

FOLLOW-UP REPORT

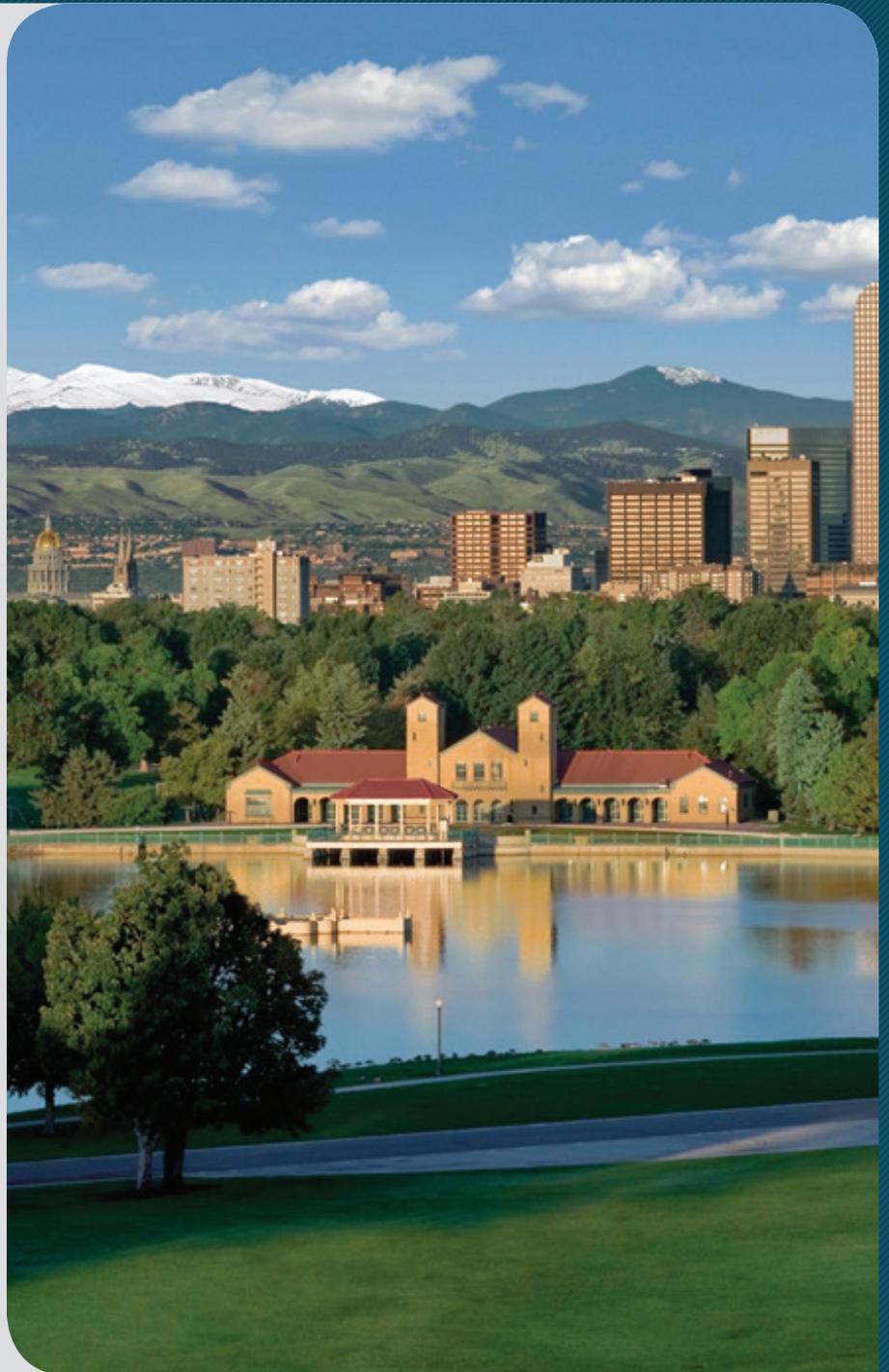
DIA IT Project Lifecycle Process

July 2016

Office of the Auditor
Audit Services Division
City and County of Denver



Timothy M. O'Brien, CPA
Denver Auditor



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July 7, 2016

Ms. Kim Day, Manager of Aviation
Department of Aviation
City and County of Denver

Re: Audit Follow-Up Report

Dear Ms. Day:

In keeping with generally accepted government auditing standards and the Audit Services Division's policy, as authorized by D.R.M.C. § 20-276, our Division has a responsibility to monitor and follow-up on audit recommendations to ensure audit findings are being addressed through appropriate corrective action and to aid us in planning future audits.

