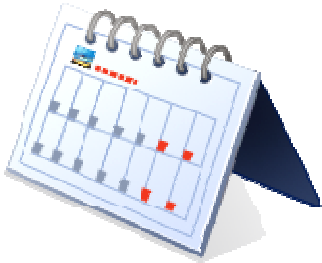


Save the Date!



8-12-10

PMO Roundtable: Portfolio Management tools

9-22-10

PMCOP: Sustaining the PM Mission in Changing Times

Visit www.nysforum.org for upcoming meeting announcements

Monthly Quote

“The future depends on what we do in the present.” – Mahatma Gandhi

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

Good Luck Greg Benson!

On behalf of the PM Workgroup, we wish Greg Benson, Executive Director of The NYS Forum, the best of luck in his retirement. At The Forum’s Strategic Planning Sessions, it was announced, that Greg will be retiring in August. We are grateful, for all of your hard work and strong support of project management.

Your commitment to NYS government IT initiatives by bringing together NYS IT professionals and the vendor communities has been greatly appreciated by everyone involved. Thanks again Greg and enjoy! You will be missed!



See Our Feature Article Inside!

PM Workgroup member, Diana Pinto interviewed Joanne Riddett for our feature article, “A Conversation with Joanne Riddett, CIO NYS Thruway Authority.” Joanne discussed her passion and focus on project management throughout her career, reflecting on her first project experience in State government and the evolution of project management in NYS agencies. See page 5 and 6 for the full article.

What’s Inside?

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NYS Forum's Annual Strategic Planning Session Recap

The Forum's Annual Strategic Planning Session was held on July 16th at the Desmond Hotel. Brenda Breslin facilitated the Project Management table, while Jon Haverly represented the work group on the Strategic Planning table. We had an active group discussion with: Diana Pinto (Thruway), Susan Mardon (DOT), Mary Withkowski (Motor Vehicles), Girk Cakmak (Bowne Mgmt Systems), Todd Franesconi (KPMG), Mick Gillooley (Keane), Russ Kiernan (QED), Chuck Weiss (COMSYS), and Suzanne Wilson (Line of Sight). It's great to have participation at these events from both the workgroup and Forum members so we get lots of ideas of what will provide the greatest overall benefit.

Each table was asked to report on our greatest accomplishment during the last year. We all agreed that the fact we have a robust, well attended Community Of Practice each quarter is what we are most proud of.



As a group we brainstormed initiatives for the PM Workgroup to undertake during the 2010-2011 year (Forum's year runs 10/1 to 9/30). Then we selected our top 3. All other groups did the same, posting their ideas on charts, and then every attendee voted on their personal top 3 initiatives around the room. Project management did very well, garnering votes for all 3 of our initiatives and probably in the top 5 vote getters over all!

The top 3 initiatives identified for PM were:

1. Develop a tool to measure the business value of project management in a standard format for all agencies.
2. Enable knowledge transfer (from the project team to those who will maintain and support the resulting product) and sustainability of project results by defining concrete activities, deliverables, and measurements to be incorporated into project management methodology.
3. Facilitate a regular (monthly?) project triage group for PMs to collaborate real time solutions on active projects with peers across the Forum.

The top 3 initiatives for every workgroup have been posted on the Forum's website for review.

<http://www.nysforum.org/events/planningsession-7-16-10/>

Stay tuned for our reaching out to our members to assist us with moving forward on these important initiatives!

Project Management Community of Practice (PM COP) Recap

The day after an earthquake rocked the Capital Region, an enthusiastic crowd of more than 80 attended the June 24th PM COP meeting to hear about the Statewide Financial System (SFS) Program. Mahesh Nattanmai, PMP and Roseanne Kryjak, PMP provided a fantastic presentation of how the projects formerly known as FOCAS (Future of the Central Accounting System) and NYFMS (New York Financial Management System) have been brought together into the SFS Program. Roseanne, previously the Project Director for FOCAS, is now the Integration Manager responsible for all current and future technical and operational needs of the SFS and data warehouse. Mahesh, previously the Project Director for NYFMS, is now the Business Operations Manager for SFS responsible for defining the requirements and solutions, providing support to agencies during transition to SFS, training end-users and overseeing the SFS PMO.



Bringing these two projects together provided many challenges including schedules that were at different points in their execution, project teams that were employed by different agencies and located in geographically dispersed areas, different tools in use, two different service providers, and contracts with two different prime vendors. One key to overcoming the challenges this merging of projects presented was that both projects had strong, formal PMBOK based PM processes in place and therefore shared a common language. They also emphasized that communications in every format possible were extremely important. Recognizing and addressing “people issues” and including the vendors teams in those processes was part of their solution. Openly discussing concerns with everyone involved including the various stakeholder groups was necessary. Also, a strong but flexible change control process was imperative in achieving success.

Many may remember Mahesh presenting to the PM COP on the NYFMS system two years ago. We look forward to hearing from Roseanne and Mahesh again at a future date for another update so we may all continue to benefit from their sharing of lessons learned on this very large and fascinating project. The entire presentation is available for your review on The NYS Forum’s website (<http://www.nysforum.org>). Check under “Events” → “Past Events”.

PMO Roundtable Recap: PM Repositories

The PMO Roundtable was held on Thursday, May 13 at the NYS Department of Transportation with seven agencies participating. Attendees discussed/presented intranets/websites and other repository types for projects, portfolios, methodologies, and communications.

