



ENTERPRISE PROJECT MANAGEMENT OFFICE SERVICE GUIDE

Establishing Organization Value – A Mission for Success	3
Portfolio Management.....	3
Project Management.....	6
Business Analysis.....	9

Establishing Organization Value – A Mission for Success

The Mission of the Enterprise Project Management Office (EPMO) for the Agency of Digital Services is to continuously improve the project management process, seeking increased efficiency, greater transparency, and elimination of unnecessary process, in order to deliver the most value to Vermonters from information technology projects. This mission is accomplished by establishing relationships between our business and technology partners in the implementation of the State of Vermont's strategic initiatives. According to the Project Management Institute (PMI) "Effective project portfolio management requires a keen understanding of the relationships between strategy development and strategy implementation. The selected portfolio of projects and programs must collectively advance the organization. Project portfolio management, often referred to as simply portfolio management, is forward looking. If you can't see the future of your organization by looking at your portfolio, you have no chance of getting there". The ADS EPMO strives to partner with our business and technology counterparts in the development of strategies and prioritization of the State's initiatives. This is accomplished through Portfolio, Program and Project Management services offered by our team of expert professionals. In addition, we are always looking at ways to improve our processes with the goal of making State services more efficient and affordable while continuing to protect the most vulnerable Vermonters. This goal is one that is supported by our Business Analysts through their collaboration on our project teams and EPMO internal initiatives.

In the following pages, you will find information regarding the services provided by the EPMO and the value they can bring to your organization and our customers.

For information related to Vermont Statutes authorizing this activity, please visit the EPMO website at <https://epmo.vermont.gov/statutes>

Portfolio Management

Portfolio management is a process to ensure that your organization or department spends its scarce resources on the work that is of the most value. This process helps to ensure that only the most valuable work is approved and managed across the entire enterprise. Portfolio Management also provides clear visibility that allows you to effectively connect the execution of your organization's projects to the fulfillment of your strategies.

Department leaders that do not understand how their budgets are spent, and who cannot validate that the work being funded is the most important, will find themselves under greater scrutiny and second-guessing in the future. Portfolio management can help your department answer some of the most basic, yet difficult, questions regarding work performed and value provided.

Value of Portfolio Management

In general, the value of utilizing a portfolio management approach to managing projects is as follows:

Improved Resource Allocation. While it is critical for all departments to prioritize their own work, that is only part of the process. True portfolio management on an organization-wide basis requires prioritization of work across all of the departments. Too often today, low value projects, or projects in trouble, squeeze scarce resources and do not allow other valuable projects to be executed. The EPMO Portfolio Management process includes tracking resource allocation at the project level and at the Portfolio level.

Improved Stewardship of State Dollars. Portfolio management requires work to be approved by all the key stakeholders including those responsible for funding projects. As stewards of the department's money, the department Executive will now have a responsibility to approve and execute the work that has been prioritized by the State. Additional value to portfolio management is transparency into how state dollars are being spent on projects and that when work is approved in one area, it removes funding for potential work in other areas. Additionally, funding partners such as the Federal government require reports on how dollars are being spent and whether or not States are reaping the benefits proposed when the projects were approved. Portfolio management provides the tools needed to provide data to such funding partners.

More Openness of the Authorization Process. Utilizing a portfolio management process removes any clouds of secrecy on how work gets resourced and funded. The Strategy and Prioritization Process allows everyone to propose work and ensures that people know the process that was followed to ultimately authorize work.

Less Ambiguity in Work Authorization. The portfolio management planning process provides criteria for evaluating work more consistently. This makes it easier to compare work on an apples-to-apples basis and do a better job in ensuring that the authorized work is valuable, aligned and balanced.

Improved Alignment of the Work. In addition to making sure that only prioritized work is approved, portfolio management also results in the work being aligned. All portfolio management decisions are made within the overall context of the State's strategy and goals.

Increased Collaboration. In many organizations, senior managers make business decisions while only considering their own department. You cannot perform portfolio management within a vacuum. If you practice portfolio management at the top of your organization, it drives all departments to collaborate on an ongoing basis.

Enhanced Communication. This is a similar benefit to increased collaboration. In many organizations today, communication across functional departments is challenging. Portfolio management requires an ongoing dialog. There are many more opportunities to communicate the value of the portfolio. Portfolio metrics should be captured and shared with key stakeholders as well as executive leadership. A portfolio management dashboard should be created and shared. The business value of portfolio projects should also be measured and shared.

