



STATE OF MARYLAND
DEPARTMENT OF INFORMATION TECHNOLOGY

Project Management Oversight



Four Elements of the Oversight Methodology

- Professional Project Management
- Independent Verification & Validation
- Portfolio Review
- Peer Review

Professional Project Management

- Full implementation of Best Practices for all MITDPs:
 - Dedicated project manager for each project
 - Follow the State’s System Development Life Cycle (SDLC) methodology
 - Follow PMI’s project management principles
 - Periodically include the DoIT PMO project manager in project update meetings
 - Report formally to DoIT PMO on project progress promptly each quarter
- Improve control of cost, scope and schedule

Independent Verification & Validation (IV&V)

- Project assessments conducted by third party contractors
- Assessment examples:
 - Risk Management
 - Governance
 - Requirements
 - Readiness for implementation or next phase
 - Return on Investment
 - Project Management Capabilities

Portfolio Reviews

- Review each major IT project at least once a year
- Review all current and proposed major IT projects to:
 - Ensure mutual understanding of objectives
 - Monitor the overall project plans and intended expenditures
- Improve analysis of cost, scope and schedule
- Opportunity to acknowledge successful completions
- Opportunity to flag any anticipated issues

Peer Reviews

- Expanding from the current Peer Review process, we propose a series of Peer Review Committees (PRC)
- Each PRC assigned to support one of the seven new major IT projects
- Peer Reviews progress from being a one-time information sharing activity to being a lifeline for the new project management teams.

PRC (cont.)

- What will a PRC do?
 - Provide each new MITDP agency a sounding board for ideas or concerns
 - Offer feedback and advice
 - Share experience and lessons learned
 - Provide the MITDP project management team guidance and direction, as needed

PRC (cont.)

- How might the PRC assist a project team?
 - Provide feedback on critical elements of the project
 - Development of SDLC project plans
 - Development of Requests for Proposals
 - Assist with proposal review
 - Help assess deliverables
 - Flag potential problems
 - Provide input on mitigating risk

PRC (cont.)

- What's in it for me as a PRC member?
 - Access to best practices already in place on other projects that could be of use on your own
 - Ability to more accurately forecast potential problems on your agency's projects based on lessons learned from your PRC project's team
 - Distribution of knowledge from other PRC members

PRC (cont.)

- What's in it for my Project Team?
 - Unbiased advice
 - Neutralize agency pressures on project team
 - Increased credibility of State IT community
 - Higher probability of funding for projects that are important to your agency



PRC (cont.)

- Further bolsters the 4th tier of the oversight methodology by leveraging the ITAC membership's body of knowledge
 - Create a win/win for both MITDP agencies and PRC members through cross-agency involvement
 - Continued success of all MITDPs