			0	0	0
	Other (describe)			0	0	0
	Subtotal Project Agency Personnel-Implementation			0	0	0
P1-M	Project Agency Personnel Services - Maintenance					
	IT Staff			0	0	0
	Business Staff			0	0	0
	Subtotal Project Agency Personnel-Maintenance			0	0	0
P2	Project Agency Personnel Fringe Benefits			0	0	0
P3	Total Project Agency Personnel Costs			0	0	0
NP1-M	Non-Project/Operational Agency Personnel Services - Maintenance					
	IT Staff			0	0	0
	Business Staff			0	0	0

Business Case Workbook – Benefit Analysis



	A	B	C	D	E	F
1	Benefit Analysis: Quantitative Project Benefits					
2	Line	Category		Year 1	Year 2	Year 3
3		Agency and State Benefits	Comment/ Method for Calculating			
4		Cost Savings: Improved Efficiency / Productivity				
5	A1	Reduced IT and non-IT FTE costs including fringe benefits		0	0	0
6	A2	Reduced IT and non-IT contractors/consultants		0	0	0
7	A3	Reduced outsourced labor costs		0	0	0
8	A4	Improved workflow/business processes		0	0	0
9	A5	Reduced error rate		0	0	0
10	A6	Reduced hardware maintenance/upgrade expense		0	0	0
11	A7	Reduced software maintenance/upgrade expense		0	0	0
12	A8	Reduced facilities rental/maintenance expense		0	0	0
13	A9	Reduced equipment rental/supplies and materials expense		0	0	0
14	A10	Other cost savings (describe)		0	0	0
15	A11	Other cost savings (describe)		0	0	0
16	A12	Other cost savings (describe)		0	0	0
17	A13	Other cost savings (describe)		0	0	0
18						
19	A14	Subtotal Cost Savings		0	0	0
20		Cost Avoidance: Compliance / Protection				
21	A15	Avoid penalties		0	0	0
22	A16	Avoid loss of funding		0	0	0
23	A17	Improved enforcement actions		0	0	0
24	A18	Asset protection		0	0	0
25	A19	Other cost avoidance (describe)		0	0	0
26	A20	Other cost avoidance (describe)		0	0	0
27	A21	Other cost avoidance (describe)		0	0	0
28	A22	Other cost avoidance (describe)		0	0	0
29						
30	A23	Subtotal Cost Avoidance		0	0	0
31		Revenue Generation				
32	A24	Additional revenue generated		0	0	0
33	A25	Increased interest earned		0	0	0
34	A26	Other revenue generation (describe)		0	0	0
35	A27	Other revenue generation (describe)		0	0	0
36	A28	Other revenue generation (describe)		0	0	0
37	A29	Other revenue generation (describe)		0	0	0
38						
39	A30	Subtotal Revenue Generation		0	0	0
40						

Handout: Step 2 - PLAN



Deliverable	Legislative Change / Requirement	Best Practice
Project Plan	<ul style="list-style-type: none">No longer required to be submitted prior to solicitationStill must submit to QAT before spending 10% of budget	Follow PMBOK standard and develop a project plan prior to solicitation and submit to QAT when possible.
Acquisition Plan	<ul style="list-style-type: none">No longer required for procurements under \$10MConsistent with any acquisition plan provided in the Texas Procurement and Contract Management Guide (TPCMG)	TPCMG offers that all procurements should have an acquisition plan. QAT recommends whenever possible, the agency completes and submits an acquisition plan for any MIRP contract.
Solicitation Notice		
\$10M Draft Contract Review	Submit proposed terms of the contract <u>prior</u> to negotiations to QAT	
\$10M Negotiated Contract Review	Submit <u>final negotiated</u> unsigned contract to QAT	
\$10M Contract Notice of Execution		

Project Plan



[Agency/Organization Name]
[Project Name]

PROJECT PLAN
[Version Number] | [Revision Date mm/dd/yy]

Section 3. Project Start-Up

3.1 Project Life Cycle

Specify and describe life cycle model(s) that will be used for the project. If formal standards have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.

⇒

3.2 Methods, Tools, and Techniques

Identify the method(s), standards, policies, procedures, programming language(s), reusable code repositories, and other notations, tools, and techniques that may be used to develop and/or deploy the products and/or services for the project.