Role of the Portfolio Manager

The Portfolio Manager is responsible for resourcing the project with a qualified Project Manager and to ensure the project is then managed successfully. The Portfolio Manager also assists with the following on behalf of ADS and the State of Vermont:

Category	Activity	Billable	Non-Billable
Procurement Assistance			
	Assist Sponsor/PM with Procurement Resourcing	X	
	Review Procurement documents and provide feedback for PM/BA services, Vendor Qualifications, EPMO Expectations/Deliverables in IT Contracts	X	
	Assist with interviewing/approving vendor PMs/BAs	X	
IT ABC Forms			
	Collaborate with IT Director and Business Lead on creation of initial IT ABC form	X	
	Facilitate approval of initial IT ABC from CIO	X	
	Facilitate approval of updated IT ABC from CIO	X	
Independent Reviews			
	Procure IR Vendor	X	
	Facilitate IR process, approval, and payment	X	
	Manage IR Vendor	X	

	Validate IR Deliverables in report	X	
	Review draft IR report and verify deliverables have been delivered/provide feedback to IR vendor	X	
	Participate in IR Report presentation to CIO	X	
	Verify project approval to move forward and work with IR vendor to complete any additional items	X	
Project Resource Contracts			
	Procure Contractor PMs/BAs for unmet project needs	X	
	Manage Contract and approve invoices	X	
	Manage vendor expectations/deliverables	X	
Project Manager/Business Analyst Oversight			
	Check-ins a minimum of weekly for projects that are Red/Yellow	X	
	Check-ins a minimum of bi-weekly for projects that are green	X	
	Review PM/BA Deliverables/Expectations	X	
	Manage PM/BA Performance		X
Project Oversight			
	Review Project Status reports and provide any needed guidance to PM	X	
	Participate in Project Steering Committees as an advisor on projects when appropriate.	X	
	Check Ins with project Sponsors monthly/quarterly as appropriate	X	
	Serve as a project escalation point for the project to help facilitate resolution/risk reduction when needed	X	
	Make sure project documents are stored and retained on the project SharePoint site and the ITABC/Resource Request Form/Independent Review/Closeout Reports are attached to project in the PPM Tool.	X	
	Participate in the project closeout meeting	X	
	Review and comment on project closeout report	X	
	Capture a summary of the project's success	X	
	Mark project as closed; Validate Closeout report is included in the PPM Tool; Verify there is a closeout status report for project	X	
EPMO Reporting			
	Provide inputs to weekly CIO report for projects over 500K that are in a red status		X
	Data collection for reports (aka Legislative Reports)		X
	Quarterly Project Oversight reports for projects over 500K that are red.	X	
	Review PPM Tool records for accuracy and possible need for follow-up/project assistance	X	
Portfolio Management			
	Participate in IT Strategic and Prioritization activities with Business Partners and IT Leaders		X
	Meet bi-weekly/monthly with business sponsors, ADS leadership and Project team members regarding overall status of the Portfolio		X
	Provide information to PMs regarding ADS labor costs on projects for financial monitoring purpose	X	

Commented [PP1]: @Gibson-Grandfield, Stacy and @Ibey, Alex I've removed reference to 'Staff Augmentation'. Let me know if you find this new wording satisfactory.

Commented [GS2R1]: Looks good to me. Thank you Paul.

Commented [PP3]: @Gibson-Grandfield, Stacy and @Ibey, Alex I've removed reference to 'Staff Augmentation'. Let me know if you find this new wording satisfactory.

Commented [GS4R3]: This looks good to me. Thank you Paul.

	Review/Update Portfolio resource allocations on a monthly basis		X
	Review overall Portfolio performance on a bi-weekly basis in preparation for biweekly portfolio meetings		X
	Provide updates on Portfolio Performance to EPMO Director on a monthly basis		X

Ad Hoc Services

From time to time it may be necessary for the Portfolio Manager to become more involved in a project’s day-day activities. In the event there is an issue that requires a Portfolio Manager to become more involved and/or replace a Project Manager an EPMO Service Request form detailing the SOW for the engagement (whether short-term or long-term) and the estimated costs will be submitted to the business for approval. These requests/needs will be handled on a case by case basis.

Project Management

Project Management is about knowing what our goals are, how you’re going to achieve them, what resources you’ll need, and how long it will take you to reach that specific goal. Project Management’s goal is to make sure everyone involved in a project is aware of the purpose of the project. Project Management is the practice of organizing a team of people to initiate, plan, execute, control and close out a project to achieve specific goals and meet specific success criteria in a specific timeframe. The core components of project management include managing the risks, issues and changes on a project; monitoring progress against a plan; and managing the project budget. The State of Vermont’s team of Project Managers includes several Certified Project Management Professionals (PMP). This is an internationally accepted designation that recognizes an individual’s experience with and knowledge of the practice of project management as standardized by the Project Management Institute®.

