Process description of Value Management Office Evaluation Periods

Value Management Process Overview

The Value Management Office (VMO) fulfills its mission and vision—evaluating projected and realized benefits from major enterprise business transformation investments and consistently ensuring improved outcomes and the best application of taxpayer dollars on enterprise initiatives—through ongoing project evaluations and consultative support of projects. Evaluations of projects help identify high risk areas that may impact the ability for the State to achieve the advertised return on investment or benefits. Consultative support efforts, on the other hand, provide decision-makers, sponsors and project team members with tools and guidance to improve the potential project outcomes during the project lifecycle.

Monitoring and managing high risk projects to realize project value and benefits is a continuous process. It involves envisioning results, planning and implementing business change, dynamically adjusting the path toward the results, and measuring the outcomes of programs. The Value Management framework, created by the VMO to target project problem areas in State of Ohio projects, assists project managers and sponsors in proposing, executing, and implementing large scale initiatives.

The VMO typically reviews projects a minimum of seven times through the project lifecycle.

1. **Concept Gate** Evaluation of Project Preparedness
2. **Initiate Gate** Evaluation of Project Preparedness
3. **Plan Gate** (or Quarterly) Evaluation of Project Preparedness
4. **Execute Gate** (or Quarterly) Evaluation of Project Go Live Readiness
5. **Monitor and Control 6 Month Post Implementation Evaluation** - Evaluation of Initial Benefits Realization and Overall Project
6. **Monitor and Control 24 Month Post Implementation Evaluation** – Evaluation of Benefit Target Achievement
7. **Monitor and Control 48-60 Month Final Project Evaluation** – Evaluation of Return on Investment to Enterprise

The 100 Point IVV Checklist

Gate reviews apply the 100 Point IVV Checklist while Monitor and Control reviews apply the VMO evaluation report templates. The 100 Point IVV Checklist evaluates project preparedness and performance across 12 dimensions:

1. Goals and Vision
2. Leadership and Governance
3. Stakeholder Engagement
4. Team
5. Requirements
6. Estimating and Contracting
7. Planning
8. Risk Management
9. Architecture, Configuration and Information Management
10. Quality

11. Project Management and
12. Decision-making

The Project Evaluation

The Project Evaluation generally covers the following areas:

1. General Information (6,24,48)
2. Project Description
   2.1. Project Background(6,24,48)
3. Project Demographics
   3.1. Project and Implementation Costs (24,48)
   3.2. Project Schedule (24,48)
4. Benefits Realized
   4.1. Value Measures Progression (6,24,48)
   4.2. Strategic Business Results (24,48)
   4.3. User or Customer Assessment (24)
5. VMO Project Evaluation Criteria
   5.1. Project Evaluation Criteria and Delivery Confidence (6,24,48)
   5.2. Definitions of Delivery Confidence (6,24,48)
   5.3. Evaluation Criteria Summary (6,24,48)
   5.4. Planning and Oversight Evaluation Criteria (6,24,48)
   5.5. Project Managmeent Evaluation Criteria (6,24,48)
   5.6. Training Evaluation Criteria (6,24,48)
   5.7. Operations Oversight Evaluation Criteria (6,24,48)
   5.8. Requirements Management Evaluation Crieria (6,24,48)
   5.9. Outcome Achievement Evaluation Criteria (24,48)
6. Project Closure
   6.1. Project Records (6,24,48)
   6.2. Analysis of Project Success from the IT Perspecitve (6)
   6.3. Lessons Learned from the IT Perspecitve (6)
   6.4. Analysis of Project Success from the Business Perspecitve (6,24,48)
   6.5. Lessons Learned from the Business Perspecitve (6,24,48)
   6.6. Analysis of Project Success from Stakeholder/Customer Perspective (24,48)
   6.7. Analysis of Project Challenges and Successes (48)
7. Recommendations (6,24,48)
8. Approval Signoffs (6,24,48)

The numbers after each entry indicate when those particular evaluation components are applied.

