

Stage Gate Review Process & Lean Six Sigma

Bettina Davis, EIS Project Portfolio Performance Director
Karolina Bedacht, EIS Senior IT Portfolio Manager

Joint Committee on
Information Management and Technology

May 24, 2023



ENTERPRISE
information services

Agenda

- ▶ Enterprise IT Governance
- ▶ Project Portfolio Performance Endorsements
- ▶ Oversight Level Assessment
- ▶ Oversight Level Determination
- ▶ PMBOK – Six Sigma Relationship
- ▶ 2023-2026 Strategic Framework Objective
- ▶ Statewide IT Project Portfolio



Enterprise IT Governance - Project Oversight Triggers



≥ \$150,000



≥ \$1,000,000
(internal development)



Information Classification
Level 3+



Hosted + Authoritative
Source



Hosted + Service
Interruption Impact



EIS Determination

Statewide Policy: Information Technology Investment Oversight

[107-004-130](#)

Statewide Policy: Cloud and Hosted Systems

[107-004-150](#)

Statewide Policy: Information Asset Classification

[107-004-050](#)

Statewide Policy: Independent Quality Management Services

[107-004-030](#)

Chapter 276A – Information Technology (2019)

[ORS 276A.200-515](#)



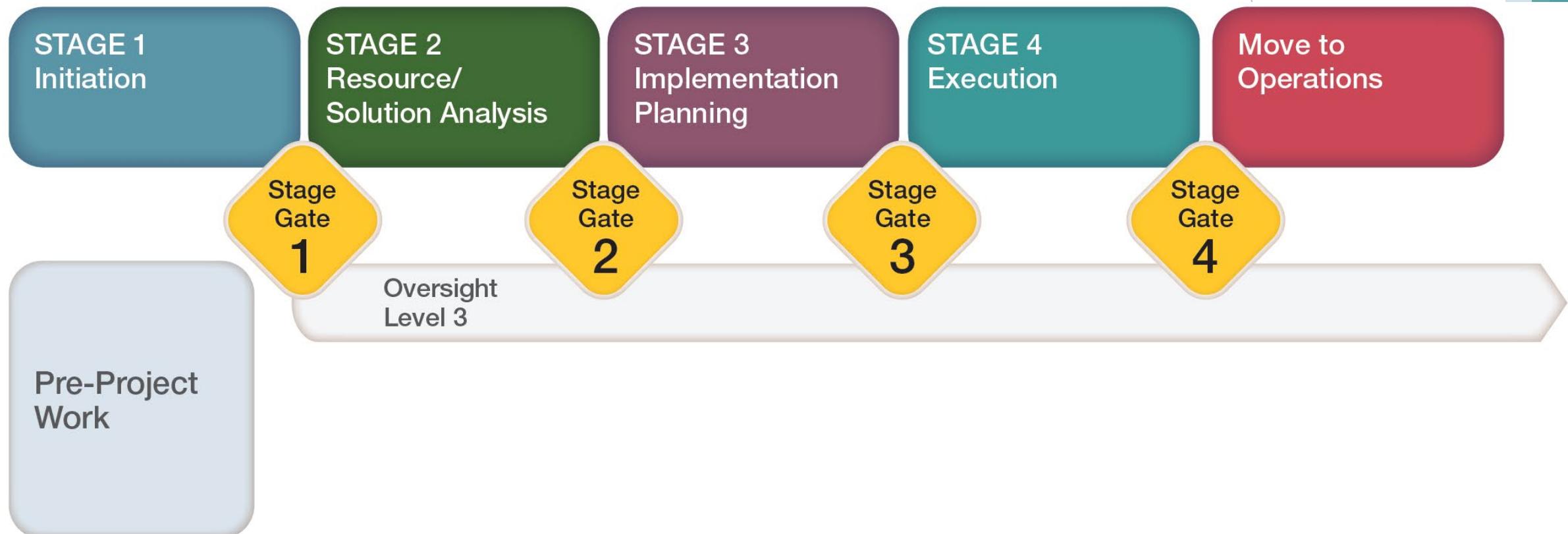
Enterprise IT Governance - Stage Gate Oversight Model



Note: EIS has adopted the Project Management Body of Knowledge (PMBOK) as a foundational resource to guide development of methodologies, policies, and procedures. Consequently, the standard practices described in the PMBOK are reflected in the requirements and processes used throughout oversight review.

