

**ITS Project Management Office
Administrative Department Review
2020 Plan**

Due: 5/31/2021

Being an effective institution means the College is meeting its stated mission. Measuring degrees of effectiveness and modifying where needed to meet the mission is based on a philosophy of continuous improvement. The effectiveness of an institution isn't captured on what our "inputs" are, but what effect they have on students and the community. Administrative Department Review processes help to measure the effectiveness of the activities we do, and give strategic direction for improvement when needed.

Administrative Department Reviews are submitted to the President's Advisory Team, the President, and the Assessment Web Page every three years, and include:

- Review and confirmation of department mission, purpose, and expected outcomes related to College Mission and Vision.
- Identification of 1-3 assessment activities.
- Documentation of results and analysis of assessment activities.
- Identification of departmental needs related to goals.
- Provision of data for College Planning, including resource allocation.

Department Overview

Administrative Department	ITS Project Management Office (PMO)
Contact (Person responsible for reporting)	Aaron-James Perry
Participants	Aaron-James Perry
Date Review submitted	5/5/2021
Report Submitted to	Alicia Moore

Mission Fulfillment

How does your department support/strengthen the college's ability to fulfill its mission and vision?

Mission: Central Oregon Community College promotes student success and community enrichment by providing quality, accessible, lifelong education opportunities.

Vision Statement: To achieve student success and community enrichment, COCC fosters student completion of academic goals, prepares students for employment, assists regional employers and promotes equitable achievement for the diverse students and communities we serve.

Please provide your department's mission statement, including specifically how your department contributes to (check one or both):

- Student Success
- Community Enrichment

Department Mission Statement:

The PMO delivers standardized, unified, and high-quality technology projects and resources to support the needs of COCC employees and students.

Department Purpose

The Project Management Office (PMO) is located on the lower level of Pioneer and was created in early 2017 to fulfill the need for tools and resources to help ensure that projects are managed more successfully. Currently, this is a department of one reporting to the CIO with a minimal budget of \$3,000 for training and materials.

The PMO serves as a project management resource to departments across campus by offering support, guidance, and direct project management. The PMO provides guidance and support to project managers, project coordinators, and team leaders in the form of project management processes, tools, methodologies, and best practices.

Department Strengths
<p>The department’s greatest strengths are the ability to obtain, manage, and coordinate college and vendor resources to bring projects to a successful completion.</p> <p>In the past two years, in addition to managing numerous smaller projects, the PMO has (1) successfully migrated the college Content Management System (CMS) and our primary website of more than 6500 web pages to a new vendor CMS platform, (2) migrated Banner, our Student Information System (SIS), to the cloud, (3) upgraded our SIS from Banner 8 to Banner 9 and (4) delivered a mobile application for our staff and students.</p> <p>All four of these projects were large, complex undertakings that required the coordination and hard work of multiple departments. Undertaking and successfully completing all four of these larger projects in less than 18 months would likely not have been possible without the coordination and support of the ITS Project Management Office.</p>
Department Challenges
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Gaining acceptance from departments external to ITS. • Willing participation from departments external to ITS. • Overcoming political obstacles from departments external to ITS. • General resistance to change in processes at COCC. • Differing opinions on project prioritization between ITS and other departments. • Competition for resources between ITS and other departments. <p>OPPORTUNITIES FOR IMPROVEMENT:</p> <ul style="list-style-type: none"> • Identifying time to meet with external departments to discuss, select, identify, and agree upon mutual goals. • Improving relationships with project managers and coordinators outside of ITS. • Improving the frequency and quality of PMO communication between departments.
Department Goals→Department Outcomes
<p>Former Goals:</p> <ol style="list-style-type: none"> 1. The ITS PMO will institute formal project management methodologies for projects that are monitored by the Technical Advisory Committee. 2. The ITS PMO will provide project management assistance to non-ITS departments.

Former Outcomes:

1. By the beginning of 2021 fifty percent of individual ITS projects will be chartered by the ITS PMO and sponsored by COCC leaders.
2. All projects initiated that involve ITS will be offered either direct project management or project management resources by the beginning of 2021.

New Goals:

1. The ITS PMO will serve the college better by evaluating and completing new technology initiative requests in a quicker and more efficient manner.
2. The ITS PMO will provide project management assistance to non-ITS departments.

New Outcomes:

1. The average time from when a technology initiative request is received to its final evaluation and recommendation will average no more than 25 calendar days.
2. All technology initiative requests received by ITS that qualify as projects will be offered either direct project management or project management resources to aid in their completion.