Value of Project Management

The main benefits of using project management principles include:

Better estimating, planning, and project definition. Project management focuses first on planning the work. This is a vital discipline that allows the project team and the client to have common perceptions of what the project is going to deliver, when it will be complete, what it will cost, who will do the work, and how the work will be done. This includes:

- Understanding and gaining agreement on project objectives, deliverables, scope, risk, cost, approach, and so on.
- Determining if the original business case is still valid. For instance, a project that requires 10,000 effort hours might seem to make good business sense at first. But if the planning process determines that the effort is really 20,000 hours, the project may no longer be worthwhile.
- Making sure the resources you need are available when you need them.
- Providing a high-level baseline, from which progress can be compared and measured.

Utilizing a common definition and planning process sets common expectations and makes sure that only the right work gets done. It can also result in the cancellation of a project without a viable business case.

More effective communication. Properly communicating on a project is a critical success factor for managing the expectations of the client and the stakeholders. Proactive communication allows you to better manage expectations and avoid misunderstandings and conflict and provides better information for decision making.

Building a higher quality product, the first time. Quality management is about putting processes in place to ensure that your work is of high quality the first time through. By practicing some simple quality management processes, you can deliver a higher level of quality and avoid the expense and time of having to fix things after the fact. Quality management helps you build your deliverables correctly the first time and saves costs overall by discovering problems as early in the project as possible.

Other value points. There are other aspects of project management that provide value, including:

- managing scope more effectively
- defining and collecting metrics on project performance
- managing work plans proactively
- managing resource allocations, providing transparency on what activities resources are assigned to as well as monitoring resource capacity

Role of the EPMO Project Manager

The EPMO Project Manager is a key role for project success. The project manager will receive information and direction from multiple sources to include ADS Leadership, Executive Project Leadership and the project team and must be proficient in disseminating that information appropriately. The project manager will foster a positive team environment and build effective working relationships with all team members while also encouraging team collaboration.

Following are the activities performed by a Project Manager as part of the services they provide to our business partners throughout project engagements:

Category	Activity
Project Status Reporting	
	Create Weekly Project Status reports
	Collect project status updates from Vendor PM, validate and incorporate into a complete, comprehensive project status report (PSR) and distribute as defined in the Project Charter
Project Management Documentation	
	Participate in creation/review of project management deliverables per the contract to ensure State processes and standards are represented and met
	Hold Vendor PM accountable to delivering documents (deliverables) as outlined in the contract
	Maintain Action Item Log
	Maintain Decision Log
	Manage storage of project documentation on the Project's SharePoint site
	Conduct Lessons Learned Survey at completion of the project
	Complete Project Closeout Report upon completion of the project
Vendor and Contract Management	
	Hold the Vendor PM accountable for contract deliverables
	Meet with Vendor PM regularly (as required) to review project schedule to ensure tasks are on schedule or within the allotted variance
	In the event there is slippage in the schedule work with the Vendor PM to define a plan to get back on track; communicate to the Project Team and Project Leadership.
	Escalate issues to executive project leadership as appropriate (defined in the Project Charter)
	Actively participates in and facilitates on behalf of the State the completion of Deliverable Expectation Documents (DEDs), to ensure the State's acceptance criteria is sufficiently documented in the DEDs.

	Facilitates the review/approval process for Deliverable Acceptance on behalf of the State.
Risk Identification and Management	
	Work with Vendor PM on development of a project risk management plan as needed
	Work with Vendor PM to proactively identify and document project risks in the identified risk log
	Analyze risks for probability and impact and rate risk accordingly
	Work with project team, and project leadership when necessary, to plan risk response strategies
	Manage identified risks through the defined Risk Management Plans by monitoring the status and effectiveness of risk response strategies
	Revisit Risk Plan throughout the project and work with Vendor PM to adjust plan as needed
Define Project Governance	
	Create an escalation plan that describes issues/decisions, when to escalate, the process of how to escalate and who will be escalated to
	Follow the escalation plan throughout the life of the project
Project Communications	
	Work with Vendor PM to complete Communication Plan for the Project
	Receives, disseminates and manages project communications appropriately as defined by the Communications plan
	Understands the importance of communication and the responsibility to take direction and gather information from multiple avenues, i.e. Executive Project Leadership, ADS/EPMO Leadership and the project team
	Revisits Communication Plan throughout the project and works with Vendor PM to adjust plan as needed
Manage Roles & Responsibilities	
	Complete a comprehensive RACI Matrix that details project activities and who is <u>R</u> esponsible, <u>A</u> ccountable, <u>C</u> onsulted, and <u>I</u> nformed
	Update RACI Matrix throughout the project as needed to ensure roles and responsibilities remain clear
Manage Scope, Schedule & Budget	
	Actively participates in the process of scope definition and understands the scope and objectives of the project
	Works with Vendor PM to create a Master Schedule that will include all vendor and State tasks
	Works with State Finance Analyst and Project Leadership to determine budget and mechanisms for tracking the expenditures throughout the project
	Works with Vendor PM on a regular basis to review the scope to avoid scope creep
	Works with Vendor PM on a regular basis to review the schedule to ensure tasks are being complete on time and there is not slippage in the schedule
	Works with State Finance Analyst to track project expenditures on a regular basis to ensure project remains within budget
	Forecasts potential risks that may impact these areas early on and engage in Risk Management activities as defined by the Risk Management Plan for course correction
	Follow proper procedures for changes to scope, schedule & budget as defined the Change Management Plan
Project Meetings	
	Responsible for scheduling and facilitating Project team meetings
	Most project team meetings will be run by a combined effort between the State PM and Vendor PM

