

Stage Gate Review Process & Lean Six Sigma

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Joint Committee on
Information Management and Technology

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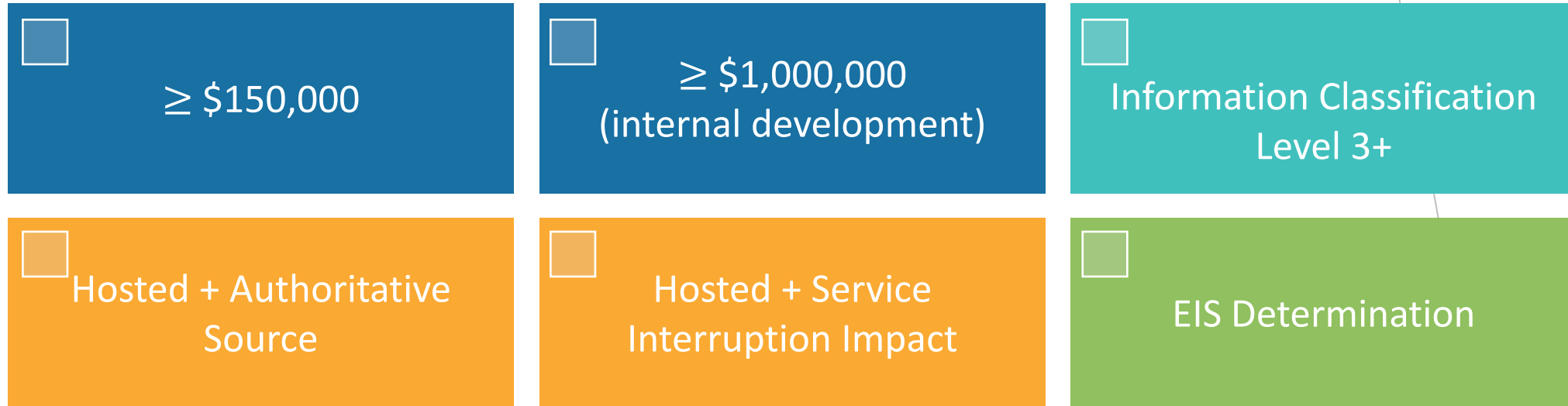
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Agenda

- ▶ Enterprise IT Governance
- ▶ Project Portfolio Performance Endorsements
- ▶ Oversight Level Assessment
- ▶ Oversight Level Determination
- ▶ PMBOK – Six Sigma Relationship
- ▶ 2023-2026 Strategic Framework Objective
- ▶ Statewide IT Project Portfolio



Enterprise IT Governance - Project Oversight Triggers



Statewide Policy: Information Technology Investment Oversight

[107-004-130](#)

Statewide Policy: Cloud and Hosted Systems

[107-004-150](#)

Statewide Policy: Information Asset Classification

[107-004-050](#)

Statewide Policy: Independent Quality Management Services

[107-004-030](#)

Chapter 276A – Information Technology (2019)

[ORS 276A.200-515](#)



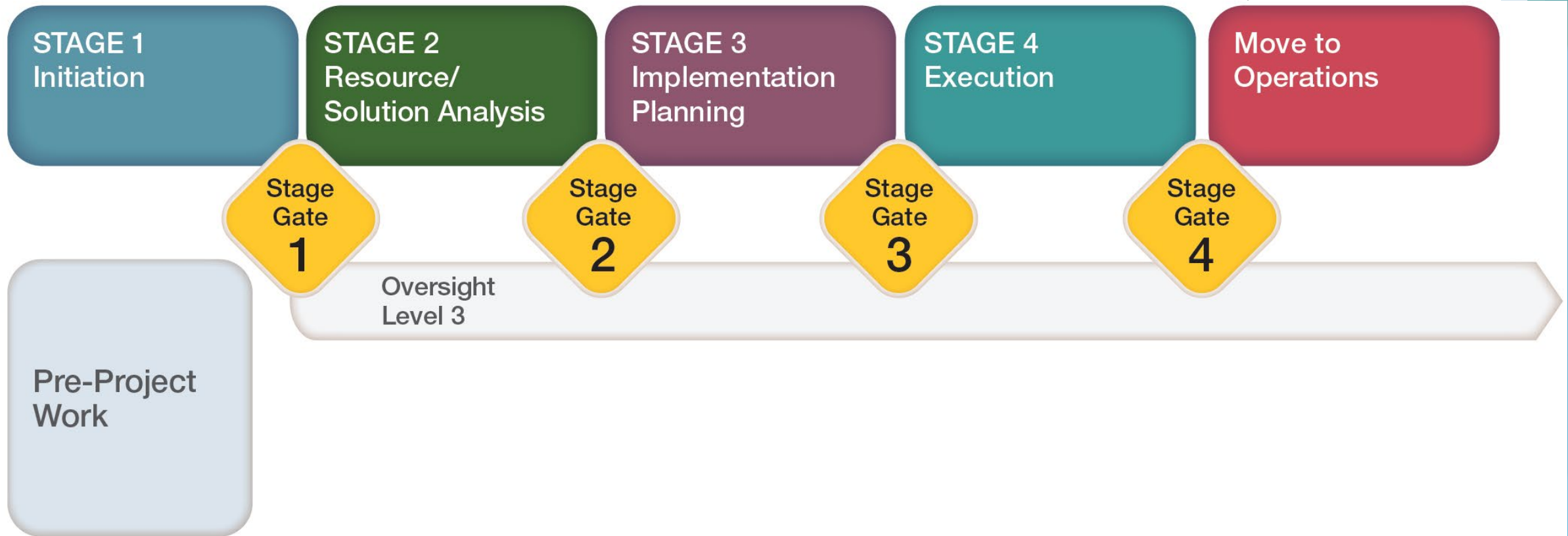
Enterprise IT Governance - Stage Gate Oversight Model



