State of Montana Project Management Advisory Workgroup
Minutes
March 23, 2017
2:00 PM
Cogswell Room 151

Attendees:

Ron Baldwin, CIO/SITSD	Tina Chamberlain, DOJ
Angie Riley, MPERA	Sky Schaefer, DOJ
Aaron Dennis, MDT	Greg Pierson, DOJ
Jerry LaChere, MDT	Tammy Stuart, LEG
Jerry Kozak, DOJ	Miranda Keaster, DOA
Darrin McLean, LEG	Sarah Garcia, DOJ
Joe Chapman, DOJ	Sky Foster, AGR
Maura Gruber, DNRC	Stuart Fuller, DPHHS
Justyn Katsilas, DPHHS	Jenny Chambers, DEQ
Jerri Lake, DOA	Jody Troupe, DOA
Kreh Germaine, DNRC	

Staff Present:
Wendy Jackson, Jennifer Schofield

🖱 Real-time Communication:
Barry Fox, Kyle Belcher, Jeff Buska, Daniel Chelini, Jeremy Crouse, Kellee English, Glynis Gibson, Edwina Morrison, Dave Nagel, Michael Sweeney, Mark Van Alstyne, Vince Selvidge, Cory Mabry

Welcome
Ron Baldwin welcomed the workgroup to the to the March 23, 2017 State of Montana Project Management Office (SMPMO) kick-off meeting.

Business
Review and Approve Mission Objectives
Mr. Baldwin stated that the purpose of this meeting is to discuss the establishment of the SMPMO. This forum would serve as a virtual Project Management Office to support projects and promote the use of Project Management standards within state government. This meeting is a working session to develop a mission statement for the SMPMO, discuss member participation, roles and responsibilities, review Project Management policies, and appoint a Chair and Vice Chair.

The draft mission statement of the SMPMO is to promote Project Management across state government and to ensure successful projects which make the best use of taxpayer dollars. This mission statement is open to suggestions and revision, but should reflect the importance of Project Management to the State of Montana. The goal of the SMPMO is to assist agencies in delivering projects on time, on budget, and within scope.

The SMPMO will follow the format of the Enterprise IT Financial Workgroup (EITFW) as an official governance forum attached to the Information Technology Managers Council (ITMC). This group should include broad participation from all areas of state government. CIO Support Staff will facilitate the SMPMO meetings to provide a formal structure including official members, delegates, and an elected Chair. The Chair will help develop the agenda and report workgroup activities to the ITMC. The workgroup will assist agencies to report projects to the Legislative Finance Committee (LFC) using consistent methodologies. The workgroup will also collaborate on improvements to the project dashboard report. Mr. Baldwin commented that all interested parties are welcome to attend workgroup meetings.

Discussion
Mr. Baldwin opened the meeting for discussion and comments regarding the SMPMO.

Justyn Katsilas commented the SMPMO would allow Project Managers to hone their skills and collect feedback on successful techniques and methodologies. Having the opportunity to create Project Management plans and share those with others will allow for greater understanding of how a project should be reported.

Stuart Fuller stated the Department of Public Health and Human Services (DPHHS) would benefit from guidance on LFC reporting and reporting Agile Projects. This workgroup can serve as a forum to disseminate guidance from the legislature on how these projects can be adequately represented within the reporting process. Mr. Baldwin stated that the LFC reporting guidance would be a valuable function of the SMPMO.

Jenny Chambers commented projects on the LFC dashboard are often compared to each other. Inconsistencies in project reporting may cause undue concern to the LFC. Ms. Chambers stated that the Department of Environmental Quality (DEQ) is in the process of an LFC audit of an Agile project. DEQ could share these audit findings with the SMPMO to provide guidance to other agencies regarding proper Agile Project reporting. Mr. Baldwin stated that lessons learned would be an important function of the SMPMO.

Tammy Stuart remarked that she believes the Project Management Office Advisory Group (PMOAG) was a very supportive environment for the collaboration of project managers. It would be helpful if the SMPMO was structured like the PMOAG. Mr. Baldwin stated that the SMPMO would be a safe zone to encourage the success of all projects across the state. This will allow agencies to address problems and get projects back on track.

Sky Foster stated there are many agencies who do not manage projects on a regular basis. The SMPMO could provide a support structure for inexperienced project managers. Mr. Baldwin specified the SMPMO will function as a mentorship program for new project managers to provide the information and tools needed for the success of these individuals and their projects.

Mr. Baldwin requested agency representatives confirm their support for the establishment of the SMPMO as a formalized workgroup to include delegates from each agency.

Online representatives from Department of Corrections (COR) and Department of Labor and Industry (DLI) confirmed their support for the establishment of the SMPMO.

