

Register Now!



**10/6/09 Capital District IIBA
chapter meeting**
<http://albany.theiiba.org/index.php/home>

**10/21/09 Upstate NY Project
Management Institute Chapter
and NYS Forum PM Workgroup
joint event-**

Sustaining Optimal Performance in
Challenging Times: Applying Open-
minded Mindfulness and Zen
thinking”

**12/8/09 PM COP: Spotlight on New
York State Projects** 2:30 - 4:00pm
at the Empire State Plaza.

Visit www.nysforum.org for
upcoming meeting
announcements

Monthly Quote

“The ability to manage well
doesn’t make much difference
if you’re not even in the right
jungle.” Stephen R Covey

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

NYS Forum PM COP Serves as a Model...Again!

You may recall that in February 2008 our Project Management Community of Practice (PM COP) contributed to the research of David Adkins’ doctoral dissertation. Recently, we were contacted by Martin Havelka at the Vienna University of Economics and Business in Austria. Martin is writing his thesis on the subject: "Communities of Project Managers". In that work, he is interviewing various individuals to examine different COPs to learn what they do and how they help their members. He found the NYS Forum’s PM COP during research on the Internet. Even though he had encountered various project management communities, NY’s group is the first he found that actually referred to the group as a COP. Martin found it very interesting to learn more about our group and believes it has enriched his thesis. Additionally, we were able to provide him with an international perspective, as his previous research interviews were limited to people in Austria. Thank you all for being part of the PM COP – something New Yorkers do right!

What’s inside this month’s Newsletter?

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Register Now!

“Sustaining Optimal Performance in Challenging Times: Applying Open-minded Mindfulness and Zen Thinking”.

Presented By: George Pitagorsky, PMP

Date: Wednesday, October 21st, 2009

Location: The Crossgates Restaurant



Please join us on Wednesday, October 21st, 2009 for the joint event between the Upstate NY Project Management Institute chapter and our NYS Forum PM Work Group. The speaker will be George Pitagorsky, PMP and his topic is “Sustaining Optimal Performance in Challenging Times: Applying Open-minded Mindfulness and Zen Thinking”. The seminar and dinner will be held at The Crossgates Restaurant off of Washington Avenue Extension and Rapp Road, in Colonie.

Timeline is as follows:

Registration: 2:00-3:00

Presentation: 3:00-5:00 (Worth 2 PDUs)

Networking: 5:00-5:30

Dinner: 5:30 (Included for seminar attendees. Dinner is not available for takeout.)

Registration fee is \$35. Dinner includes salad, rolls, choice of entrée, coffee, & dessert.

Register online at: http://www.pmi-uny.org/pmi_uny_october_2009_program.html

The deadline for online registration is 4:00 pm on Friday, October 16th (cancellations after 4:00 pm on Monday, October 19th will be charged the full meeting registration fee - \$35).

Announcement



Kirk has retired!

New York State's project management community sends our congratulations and best wishes for an active and fun-filled retirement to Kirk Schanzenbach, PMP of the Office of the State Comptroller. Kirk built and managed the PMO at OSC from its inception, one of the earliest formal Project Management Offices in a state agency. Under his guidance, the OSC PMO has often provided leadership and best practices for other state PMOs to follow. In addition to leading at OSC, Kirk has been a tireless and committed advocate for the furthering of professional project management for all of New York State. He was instrumental in the creation of the Project Manager title series and in the restructuring of the Business Systems Analyst titles. He has worked tirelessly as a member of the Forum's PM Steering Work Group. We will miss his leadership, his work efforts, and his camaraderie.

Thank you, Kirk, and enjoy your new adventures!