Note: EIS has adopted the Project Management Body of Knowledge (PMBOK) as a foundational resource to guide development of methodologies, policies, and procedures. Consequently, the standard practices described in the PMBOK are reflected in the requirements and processes used throughout oversight review.

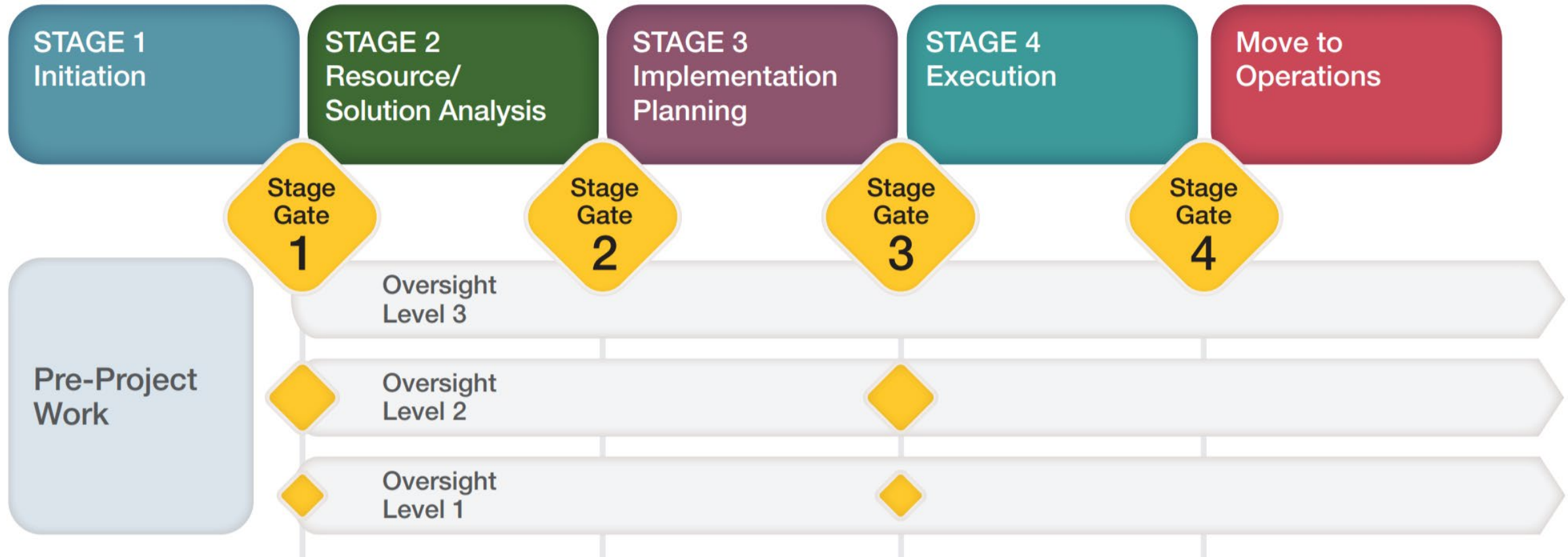


Enterprise IT Governance - Stage Gate Oversight Model



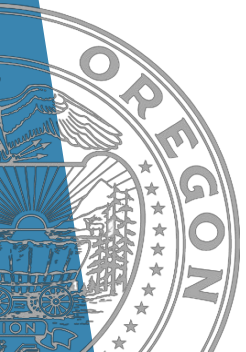
Note: The PMBOK defines a Stage (or Phase) Gate as a “review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program.” (PMBOK Guide, 6th edition, p.18)

