**State of Montana Project Management Advisory Workgroup**
**Minutes**
**July 19, 2017**
**3:00 PM**
**Cogswell, Room 151**

**Members Present:**

Bill Jarocki, DOR – Chair

Ron Baldwin, State CIO

Jerry LaChere, MDT

Greg Pierson, JUD

Michael Sweeney, OPI

Stuart Fuller, DPHHS, - Alternate

🖰 Sky Foster, AGR

🖰 Cory Mabry, DLI – Alternate

🖰 Dave Nagel, DEQ

🖰 Jeremy Crouse, DLI

🖰 Tina Ciarmoli Wilson, FWP

**Staff Present:** Wendy Jackson, Sarah Mitchell

**Guests Present:** Mara Gruber, Sarah Bartow

🖰 **Real-time Communication**: Julie Clay, Peggy MacEwen, Angie Riley, Greg Thomas

**Welcome**
Bill Jarocki welcomed the council to the July 19, 2017 State of Montana Project Management Advisory Workgroup (SMPMAW) meeting. All members and guests were introduced. Mr. Jarocki announced the SMPMAW will begin collaboration with the Project Management Institute (PMI) Montana Chapter. Beginning in September 2017, a one-hour meeting will be held with the PMI Montana Chapter, immediately following SMPMAW meetings. PMI membership is not required to attend these meetings. Due to staffing constraints, Skype will not be offered for the SMPMAW/Montana PMI Chapter meetings.

**Minutes**
**Motion:** Jerry LaChere made a motion to approve the June 22, 2017 minutes. Ron Baldwin seconded the motion. Motion carried.

**Business**
**Montana Program for Automating and Transforming Healthcare (MPATH) Epilogue**
Mr. Baldwin provided a review of the MPATH presentation provided in the June 22, 2017 SMPMAW meeting. The MPATH presentation was a detailed description of how a series of projects is being reported on the Legislative Finance Committee (LFC) Dashboard as a program. This reporting structure sets a precedence for how to report phased or multiple projects in the future. This structure provides the ability to report a series of projects to the legislature as an incremental effort. This holistic approach allows for multiple projects to be reported simultaneously while tracking project financials and health on an individual basis. This will aid accurate reporting of completion for phased projects.
Stuart Fuller noted MPATH will begin reporting to the LFC monthly. A follow-up MPATH presentation will be provided to the SMPMAW once the project is fully implemented.

**Action Item:** CIO Support Staff will place the MPATH Follow-up Presentation on a future SMPMAW meeting agenda.

Mr. Jarocki noted the Department of Revenue (DOR) is experiencing a shift from short term projects to multi-project campaigns which span several years. The MPATH model will be helpful in outlining how to approach reporting of these projects.
Mr. LaChere stated Information Technology (IT) projects for the Department of Transportation (MDT) are usually short term and do not require phased reporting. MDT Construction projects, however, often take years to complete.
Mr. Jarocki observed that there may be lessons learned from MDT multi-year construction projects which would be helpful to SMPMAW members.

Sarah Bartow requested that MDT provide a presentation to the SMPMAW regarding multi-year project reporting and lessons learned. Mr. Fuller agreed that an MDT presentation regarding their approach to project management would be value added.

**Action Item:** Mr. LaChere will consult with MDT officials regarding the requested MDT multi-year project management presentation.

Mr. Jarocki stated one challenge for project reporting is to maintain enthusiasm and visibility for large, long-term projects. A sophisticated reporting system would allow Project Managers to communicate the depth, scope, and cost of projects to the LFC. This also allows for more accurate cost estimates for future projects.

Mr. Baldwin commented the shift in LFC reporting is focused on documenting the progress of projects in increments of six months or less. Projects cannot move from one phase to the next without a fully accepted milestone that shows the previous phase of the project has been completed. This will demonstrate a level of transparency, show project scope, and allow for documentation of progress. This reporting will define discrete tasks that must be accomplished prior to moving to the next phase of a project.

**Policy Comments Review**
Mr. Baldwin thanked the workgroup for submitting comments for the Information Technology Project Management and Reporting Policy. This policy has been revised to include an IT policy format and incorporate workgroup comments and suggestions. The general format of this policy may be applied to future, non-IT policies as well. Policy revisions include an updated definition of Qualified Project Manager to include individuals who hold one or more PMI credentials, and/or have been hired by an agency to oversee project management.