⇒

3.3 Estimation Methods and Estimates

Describe the methods used to estimate the project level of effort, schedule, and budget. Include tools and techniques used to obtain the estimates in the description. Provide estimates for the project dimensions (effort, schedule, and budget), and identify the source or basis of the estimates and the level of uncertainty and risk associated with the estimates.

Estimation Methods and Estimates	
Description	
Effort in person-months or person-hours	
Schedule in calendar months	
Budget in dollars	
Source/Basis of Estimates	
Level of Uncertainty	

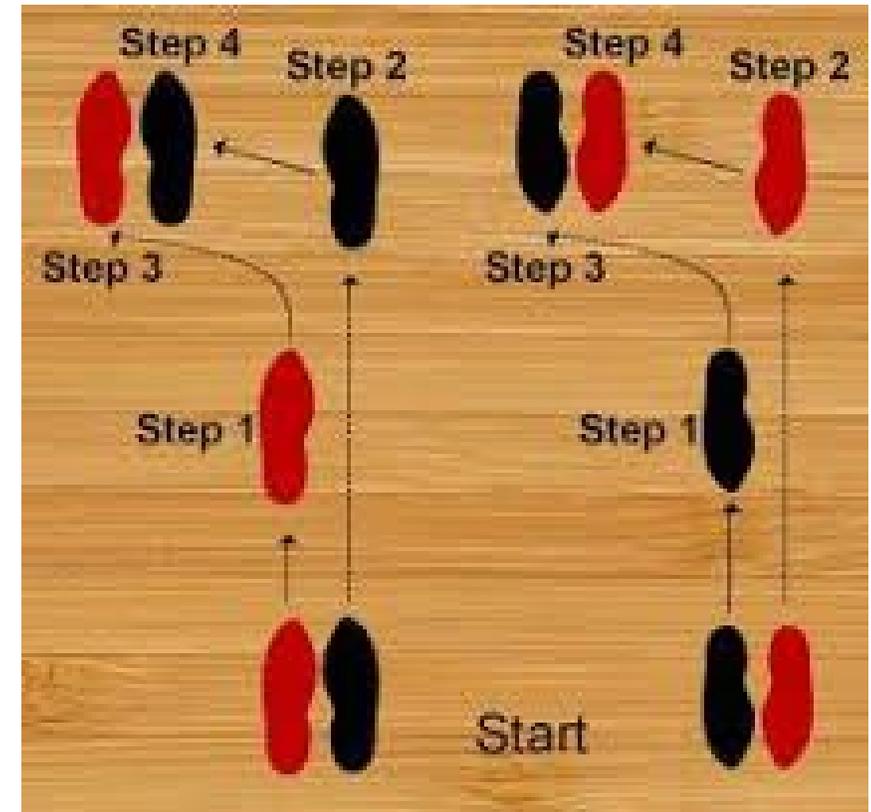
Legislative Requirements SB65 Updates Cont'



- **Texas Two-Step QAT review process of pre and final negotiated terms for contracts over \$10M**

- Pre-negotiated draft contract – Agency Submits to QAT via SPAR system
 - Can begin negotiations or wait for initial feedback
- Final negotiated unsigned contract – Agency Submits to QAT via SPAR System
- QAT Reviews and provides recommendations on final negotiated unsigned contract
- Agency required to comply with QAT recommendations or provide a written explanation why the recommendation is not applicable.

Agency Win: Not waiting for QAT approval – just respond to QAT comments



Handout: Step 3 - EXECUTE



Deliverable	Legislative Change / Requirement	Best Practice
Contract Amendment and Change Order Approval	<ul style="list-style-type: none">• No longer requires QAT approval• Must include a justification	
Cost Benefit Analysis	<ul style="list-style-type: none">• New requirement• Prior to amending a \$10M or greater contract that is 10% or greater over budget or behind schedule, agency must first complete a cost benefit analysis with respect to canceling or continuing the project and submit to QAT for review	

Vendor performance report required before amending a contract!

Contract Amendment and Change Order Approval



[Agency/Organization Name]
[Project Name]

CONTRACT AMENDMENT AND CHANGE ORDER APPROVAL
[Version Number] | [Revision Date mm/dd/yy]

Section 1. General Information

Project Name		Date mm/dd/yy	
Agency			
Contact	Phone	Email	Fax
Project Manager	Phone	Email	Fax

Section 2. Affected Areas

Check all that apply.

