OREGON | Office of the State
Chief Information Officer

Project Stage-Gating. *Working with the OSCIO*

January 2018

WHAT is Stage-Gating?

defining ***stage-gating***

noun

/stăj/ /găt/

1. formal review conducted at prescribed points in a **project life-cycle** for the purpose of controlling project risk, monitoring scope changes and maintaining stakeholder engagement

2. conceptual and operational ***models*** that provide key communication opportunities for moving a project from idea to closure (project to program)
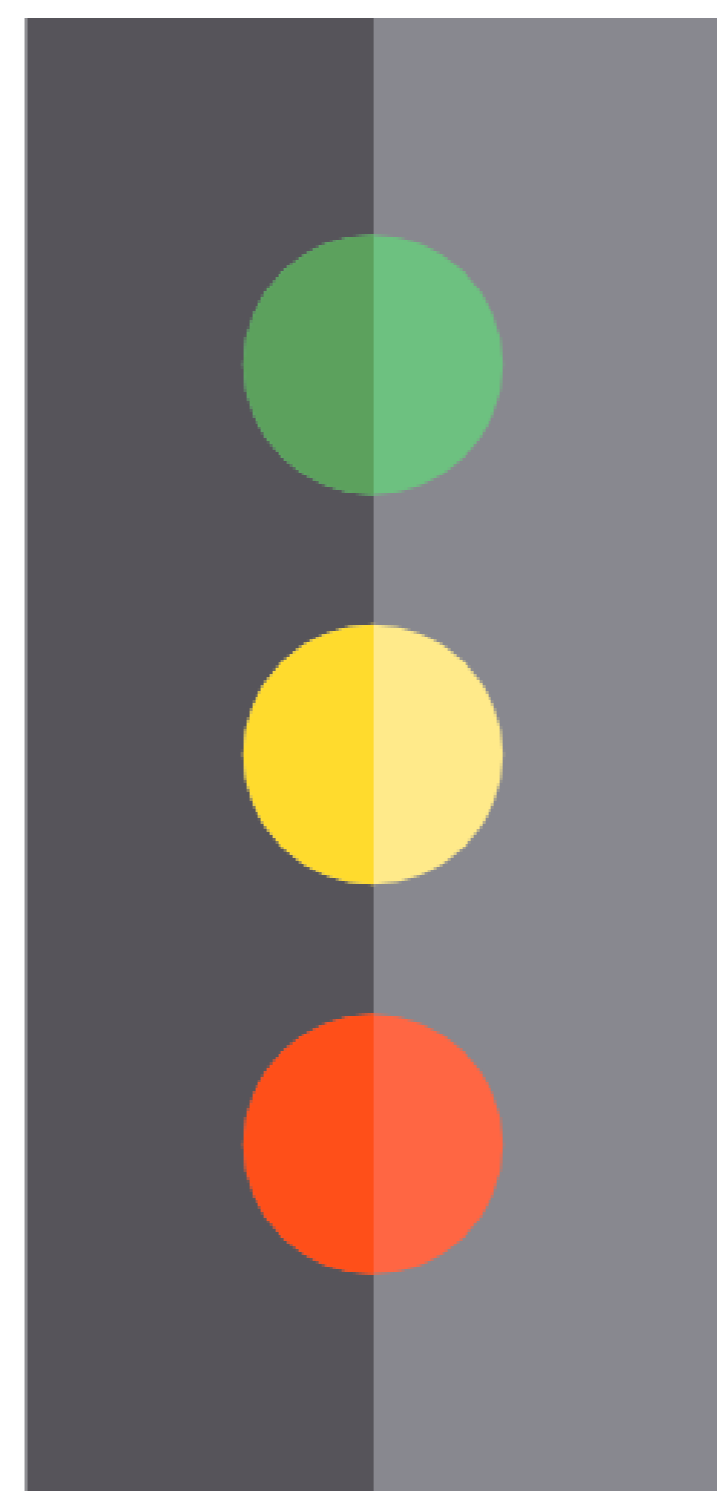
advance

rework

stop

WHY Stage-Gate?