This report is to inform you that we have completed our follow-up effort for the DIA Project Life Cycle Process audit issued August 20, 2015. Our review determined that the Department of Aviation has adequately implemented all of the recommendations made in the audit report.

For your reference, this report includes a Highlights page that provides background and summary information on the original audit and the completed follow-up effort. Following the Highlights page is a detailed implementation status update for each recommendation.

This concludes audit follow-up work related to this audit. I would like to express our sincere appreciation to you and to Department of Aviation personnel who assisted us throughout the audit and follow-up process. If you have any questions, please feel free to contact me at 720-913-5000 or Shannon Kuhn, Internal IT Audit Supervisor, at 720-913-5159.

Denver Auditor's Office

A handwritten signature in black ink, appearing to read "Timothy M. O'Brien".

Timothy M. O'Brien, CPA
Auditor



DIA IT Project Life Cycle Process July 2016

Status

The DIA's Technologies Division has implemented all three recommendations made in the August 2015 audit report.

Background

DIA's Project Management Office was revamped in 2010 combining portfolio management with project management to establish additional support for prioritizing, monitoring, and controlling projects to focus on delivering projects on time, within scope, and with improved customer satisfaction. In addition, the Project Management office has implemented tools that assist in keeping projects on track and maintaining all aspects of project information. As the airport grows, so does the number of Information Technology (IT) related projects, which vary in size and complexity. For DIA to remain a strong global competitor, the DIA Technologies Division's Project Management Office must maintain current technology and implement new technologies to ensure that travelers have a satisfactory airport experience.

Purpose

The objective of the audit was to assess opportunities for further developing and maturing the project management life cycle process at DIA.

REPORT HIGHLIGHTS

Highlights from Original Audit

The audit found that the processes and tools implemented by the Project Management Office (PMO) within DIA's Technologies Division (DIA Technologies) had enabled DIA Technologies to successfully handle an increasing project work load. However, we also determined that management needed to take further action to ensure that all areas of the project life cycle were adhered to uniformly. DIA Technologies' adoption of the best practice framework Information Technology Infrastructure Library (ITIL) had provided increased structure and guidance to project managers to achieve desired project objectives.

The implementation of the ITIL service transition strategy created a roadmap that aligned the delivery of IT services and projects with business needs and objectives. While this framework had resulted in more efficient and effective project management, there were some areas that needed to be strengthened. Specifically:

- All project information needed to be centrally located and accessible to responsible parties.
- Management needed to provide further training to staff regarding how to recognize and respond to significant project deviations.
- A complete and thorough documentation of lessons learned needed to be performed prior to project close out to identify areas for improvement.

Findings at Follow-up

Key project artifacts are now archived in SharePoint, and the lessons learned within completion documents are well documented. Project Managers are now required to sign off on the completion document verifying that lessons learned have been completed and that all project artifacts are archived. The DIA Technologies PMO has also migrated from SharePoint to a more robust project management tool that provides a project document repository.

For a complete copy of this report, visit www.denvergov.org/auditor
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Shannon.Kuhn@denvergov.org

Recommendations: Status of Implementation

Recommendation	Auditee Action	Status
Finding: DIA Technologies Can Take Additional Steps to Enhance its Information Technology Project Management Process		
<p>1.1 Project Documentation – The Project Management Office should ensure that all documentation related to a project is stored in a central repository, consistent with the applicable provisions of the Technologies PMO and ITSM Methodologies.</p>	<p>The Technologies Project Management Office (PMO) has established a process to ensure that all project documentation is stored in SharePoint. To accomplish this, they revised the closeout document to include a PMO Manager signature line. Before signing off, the manager performs a review of the documentation in the PMO SharePoint repository to ensure that documents are archived prior to closeout. This step also includes confirmation that lessons learned are included.</p>	<p>Implemented</p>
<p>1.2 Staff Training – The Project Management Office should train staff to recognize project course corrections when they arise, and empower them to apply necessary variations within prescribed and understood limits.</p>	<p>During weekly meetings, the PMO and Portfolio Managers now reinforce the key elements of risk and issue management with the project managers, underscoring the importance of proactive risk and issue mitigation measures.</p>	<p>Implemented</p>

Recommendations: Status of Implementation

Recommendation	Auditee Action	Status
1.3	Lessons Learned Meetings – The Project Management Office should ensure a thorough lesson learned assessment is conducted and documented prior to project close-out.	Implemented

Conclusion

We found that the Department of Aviation has fully implemented all recommendations and adequately mitigated the risk identified during the original audit. As a result, we conclude our follow-up effort related to the DIA Project Life Cycle Process.

On behalf of the citizens of the City and County of Denver, we thank staff and leadership from the Department of Aviation for their cooperation during our follow-up effort and their dedicated public service.