<input type="checkbox"/> Project Start Date	<input type="checkbox"/> Project End Date	<input type="checkbox"/> Contract Amount	<input type="checkbox"/> Project Costs
<input type="checkbox"/> Project Scope	<input type="checkbox"/> Technology	<input type="checkbox"/> Major Deliverables/ Outcomes	<input type="checkbox"/> Roles/Responsibilities

An approved Change Control Request **MUST** accompany this form. If there are changes in the contract amount or contract completion date, at a minimum, REVISE:

- Project Plan
- Project Schedule

Section 3. Change Summary

Currently Recorded Dates/Costs				Requested Revisions to Dates/Costs			
Start Date mm/dd/yy	End Date mm/dd/yy	Contract Amount	Project Cost	Start Date mm/dd/yy	End Date mm/dd/yy	Contract Amount	Project Cost

Section 4. Justification Summary

- **Agency ABC is running a MIRP.**
- **They have a contract change order for 5% increase executed on January 1.**
- **They have a second contract change order of an additional 6% planned for December 1.**

- **Do they need to complete a CACOA and submit to QAT for review along with the Amendment(s)?**

YES!!

- Since the combined change orders 5% + 6% are greater than the 10% threshold, they must submit and include details about both.

Handout: Step 4 – MONITOR & CONTROL



Deliverable	Legislative Change / Requirement	Best Practice
Monitoring Report	*No change. However, make sure you are using the latest version.	Agencies directly inputting data into the SPAR System may forgo completion of the Monitoring Report and instead, attach a print-out of the Details page to the project record.
IV&V Reports & Quality Assurance Reports	Submit to QAT within 10 days of receiving request	Agencies directly inputting data into the SPAR System should attach IV&V reports and/or QA reports to the project record as they are received

Monitoring Report



[Agency/Organization Name]
[Project Name]

MONITORING REPORT
[Version Number] | [Revision Date mm/dd/yy]

1.2 Public Dashboard The following required dashboard metrics will be published to a public dashboard, TX Gov Code 2054.159.

Performance Indicators	Formula SPAR Calculates Schedule & Budget Metrics	Result	Dashboard (Red, Yellow, Green)	Explanation or mitigation to be published with dashboard results (Optional)
Schedule Green >= .90 Yellow >= .80 & <.90 Red <.80	SPI = Earned Value / Planned Value (expected result = round to the nearest 100th, e.g. 0.95)			
Budget Green >= .90 Yellow >= .80 & <.90 Red <.80	CPI = Earned Value / Project Cost to date Total (expected result = round to the nearest 100th, e.g. 0.95)			
Scope Green <= 10% Yellow >10% & <= 20% Red >20%	Look at all scope related change requests in past 12 months. Scope Metric = cumulative \$ amount of scope changes / \$ original project amount (expected result = percent change)			
Quality	Depending on project phase, and according to Quality Register or Quality Management Plan, enter results.			

Optional Explanation of why initial budget/schedule is different from current budget/schedule.

Quality Register



Quality Register

Quality Register			
Agency/Organization Name		Version Number	
Project Name		Revision Date mm/dd/yy	

(Please Delete this text before submitting to QAT. The following are example quality measures. You may delete these examples and submit custom quality measures for each project. This quality register should be submitted to QAT along with the project plan and updated throughout the lifecycle of the project.)

No.	Project Phase	Quality Objective	Quality Standard	Tracking Tool or Measure	Result
Example 1	Planning	Incorporate Quality in every stage of SDLC.	Deliverable standards outlined in the deliverable expectations document.	Count and severity of errors found in artifact/deliverable.	Green: Quality Register or Quality Management Plan Created and submitted to QAT Red: Quality Register or Quality Management Plan not submitted to QAT
Example 2	Executing	System defects will be corrected and accepted prior to entering UAT phase.	Acceptance criteria detailed in Test Plan that is based on number and severity of defects found and number of test scripts ran.	Count and severity of defects detected during System Test.	Green: <=10% does not meet standard Yellow: >10 and <=20% does not meet standard Red: >20% does not meet standard
Example 3	Closing	After project launch, agency should not experience any major outages to functionality or data.	No <u>Sev 1</u> or <u>Sev 2</u> defects should be discovered after go-live.	Count and severity of defects discovered after go-live.	Green: no <u>Sev 1</u> or <u>Sev 2</u> defects Red: <u>Sev 1</u> or <u>Sev 2</u> defects observed and logged
Example 4	Closing	Project sponsor should score 90% or greater on satisfaction survey of project results.	Project sponsor satisfaction of project results.	Satisfaction survey administered to Project Sponsor	Green: score of 90% or greater on satisfaction survey Yellow: >=80 and <90% Red: <80%