Procedure, Measurement Tool and Timeline

Outcome 1: The average time from when a technology initiative request is received to its final evaluation and recommendation will average no more than 25 calendar days.

Activities:

- The ITS PMO will complete a review of available previous project requests to determine the true average response and completion times for the old project request process.
- The ITS PMO will track new technology initiative requests from receipt to completion and will maintain a log of said times in order to determine the average time for all requests.

Outcome 2: All technology initiative requests received by ITS that qualify as projects will be offered either direct project management or project management resources to aid in their completion.

Activities:

- The ITS PMO will actively offer project management assistance for the requests that rise to the level of a full project (require funding, coordination between multiple departments, or are larger in size and scope than could be handled in an email exchange or single Service Desk ticket). The offer and response will be documented in the initial technology initiative request process and documented as complete or incomplete in future AUR reports.
- For technology initiative requests that do not require assistance, the ITS PMO will regularly contact the managing department to inquire about the status of the initiative and offer assistance if desired. A tracking form for all requests will be used to ensure all requests are accounted for, monitored, and regularly offered assistance.

Plan submitted every three years.

It will serve as a reference for resource allocation, activities, and planning

during the three year cycle.

**Administrative Department Review
Report**

Procedure, Measurement Tool and Timeline

What activities did you do to accomplish your Outcome(s)? How did you measure your success toward the 1-3 outcomes and mission fulfillment? What tools did you use? How frequently did you gather relevant data? Provide any data references that you used.

The outcomes were determined and supported by the previous Chief Information Officer (CIO) in the view that the Information Technology Services Project Management Office (ITS PMO) needed to mature processes above all else in the near term. However, the new CIO coupled with the change in work structure COCC saw in 2020 highlighted that while process change was needed on some levels the broader concern was the services the PMO offered to COCC. To that end, the outcomes were set aside in favor of simplifying existing procedures, decreasing administrative overhead to engage in the project request process, and speeding up interactions with customers in order to advance the college's goals more rapidly. To that end, the following activities were undertaken:

- With the assistance of the CIO, removed the New Project Evaluation Team from the process of reviewing new technology initiative requests (formerly called new project requests)
- Refocused the Technology Review Team on the task of being the sole source of technology-oriented review and input for a given new technology initiative request
- Began simplifying the point of entry for new technology initiative requests
- Set a new process to shorten the amount of turnaround time for a request and provided autonomy to the project manager to determine if a full review of the request is necessary or if the request could be passed on simply as general work for ITS to accomplish

Data

What data have you gathered that inform your department's effectiveness?

The PMO has compiled an abbreviated assessment of previous technology project requests over the span of several years and their average associated response time and compared the average response times for the new technology initiative request process.

**Summary and Analysis: Continuous Improvement
(Report-to be completed annually when data are available)**

What do these data suggest about your department's effectiveness? Which measurements are strong and affirming? Consider the following points.

- Was your planned activity successful at accomplishing your Outcome(s)?
- Have you accomplished your outcomes? Is there a need for a new direction?

Which measurements indicate an area that you would like to focus on for improvement?

- Identify the goals and improvements that your department is committing to over the next year to help you accomplish your outcomes.
- What support do you need from the college to carry out your planned improvements? Identify your biggest area(s) of need to help accomplish outcomes. Review question #2, including staffing, budget, services, and location.

The old process averaged 42.56 days between initial submission of the request and a response being provided to the requestor. The new process averages 17.33 days between the initial submission and a response being provided to the requestor. In summary, approximately a month of time has been removed from the evaluation timeframe and has been returned to the requesting department to better advance their goals.

The sample size for the new process is too small to make a concrete determination regarding effectiveness, but for the first cycle the data makes a case that the turnaround time is faster and better serves the customers' needs in a timelier fashion.

As summarized in the first section of this report, the goals were changed significantly for the department. However, these changes have enabled the ITS PMO to serve customers faster and arguably better than before. To that end, the ITS PMO will focus on the following:

- Continued reduction in time elapsed between initial requests being received and conclusion of the assessment of the request without sacrificing the quality of the implementation or end product delivered to the customer
- Advancing requests more quickly that do not rise to the level of a full assessment in order to complete customers' requests in a timelier fashion
- Generate reports regularly to determine effectiveness and responsiveness of the PMO measured in average days requests spend under evaluation

Due: _____

Report submitted annually.

Data and analysis from three annual **Reports** will inform a new **Plan**.