

## Save the Date!



2/04/10

*PMO Roundtable Meeting*

3/18/10

*PM Community of Practice Meeting*

3/22/10

*PMI Professional Development Day featuring Neal Whitten – “Leadership, Accountability and Professional Maturity”*

Visit [www.nysforum.org](http://www.nysforum.org) for upcoming meeting announcements

### Monthly Quote

“Plans are nothing; planning is everything”

- Dwight D. Eisenhower

### PM Artifacts

The PM COP information repository is hosted by OFT to share assets across the State

To access the repository please visit:

<https://ws04.nyenet.state.ny.us>.

**Questions?** Email your request or questions to [pmo@oft.state.ny.us](mailto:pmo@oft.state.ny.us)

## \*Look for our new feature article\*

“Meet the NYS PM Director”



On Page 6 we have included the first installment of our ‘Meet the NYS PMO Director’ feature article. This is the first of a new series where we talk with core personnel that help to make important strides for Project Management in their agency. This interview is with Susan Mardon, IT PMO Director for DOT. The DOT PMO has 15 project managers, and currently has over 35 active projects. Look inside to learn more about Susan and her PMO.

## Social Networking/Repository Update

The Project Management Work Group continues to work with the Emerging Technologies Work Group, who has taken the lead to explore ways to embrace the use of web 2.0 technologies for Forum Work Groups. In early October, the Web Forum Guild shared a social network it had created using the Ning.com platform and opened it for testing to other Forum Work Groups. A report was distributed at the last Emerging Technologies Work Group meeting highlighting findings from use of the Ning site. Some problems with the site include some agency firewalls blocking access, accessibility issues, and security concerns over hosted services and limited functionality. As of this writing, it was decided testing of the Ning Network is no longer necessary, though, work groups may continue to use it as they wish.

In related news, the Office of Cyber Security and Critical Infrastructure Coordination (CSCIC) released a draft Statewide Social Media Policy to State entity CIOs and ISOs. Comments and suggestions for the draft are request by January 29.

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## Recap: PM Workgroup and PMI Chapter Joint Event

On Wednesday, October 21, 2009 the NYS Forum PM Workgroup and the Upstate NY Chapter of PMI co-hosted their annual joint event featuring George Pitagorsky, PMP. He spoke on the topic of "Sustaining Optimal Performance in Challenging Times: Applying Open-minded Mindfulness and Zen Thinking". The event was held at The Crossgates Restaurant in Colonie starting at 3:00 and followed by a networking time at 5:00 and dinner at 5:30.

NYS Forum has worked with PMI to provide this annual joint event for many years. It allows both groups to benefit from a speaker that either group alone might not easily afford. However, scheduling this joint event has become increasingly challenging. We invite your feedback and suggestions. Please contact any of the PM Workgroup Co-chairs as listed on the NYS Forum's website with your ideas.

Attendance at this year's event was around 50, which is significantly lower than the PMI chapter has at its regular monthly meetings. This meeting was held in the afternoon as in previous years we heard from many state employees that they are not able to attend an evening event. However, this year PMI heard from their private sector members that many were not able to take time from their work day to attend an afternoon event.

Due to the state fiscal crisis, the PMI Chapter heavily supplemented this year's event, allowing us to keep the fee to a minimum. Those who did attend felt that \$35 fee for a 2 hour, 2 PDU event was very reasonable. The NYS Forum would like to thank the Upstate NY PMI chapter who also provided dinner for attendees who chose to stay. It was a great time for those who are not members of this outstanding professional organization to learn more about the many benefits of participating in a local professional organization. Several attendees commented on how beneficial the presentation was to them as we all work through these very challenging times in state government.



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## Recap: PMO Roundtable

The PM Roundtable was held on Thursday, December 4 at the NYSFORUM offices with five agencies participating. Attendees addressed/discussed agency PMO Accomplishments and challenges for 2009 as well as plans for 2010.

## Recap: PMCCP – Spotlight on New York State Projects

On Tuesday, December 8, 2009 the NYS Forum's Project Management Community of Practice (PMCCP) held a session entitled "Spotlight on New York State Projects – Award Winning Projects". Held in Albany at the Empire State Plaza the session provided an overview of two NYS agencies that have recently been recognized for their achievements.

Jon Haverly, from Keane Inc., kicked-off the session by providing background information on the two projects. On September 11th New York State Department of Transportation (NYSDOT) was the recipient of the **New York State Forum's Best of the Web Award** for their updated NYSDOT.gov portal. At GTC East the New York State's Department of Health and the CIO/ Office for Technology project team was awarded the **Project Demonstrating Best IT Collaboration Among Organizations** for the New York State Immunization Registry (NYSIIS) project.