Enterprise IT Governance - Stage Gate Oversight Model

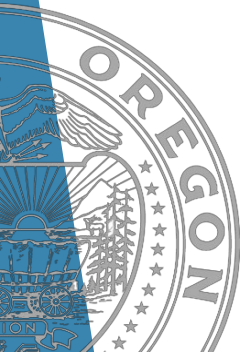
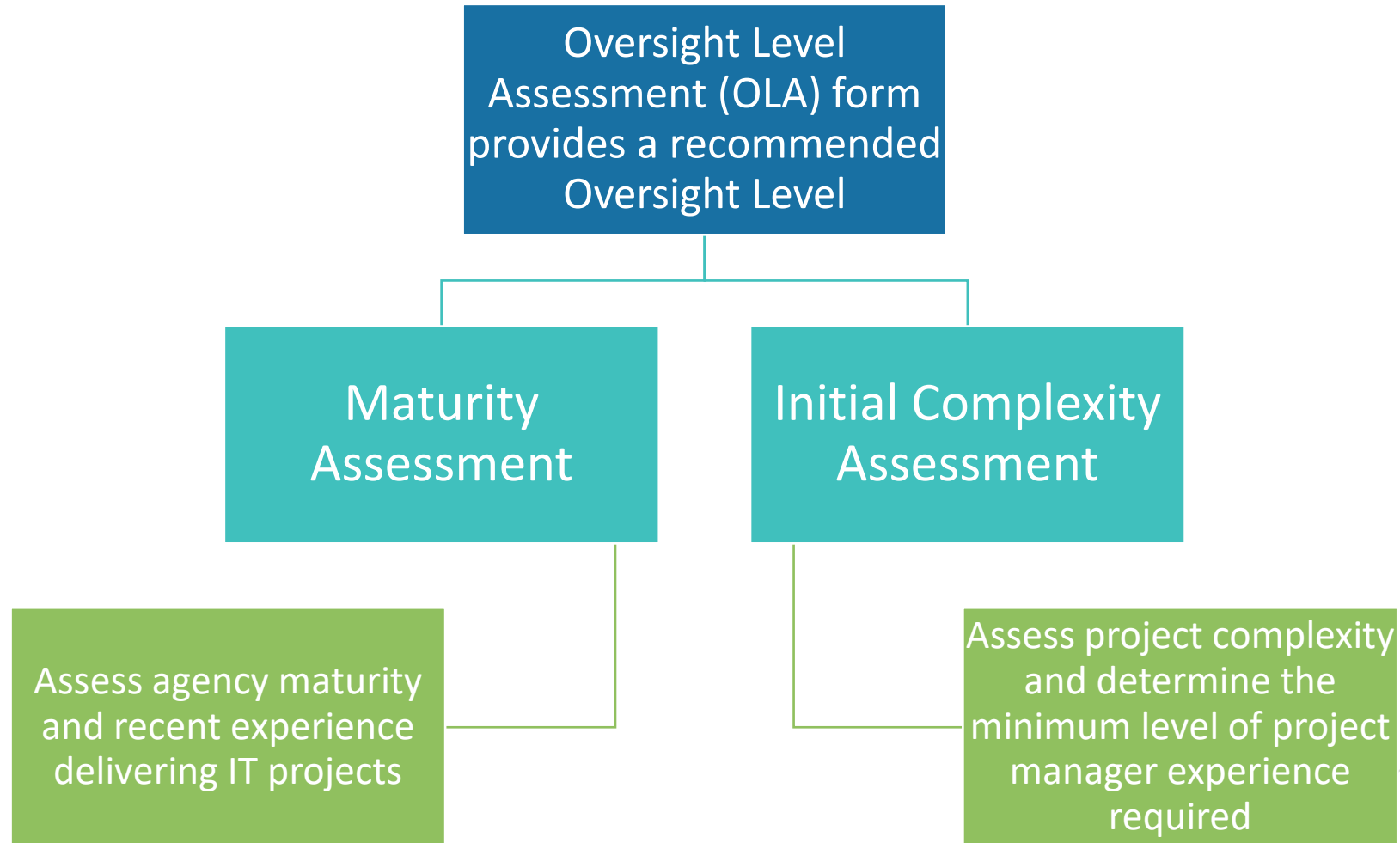