Keep a Look Out

There has been a great deal of recent interest in incorporating Agile Software Development Methodologies into the Project Management Lifecycle as well as making the New York State Project Management Guidebook's Project Management Methodology more "security aware". New York State Forum's Project Management workgroup is now working with the Security and Business Continuity workgroups to supplement the NYS Project Management Guidebook addressing these two interests. The workgroups will work on the following topics:

- Agile Project Management Methodology
- Project Managers' role in the Agile Project Management Methodology
- Inclusion of Security and Business Continuity check points in the Project Management Methodology
- Potential development of templates for NYS Forum Members

If you are interested in contributing to this workgroup activities, we are actively looking for participation. Please contact Girk Cakmak at gcakmak@bownegroup.com.

GTC PM COP Recap- An Executive View of Project Management

The third quarter meeting of the NYS Forum's Project Management Community of Practice (COP) was held on September 24 in conjunction with the Government Technology Conference. The session, "An Executive View of Project Management", was delivered to a packed room of over 120 attendees' intent to learn how the state's fiscal crisis has affected our leaders' perspectives on project management.

Robert Megna, Budget Director at the Division of Budget, was the first speaker. Mr. Megna spoke of the importance of the project portfolio for an agency to track the time, resources, and expenditures of projects that are above and beyond the "day to day" work of an agency. Mr. Megna also said that the portfolio of projects is a valuable tool that the Division of Budget can use to understand agency functions when reviewing agency funding requests.

Diana Jones Ritter, Commissioner of the Office of Mental Retardation and Developmental Disabilities participated via a videotaped message. Ms. Ritter stressed the need to improve PM capacity as a core competency in government agencies. She emphasized the benefits of focus, accountability, and transparency that the organization achieves, as well as saving time and money on the individual projects.

Nancy Mulholland, CIO for the Department of Transportation, spoke next. Nancy explained the value proposition of project management, and made a compelling argument that the discipline, consistency and repeatability achieved by project management principles create a higher probability of successful projects.

Kevin Belden, CIO for the Office of the State Comptroller, presented a humorous look at how the strategy of a project management office (PMO) is turned into reality. He emphasized that the PMO is the tactical arm that facilitates the alignment of project management principles with the day to day functions of the agency, but that Executive support is required to direct that alignment.

A short panel discussion followed the presentations, with the questions focused on whether a commitment to project management is a good use of agency resources in tough fiscal times. The resounding answer from the panelists was "yes!".

PM COP – Managing Agile Projects Meeting Recap

On Wednesday, June 17, 2009 the NYS Forum's Project Management Community of Practice (PM COP) held a session entitled "Managing Agile Projects". Held in Albany at the Huxley Theater in the New York State Museum the session provided an overview of how two NYS agencies have approached the challenge of managing Agile Projects.

Jon Haverly, from Keane, kicked-off the session by providing background information and a brief history of agile development. *Did you know that during the 1960's, NASA applied iterative (agile) techniques to the Mercury Project, which was the first spaceflight program in the United States?*

Pat Guariglia, from COMSYS, is the Project Manager for the NYS Department of Transportation's (NYSDOT) Roadway Inventory System (RIS) Project. The RIS project was the recipient of the Forum's 2007-2008 Best Practices Award for Management. Pat reviewed how NYSDOT had critical reporting mandates that needed to be met quickly in order to mitigate the risk of losing significant funding. To solve this problem it was decided to use an agile methodology and elevated the project to the highest priority.

Pat stressed the importance of doing your homework on agile methodologies before getting started, have a clear plan and insure all team members are on board. It was also explained how iterations were managed and that the project schedule was developed from having broader details to finer activities and tasks. In addition, Pat reviewed backlogs, sprints, pigs and chickens and ScrumMasters – an interesting combination indeed!

In early 2009 the NY Office of Temporary and Disability Assistance (OTDA) initiated an effort to develop a Secure System Development Lifecycle (SSDL) in order to improve the success rates of their project. Fred Teti, Rick Ryan and Brian Duncan reviewed how the OTDA developed their methodology and presented a walkthrough of the methodology.