Save the Date

The next PMO Roundtable will be held on Thursday, August 12 at the NYS FORUM offices located at 24 Aviation Rd in Colonie, just off Wolf Rd. There will be a presentation by Lori Hitchcock from the New York State Insurance Fund of INNOTAS, an on demand PPM solution followed by a discussion of project and portfolio management software tools.

Please reply to empeil@gw.dec.state.ny.us if you plan to attend.



Save the Date

PM COP: Sustaining the PM Mission in Changing Times

Wednesday, September 22 11am-12:15pm
GTC East

NYS Forum's Project Management Community of Practice (PM COP) will again hold its September meeting in conjunction with the fall Government Technology Conference (GTC East) on Wednesday, September 22 at 11:00am to 12:15pm. Plan to attend keynote speaker Capt. Larry Brudnicki at 9:15am and then, after a short break, join us for the PM COP.

How is the fiscal crisis impacting project management? How can good project management help agencies respond to the fiscal crisis? How can PMOs help agencies prepare for changes this year's elections may bring? Mark your calendars now and plan to join us for a panel presentation and interactive discussion on "Sustaining the Project Management Mission in Changing Times."

Hear from a diverse panel of experts to include a Chief Financial Officer, a Chief Information Officer, a Project Management Office Director, and a Senior Project Manager from various New York state agencies. Learn what their experiences have been in the same fiscal and political environments that impact all of us!

Feature Article

A conversation with Joanne Riddett, CIO NYS Thruway Authority

By Diana Pinto, NYS Forum PM Committee member



Joanne began our discussion reflecting on her first project experiences in the State. In the mid 90s, she was working on a project at the Department of Correctional Services to establish doctor/prisoner consultations via video conferencing. This would reduce the costs and risks associated with prisoners leaving the facility accompanied by two guards. She was on the cusp of a new era for the business-as-usual method of operation within the State - approaching endeavors as “projects”. With a defined beginning and end and pre-stated objectives, this approach was in stark contrast to the familiar repetitive nature of accomplishing work that often put an ongoing

drain on budgets, time, and resources – often due to cycles of scope creep before original objectives were met. The discipline was not widely known in most State agencies at the time but there were a growing number of supporters in the ranks moving the State closer and closer to project management as a method to achieve results. Joanne’s effort was a success but most money was still being spent on IT-related projects and consultants without shoring up in-house guidelines on this new approach. Support was growing, albeit slowly, as recognition was dawning within the State on the benefits of this method.

Within a few years, the project management approach began gaining wider recognition. Joanne became involved in the Project Management Mentoring Program (PMMP), evaluating the coursework and participating in the first class held. “It is a great program that fosters knowledge sharing and increases communication across agencies”. She is a project management enthusiast who has secured funding to train future project managers and strengthen the skills of current project managers through PMMP and related courses; subsequently, many have served as mentors at future sessions.

In the last ten years, major strides have been made in the project arena. There are now Project Management Offices (PMOs) in many agencies and mentoring is recognized as a valuable tool. Mentors enthusiastically tutor new devotees. Management continues to recognize and support the benefits of a standard approach to projects. The ranks are growing – owing much to the diligent efforts and foresight of original project supporters who started a grassroots wave of change! Establishment of the Project Management Civil Service title series was a significant milestone, further reinforcing the importance of the discipline.

Joanne has been involved in a variety of efforts within the State to improve and enhance the workforce and collaboration across entities. She has been an active member of the NYS Forum for a number of years, including a period as Chairperson during 2004-2005. “The Forum provides an essential role, bringing together both State and local government, focusing on collaboration and sharing of best practices. Entities have an opportunity to meet with others knowledgeable about

the project discipline; no one is just continually reinventing the wheel. It is important to have relationships in the project management community to get new ideas, insights and see a different perspective.”

Joanne was fortunate to find a PMO already in place at the Authority when she joined as CIO in the fall of 2000. This allowed her to focus her efforts towards deepening and growing the workforce’s talents in project management. Since then, she has worked to further establish consistency for all IT projects, reinforcing that both competent people and consistent processes are important for a successful project. Both the resource and budgetary commitments are made at the highest levels. This helps to ensure the staff is aligned, and know which projects are the priorities, fostering the most effective and efficient implementation of the project.

The Authority employs an executive approval method called the Technology Project Proposal (TPP) process. Cross-functional projects that meet the established threshold (over 6 months and \$250,000) must go through this approval process. Projects are presented to the IT Executive Steering Committee (who are also involved in annual budgeting process) as well as a cross-functional group that reviews the proposals. The costs for both equipment and internal resources are detailed, along with a risk rating and score of how well the project aligns with the Authority’s goals. This helps to ensure that both resources and funds are committed for the project. “It is the up front planning that will make or break a project”.



Before the project starts, a Project Executive Steering Committee (SC) is established. Project SC’s are temporary and comprised of stakeholders from departments affected by the project. Involvement of a SC and a strong project team lead by an IT project manager helped in the successful completion of the Authority’s Human Resources Management System (HRMS) project that came in on time and one million dollars under budget.

Joanne champions understanding the project triple constraint - schedule, budget, and scope - reminding everyone how they affect each other.

Talking in these terms reinforces a project approach at all levels of the organization.

She ended our discussion saying that “looking forward, there is still a long way to go. We still rely more on staff than processes. In order to maintain continuity, it is essential to have a well established process in place. Still, it is great to see all the progress we have made already.”

Thank you Joanne for your thoughts and insights!

Happy Summer!!!



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