Handout: Step 5 – CLOSE



Deliverable	Legislative Change / Requirement	Best Practice
Post Implementation Review of Business Outcomes – 6 months		In the specific case where you have finished your project in the last six months AND your project is <\$5M, we recommend completing this deliverable to formally close your project.
Post Implementation Review of Business Outcomes – 2 Years	<ul style="list-style-type: none">• Eliminated as of September 1	

Statewide Automated Reporting System



Sections

- Details
- Additional Details
- Tasks (20)
- Project Logs (0)
- Portfolios (0)
- Notes (1)
- Status Comments ...
- Attachments (2)
- Baselines
- Reports
- Dashboards
- Team (3)
- Alerts

Details

Save Cancel Copy URL Actions

Project Information	
ID*	2004743845
Monitoring Report Submission Date	12/28/2018
Agency*	Innotas Standard Department
Project Title*	CABS Implementation
Agency Head	John <u>Smithereen</u>
Information Security Officer	
SPAR Coordinator*	Lopez, Elizabeth
Project Manager	Tom Niland

Dates	
Last Modified Date	5/3/2019 12:10 PM
Project Cost	
Initial Estimated Project Cost	\$ 15,691,610.00
Last Reported Estimated Project Cost	\$ 15,691,610.00
Current Estimated Project Cost	\$ 15,691,610.00
Explanation of Variance between Last Reported and Current Project Cost	N/A
Project Cost to Date (Fiscal)	\$ 1,289,049.94

Statewide Automated Reporting System



Status Comments (2)

Attachments (1)

Baselines

Reports

Dashboards

Team (0)

Alerts

Settings

Agency Contact Phone

Monitoring Report Frequency*

Report Start Date

Report End Date (If project has completed enter completion date)

Reporting and Compliance

Project/Product Methodology

Project/Product Type

Funding Type/Source

IV&V vendor active?

Vendor(s) Name

Contract(s) Amount

Statewide Automated Reporting System



Project Dashboard ⤴	
Schedule Performance Index (SPI)	1.52
Schedule Performance Index (SPI) Health	Green
Schedule Explanation or Mitigation (optional)	The development and production activities for the final data source were not complete by 1/31/19; therefore, the overall project end date must be extended. The completion date for this data source and final project close out are under evaluation and will be provided on the next report. The SPI should move from Green to Yellow.
Cost Performance Index (CPI)	2.30
Cost Performance Indicator (CPI) Health	Green
Budget Explanation or Mitigation (optional)	The project is within budget and original contracted amount. All invoices have been turned in on time per the contracted payment milestones.

Scope RYG	Green
Scope Results	0%
Scope Explanation or Mitigation (optional)	At this time, there are no changes in project scope; however project scope, cost, and schedule are under evaluation. Any changes to project scope will be documented through the approved processes and provided on the next report.
Quality RYG	Green
Quality Results	Meets standard
Quality Explanation or Mitigation (optional)	<ul style="list-style-type: none">- The data sources and entire project continue to be closely monitored by Agency and the vendor to ensure a quality solution is completed.- Agency and the vendor are following scope and the project control approval and contract amendments as prescribed.
Explanation of Variance between Initial Planned and Current Budget/Schedule	None at this time.

Statewide Project Automated Reporting System



← Projects #Demo

Sections <<

- Details
- Additional Details
- Tasks (0)
- Project Logs (1)
- Portfolios (0)
- Notes (0)
- Status Comments ...
- Attachments (1)
- Baselines
- Reports

Details

Save Cancel Copy URL Actions ▾

Project Information

ID *	196748
Monitoring Report Submission Date	10/4/2
Agency *	Inno
Project Title *	#Dem
Agency Head	
Information Security Officer	

Dates

Last Modified

Project Cos

Initial Estimate Cost

Last Reported Project Cost

Current Estimate Project Cost

Explanation o

between last

History

Layout ▶

Print

Impact Print is

Delete Project

Populate from Template

QAT Project Dashboard



Statewide Overview | Project Status

QUALITY ASSURANCE TEAM

PROJECT STATUS

PROJECTS BY PERFORMANCE RATING

Project	Percent Complete	Schedule Performance Index	Cost Performance Index	Scope Performance	Quality Performance
Enterprise Case Management Wave 2	96%				
Advanced Analytics Project	95%				