Project Portfolio Performance Endorsements

- ▶ For Non-Project investments, authorization via endorsement is required prior to purchase, subscription, or contract signature.
- ▶ For Project investments, authorization via endorsement is required prior to procurement release or contract signature.
- ▶ For Oversighted Project investments, stage gate endorsements are provided for the project to move to the next phase.
- ▶ EIS approval is required if scope, schedule, or budget deviate by 10% after endorsement or authorization.



Oversight Level Assessment



Oversight Level Determination

Oversight Level Assessment Criteria

Initial Complexity Assessment (ICA)

Span of organizational change

Business complexity

IT complexity

Preliminary budget

Stakeholder complexity

Perception

Maturity Assessment

IT Governance

Project organizational structure

Organization's experience with IT projects

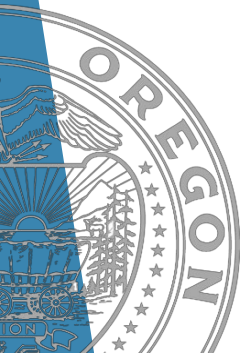
Project Manager Levels

Novice

Entry Level

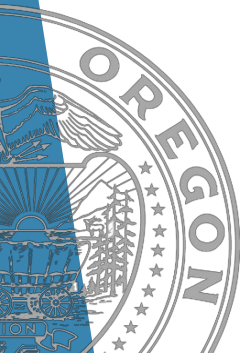
Intermediate

Advanced



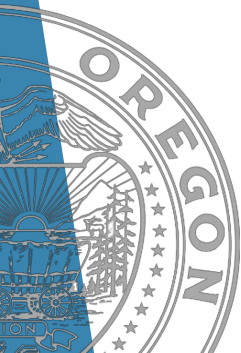
PMBOK – Six Sigma Relationship – Initiating Phase

Project Management Body of Knowledge (PMBOK®) (reflected in Stage Gate Oversight Model)		Six Sigma	
Initiating	<p>Develop the Business Case, Project Charter (authorizing the project).</p> <p>Prepare the Initial Complexity Assessment and review the Required Artifacts Form.</p> <p>At Stage Gate 1, evaluate Project Manager skills needed for the level of the project (complexity) and project team diversity in skills and experience.</p>	Define	<p>Define the problem, improvement activity, opportunity for improvement, the project goals, and customer (internal and external) requirements.</p>



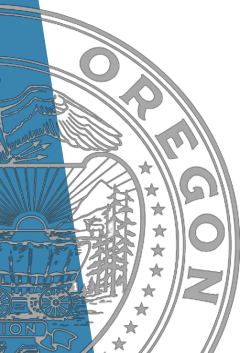
PMBOK – Six Sigma Relationship – Planning Phase

Project Management Body of Knowledge (PMBOK®) (reflected in Stage Gate Oversight Model)		Six Sigma	
Planning	<p>Prepare process workflows and gap analysis.</p> <p>Prepare solution analysis, market research, current process workflows, future workflows and gap analysis, and requirements management plan.</p>	Measure / Analyze	<p>Measure process performance.</p> <p>Analyze the process to determine root causes of variation, poor performance (defects).</p>



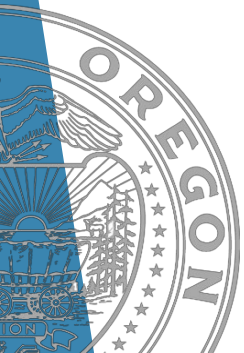
PMBOK – Six Sigma Relationship – Executing Phase

Project Management Body of Knowledge (PMBOK [®]) (reflected in Stage Gate Oversight Model)		Six Sigma	
Executing / Monitoring and Controlling	<p>Oversight involves quality control for project over \$5 million including mandatory Statewide Quality Assurance managed independent quality management services.</p> <p>Agency is expected to complete quality of project per PMBOK[®].</p>	Improve	<p>Improve process performance by addressing and eliminating the root causes.</p>