According to this policy, job postings for Project Managers will include roles and responsibilities, skills, experience, and explicitly state what the Project Manager will do. The qualifications of a successful candidate should reflect the requirements listed in this policy. It will remain up to the discretion of individual agency to determine if candidates meet these requirements. This policy also cites the Project Management Body of Knowledge (PMBOK), which is the global standard for project management. The upcoming 6th edition of PMBOK will include Agile reporting and several other revisions, resulting in the addition of 100 pages to this standard. Mr. Baldwin suggested the SMPMAW develop a template job posting for Project Manager positions to accurately capture all necessary requirements for successful candidates. Policy language regarding the LFC was retained as it outlines the project evaluation criteria and reporting expectations of this committee.

Dashboard updates that present earned value have been vetted by Chris Wilkinson from the Legislative Fiscal Division (LFD), presented to LFC, and accepted by the legislature. This policy revision is intended to harmonize Information Technology Project Management and Reporting with the expectations of LFC. Enforcement has been revised to address workgroup member concerns. The revision of policy enforcement provisions takes into consideration agency and individual level responsibility. Agency accountability includes ensuring projects are managed and reported with due diligence and fiscal responsibility. Individual level responsibility addresses fulfillment of project management duties. Negligence on the part of the individual to fulfill Project Management duties or adhere to policy is considered a violation of these responsibilities. The enforcement provisions in this policy will permeate all IT policies.

Mr. Baldwin clarified the baseline as the first report of a project when it is added to the dashboard. Baselines include the original time estimate, cost, appropriations, and project scope. Major changes to a project will require the project to be rebaselined. There is a specific process for rebaselining projects which meet certain criteria. Projects that have been rebaselined will require a supplemental report to explain the reason for change within the project.

Q: Mr. LaChere: Will a formal process be established for rebaselining?
A: Mr. Baldwin: Yes. There is an indicator on the LFC SharePoint site that identifies project baseline changes and prompts the user to submit a supplemental report.

Q: Julie Clay: What tracking system is state government using to follow portfolio management?

A: Mr. Baldwin: We are using a customized SharePoint site. Projects reported on the LFC dashboard are required to utilize the SharePoint site. However, this is not a true portfolio management system. We are exploring Microsoft Project Online as a possible portfolio management tool.

Q: Dave Nagel: Would agencies be able to share information from Project Online with stakeholders or would this be prevented by licensing issues?

A: Mr. Baldwin: We have submitted this question to Microsoft to ensure that agencies would have the authority to share project information within their agency.

**Action Item:** Mr. Jarocki will present the revised Information Technology Project Management and Reporting Policy to the Information Technology Managers Council (ITMC) at the August 2, 2017 meeting.

## Resource Reporting for Project Activity Discussion

Mr. Jarocki requested input from workgroup members regarding the reporting of project management hours on timesheets.

Michael Sweeney stated the Office of Public Instruction (OPI) does not report specific hours spent on project management unless there is federal money involved.

Mara Gruber commented the Department of Natural Resources and Conservation (DNRC) only codes for time dedicated to specific project management time when special funding is involved.

Mr. LaChere stated the MDT utilizes a cost accounting system to track project management hours. This system does code for time spent on specific projects. MDT utilizes an in-house system to track project management hours.

Mr. Fuller stated the Department of Public Health and Human Services (DPHHS) also utilizes an internal system to track time spent on specific projects.

Mr. Jarocki commented it would be helpful to have a portfolio management tool where project management hours can be estimated beforehand to aid in time and resource management.

Mr. Baldwin stated the State Information Technology Services Division (SITSD) timesheets are structures to track time spent on specific projects and activities in the SABHRS system. This tracking system allows for extraction of information related to project activity for billing purposes. SITSD is currently exploring the possibility of extracting time reporting information from SABHRS into an external project management tool. This will allow for more accurate estimate of earned value for a specific project.

## SharePoint Demo

Ms. Bartow presented the revised Project Management Office (PMO) SharePoint site and requested feedback and suggestions from workgroup members. This site includes a calendar for tracking meeting and events related to project management. This calendar can be linked to users' Outlook calendars. The Knowledge Sharing section of the SharePoint site functions as a forum for members to share beneficial resources, including helpful articles, videos, books, and podcasts. The Questions and Suggestion portion of this site is a discussion board where individuals can ask questions and offer ideas and suggestions. The Documents Folder contains documents generated by the Project Management Office Advisory Group (PMOAG). These documents have been organized to streamline the information and increase ease of use. Folders have been assigned within this section to further organize this information. Questions or suggestions regarding the PMO SharePoint site should be directed to Jennifer Schofield at STATEITPMO@mt.gov.

## Member Forum
None

## Public Comment
None

## Future Agenda Topics
Additional topics for the SMPMAW agenda should be submitted to Mr. Jarocki at BJarocki@mt.gov.

## Next Meeting
August 23, 2017

3:00 PM to 4:00 PM
Cogswell, Room 151

**Adjournment**
The meeting adjourned at 4:03 PM.