Department of Public Safety

April 2019

PERFORMANCE RATING
 Green

Hover for Performance Rating Definitions

CHOOSE AGENCY

Department of Public Safety

TOTAL CURRENT ALL FUNDS COST FOR ALL PROJECTS

\$11,135,445

PROJECTS BY PHASE AND CURRENT ALL FUNDS COST (USE AS FILTER)

Project	Phase	Current All Funds Cost
Advanced Analytics Project	Execute	~7.8M
Enterprise Case Management Wave 2	Execute	~3.2M

PROJECT PHASE
 Execute

Hover for Future Data

Performance Indicators

Cost

- Earned Value approach using the Cost Performance Index (CPI)

Schedule

- Earned Value approach using the Schedule Performance Index (SPI)

Scope

- Measuring number/impact of change requests

Quality

- Different metrics reported throughout project lifecycle according to Quality Management Register/Plan

Cost Performance Index (CPI)

- “The CPI is a measure of the cost efficiency of budgeted resources, expressed as a ratio of earned value to actual cost.”- PMBOK

Formula

- $CPI = (Earned\ Value) / (Actual\ Cost)$

Green

- CPI is .90 or greater

Yellow

- CPI is .80 - .89

Red

- CPI is less than .80

Schedule Performance Index (SPI)

- “The SPI is a measure of schedule efficiency, expressed as the ratio of earned value to planned value.” - PMBOK

Formula

- $SPI = (Earned\ Value) / (Planned\ Value)$

Green

- SPI is .90 or greater

Yellow

- SPI is .80 - .89

Red

- SPI is less than .80

Change Requests

- Counting the cumulative \$ amount across all Scope change requests in a rolling 12 month period

Green

- Cumulative Scope change requests that affect budget by up to 10%

Yellow

- Cumulative Scope change requests that affect budget by 11-20%

Red

- Cumulative Scope change requests that affect budget by more than 20%

Plan

- Presence of Quality Management Plan or Quality Register in Project Plan

Execute

- Deliverable Acceptance

Close

- Defects detected after go-live acceptance
- Project Sponsor satisfaction

Green

- Plan: QMP/Register Present and complete
- Execute: 10% or less of deliverable items reviewed do not pass or meet standard
- Close: No Sev 1 & Sev 2 defects after go-live, 90% or greater project sponsor satisfaction

Yellow

- QMP/Register complete
- Execute: 11% - 20% of deliverable items reviewed/tested do not pass or meet standard
- Close: 80%-89% project sponsor satisfaction

Red

- Plan: QMP not present or complete
- Execute: >20% deliverable items reviewed do not pass or meet standard
- Close: 1 or more Sev 1/Sev 2 defects after go-live, <80% project sponsor satisfaction

Quality Dashboard



Green

- Plan: QMP Present and complete
- Execute: 10% or less of deliverable items reviewed do not pass or meet standard
- Close: No Sev 1 & Sev 2 defects after go-live, 90% or greater project sponsor satisfaction

Yellow

- Execute: 11% - 20% of deliverable items reviewed/tested do not pass or meet standard
- Close: 80%-89% project sponsor satisfaction