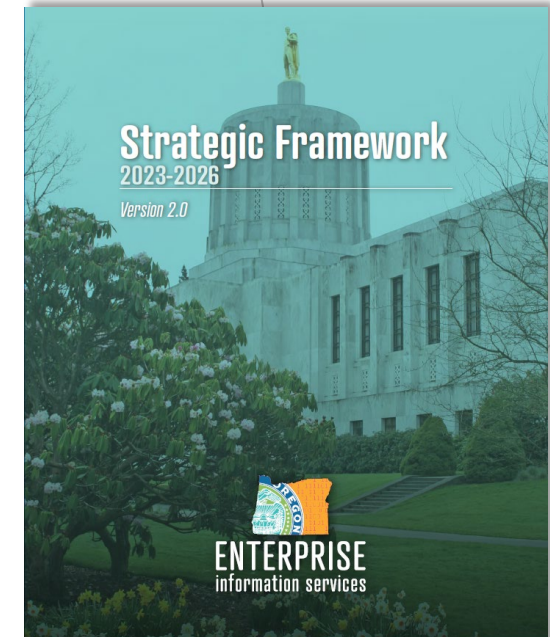
PMBOK – Six Sigma Relationship – Closing Phase

Project Management Body of Knowledge (PMBOK [®]) (reflected in Stage Gate Oversight Model)		Six Sigma	
Closing	Project transitions to operations and maintenance. Prepare lessons learned, business objectives measures (key performance measures on system built), security considerations (update System Security Plan), and scope, schedule, budget (variance).	Control	Control the improved process and future process performance.



2023-2026 Strategic Framework Objective

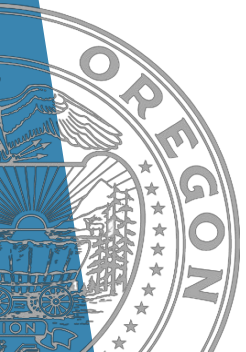
- ▶ OBJECTIVE: Mature Project Transparency and Accountability
 - ❖ **Reinforce** the adoption and application of formal project management principles, standards and emerging best practices that support accountability and value delivery on behalf of people in Oregon.



https://www.oregon.gov/das/OSCIO/Documents/EIS_Strategic%20Framework_2023-26_web.pdf

