



Virginia Information Technologies Agency

Commonwealth Project Management using ProSight

Pat Reynolds
Project Management Division



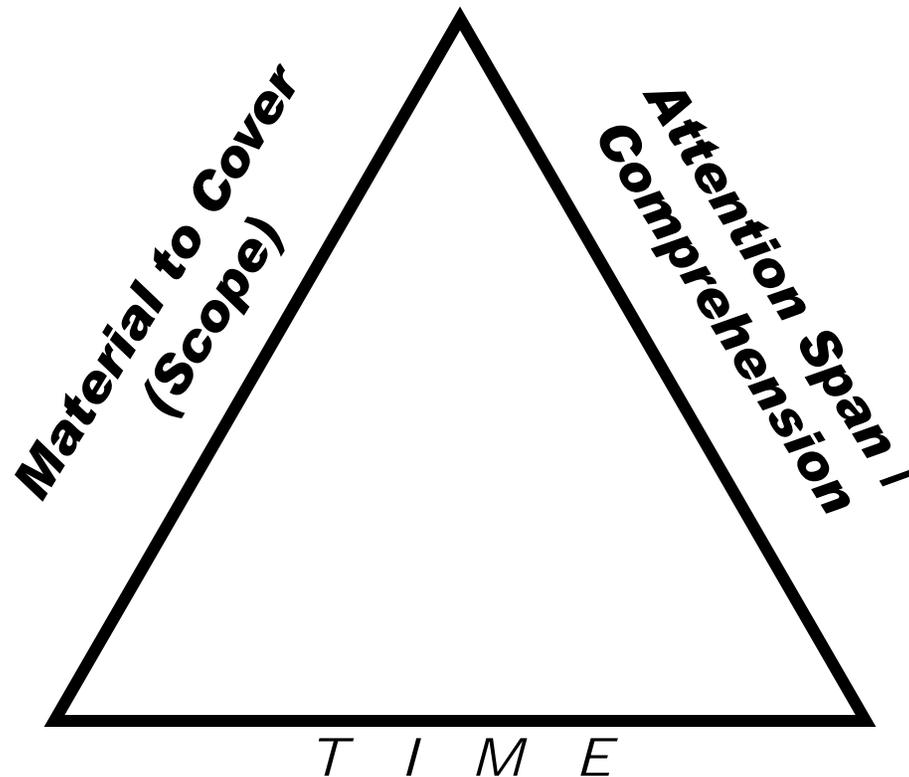


Welcome and Introduction

- Welcome!
- Pat Reynolds, PMD
 - I know what you are going through!
 - Believe it or not, PMD wants your project to be successful.
 - “IT is a means not an end.”
 - “IT Project Management is a means not an end.”
- Why we are here: What you need to know and do regarding IT project management in the Commonwealth using ProSight.



Triple Constraints *du jour*





Overview: Today we will...

- Demonstrate the PM processes and forms within ProSight
 - From start to finish (from a **Project Manager's perspective**)

- Demonstrate activities to prepare you to manage your project documentation:
 - Find your project
 - Enter minimum amount of data into key fields
 - Create your project status report
 - Upload key project documents



Overview: Today we will NOT...

- Teach Project Management
 - Outside of scope of today's presentation
- Teach the Commonwealth Project Management Methodology
 - This is taught quarterly (Mandatory Training)
 - You have already attended the CPM lecture (day-long)
- Explain the definition of each field in ProSight
 - Time constraints
 - Plus, there is built-in help available for each field in every form
- Demonstrate **every capability** of ProSight
 - Rather, you will learn just enough to do your job in ProSight



Class Objectives: Project Manager Processes using ProSight

- At the end of this training session, the PM will be:
 - Familiar with:
 - Orientation of PM processes in the ITIM lifecycle
 - ProSight orientation and navigation through the “My Portfolios” navigation pane
 - The integration of the ProSight tool, and the advantages of integration
 - Will be able to:
 - Find the assigned active project in ProSight
 - Review a minimum number of key fields in preparation for the first cycle of Status Reports
 - Upload a minimum number of key documents for your project
 - Will understand:
 - How to submit project metrics into ProSight
 - Understand the change control process in ProSight



Commonwealth Technology Portfolio

- A repository for agency information technology (IT) investments in the Commonwealth of Virginia.
- The Portfolio organizes agency inventory information from a business-driven perspective.
- Information from the system will be used to:
 - Support both Commonwealth and agency IT strategic planning
 - Capture a current ("As Is") view of the Commonwealth IT architecture
 - Facilitate migration planning towards a conceptual ("To Be") Commonwealth IT architecture
 - Allow agencies to share information about their current portfolios
 - Better inform the overall Commonwealth IT management process.

Commonwealth Project Management Division



Commonwealth Project Management Standard

- Applies to all proposed projects that have an estimated cost of \$250,000 (Commonwealth-level Projects)
- Implements the Commonwealth Project Governance Assessment (CPGA)
 - “Just Right” governance based on risk & complexity
 - Establishes Project Categories based on the CPGA
- Defines the process for approval, governance, and oversight of Commonwealth-level projects
- Defines the requirements for documentation of projects as they progress through their lifecycle

Commonwealth Project Management Division



Commonwealth Project Governance Assessment

- Series of four Questionnaires
- Developed by PMD in cooperation with the ITIM Customer Council and Virginia Commonwealth University
- Assesses Risk and Complexity facing a particular project at key points in the project's lifecycle:
 - Investment Business Case Approval (formerly known as Planning Approval)
 - Project Initiation Approval (formerly known as Development Approval)
 - Completion of the Draft Detailed Plan
 - At the request of the Secretariat Oversight Committee or CIO during review of a Change Control Request >10%

Commonwealth Project Management Division



Commonwealth Project Governance Assessment

Risk:

An uncertain event or condition that, if it occurs, could have a positive or negative effect on a project's objectives.