the underlying rational

"Progressive reduction of uncertainty" – G.M. Winch

- ‘External’ review of the project
- Review project history to date (performance)
- Evaluate the project's near-term plans
- Validate commitment of resources
- Assess readiness for project to go forward
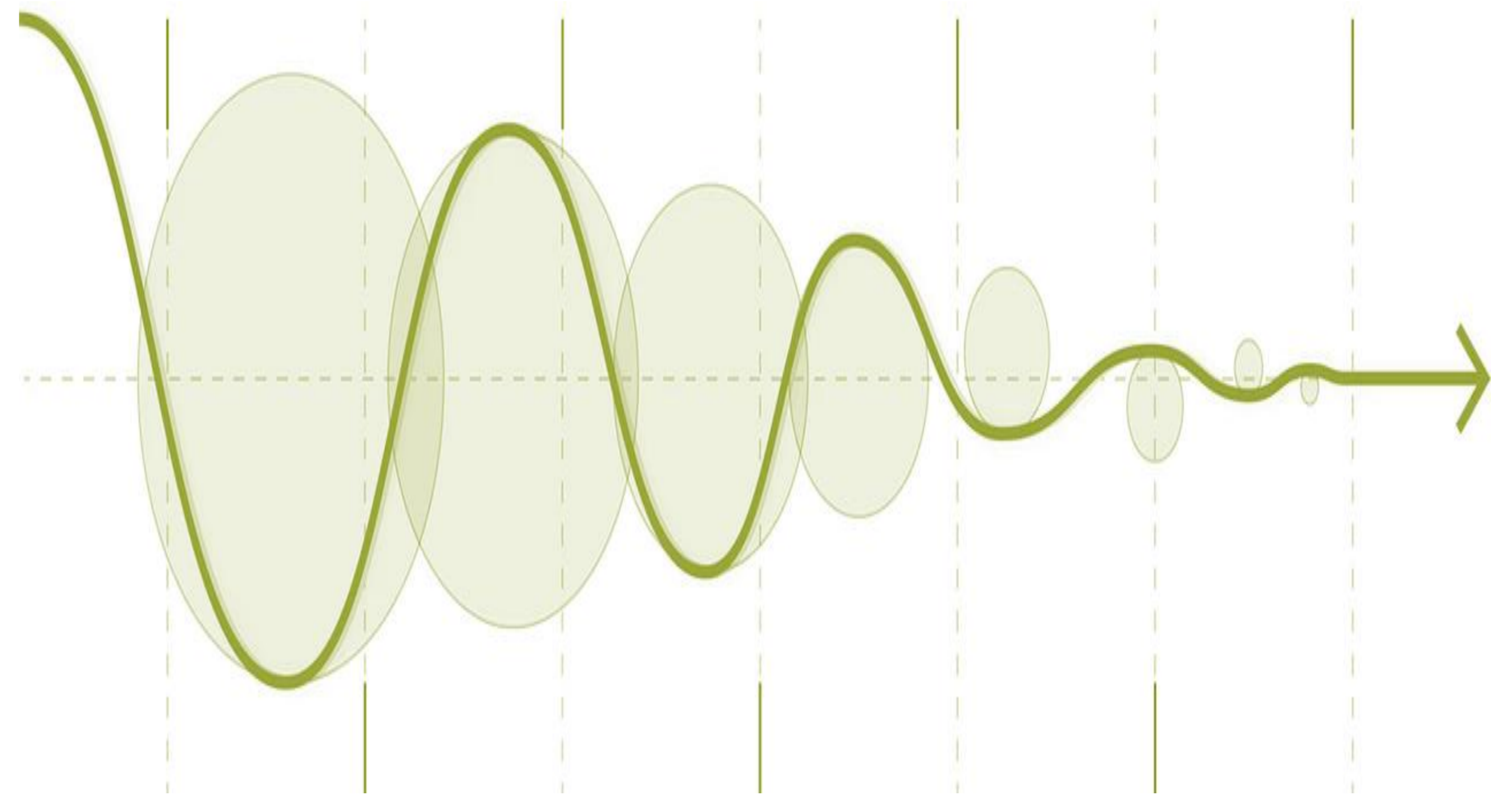
Stage-Gate Evaluation

factors influencing Stage Gate *decisions*

- ***Quality Parameters.*** how well is a project being executed?