VMO also employs generalized monitoring processes throughout a project lifecycle. These include:

- Review of Operating and Capital Budget Requests
    - *Budget requests are reviewed for IT-specific projects. Data related to the submission may be requested to ensure a full understanding of project readiness for initiation.*
- Controlling Board Requests
    - *Controlling Board requests are review for project readiness and potential overlap and duplication with existing enterprise projects or products.*
- Review of OSS Metrics and new Service Lines
- Review of OAKS Status Reports (Weekly Executive and Project-level) and Project Artifacts
- Review of OIT Status Reports and WorkFront Artifacts

Last, VMO meets episodically with project sponsors, teams and stakeholders to collect information about a specific project and its progress from their perspective.

Value Management Reviews in Detail

Concept Gate

The Concept Gate evaluation occurs as a project is seeking funding or approval to commence from the Investment Board, Director of Budget and Management, or Controlling Board. This review examines the proposed project for the following:

- A well-defined project sponsor, project manager and, when possible, change manager.
- A business case covering the business "why", goals, potential costs and resource needs and high level risks
- A high level project plan
- A classification of the overall risk of the project based on size, cost, impact, visibility and sensitivity

At the conclusion of the evaluation of project artifacts, VMO evaluates the status of the project using the 100 Point IVV Checklist and makes recommendations to funders/approvers and project sponsors on the relative status of their project and potential areas where the project performance could be strengthened.

Initiate Gate

The Initiate Gate evaluation occurs after the project has formally kicked off. This review examines the project for the following artifacts:

- Charter
- Project Plan (Draft WBS) at a high level
- Steering Committee Reference Template, which helps evaluators better gauge the support for the project among the sponsor coalition
- OCM Work Plan, to ensure the application of organizational change management throughout the project lifecycle

At the conclusion of the evaluation of project artifacts from the Initiate Phase, VMO evaluates the status of the project using the 100 Point IVV Checklist and makes recommendations to funders/approvers and project sponsors on the relative status of their project and potential areas where the project performance could be strengthened.

Plan Gate (or Quarterly During Planning)

During planning, quarterly reviews using the 100 Point Checklist may be made to ensure continued progress of the project and successful completion of key planning activities. When quarterly reviews are applied, the VMO consultant may meet with the sponsor and project manager to provide more timely feedback so that corrective actions may be implemented. Plan Gate reviews also include the following project artifacts:

- Acquisition Plan

The acquisition plan encompasses most artifacts developed during planning and serves as a one-stop for project planning reviews prior to an RFP being issued. When an RFP is not planned, the Gate review would include an examination of the more detailed project plan, benefits workbook, stakeholder analysis, communications tools, business process evaluation and risk register.

At the conclusion of the evaluation of project artifacts from the Plan Phase, VMO evaluates the status of the project using the 100 Point IVV Checklist and makes recommendations to funders/approvers and project sponsors on the relative status of their project and potential areas where the project performance could be strengthened. If the project appears unlikely to succeed in its goals, the VMO may make recommendations to decision-makers and funders to halt the project.

Execute Gate (or Quarterly During Execution)

During execution and build, the VMO may apply the 100 Point Checklist to ensure continued progress of the project and successful completion of the build and implement components of the solution. When quarterly reviews are applied, the VMO consultant may meet with the sponsor and project manager to provide more timely feedback so that corrective actions may be implemented.

Reviews culminate in an evaluation of project go-live readiness based on the results of the 100 Point Checklist and the Go Live Checklist review. If the project appears unlikely to achieve its intended aims upon implementation, the VMO may make recommendations to decision-makers and funders to halt implementation.

Monitor and Control 6 Month Post Implementation Evaluation

Upon implementation of the business solution, VMO begins to apply the Project Evaluation process. Initially this encompasses an evaluation of the initial benefits realization trajectory and overall project success. The VMO may develop recommendations if benefits performance does not appear to meet expected performance levels. These recommendations are shared with the sponsor and project teams to provide suggested actions to correct the benefits trajectory.

Monitor and Control 24 Month *Post Implementation Evaluation*

At 24 months, the project benefits should have reached a plateau and therefore be illustrative of long-term project performance. At this point, the VMO applies the full Project Evaluation and makes recommendations for future implementations as correcting the benefits trajectory at 24 months is unlikely.

Monitor and Control 48-60 Month Final Project Evaluation

At 48 months, the complete picture of the project return on investment should be apparent. The VMO applies the full Project Evaluation and makes recommendations for future implementations based on the complete record of the project performance and its enterprise impact.