After extensive research as to why projects commonly fail OTDA selected an iterative approach to be incorporated into the SSDL. Key components of the iterations that were presented include:

- Stresses constant **stakeholder validation**
- Increase Interaction and Reduce Amount of Data Exchanged
- Daily work is followed by testing
- Testing produces feedback
- Risks are identified
- Daily Stand-up meetings
- Status is “derived” from daily meetings
- Feedback affects the next cycle

In addition the SSDL is cognizant of risk, people-centric and repeatable.

Overall the session was packed with useful lessons that should be considered when deciding to implement an agile methodology. The two approaches also showed that there is no one right way to implement an agile methodology and is therefore critical to tailor a methodology to fit best in your environment.

Presentations are available at: <http://www.nysforum.org/events/pmcop-6-17-09>.

Picture: Brian Duncan presenting from OTDA

Special thanks to Pat, Fred, Rick and Brian for sharing their agile experiences and insights!

NYS Forum 2009 Strategic Planning Session Recap

The project management community was well represented on July 10 at the NYS Forum's annual strategic planning session. Our table included eleven people representing various agencies and Corporate Roundtable member companies. In addition to the discussion of many ideas at our own table, several opportunities were identified by other Forum Work Groups to collaborate on joint initiatives. These ideas include the development of a Secure Software Development Lifecycle framework with the Security Work Group and continued collaboration with the Matrix group to support the role of Business Analysts. We also learned of potential collaborative opportunities for the entire Forum community using social networking tools being pursued by the Emerging Technologies group, as well as many other ideas. The initiatives identified at the session were added to those already identified by each Work Group. The top priorities for all initiatives across the Work Groups were then voted on by the entire group providing input to each Work Group for which of their initiatives is viewed as a top priority for the IT community as a whole. Look for the full Forum report in accomplishments and initiatives at: <http://www.nysforum.org/committees/initiatives.aspx>



PMO Roundtable Recap



The PMO Roundtable was held on September 10, 2009. Connie Benton of OSC and Carol Velesko of DOH presented their agency experiences with a PM Community of Practice. Barbara Ash of OSC was also in attendance to share her experiences with establishing a BA Community of Practice.

Discussion included: background/needs/goals, establishing the COP, sustaining/evolving the COP, benefits, stressors, and lessons learned. Fourteen people from ten agencies participated

Fundamentals of Project Management (FPM) Revision Team Recap

The first meeting of the Fundamentals of Project Management (FPM) Revision Team was held on September 14, 2009. The team is led by GOER and includes representatives from the Office of Homeland Security (OHS), Office of the State Comptroller (OSC), State Education Department (SED), Department of Motor Vehicles (DMV), Department of Tax and Finance, and the Office for Technology (CIO/OFT) who attended this kickoff session.

At this meeting the team discussed the scope of this initiative which will include updating training materials (such as the Instructor Guide, the Participant Material, Handouts, Slides and the Train the Trainer materials), determining how to identify the right people to attend the FPM training, and how to make the course more flexible to suit multiple agencies with varying needs. Survey feedback from prior FPM training sessions was reviewed to help the team begin to determine where to focus the improvements.

A Wiki was created for this team to use to collaborate and share information during this initiative. Their next meeting is scheduled for Monday, October 26, 2009 from 1:00 -4:00 PM.

Repository Update

The Project Management Work Group continues to explore ways to enhance and expand the functionality of its online repository. We received some valuable feedback from the survey conducted in preparation for the Forum's Annual Strategic Planning Session. At that session, we found that some of the other Work Groups were also interested in leveraging new technologies to enhance information sharing and communication. As such, Work Group Co-Chairs met on August 26th and agreed that the leveraging of Web 2.0/Social Networking technologies should be a collective focus for the Forum.