The New York State Department of Transportation (NYSDOT) was tasked with redesigning their external website to better serve their customer's needs. Don Bekkering, from Garnet River, LLC., was the Project Manager for the NYSDOT project that resulted in the updated NYSDOT.gov portal. Don reviewed the various challenges that were faced by the project team which included;

- Pre-established Commissioner Deadlines
- Multiple Stakeholders
- Policy Compliance
- Sizeable/Diverse content

Don then reviewed how Project Management techniques were applied to overcome these challenges such as identifying all of the internal stakeholder groups and establishing a Web Governance Committee to provide strategic direction along with interface reviews and guidance. During the Planning Phase the Interface Design Team met daily in order to develop alternative concepts over a six week period. Finally, during the Development Phase the Web Portal Team would meet daily to briefly review what was accomplished the previous day, what was planned for that day and open issues.

The New York State Immunization Registry (NYSIIS) is a newly-integrated and centralized Web-based technology solution which provides NYS children centralized immunization tracking and monitoring services. Through the collaborative efforts of both the New York State's Department of Health (DOH) and the CIO/ Office for Technology (OFT) project teams, health care providers and schools can view an individual's vaccine history, with the goal of reducing vaccine-preventable disease and preventing duplicate vaccinations. Drew Prescott from CIO/ OFT provided an overview of this effort.

Drew reviewed some of the technical challenges that were faced by the collaborating agencies and the necessity of establishing a Scope of Work between the agencies. Drew also focused on the main

theme of the project which was that ‘Regardless of hurdles, issues, problems – move forward, results rather than blame’. This positive attitude along with persistence in communications resulted in a successful endeavor between DOH and CIO/OFT.

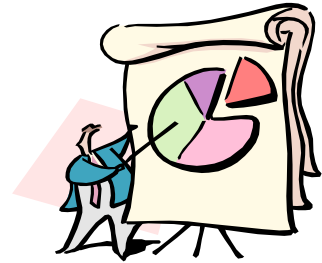
Presentations are available at: <http://www.nysforum.org/events/pmcop-12-8-09/>.

Congratulations to Don and Drew and thanks for sharing your experiences and insights!

## Recap: Joint BA Seminar – Becoming a Successful Business Analyst

On Tuesday, December 15, 2009 the NYS Forum’s IT Skills Development and Project Management Work Groups co-hosted a seminar focused on the role and skills of the business analyst and the interrelationship between the BA and the project manager. An excellent panel of experts shared their insights and fielded questions from the capacity audience.

James Nicol, Co-Chair of the IT Skills Development Work Group, provided a welcome, introduced the panel of presenters, and moderated the panel discussion. Caryn Quinn of Technodyne kicked off the presentations by outlining the varied and multifunctional roles of business analysts depending on organizational, project and development methodology differences. A successful BA builds a toolbox of capabilities including education, skills, methodologies, and tools. She pointed to the IIBA Business Analysis Body of Knowledge (BABOK) as a valuable resource for the practice of business analysis, but noted it is not intended to be a how to manual or methodology. Caryn shared a Use Case Scenario for an illustrative project showing some of the tools and models used to clarify, communicate, and confirm solutions with business users and developers.



Angie Musa and Paul Franz from NYSTEC provided an overview of the role of the business analyst throughout the project lifecycle and identified some of the skills, tools and techniques used. Angie and Paul have both achieved the Certified Business Analysis Professional (CBAP) designation from the IIBA of which there are only 808 individuals worldwide who have this distinction. They stressed that the business analyst is a role and that any person who performs business analysis activities, regardless of their job title or organizational role, is a BA. The role of a BA is the bridge between stakeholders and they act as a liaison, an enabler, and a change agent. In addition to the soft skills needed in the areas of communication, interpersonal, and analytic, they also pointed to the BABOK knowledge areas and the tools and techniques included as important to the role. Although a BA does

not need to be an expert in all 49 techniques outlined in the BABOK, a successful BA should understand commonly used techniques and how to best apply them. Samples of techniques covered elicitation, analysis, modeling, and validation tasks. Key to becoming a successful BA is to know how to best apply the tools and techniques while faced with the inevitable changes that are sure to occur. Paul shared a personal story of discovering significant changes to the scope of a project by hearing the governor's announcement on the radio.