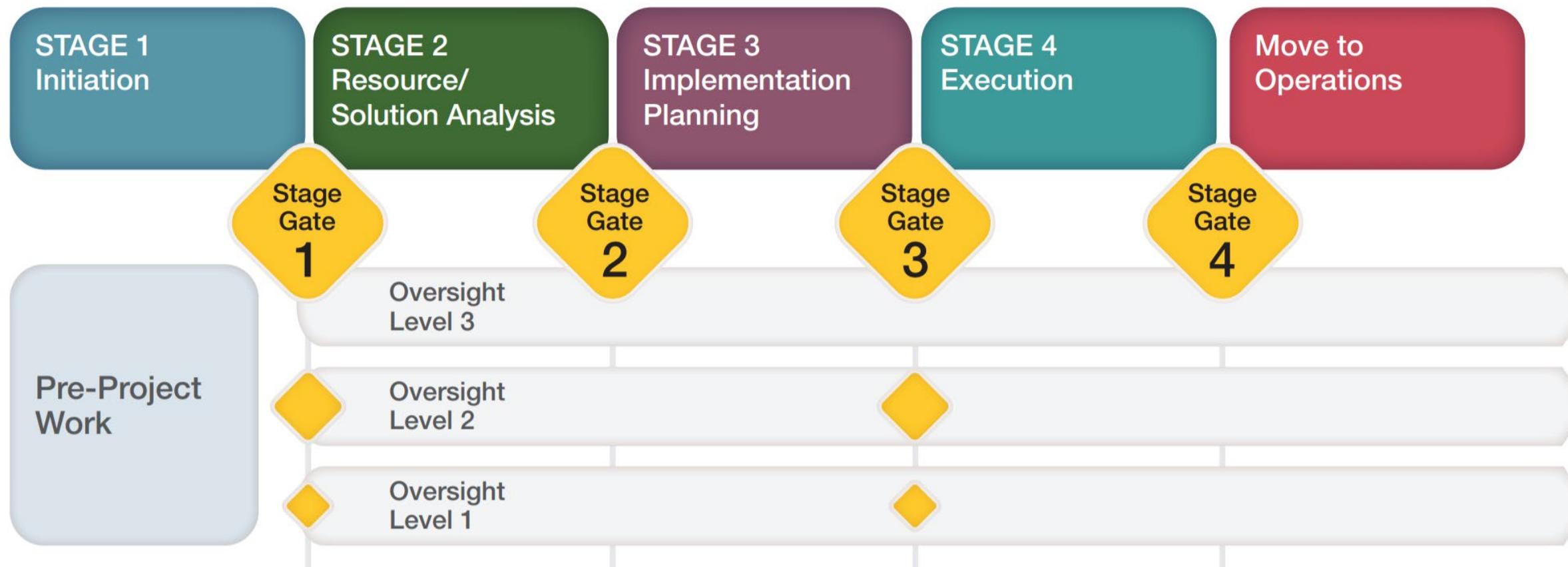


Enterprise IT Governance - Stage Gate Oversight Model



Note: The PMBOK defines a Stage (or Phase) Gate as a “review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program.” (PMBOK Guide, 6th edition, p.18)