Mr. Chapman stated that he could not commit to a formal delegate for the SMPMO until upper management in the Department of Justice (DOJ) has approved the proposed mission statement, workgroup objectives, roles, and responsibilities of the SMPMO. Mr. Chapman also requested clarity on the mission and role of this workgroup. Due to the large workload being managed by DOJ, there may not be time or resources available to dedicate to this group. Mr. Baldwin stated that the SMPMO will serve as a set of shared resources. This forum will allow for collaboration, input, guidance, and best practices. Mr. Chapman stated that DOJ would support the formation of a group like the PMOAG, to provide sharing of ideas and best practices. Mr. Baldwin confirmed that the intention is to reconstitute the PMOAG in the form of the SMPMO.

Action Item: Mr. Baldwin will draft the proposed mission statement, objectives, roles, and responsibilities of the SMPMO and provide it to the group for review and approval.

Q: Sky Foster: Is there an expectation for every agency to have representation in this workgroup?
A: Mr. Baldwin: That is not necessary. There should be adequate key representation to make this group useful. It would be ideal for agencies that have projects on the LFC dashboard to have representation in the SMPMO.
Q: Jerry Kozak: What is the dollar amount threshold for reporting to the LFC?
A: Mr. Baldwin: Projects that must be reported to the LFC include: a project with a total dollar value is $500,000 or more, an Enterprise Level Project, a project with House Bill 10 funding, or a project that a legislator wants to appear on the dashboard.

Member Participation
Mr. Baldwin reviewed the proposed member participation which would include agencies that report to the LFC, the Project Management Institutes (PMI) Montana Chapter, and any other State of Montana Project Managers.

PMO Roles and Responsibilities

Mr. Baldwin stated that SMPMO member responsibilities will include project collaboration, training opportunities and credential support, project manager website resources, and a SMPMO SharePoint site. Project collaboration would involve tips, project assistance, lessons learned, and sharing of methodologies. Training opportunities and credential support would assist Project Managers in attaining their credentials and promote credentialed Project Managers in state government. A website is in production which would serve as a resource base with links to the PMI Montana Chapter, materials, policies, procedures, and statutes. A SMPMO SharePoint site has been developed which allows agencies to utilize the Project Management Templates to track their projects. This site will contain links to agency projects as they appear on the LFC dashboard. SITSD will create a link between the SMPMO SharePoint and LFC dashboard. This site will contain individual folders for housing documents related to specific Project Management Body of Knowledge (PMBOK) requirements. The SMPMO SharePoint site could be utilized by any agency who wants to manage their project via the SharePoint template. Projects housed on the SharePoint site will be available to any agency employee working on that project.

One function of the SMPMO would be to manage portfolio projects. This would allow the State of Montana to understand the efforts that are being made across different agencies and identify areas of potential collaboration. Mr. Baldwin is reviewing Statistical Analytic System (SAS) based opportunities, open source based opportunities, and management tools that maybe utilized in collaboration with the SMPMO SharePoint site. Microsoft Project Management tools are also available and could be attached to an Enterprise Agreement. Many agencies are looking for a cost effective, accessible Project Management tool.

Q: Jerry LaChere: Will agencies with projects reported to LFC be required to use the SMPMO SharePoint site?
A: Mr. Baldwin: It is possible this may become a future requirement. There must be a central location for Project Managers and the State CIO to monitor projects. Often, Mr. Baldwin is asked questions from the LFC regarding agency projects. This SharePoint site will allow him to answer most questions quickly.

Project Management Policies
Mr. Baldwin is revising two policies that will be emailed to the SMPMO for review, comment, and approval. The first policy outlines the expectations for Project Management as it should be practiced in the state of Montana. The second policy relates to LFC reporting.

Action Item: CIO Support Staff will email revised drafts of the two policies for SMPMO review, comment, and approval.

Q: Kreh Germaine: Is this group primarily focused on Information Technology (IT) projects?
A: Mr. Baldwin: The SMPMO is aimed primarily at IT projects. This could potentially be opened to non-IT project managers who would like assistance from this forum.
Mr. Germaine commented that it would be helpful to identify which individuals should be included in this workgroup. If this is primarily an IT group, then other groups within agencies may not feel the need to participate. If this workgroup will be focusing beyond IT, then a communication should come from outside of IT.
Mr. Baldwin responded that the focus of this workgroup is IT. This forum may be able to provide added benefit to other projects.
Mr. Germaine stated that the ITMC may not be the correct forum for this workgroup to report.
Mr. Baldwin responded that, for IT, the ITMC is the most appropriate forum for this workgroup. If the SMPMO expands to include non-IT projects, this group may need to report to a different forum.
Q: Mr. Germaine: What kind of information would be reported from this group to the ITMC?
A: Mr. Baldwin: SMPMO reporting to ITMC would include project reports, policies, best practices, tools, and decisions on Project Management. All projects reported to the ITMC will be on a voluntary basis.

Mr. Foster commented that an additional role of the SMPMO could be to present project charters to the ITMC for review and approval.

Next Meeting
To be determined.

Adjournment
The meeting was adjourned at 3:00 PM.