Kathleen Barret is a founding member and President of the International Institute of Business Analysis. She discussed how the two roles of the project manager and the business analyst are different yet complement one another and are both needed to achieve the best project success. The Project Manager is the person accountable for delivering a project and the Business Analyst is the person ensuring the delivery of the right solution. She highlighted the key accountabilities between the two roles. The Project Manager plans the project approach, process and deliverables while the Business Analyst plans the

requirements approach, process and deliverables. Both the PM and the BA have a role in managing stakeholder expectations, issues and risks, while the PM manages the project team and the BA manages the requirements team. The PM controls project scope, schedule and cost while the BA controls product scope and requirements schedule and change. The PM delivers the project while the BA delivers a business solution. Measures of success for a PM is a project delivered on time, within budget, and within the agreed to scope. Measure of success for a BA is delivery of approved requirements, functionality and operability in the context of the business mission and strategy. Kathleen stressed that the PM and BA should leverage each other's strengths, recognize the healthy tension between the two roles, and clearly communicate the partnership to the team and stakeholders.

The panel responded to a number of follow-up questions from the audience and the seminar was adjourned by James Nicol. Participants who were interested in receiving more information about the IIBA and its local Albany Capital District Chapter or those with an interest in forming a BA community of practice within the Forum were asked to provide contact information. The presentations from the seminar are available at:

[http://www.nysforum.org/events/BA\\_12152009/](http://www.nysforum.org/events/BA_12152009/)

Forum report in accomplishments and initiatives at:

<http://www.nysforum.org/committees/initiatives.aspx>

## Meet NYS PMO Director: Susan Mardon



Below is an interview with Susan Mardon, IT PMO Director for DOT. The DOT PMO has a total of 15 project managers, and one Administrative Analyst in addition to the Director. The PMO currently has over 35 active projects.

### **First, please provide some background on your IT Project Management Office:**

I became the IT PMO director about 2.5 years ago. Shortly after my start, Nancy Mulholland became our CIO. I report directly to Nancy and this has helped our PMO become a central focus for getting our IT projects done. Before, Project Managers were imbedded in the Application Development work groups, led by functional managers, whose expertise was not in Project Management. When Nancy came on board, she immediately worked to centralized IT PMO. This was a huge change for IT, but I think a necessary one. Prior to this change, it was very difficult for the PMO to have an influence on the processes and quality of work performed by PM's. With this change, the PMO now had direct line authority over each PM and we were able to evaluate each project, examine the accomplishments, risk and issues.

### **What has been some of your PMO's best accomplishments?**

We have had quite a few significant accomplishments. The realignment of the PMO changed the working environment. This has improved the outcome of projects. Our Governance process is a big accomplishment. This enabled staff through out the department, as well as IT, to know what projects we are supposed to be working on, who's the project manager, how is the project doing. All IT staff know what are sanctioned projects. It gives us the ability to focus on the right work and priority. Both of these new approaches in project work have had a positive impact on our organization and culture.

### **What have been some of the biggest challenges for your PMO?**

Over the past two years, we've made a lot of changes in our PMO. We have realigned our reporting structure, introduced new process and templates and introduced a new governance structure that includes writing a business case upfront, before the project is approved. That is a significant amount of change for the organization.

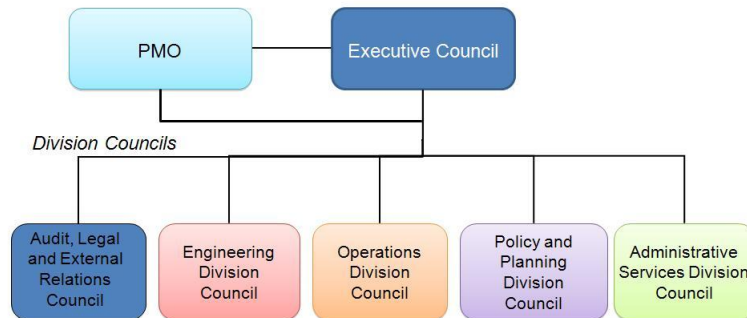
We have a PMO that is staffed with both NY State staff and consultant staff. The ability to find and hire the right person for the job is always a challenge and time consuming. Other challenges we would like to overcome include improving our delivery of business cases, honing our performance measures on projects and refining our Project Management templates to better inform us of our stakeholders and their expectations. For example, I would like to spend more time up front, in the early stages of the project, with stakeholder identification and analysis. We've missed some critical requirements because we did not involve the right staff in the project. Many times it is staff in our Regions that were not brought in early enough. I think that by including them early on, we can save a lot of time and frustration when we implement new systems.

### What do you think has been an important accomplishment?

Our next challenge was to develop a new Governance process. We started with gathering information about our active projects. This set the baseline for our portfolio. We aligned each project to a Division Sponsor and established a two-tiered approach for governance. This broke down the long list of active work into manageable Divisional Portfolios. Each has a group of IT resources assigned to that Division for project and enhancement work. We organized the governance program by setting up this

structure to oversee requests for projects and enhancements to get included in the portfolio. The PMO developed processes, roles and responsibilities, initiated regular meetings and conducted initial training. With perseverance, we were able to quickly implement a strong IT Governance Process that

provides transparency and inclusion in decision-making. The process has matured and communication has greatly improved throughout the organization.