Enterprise IT Governance - Stage Gate Oversight Model

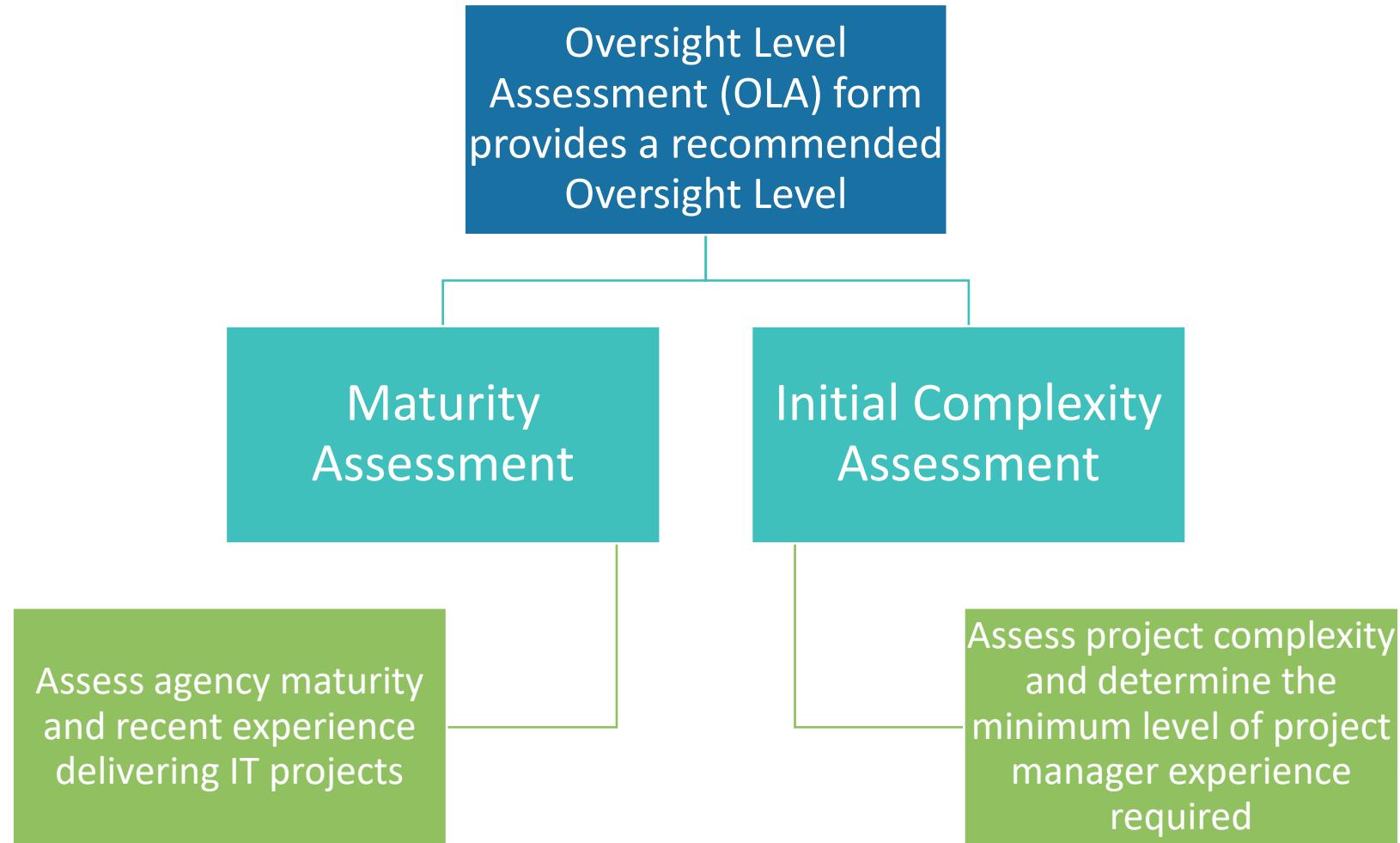


Project Portfolio Performance Endorsements

- ▶ For Non-Project investments, authorization via endorsement is required prior to purchase, subscription, or contract signature.
- ▶ For Project investments, authorization via endorsement is required prior to procurement release or contract signature.
- ▶ For Oversighted Project investments, stage gate endorsements are provided for the project to move to the next phase.
- ▶ EIS approval is required if scope, schedule, or budget deviate by 10% after endorsement or authorization.



