



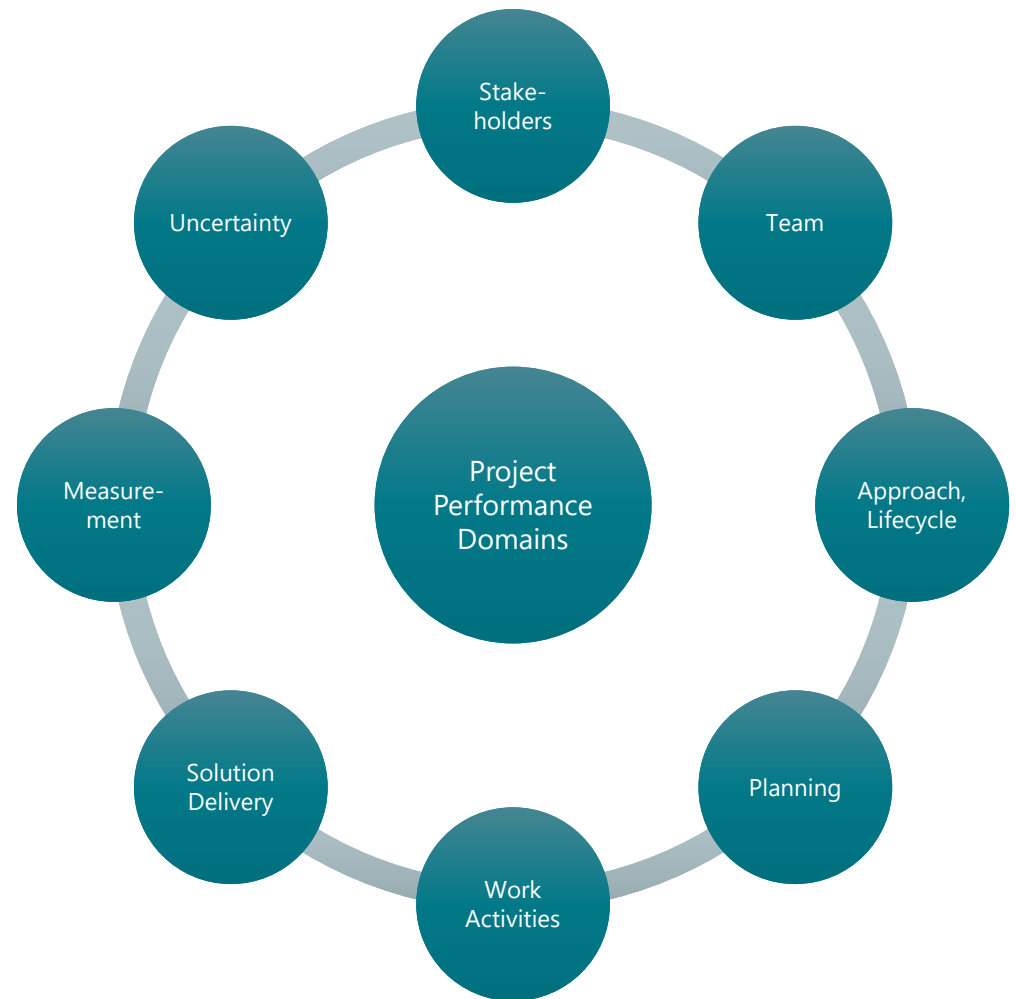
THE POWER OF PROJECT MANAGEMENT

Project Management Office (PMO)

Project Management

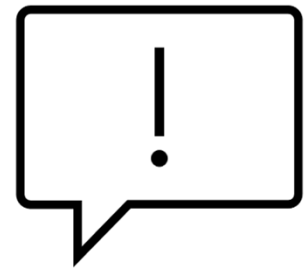
is the disciplined planning, organizing, and managing of resources to bring a project to successful completion.

Project management (PM) processes, knowledge, skills, tools and techniques are used to engage teams in the delivery of business value.



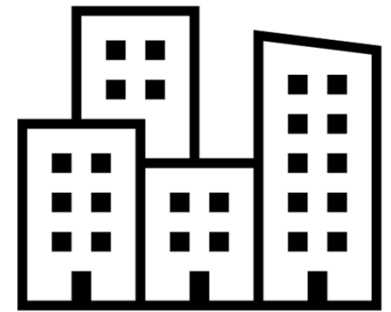
The Importance of Project Management

- **Efficient Resource Utilization:** Ensures optimal use of time, budget, and human resources.
- **Risk Mitigation:** Identifies and addresses potential issues before they become major problems.
- **Stakeholder Satisfaction:** Keeps clients and stakeholders informed, engaged, and satisfied.