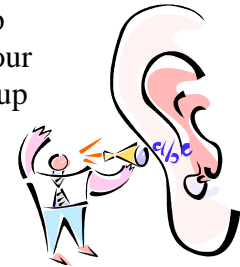


A Subgroup has been created, consisting of members from each Work Group to investigate the use of these technologies and facilitate collaboration across the Forum. The Emerging Technologies Work Group will lead a meeting for the Subgroup on October 5th to begin work in this area.

Your Voice was Heard!! Survey Results Recap

In preparation for July's Annual Strategic Planning Session, the PM Work Group developed and released surveys to elicit your thoughts and feedback. This was your opportunity to have a voice in the programs and offerings that the PM Work Group will provide in the coming year.

The results were used as input to the Forum's Annual Planning Sessions which determined new initiatives for 2009-2010. The complete survey responses are contained into two reports (PM COP and PMO Roundtable) which have been posted to the PM Repository.



Here are some interesting items of note from the responses, along with additional information:

- Reasons for not attending PM Community of Practice meetings included:
 - My division does not actively use PM – learning more about PM can allow you to help education your division as to the benefits of using PM!
 - New to the topic – the PM COP Meetings are a good place to build your PM knowledge without investing a lot of time and at no charge!!
 - My PMO Director attends – there is no limit as to the number of people who can attend the PM COP Meetings from an agency, in fact we encourage PMO staff to attend with their PMO Director.
- Thoughts on what would encourage you to attend more PM Community of Practice meetings included:
 - If a directive or mandate trickled down requiring all state agencies to use PM – we would all certainly support this idea!
 - Knowledge of the meetings – the meeting announcements are sent via e-mail blasts to the PM COP list serve. You can join the list serve by visiting <http://www.nysforum.org/committees/projectmanagement/join.aspx> . If you are on the list serve but are not receiving the meeting announcements please contact Mike at the Forum (mchambers@nysforum.org). We also announce the meetings in our newsletter and they are posted on the events section of the Forum's web site (<http://www.nysforum.org/events/>).
 - I usually attend, but relevant topics are clearly the biggest draw for me.... – we are always looking for suggestions on speakers and topics.
 - I enjoy them currently; topics are very interesting as are the attendees. - we will assume 'interesting' is a good thing!
 - Sessions should be two hours or less – the PM COP Meetings typically last 1 ½ hours from 2:30 to 4:00.

- Several survey questions focused on the PM Repository, and based on the responses it is clear that improvements can be made. We are working with the Forum and other Forum Work Groups to provide a more effective PM Repository. Stay tuned to the newsletter for updates on this initiative!
- Thoughts on what can we as a PM Community can do to further the value of Project Management within New York State included: (All are great ideas which are being considered by the Steering Work Group)
 - Show the value of project management to the Commissioners and their people.
 - Encourage PM outside of IT as well.
 - Simply promote the success of projects that applied formal PM and professional PMs.
 - Training - anything that would qualify for PMI requirements.
 - Keep promoting project management and networking.
 - Provide training and mentoring.
 - Highlight successful projects; share successful PM practices from agencies.
 - Offer training in the use of PM tools (MS Project, etc.)
- Responses to the most pressing issues NYS PMOs are currently facing: (We encourage PMO Directors to bring these issues to the table for discussion at future PMO Roundtable meetings)
 - Executive support.
 - Portfolio reporting - getting relevant data
 - PMO staffing
 - Limited resources and dynamics of task completion
 - Too much to do and not enough time.
 - How to grow our PMs
 - Common approach applying PM skills, Improving team work within ITD;
 - Too many projects to manage with limited resources to assign
 - Project requestor is not sure what they want/need - scope continually changes
 - Projects start before we get involved (products are purchased and we need to implement, but they don't match business needs)
 - Multiple project requestors with varying priorities
 - No specific agency mission/goals developed so it is hard to align with anything specific
 - Unrealistic deadlines set before project is scoped
 - Portfolio management and resourcing

Your thoughts and comments were appreciated!!

Happy Fall!!!!



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