### What Lessons have you learned during this process?

There have been so many lessons over the past couple of years its hard to choose just one. Lessons from solely the PMO perspective, I think that project management success in an organization has a lot to do with the Project Manager staff choices made. This is a unique set of skills, experience and talent brought together in one role. We focus on the individual’s interpersonal skills. We require and expect they will bring a solid working knowledge of project management practices and experience, so their interpersonal skills are what we look at critically when selecting candidates. We look for the ability to communicate well (verbal and written), attitude, professionalism, problem solving, teamwork and leadership. These individual qualities make a strong and reliable project manager.

Also, I think the most important lesson learned is that when we work together at all levels we can accomplish much, much more. I think our whole IT Division has learned much from having a Governance Process where we must all work together to be successful. No one unit within IT can be successful without the communication and collaboration with the other units. This has been a real eye-opener. Honesty, transparency, and information sharing has led to far more trust and appreciation of the use of our limited resources.

### What are your recommendations for other PMO’s?

My advice to other agency project management offices is to persist. Give your stakeholders the information they need to make decisions. Ask them what they need and be sure to build a process that provides them the information accurately and consistently. Hold short, concise status meetings with Sponsors – keep them engaged, and ask for help with you need it. Publishing information on the intranet in your agency is a great way to inform. Be reliable!

## 2010 Annual Professional Development Day

### Let's Talk! - Leadership, Accountability and Professional Maturity

**Monday, March 22nd, 2010 from 8:30 a.m. - 4:30 pm**  
**Desmond Hotel and Conference Center**  
**660 Albany Shaker Road - Albany, NY 12211**

A Full-Day Workshop Presented by:

**Neal Whitten, PMP**

### Earn 7 Professional Development Units

More information at: [UNY PMI - 2010 PDD](#)

PMI members: \$250 before 1/15, \$275 after 1/15

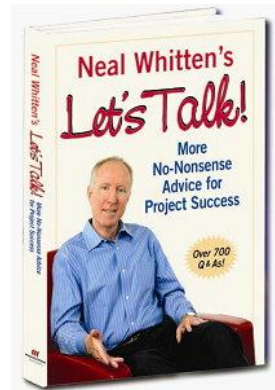
Non-Members: \$275 before 1/15, \$300 after 1/15

Students: \$200 before 1/5, \$225 after 1/15

*Fee includes seminar, materials, breakfast, lunch and a copy of the book, Neal Whitten's Let's Talk! More No-Nonsense Advice for Project Success ...Over 700 Q&As.*

Success is born of behaviors and choices that lead to exceptional performance. When we understand what is expected of us in the workplace, our performance rises to the occasion. How would you like to ask - and listen-in as others ask - a recognized PM authority questions regarding **best practices in behaviors and other project and organizational issues that you are facing today?**

Attendees will gain insights and concrete guidance on how to demonstrate professionally mature behavior that will enable them to perform at their best, benefiting their projects, organizations, and careers. The seminar experience is intensive, revealing, and focused - aimed at providing participants **lessons that can be applied on the job immediately and that will have long-term impact.** This seminar will also help project managers, other leaders and team members promote and actively contribute to an effective business culture.



**Neal Whitten** is a seasoned practitioner and instructor who can get to the heart of personal and professional issues while treating all attendees with respect and sincerity.

## Update: NYS Forum Workgroups collaborate on an Initiative-SDLC

As indicated in our last Newsletter, NYS Forum's three workgroups have been jointly working on creation of an addendum to the New York State Project Management Guidebook's (NYS PM Guidebook) Project Management Methodology. The Project Management, Security & Business Continuity Work Groups' have recently met and the initiative is underway to supplement the NYS PM Guidebook with an addendum outlining the alignment of Project Management Life Cycle with Secure System Development Life Cycle phases, activities and controls. The joint working group formed in 2009, and being facilitated by Chuck Weiss of COMSYS, met recently to outline an approach to developing a standards-based "roadmap" that affords project management, IT and security/business continuity practitioners with a common understanding of how to integrate essential security/business continuity steps into established project management and system development life cycle processes. The group anticipates having a draft for work group review and comment in the near future, and will be combining the final product with a "Fast Start" style workshop that outlines the roadmap, maps key activities and deliverables to life cycle phases, and helps attendees understand how to apply it within their organizations.

*If you are interested in contributing to this workgroup activities, we are actively looking for participation. Please contact Girk Cakmak at [gcakmak@bownegroup.com](mailto:gcakmak@bownegroup.com).*

## Happy New Year!!!!



**Note: All NYS Forum Meetings and events comply with all relevant laws and regulations associated with ethics and lobbying in New York State.**