PM Benefits to Organizations

- **Improved Efficiency:** Streamlines workflows and reduces unnecessary tasks.
- **Enhanced Communication:** Facilitates clear communication among team members and stakeholders.
- **Strategic Alignment:** Aligns projects with organizational goals for greater success.



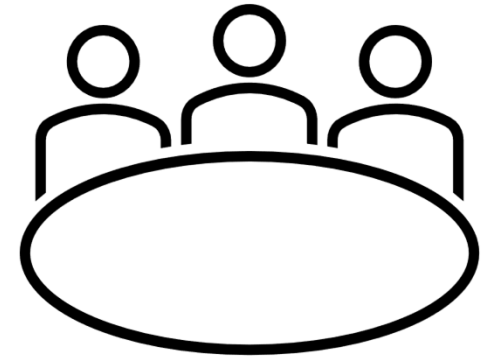
PM Benefits to Teams

- **Clear Roles and Responsibilities:** Reduces confusion and improves accountability.
- **Team Collaboration:** Promotes a collaborative work environment.
- **Planning and Goal Setting:** Ensures targets are set, and teams are aligned to achieve project goals.



PM Benefits to Customers

- **Transparent Communication:**
Keeps customers informed about project progress.
- **Delivery on Time and Budget:**
Builds trust and strengthens client relationships.
- **Quality Assurance:** Ensures the final deliverable meets or exceeds expectations.



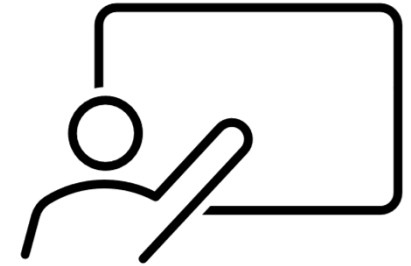
PM Benefits: Quick Summary

- Schedules met
- Costs controlled
- Scope controlled
- Uncertainties managed
- Team effectiveness maximized
- Expected solutions delivered
- Desired business outcomes achieved
- *Transparency into what is expected, when it's expected, and how teams are meeting those expectations*



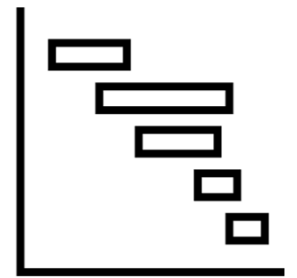
Benefits of NDIT PMO-Managed Projects

- **Project leadership** by a skilled professional who has experienced the project world's unique challenges before
- Proven, consistent and effective **methods and processes** that are aligned to North Dakota Century Code, state procurement requirements, Enterprise Architecture standards, and best practices defined by the Project Management Institute (PMI)



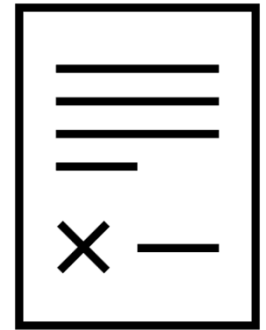
Benefits of NDIT PMO-Managed Projects

- Customized **tools and templates** that ensure a consistent, repeatable, and successful project management process
- Centralized **status dashboarding** that provides executive visibility, and workgroup-level details
- **Standardized and centralized project repository** (utilizing Microsoft Teams), and **scheduling** (using the the “NDVIEW” statewide project portfolio management system)



