



**King County**

# IT Project Benefit Realization & Performance Measurement

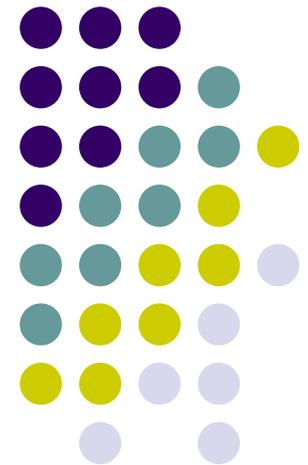
SAC meeting  
September 7, 2006

Presented by the:

Office of Budget and Management: **Bob Cowan / Steve Fields**

Office of Information Resource Management: **David Martinez / Dana Spencer**

Executive Office: **Michael Jacobson**





# Agenda

- **Policy Direction - Review**
- **Completed Work Since Last Meeting**
- **Policy Direction - Action**
- **Kingstat Update**
- **Future Work**



# Policy Direction - Review

## **BENEFIT REALIZATION**

- Benefit realization applies to all IT Projects
- IT project sponsors are responsible for achieving the benefits of their IT projects
- IT project managers are responsible for project deliverables and solutions according to agreed scope, schedule, and budget
- The timing of benefit measurement needs to match the timing of a project's solution delivery
- PRB and OMB provide oversight for benefits realization

## **IT PERFORMANCE MEASUREMENT**

- IT performance measurement applies to all IT projects and operations
  - Project management performance measurements shall be established.
  - Operational service delivery performance measurements shall be established.
  - Strategic accomplishment performance measurements shall be established.
- The Chief Information Officer shall provide oversight of IT performance management.



# Completed Work Since Last Meeting

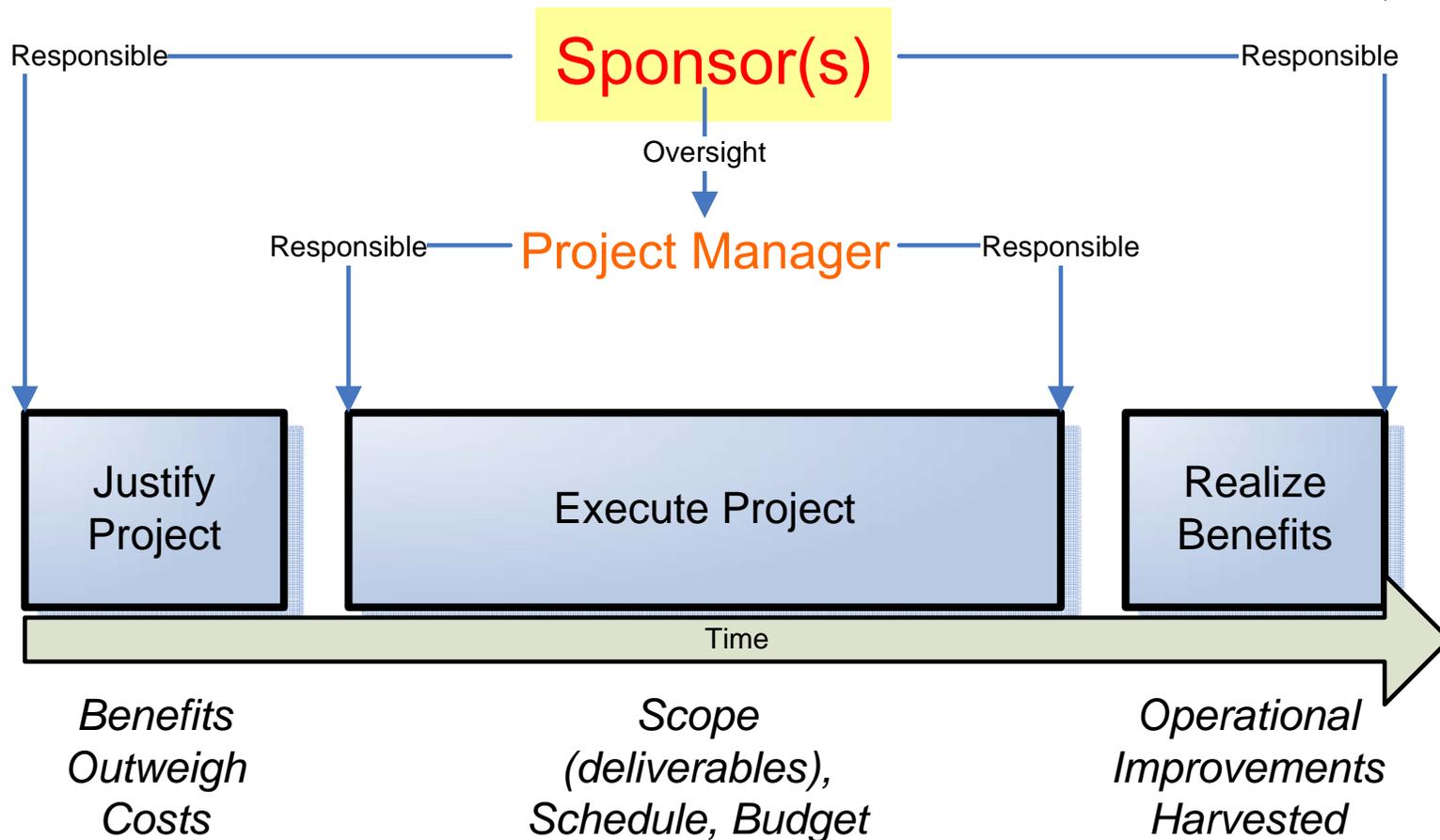
Direction from last meeting:

“Define benefit realization responsibility and provide direction for single vs. multiple agency technology projects”

- Sponsor(s) is responsible for realizing benefits
- Multi-agency projects can have one or many sponsors as identified in their Charter
- Charter also identifies benefit responsibilities for each sponsor



# Responsibility for Realizing Benefits





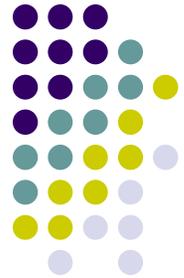
# Sponsor Characteristics

- A **Sponsor** is someone who:
  - Supports, champions, assumes responsibility for and provides leadership to the project
  - Ensures authorization and funding for the project to be carried out by another person or group
  - Ensures the benefits from a project are maximized by fully utilizing project deliverables and having the organizational capacity to implement any needed organizational changes
- The best sponsor is usually the leader who is closest (from an organizational level standpoint) to the project and will benefit the most from it.
- A **Stakeholder** is an organizational leader with an interest in a project due to its expected impact on their area of responsibility



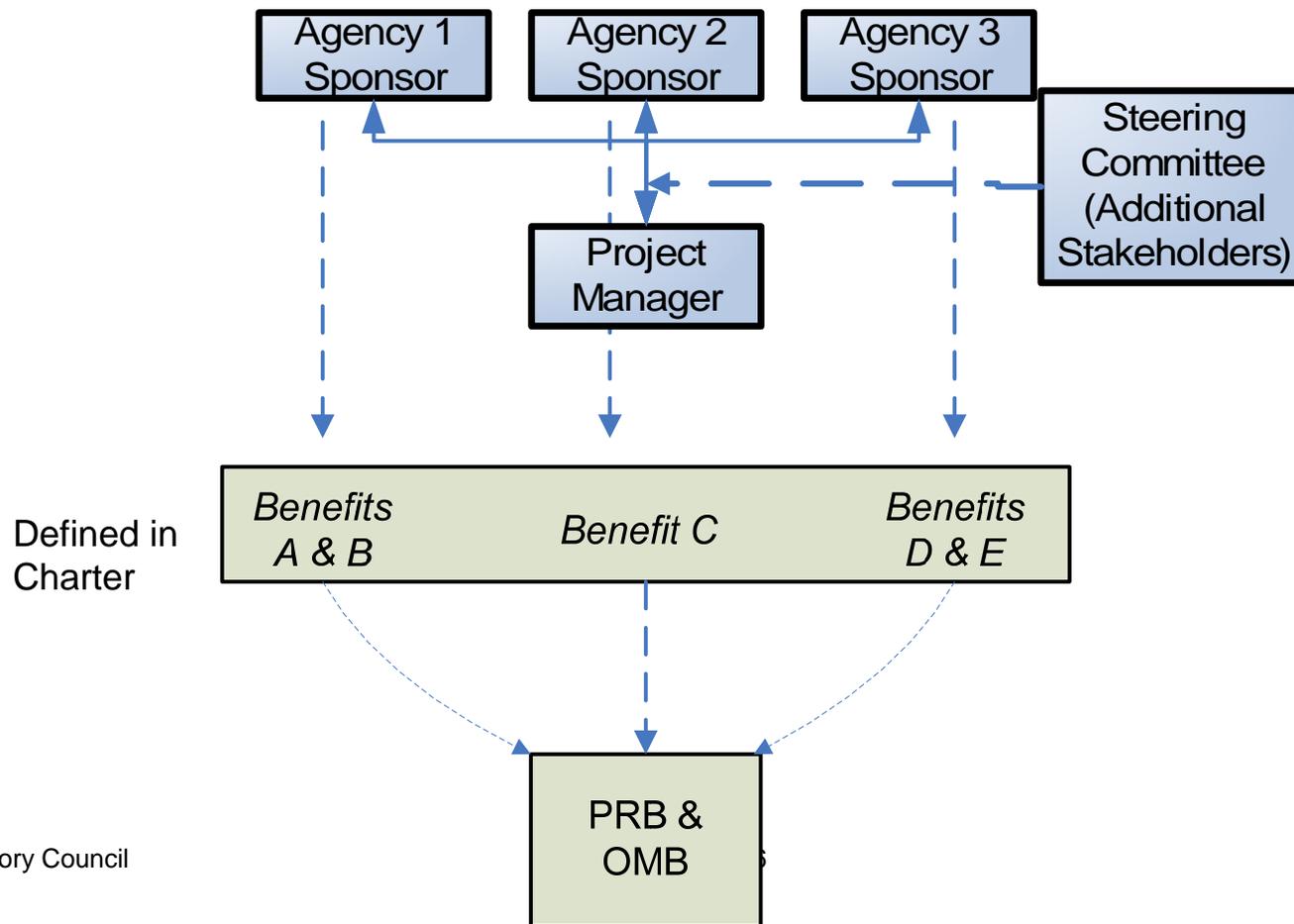
# Responsibility – Multi-Agency

- Ideally - 1 person can be found to represent all sponsorship interests
  - The single sponsor has the authority to accomplish the expected benefits.
  - Projects with single sponsors have better communication, issue resolution, and decision making.
  - Multi-agency projects with a single sponsor will establish a project charter that clearly defines sponsor authority and responsibilities. The project charter will be signed by all stakeholders.
- Multiple sponsors will be needed on some projects
  - Where expected benefits include staff reductions or other complex benefit realization that require decision making and leadership unique to the various agency/department sponsors.
  - OMB will track benefit expectations for each sponsor as defined in the **charter**.
  - Only a handful of projects will utilize multiple sponsors.