- ***Operational Feasibility.*** are there appropriate resources and can the project complete on time?

- ***Economic Viability.*** evaluation of Return On Investment (ROI) and Net Present Value (NPV)

RISK

SCOPE

BUDGET

SCHEDULE

Stage Gate Oversight – Functional Reference Model

Office of the Governor
Direction & Oversight

Statewide Initiatives	Chief Financial Office Budget Development & Oversight	Enterprise Leadership Team Unified Vision & Oversight

Chief Operating Office
Enterprise Direction

Improving Government Operational Streamlining & Effectiveness	Chief Human Resource Office Resource Development & Oversight

Legislature
Direction & Oversight

Communications

Office of the State CIO

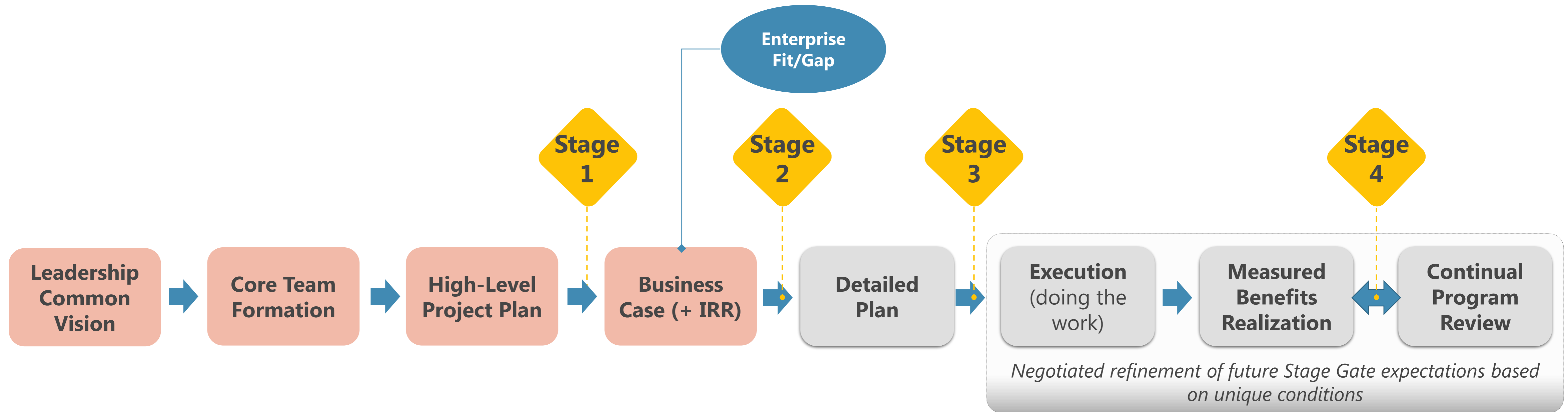| Security Program Objectives & Oversight	Geospatial Program Objectives & Oversight	Enterprise Portfolio Management	Enterprise Strategy Enterprise Business Intelligence	Enterprise Asset Management	Broadband Wireless Development & Oversight	Public Safety Interoperability Development & Oversight

❑ Idea
- Tied to Strategy
- Problem
- Budget Concept

❑ Core Team
- Executive Sponsor
- Project Charter
- High-level Scope
- Goals & Objectives
- Participants
  - Finance
  - Program
  - Business / IT