	Responsible to ensure meeting agendas are distributed, either by the State PM or Vendor PM prior to meetings
	Responsible to ensure meeting minutes are distributed, either by the State PM or Vendor PM after meetings within the defined timeframe outlined in the communication plan

Business Analysis

Business analysis is the practice of enabling change in an organizational context by defining needs and recommending solutions that deliver value to stakeholders. Business Analysts are involved in projects that include software-systems development, process improvement, organizational change or strategic planning and policy development. The work and perspective of business analysis can contribute to successful outcomes before, during, and after a formal project. Business Analysts who are part of the Enterprise Project Management Office (EPMO) are most often engaged within the context of an active ADS project. The State of Vermont's team of Business Analysts include several Certified Business Analysis Professionals (CBAP). This is an internationally accepted designation that recognizes an individual's experience with and knowledge of the practice of business analysis as standardized by the International Institute of Business Analysis®.

The Value of Business Analysis

The value of the Business Analyst is in the ability of the analyst to elicit an organization's needs, make the information consumable to multiple audiences, and advise decision makers on the options that will deliver value to the organization.

The value of business analysis is multifold. Understanding the true business needs up front:

- allows an organization to identify, at an impactful level, both the current state of the business and the desired future state, making it possible to understand the organizational changes that a implementing a solution will necessitate;
- empowers an organization to determine the business process and IT solutions that will best meet those needs and thus deliver value;
- improves the likelihood that a solution will be designed and configured correctly from the start;
- informs "what success looks like";
- creates a high-quality record of the business as-is and to-be states using standard methods and models.

Conversely, failure to engage in business analysis increases the risks that:

- implementation will take longer than expected and will cost more to design, develop, deliver, and maintain;
- a solution will fail to meet the needs of the target users and the business at large;
- opportunities to leverage changes to business process will be missed;
- opportunities to leverage the solution for additional value will be missed.

Role of the Business Analyst

The many roles of the Business Analyst include facilitator, liaison, and trusted advisor. A Business Analyst operates at both the strategic level and the project level. It is the role of the Business Analyst is to shepherd project requirements from vision through delivery. The Business Analyst ensures the requirements are complete, correct, and delivered, so the final product meets the customer needs.

Following are the activities performed by a Business Analyst as part of the services they provide to our business partners throughout project engagements:

Category	Activity
Exploration/Discovery (Pre-Project)	
	Assist Business with the development of the business case (IT ABC Form)
	Conduct Current State Analysis/Modeling
	Conduct Future State Analysis/Design
	Conduct Stakeholder Analysis
	Create/Groom Product Backlog
	Define Business Analysis Strategy
	Determine Need for a Request for Information (RFI)
	Elicit and Document Requirements for RFP/Procurement
	Estimate BA Resource Needs for Projects
	Facilitate Collaboration Amongst Project Stakeholders
	Identify Business Problems, Needs, Goals and Objectives
	Perform Benchmarking of Internal Current State Against External Entities
Project Planning and Execution	
	Assist with completion of Project Charter
	Define Requirements Management Strategy
	Document Solution and Business Changes to Derive More Value
	Conduct System Interface Analysis
	Create and/or Collaborate on Solution Design Specifications
	Facilitate and Conduct Detailed Business Rules Elicitation
	Facilitate and Conduct Detailed Requirements Elicitation
	Facilitate Roadmap, Release, Iteration Planning
	Manage Requirements (Trace, Maintain, Prioritize)
	Provide Subject Matter Expertise During Vendor Demos
	Support Business with Decision Analysis and Modeling
	Consult on Lessons Learned
	Measure/Analyze Solution Performance
	Perform Impact Analysis for Requirements Changes
	Facilitate/Support User Acceptance Testing