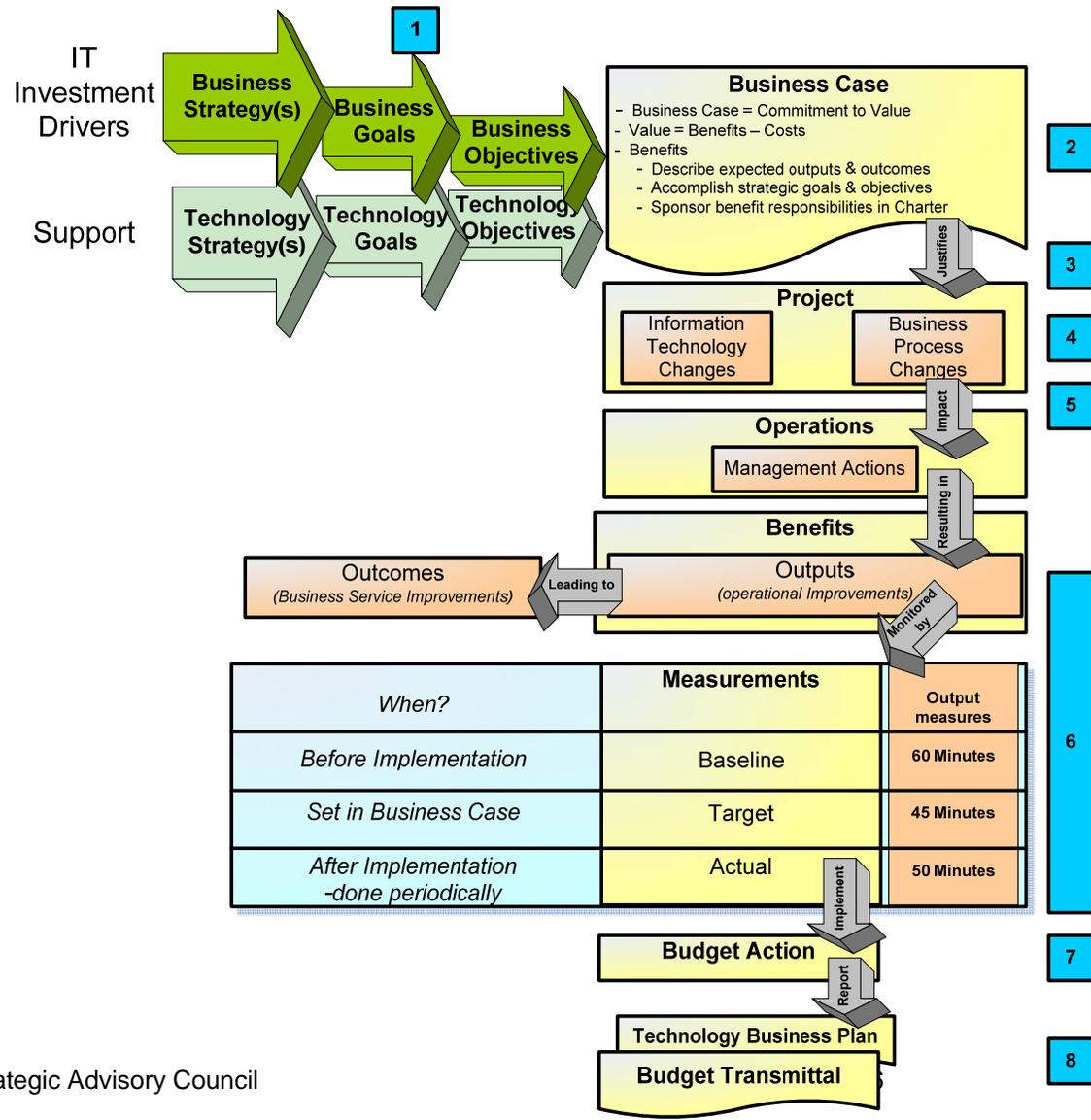
# Multi-Agency Project Responsibility

Example of benefit realization tracking on a multi-sponsor project



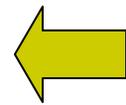


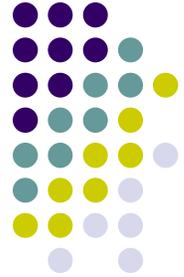
# Benefit Realization Framework



o Model the same as discussed at last meeting

o Added reporting components (7 & 8) to framework





# Policy Direction - Action

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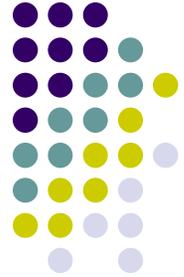
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# KingStat Program

- Background / History
  - Loosely based on Baltimore's CitiStat (plus other best practices)
  - However, *outcome*, not *output*, oriented
- Structure
  - Executive branch agencies
  - Regular senior management meetings focused on performance measure information
  - Executive panel
  - Three tiers of data
    - Departmental "Dashboard": agency programs and long term outcomes
    - Executive Initiatives (e.g., Ending homelessness, Puget Sound, ABT)
    - "Countywide" (Executive branch) measures: IT, Risk, Procurement, CIP, etc.



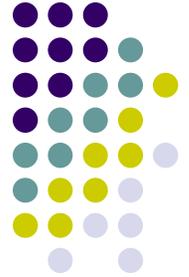
# KingStat and IT

- Integrated Framework
  - Jointly developing a “logic model” that maps and aligns all priority Office of Information Resource Management (OIRM) outcomes and measures
  - Provides high level picture of what OIRM is trying to accomplish and structure for how to measure outcomes
  - Draws upon and integrates:
    - Strategic Technology Plan
    - Benefits realization efforts
    - Business plans
    - Service delivery plans and service guarantees
- Performance Management Director
  - Provides (previously unavailable) internal performance management expertise
  - Serves as a resource for OIRM and its future measurement efforts



# KingStat and IT

- KingStat Expectations of IT
  - KingStat meetings
    - OIRM dashboard – “how is the office doing?”
    - “Countywide” IT measures – “how is the executive branch doing re: IT?”
  - Alignment with benefit realization framework
    - Both track short-term and long-term outcomes and benefits
  - Alignment with OMB needs
    - Business plans
    - Budget savings



# Future Work Needed

- Build and implement remaining infrastructure to support measurement and reporting activities
- Communicate requirements regarding timing, deliverables, roles and responsibilities