



California  
DEPARTMENT OF TECHNOLOGY

# Assembly Budget Committee

Subcommittee No. 4 on State Administration  
&  
Select Committee on Government  
Efficiency, Technology, and Innovation

March 20, 2014

# 2013 Retrospective

- Transformation of the Project Approval Process Began
- Department of Technology assumes authority for IT Project Procurement
- State CIO terminated one project, suspended another
- Consulting and Planning Division launched: Intensive Project Assistance
- Applying Lessons Learned To IT Projects and Procurement
- Project Management Academy launched
- Succession Planning Guide Developed
- Cal-Cloud Contract Awarded
- Security and Privacy Policies Strengthened and Processes Improved

# 2014 California IT Strategic Plan

- Serve 21<sup>st</sup> century constituents through efficient, accessible, reliable and secure government.
- **CalCloud** - Achieve scalable, cost efficient and rapidly deployable computing capabilities through Cloud technologies.
- **IT Project Approval Process** - Improve success of IT projects through a transformation of the project approval process.
- **IT Project Procurement** - Revamp IT procurement to reduce cost and risk while increasing timeliness and competition.
- **Consulting and Planning** - Provide early assistance, intervention and hands-on coaching to projects experiencing challenges.
- **Professional Development** - Recruit, retain and build capabilities of state IT workforce.
- **Cyber Security** - Safeguard sensitive data through robust cybersecurity programs and education.



# Project Approval Process

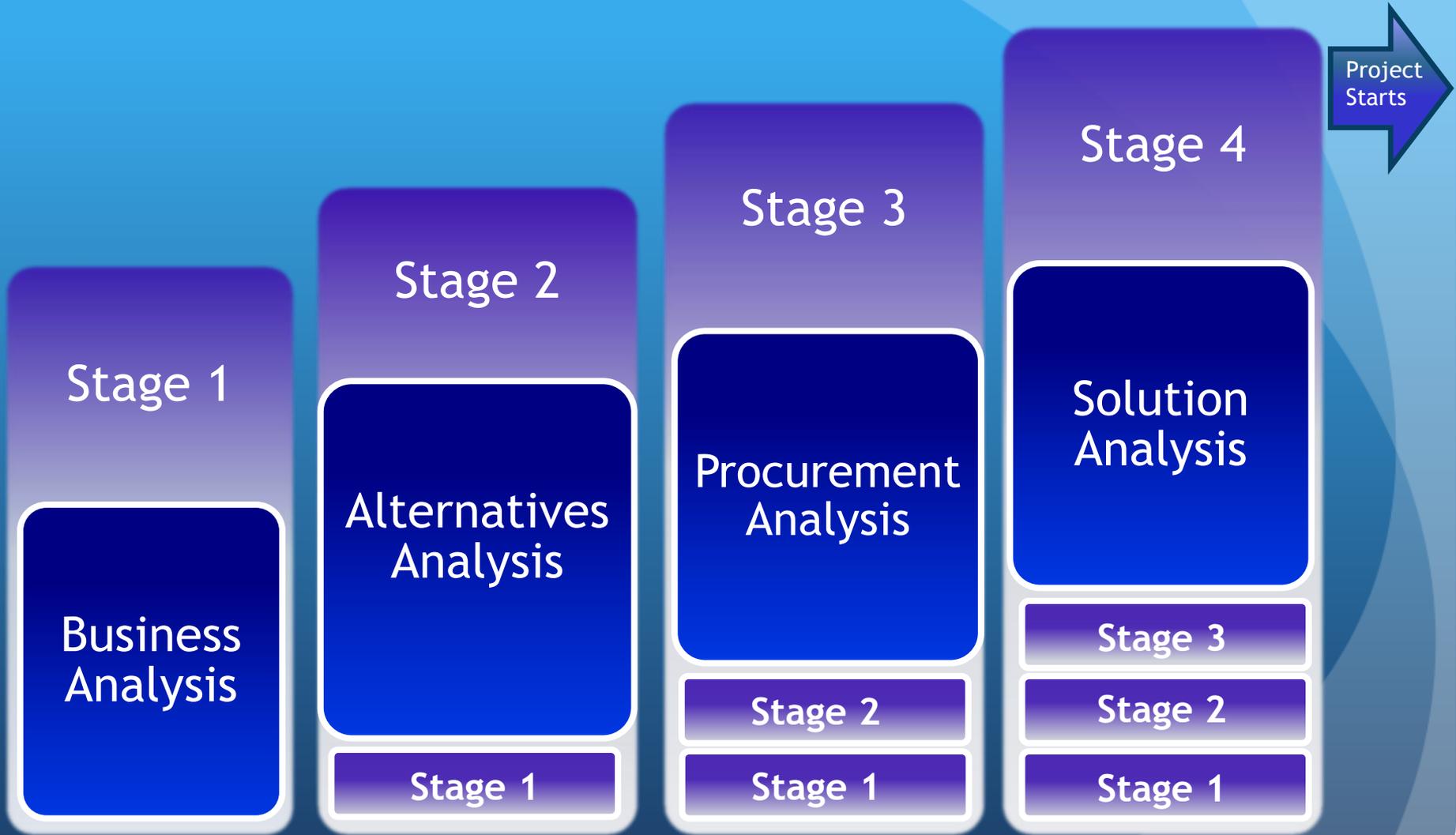
## Mission

*Transform the IT project approval process to improve the planning, quality, value and likelihood of success for technology projects being undertaken by the State of California.*