Red

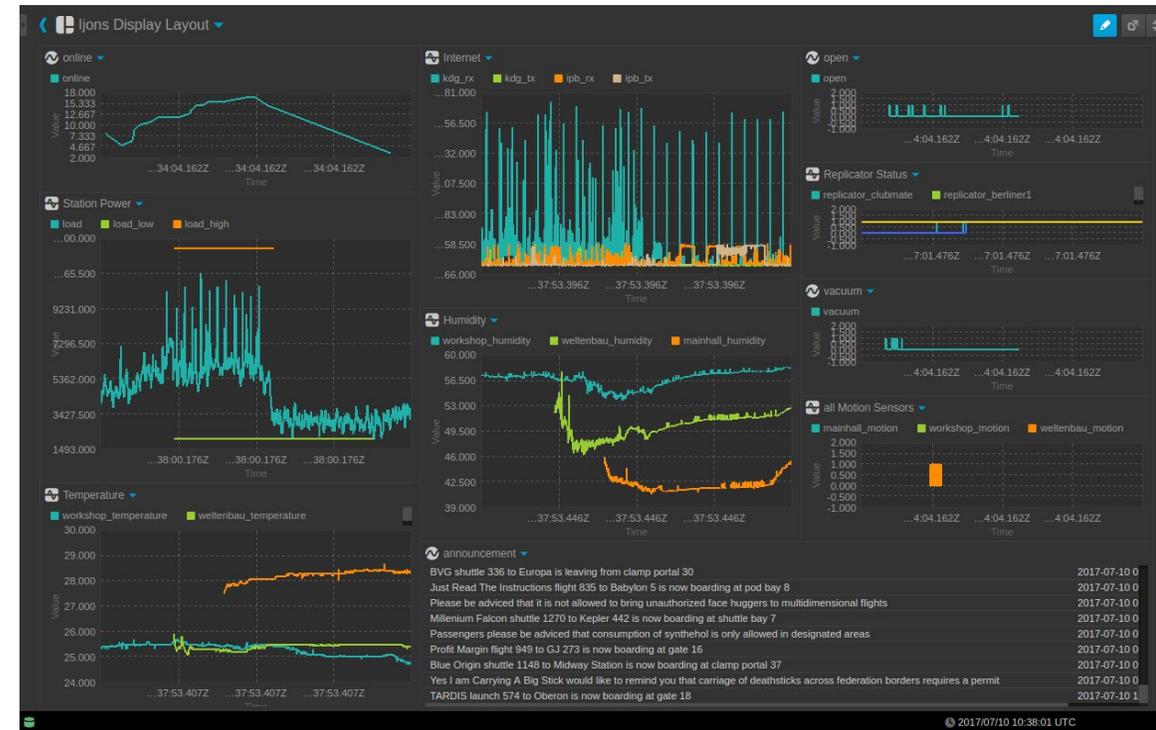
- Plan: QMP not present or complete
- Execute: >20% deliverable items reviewed do not pass or meet standard
- Close: 1 or more Sev 1/Sev 2 defects after go-live, <80% project sponsor satisfaction

- **Data Analytics**

- Gather additional data points
- Create Agency/QAT only data views
- Share real-time success factors of agency projects

- **Public Dashboard Performance Metrics**

- Seek feedback from agencies on improvements
- Workgroup beginning Q2 FY20



- **\$5 Million Threshold for MIRPs**
- **Framework Documents**
 - only require approval from ED or ED's designee
- **SAO Monitoring Assessment**
 - new levels of monitoring for agencies
 - begins in September 2020
- **Business Case**
 - review process changed. QAT makes recommendations, Agency either complies or provides explanation

Legis Recap (continued)



- **Beginning September 2020, only agencies with “additional monitoring” assignment from SAO will be required to complete**
 - Statewide Impact Analysis
 - Technical Architecture Assessment, when requested by QAT
- **Execution Capability Assessment no longer required**
- **Flexibility in posting solicitations**
 - Project Plan - No longer required to submit prior to solicitation – however, we still recommend as a best practice
 - Acquisition Plan - No longer required to submit an acquisition plan for contracts under \$10M – however, we still recommend as a best practice

- **\$10M or greater contract reviews**

- Two step process
- Agency may commence negotiations after submission of draft contract
- Agency submits final negotiated unsigned contract to QAT for formal review & comment.
- Agency either complies with QAT comments or provides written explanation why it does not apply.

- **CACOA must provide justification for amendment**

- **New Cost Benefit Analysis**

- required for any amendment to a \$10M or greater contract that is at least 10% over budget or behind schedule

Lege Recap (continued)



- **Quality Assurance Reports and IV&V Reports**
- **2 Year PIRBO no longer required**

YOUR Tool Belt!



Leverage:

- **Framework Documents**
- **Agency Lessons Learned**
- **DIR Statewide Project Delivery Team**
- **QAT**

And hopefully you'll be in a world of...



- **Which agency is NOT part of the QAT?**
 - A. Department of Information Resources**
 - B. Funeral Commission**
 - C. Legislative Budget Board**
 - D. State Auditor's Office**
 - E. Comptroller's Office**

- www.dir.texas.gov
 - Click on CALENDAR (top of any page)
 - See upcoming events
 - STAY CONNECTED (bottom left)
 - DIR discussion lists, newsletters

TX-PM- discussion list for State of Texas government IT project management community.

Questions?



Tom Niland

Program Director

tom.niland@dir.texas.gov

Elizabeth Lopez

Program Specialist

elizabeth.lopez@dir.texas.gov