Oversight Level Assessment



Oversight Level Determination

Oversight Level Assessment Criteria

Initial Complexity Assessment (ICA)

Span of organizational change

Business complexity

IT complexity

Preliminary budget

Stakeholder complexity

Perception

Maturity Assessment

IT Governance

Project organizational structure

Organization's experience with IT projects

Project Manager Levels

Novice

Entry Level

Intermediate

Advanced



PMBOK – Six Sigma Relationship – Initiating Phase

| Project Management Body of Knowledge (PMBOK®) (reflected in Stage Gate Oversight Model) | | Six Sigma | |
|---|--------|-----------|--|
| Initiating | Define | Define | Define |
| <p>Develop the Business Case, Project Charter (authorizing the project).</p> <p>Prepare the Initial Complexity Assessment and review the Required Artifacts Form.</p> <p>At Stage Gate 1, evaluate Project Manager skills needed for the level of the project (complexity) and project team diversity in skills and experience.</p> | | | Define the problem, improvement activity, opportunity for improvement, the project goals, and customer (internal and external) requirements. |



PMBOK – Six Sigma Relationship – Planning Phase

| Project Management Body of Knowledge (PMBOK [®]) (reflected in Stage Gate Oversight Model) | | Six Sigma | |
|--|-------------------|-------------------|--|
| Planning | Measure / Analyze | Measure / Analyze | Measure process performance. Analyze the process to determine root causes of variation, poor performance (defects). |
| Prepare process workflows and gap analysis. Prepare solution analysis, market research, current process workflows, future workflows and gap analysis, and requirements management plan. | | | |



PMBOK – Six Sigma Relationship – Executing Phase

| Project Management Body of Knowledge (PMBOK [®]) (reflected in Stage Gate Oversight Model) | | Six Sigma | |
|---|--|-----------|--|
| Executing / Monitoring and Controlling | Oversight involves quality control for project over \$5 million including mandatory Statewide Quality Assurance managed independent quality management services. Agency is expected to complete quality of project per PMBOK [®] . | Improve | Improve process performance by addressing and eliminating the root causes. |



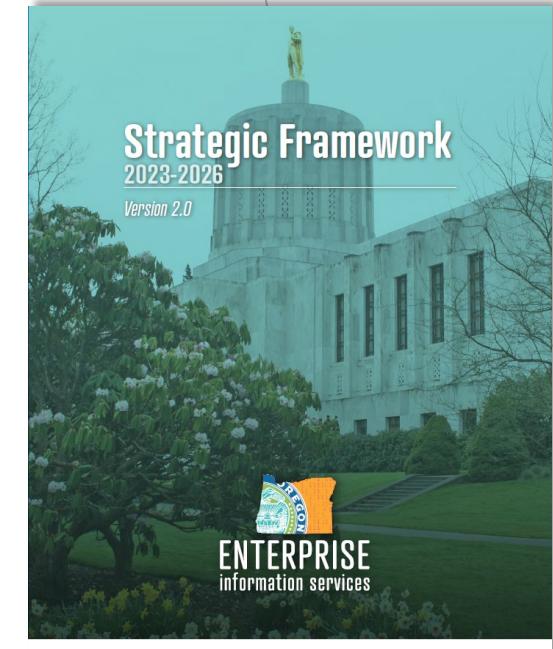
PMBOK – Six Sigma Relationship – Closing Phase

| Project Management Body of Knowledge (PMBOK®) (reflected in Stage Gate Oversight Model) | | Six Sigma | |
|---|---------|-----------|--|
| Closing | Control | Control | Control |
| <p>Project transitions to operations and maintenance.</p> <p>Prepare lessons learned, business objectives measures (key performance measures on system built), security considerations (update System Security Plan), and scope, schedule, budget (variance).</p> | | | Control the improved process and future process performance. |



2023-2026 Strategic Framework Objective

- ▶ OBJECTIVE: Mature Project Transparency and Accountability
 - ❖ *Reinforce* the adoption and application of formal project management principles, standards and emerging best practices that support accountability and value delivery on behalf of people in Oregon.