❑ Plan
- Timeframe
- Activities
- Tech. Req.
- Arch. Req.
- Communicate
  - Customers
  - Stakeholders
  - Experts

❑ OSCIO Review
- Conditions
- $ for Bus. Case
- 50% Vision

❑ OSCIO Review
- Further Conditions
- $ for Detailed Plan
- 90% Vision
- Quality Assurance

❑ OSCIO Review
- "Go" for Execution
- Budget to Execute
- Acceptable Risk
- Acceptable Quality

❑ Specifications
- Hardware / Comm.
- Executable Software
- Developed & Tested
- Outcomes to Req.
- User Acceptance
- Operational System

❑ OSCIO Review
- Product Acceptance
- Benefits Realization

❑ Operations
- Operate, Maintain, & Enhance
- System Performs as Designed
- Periodically Assess Operations

Architectural Assessment

Stage Endorsement (×4)

Leadership Common Vision → **Core Team Formation** → **High-Level Project Plan & Requirements** → **Business Case (& IRR)** → **Detailed Plan**

- Doing the Work — Execution
- Measured Benefits Realization
- Continual Program Review & Customer Relationship

Negotiated Refinement of Future Stage Gate Expectations Based on Unique Conditions

❑ Financial Perspective
- Outcome to Achieve
- When to Achieve
- Value Captured
- Measure of Value

❑ Design Tradeoffs
- COTS vs Custom
- Incremental vs Big-Bang
- Process / Schedule
- Resource

❑ Quality Reports   ❑ Benefit Realization Report

Enterprise Services

Utility & Shared Services

Customer Utility Boards

- Standard Process
- Outcome Metrics
- Change Governance
- Quality Reviews

PMBOK Stages

ORIGINATION	INITIATION	------------------- PLANNING -------------------	EXECUTION	--------- MONITORING ---------	CLOSE-OUT

❑ Concept
- Agency Request Budget
- Requirements
- Assumptions
- Tie to Enterprise Strategy
- Tie to Agency Strategy
- Tie to Agency Business Plan
- Business Opportunity
- Alternatives
- Staffing plan
- Executive sponsorship

❑ Project Charter
- Affected parties
- Stakeholders
- Assumptions
- Constraints

❑ Project Plan
- Charter
- Org Chart
- issue resolution
- Training
- Risk Management

❑ Communications Plan
- Objectives / Goals
- Infrastructure
- Meeting/Rpt Schedule
- Principles
- Website

❑ Change Management
- Framework
- Organization
- Issue management
- Readiness

❑ Business Case

❑ Detailed Project Plan
- Project Governance
- Project Team
- Communication Plan
- Change Management Plan
- PMBOK Plans
- Risk Assessment (QA)
- Requirements
- RFP (if needed)
- Refined Business Case
- Implementation Packet
- Detailed Estimates
- Roles / Responsibilities
- Business Process Analysis
- Fit Analysis
- Prototype Design
- Functional Testing

❑ Development Request
❑ Module Configuration
❑ Unit Test Plan
❑ Status Report
❑ Development Migration
❑ Securities Matrix
❑ Customization
❑ Business Process Test

❑ Migration Plan
❑ Integration Test
❑ Acceptance Test
❑ Final Conversion
❑ End User Training
❑ Migrate to Production

❑ User acceptance
❑ Implementation
❑ User training
❑ User manual
❑ Operations manual

❑ Monitor Production
❑ Functional Support
❑ Technical Support
❑ Follow-on Training

Technology

Asset Management

Goods & Services

Human Resource

-------------- Requirements Traceability Matrix --------------

Enterprise Technology Services
Utility Computing & Networking

Strategic Technology Office

Public Safety Outcome Area	Human Services Outcome Area	Natural Resources Outcome Area	Education Outcome Area	Architecture & Design Project Management Business Analysis System Architecture	Transportation & Economic Development Outcome Area	Administration & Business Services Outcome Area