



With Enterprise Information Services' (EIS) [2023-26 Strategic Framework](#), EIS committed to accelerating the adoption of **Agile** practices internally and among our agency partners (i.e., agile mindset, principles, practices, methodologies, and frameworks) by:

- identifying barriers that prevent or the limit the adoption of **Agile**
- **clarifying** oversight engagement
- aligning with **best practice**
- enabling the acceleration of **value delivery** and
- putting **people** at the center of **digital transformation**

Agile

/ˈɑːjəl/

adjective, noun

1. A term used to describe a mindset of values and principles as set forth in the Agile Manifesto – *Agile Practice Guide*. *Project Management Institute (PMI), 2017*.
2. Agile is a way that you choose to think and act. As agilists, we choose to:
 - Accelerate our value realization by embracing worthwhile changes;
 - Delight customers by taking a customer-centric view to our work;
 - Improve group capability by proactively collaborating instead of working in functional silos;
 - Improve predictably by refining our understanding of what is needed through regularly showing our work and acting on feedback;
 - Optimize flow by working on small things instead of big things. Big things are accomplished incrementally as a series of small things;
 - Keep workloads within capacity by finishing the things we work on instead of starting lots of things. This is called limiting work in process;
 - Improve continuously by frequently learning from our experience and evolving our practices based on what we learned – *“Disciplined Agile Glossary.” Project Management Institute (PMI)*. <https://www.pmi.org/disciplined-agile/glossary>.

EIS Agile Commitments



People-first—Embracing human-centered design and putting people at the center of efforts to optimize the essential services that Oregonians rely on.



Aligned and Enabled—Aligned with the EIS Strategic Framework, Enterprise Strategies (e.g., *Cloud Forward and Oregon’s Data Strategy*) and EIS’ vision for “*Ensuring accessible, reliable and secure state technology systems that equitably serve all Oregonians*”.



Agile and Continuous Improvement—Sustained investment in our people, the formation of empowered teams and embrace of agile practices, and a culture of continuous improvement encompassing people processes and technology.

EIS Values



Accountability—We are responsible for quality outcomes and sharing information openly and honestly.



Customer-focus—We listen and seek to understand our customers’ needs.



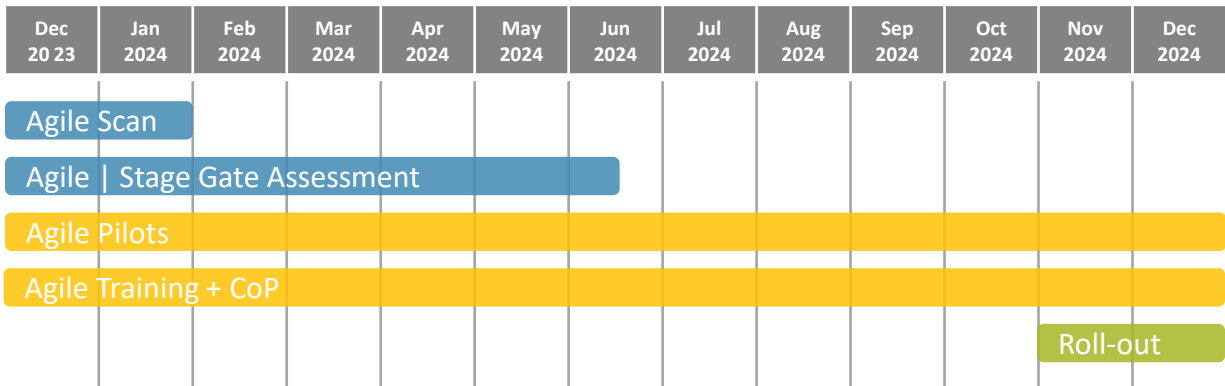
Collaboration—We build trust and establish mutual purpose to forge effective partnerships across the enterprise.



Innovation—We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.



EIS Agile Oversight. High-Level Milestones



- 1. Agile Scan:** Conduct an environmental scan and gap analysis that identifies barriers that prevent or limit the adoption and acceleration of **Agile**, adaptive, and iterative project management approaches and supports alignment with the Seventh Edition of the Project Management Book of Knowledge (PMBOK) and its emphasis on value delivery and project management values. Activities include information gathering, research and analysis, stakeholder surveys, evaluation of past and current agile projects, analyst consultations, and agile-focused workshops. Summarize findings and provide any preliminary recommendations to the EIS Executive Team – *January 2024*.
- 2. Agile | Stage Gate (SG) Assessment/Tailoring, and Agile Oversight Guidance:** Assess how the tiered Stage Gate Oversight Model, supporting documentation and current project oversight processes can be refined to accommodate and promote the use of **Agile** and iterative approaches. Summarize findings, provide recommendations, and share proposed process/artifact changes to the EIS Executive Team – *June 2024*.
- 3. Agile Pilots:** Identify early-stage projects subject to EIS-Project Portfolio Performance Oversight to pilot emerging EIS **Agile** oversight processes, identifying **Agile** project health indicators, supporting agencies in comparing against non-agile project performance averages, and developing lessons learned – *Ongoing*.
- 4. Agile Training Coordination, Community of Practice, and Guidance:** Partner with the Oregon Project Management Advisory Board (OPMAB), the Chief Human Resources Office, and other interested parties to identify **Agile** training opportunities and certification pathways to upskill current staff. Partner with the OPMAB in the establishment of an **Agile** Community of Practice, development of **Agile** guidance, and a repository of examples, templates, and contract/statement of work language – *December 2024*.
- 5. Agile Oversight – Roll-out:** Implementation and rollout of agile oversight guidance, artifacts, and project oversight processes – *December 2024*.