2023-2026 Strategic Framework Objective: Strategies

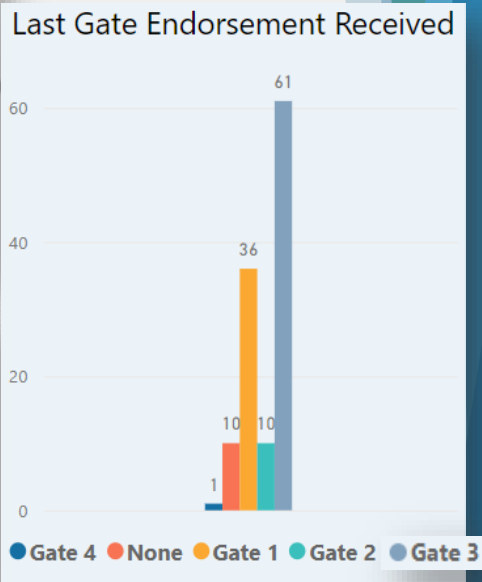
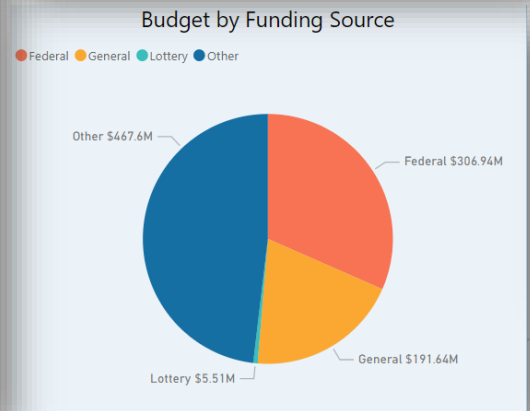
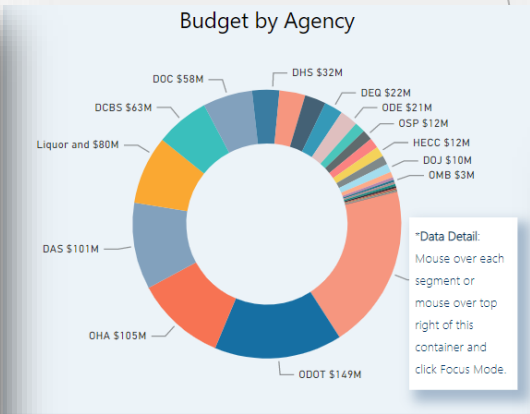
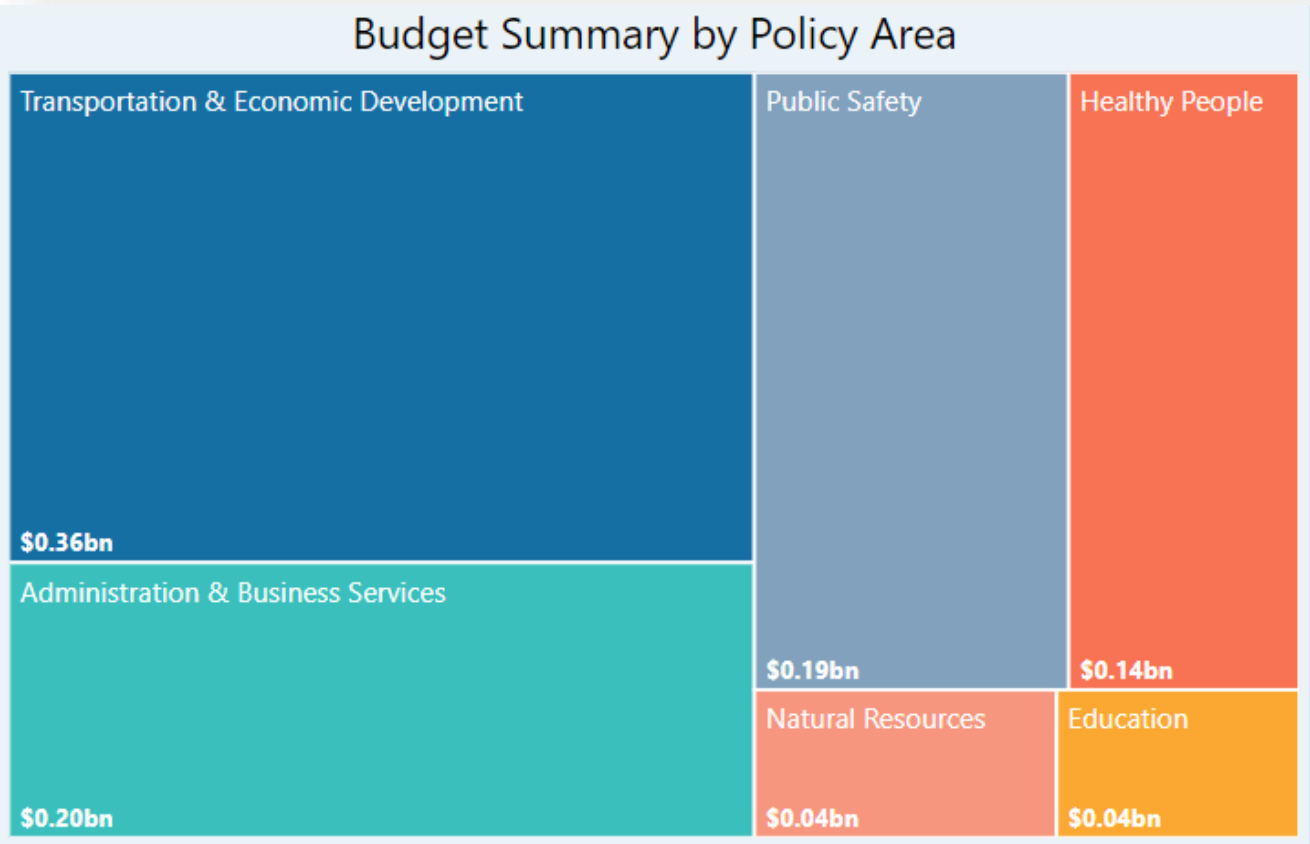
- ▶ Refine the use of tiered oversight to align with partner expectations and investment risk and to accelerate the adoption of agile and iterative development approaches.
- ▶ Upgrade and enhance the enterprise Project and Portfolio Management (PPM) tool, through implementation of the modern UX (User experience), to enable effective collaboration and communication with agency partners, IT investment governance, internal performance and portfolio metrics, and research integration with industry-standard project management tools.



https://www.oregon.gov/das/OSCIO/Documents/EIS_Strategic%20Framework_2023-26_web.pdf

Statewide IT Project Portfolio as of May 2023

Total IT project budget within the portfolio - **\$971,693,343*** Total IT projects: 118



* Source: [IT Project Summaries Dashboard](#)

Thank you

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