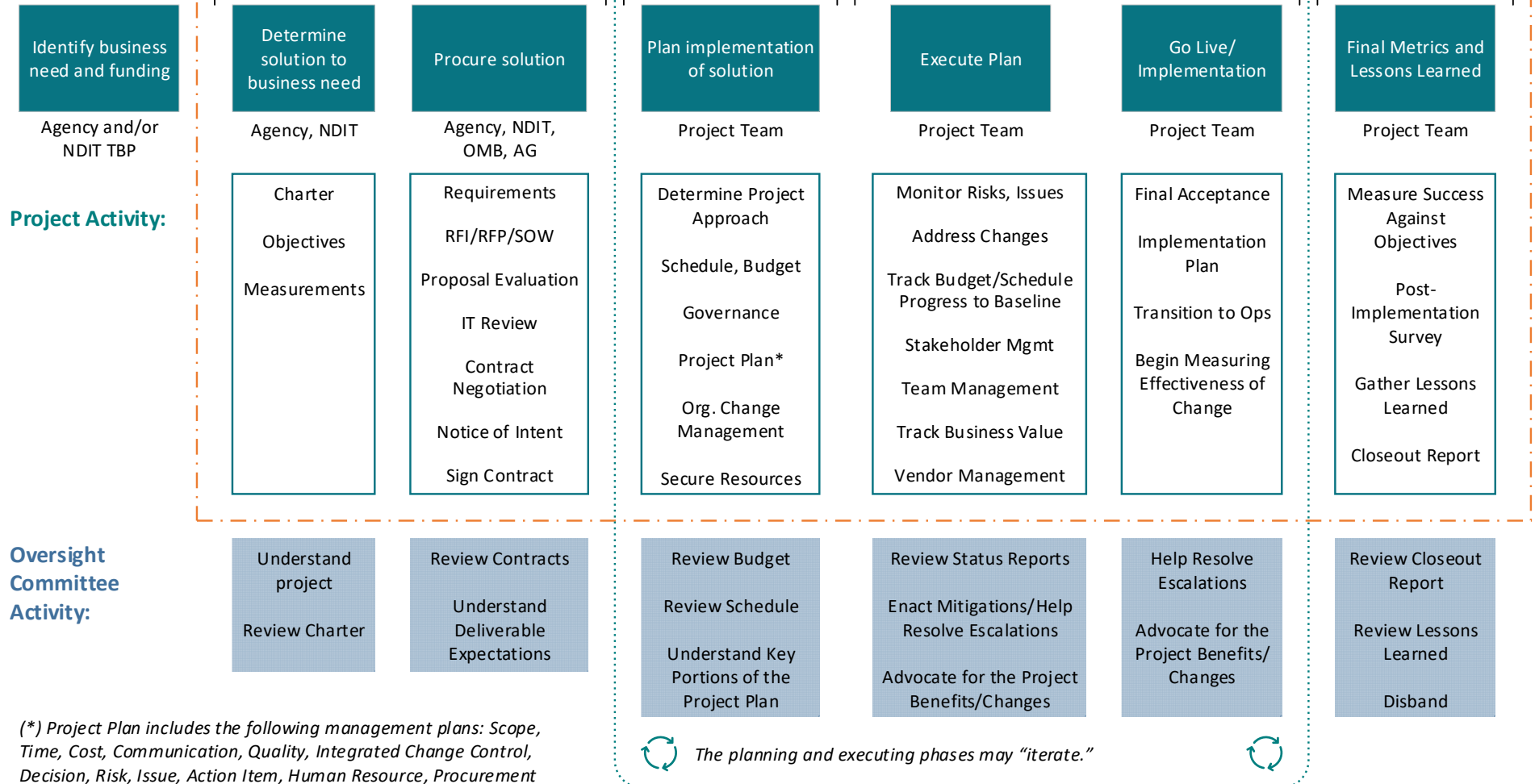
Benefits of NDIT PMO-Managed Projects

- Services provided to state agency customers **on-demand** with no procurement, supplemental staffing or other services RFP needed
- Management practices that are already **aligned, and designed for, state standards and practices**
- **Rates that are competitive**; below most commercially available alternatives



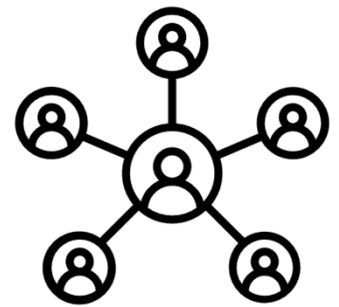
PMO Services: Project Management, Organizational Change Management, Facilitation

Project Lifecycle:



A Quick Note About “Programs”

- A program refers to a **group of related projects** that are managed and coordinated together to achieve strategic objectives or benefits that may not be realized if the projects are managed independently
- When managing projects as a program, the project manager develops a **comprehensive strategy** for managing these projects under the program “umbrella”
- During the **lifecycle of a program** the team will work together on multiple, iterative, planning and executing cycles to deliver each project (and/or multiple component releases of each project)



Key Project Roles



- **Oversight Committee** (“Major Projects” only)
 - Monitors the status of the project, and makes recommendations to the agency head (or designee) and project sponsor
 - Comprised of five voting members specifically designated by NDCC 54-59-32 (though additional members may be included in an advisory capacity). These five members are the director of OMB (or a designee), the NDIT CIO (or a designee), the head of the agency contracting for the project (or a designee), the project sponsor, and an NDIT project oversight analyst
 - The chairperson is designated by the CIO from the membership listed above