https://www.oregon.gov/das/OSCIO/Documents/EIS_Strategic%20Framework_2023-26_web.pdf

2023-2026 Strategic Framework Objective: Strategies

- ▶ Refine the use of tiered oversight to align with partner expectations and investment risk and to accelerate the adoption of agile and iterative development approaches.
- ▶ Upgrade and enhance the enterprise Project and Portfolio Management (PPM) tool, through implementation of the modern UX (User experience), to enable effective collaboration and communication with agency partners, IT investment governance, internal performance and portfolio metrics, and research integration with industry-standard project management tools.

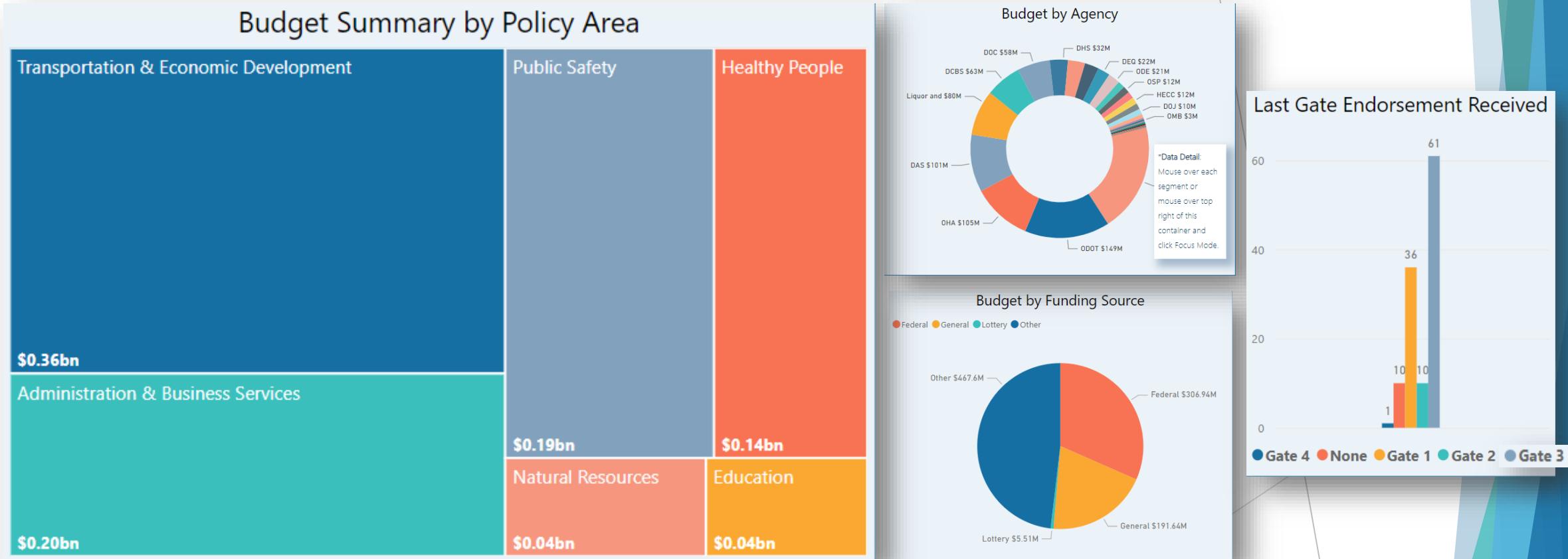


https://www.oregon.gov/das/OSCIO/Documents/EIS_Strategic%20Framework_2023-26_web.pdf



Statewide IT Project Portfolio as of May 2023

Total IT project budget within the portfolio - **\$971,693,343*** Total IT projects: 118



* Source: [IT Project Summaries Dashboard](#)



Thank you

Shirlene A Gonzalez
Legislative & Communications Director
shirlene.a.gonzalez@das.oregon.gov



ENTERPRISE
information services