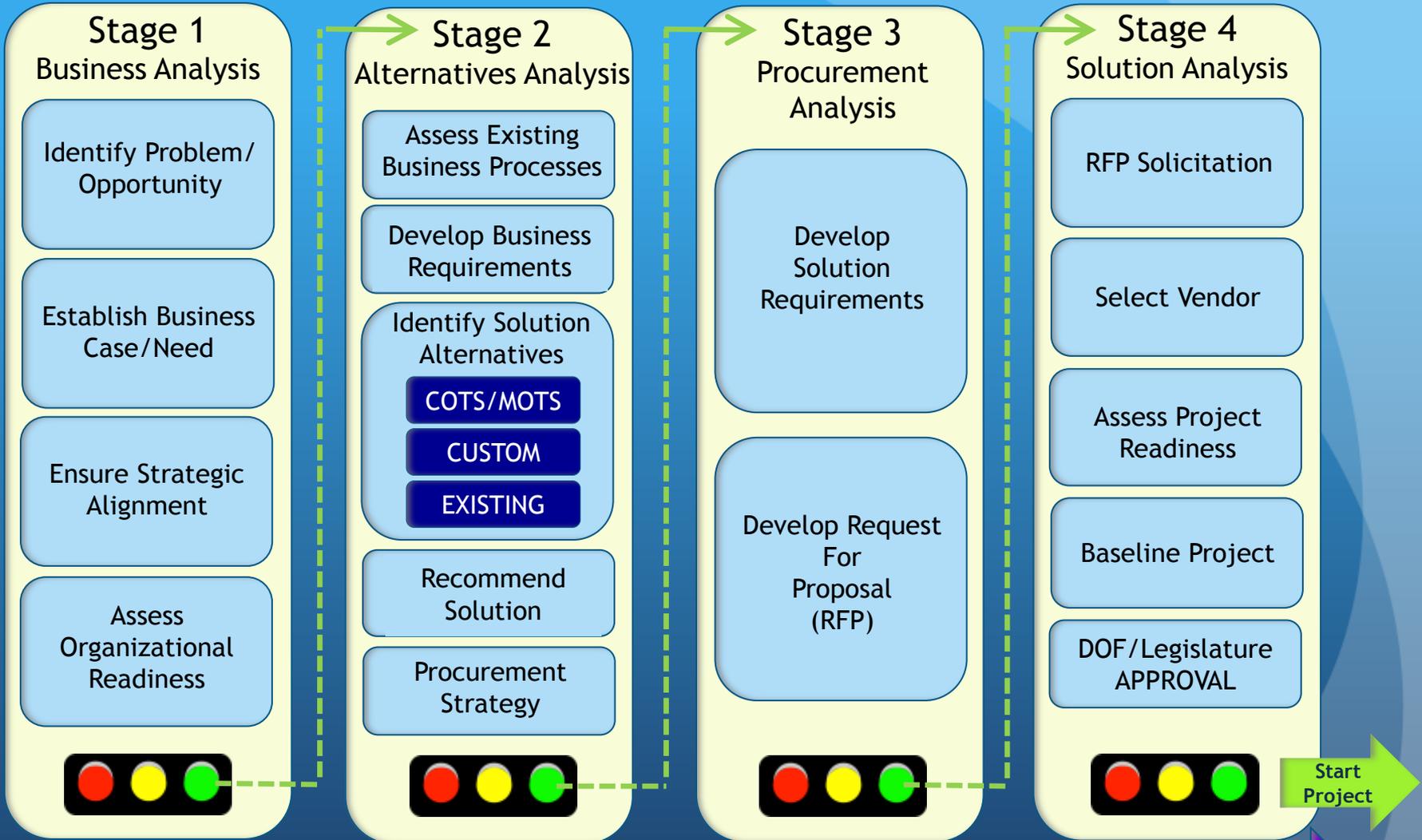
# Goals

- Create an Efficient and Effective Process
- Reduce Project Risk
- Build Collaborative Partnerships
- Improve Project Success
- Define Project Data Needs
- Improve Project Approval Integrity

# Building Blocks for Success



# Components



Department of Technology Oversight and State Entity Collaboration

Phased Release Beginning Late 2014

# Business Value

## Ensures Organizational Readiness

- Evaluate business process maturity
- Assess Business Process Re-engineering needs
- Define 'as is' for process, data, systems, interfaces, and etc.
- Determine State Entity capacity and capability

## Emphasis on Business Alignment not the Solution

- Focus early on true business need
- Identify the best solution to fix the actual problem
- Differentiate between business “want” and business “need”
- Align business requirements with the right solution alternative

## Streamlines the Process

- Better cost and time estimates before project begins
- Periodic “Stop” “Go Back Review” or a “Go Forward” decision points
- More transparency on how decisions are made
- Collaboration with Departments throughout process

# Consulting and Planning



# Consulting & Planning

- Provide early intervention and hands-on coaching to Projects experiencing challenges
- Mitigate risks that could jeopardize project success
- Resources have expertise
- Department continues to own project
- Short-term duration
- Knowledge transfer to department
- Lessons learned feedback loop to Department of Technology and Department Project Managers

# When to Engage

- Department seeks assistance
- Project has high criticality risk unaddressed for multiple months
- Corrective Action Plan, Cure Notice, or Stop Work Order
- Department of Technology identifies need
- External entity (Department of Finance, Legislative Analyst's Office, Bureau of State Audits) identifies need

# Dirty Dozen Lessons

1. Contract management and vendor negotiations
2. Data conversion and migration
3. Governance and sponsorship
4. Interface planning and implementation
5. Organizational change management
6. Quality assurance and quality control
7. Release management
8. Requirements definition and management
9. Risks and issues
10. Schedule
11. Testing
12. Architecture planning