Key Project Roles



- **Procurement Collaboration Staff** (“Major Projects” only)
 - Consists of subject matter experts that are responsible for reviewing, negotiating, and making recommendations for approval to the ESC for procurement and purchase documents (e.g., Requests for Proposal [RFP], work orders, and contracts)
 - Must be comprised of members from the agencies defined in the NDCC 54-59-32 (NDIT, OMB, Attorney General, agency sponsoring the project), though additional members may be included in an advisory capacity
 - The procurement collaboration staff must approve any procurement and purchase documents, including work orders and contract addendums/amendments

Key Project Roles



- **Oversight Analyst** (“Major Projects” only)

- Is responsible for tracking all major or other assigned projects to ensure compliance with established NDCC and related standards.

- **Project Sponsor**

- Has a demonstrable interest in the outcome of the project. The sponsor is responsible for conflict resolution, managing contingencies, managing stakeholder expectations, and ensuring expected benefits are realized
- Is the primary business owner who is also authorized to expend funds to implement the project

Key Project Roles



- **Project Manager (State/Primary)**

- Responsible for ensuring that the project team completes the project successfully by resolving the strategic problems/needs of the business that led to the origination of the project
- Primary connection between the project team and the sponsor/performing organization
- Develops the project plan with the team and manages the team's performance of project tasks
- Responsible for securing acceptance and approval of deliverables from the sponsor and stakeholders

Key Project Roles



- **Project Manager (Vendor)**

- Works closely with the project manager to ensure plans are created and followed to meet goals and objectives
- Manages the vendor's day-to-day activities such as planning, organizing, staffing, monitoring, and controlling
- Primary connection between the project manager and the vendor team

Key Project Roles



▪ **Project Team**

- Responsible for identifying requirements and making recommendations for decisions
- Participates in the project, assists in the resolution of conflicts, and provides overall direction to the project efforts
- Assist the project manager in developing a project plan including task details, budgets, schedules, risk management plan, scope control plan, communications plan, and other project planning documents
- Perform tasks as needed to ensure successful completion of the project

Key Project Roles



▪ **Change Practitioner**

- Works closely with the project manager and is responsible for ensuring that the agency's staff and customers are prepared for the organizational change generated by the project
- May involve the integration of change activities into the project
- Works with a change team to create and execute the activities identified in the change management plan
- This role typically continues past the project to assist the agency in reinforcing the change and addressing additional change impacts, therefore the person filling this role may change once the project is completed

Key Project Roles



- **Subject Matter Expert (SME)**

- Provides the knowledge and expertise in a specific subject, business area, or technical area for a project or program
- Represent their business units' needs to the project team
- Helps define requirements
- Tests solutions or services the project delivers

Key Project Roles



- **Procurement Officer**

- A state employee who has completed OMB procurement training, and has been designated as having “purchase authority” by their agency head
- The State Procurement Office provides comprehensive purchasing services across state government. Each agency has an assigned state procurement officer
- The agency and state procurement officers typically work together to ensure procurements are performed per related laws and standards

Key Project Roles



- **Business Analyst**

- Elicits, validates, communicates, negotiates and manages solution requirements through techniques such as interviews, walk-throughs, surveys, use cases, specifications, and modeling
- Translates technical and architectural issues so that project stakeholders can understand and make effective decisions
- Assists in writing user acceptance tests/cases, and liaise between testing resources and stakeholders
- Identifies and models processes, data, and business rules

Key Project Roles



- **NDIT Enterprise Architect**

- Helps to align business and IT strategy for optimal results
- Provides strategic and lifecycle planning for IT solutions
- Provides guidance in the selection, creation, and implementation of IT solutions driven by business objectives
- Conducts IT reviews to assess the fit of new IT solutions, services, or changes into the IT landscape of North Dakota Government

Key Project Roles



- **NDIT Cyber Security Analyst**

- Tasked with protecting the confidentiality, integrity and availability of systems and data for the State of North Dakota
- Performs assessments to identify, evaluate, and mitigate potential risks associated with third-party vendors who have access to, or host an agency's sensitive data
- Implements the state's risk management framework to identify potential risks to an agency's information assets, assess the likelihood and impact of those risks, and develop and implement controls to mitigate or accept identified risks

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