Complexity:

The technological and management characteristics of the proposed project and the potential impacts, both positive and negative, that these characteristics could have on the project's risks.

Commonwealth Project Management Division



Commonwealth Project Governance Assessment

Methodology:

- Project Sponsor/Manager Completes Draft Documentation
- Project Sponsor/Manager and Project Management Specialist review draft documents using the appropriate CPGA Questionnaire
- Establish Risk and Complexity levels based on CPGA scoring
- Establish Project Category based on Risk and Complexity levels



Project Categories: 1 – 4

Risk	High			Medium			Low		
Complexity	High	Medium	Low	High	Medium	Low	High	Medium	Low
Category	1	2			3			4	

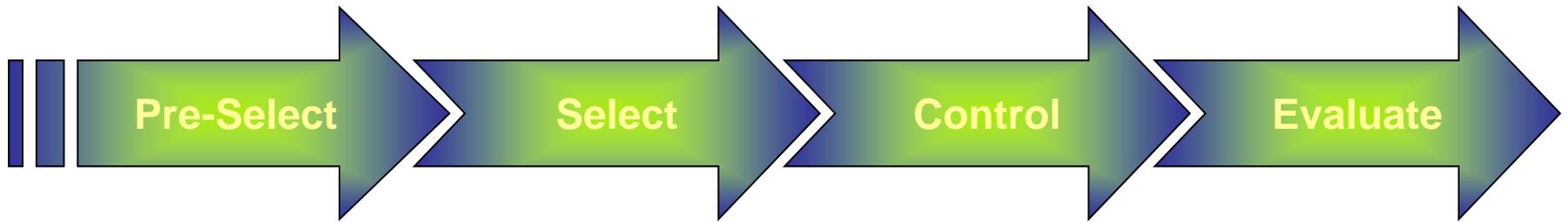
Commonwealth Project Management Division



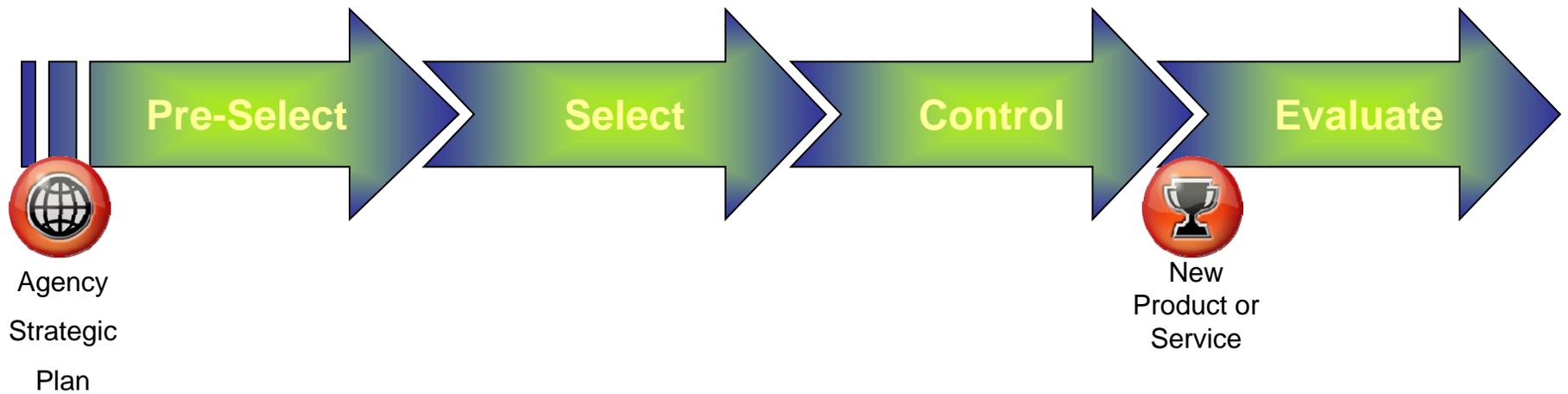
Project Categories

- Refer to Project Risk/Complexity Category for:
 - Documentation requirements
 - Approval levels
 - IV&V requirements
 - Status reporting requirements
 - Oversight committee requirements
 - Scope, schedule, budget accuracy thresholds

ITIM Lifecycle



ITIM Lifecycle





Overview: ProSight PM Processes

Events leading up to "Approved for Planning"

- **Pre-Select Phase:**
 - (Deliverable: Project IPP-Identified for Preliminary Planning)
- **Select Phase:**
 - (Deliverable: Project IBC-Investment Business Case Approval)

Project Manager Processes in the **Control Phase:**

- (Prerequisite: "IBC Approval" project)
- **Initiation** Process
 - (Deliverable: CIO-approved Project Charter)
 - Project now has "Project Initiation Approval"
- **Detailed Planning** Process
 - (Deliverable: CIO-approved Detailed Project Plan)
- **Execution & Control** Process
 - (Deliverable: System Implementation)
- **Closeout** Process
 - (Deliverable: Project Closeout Report)

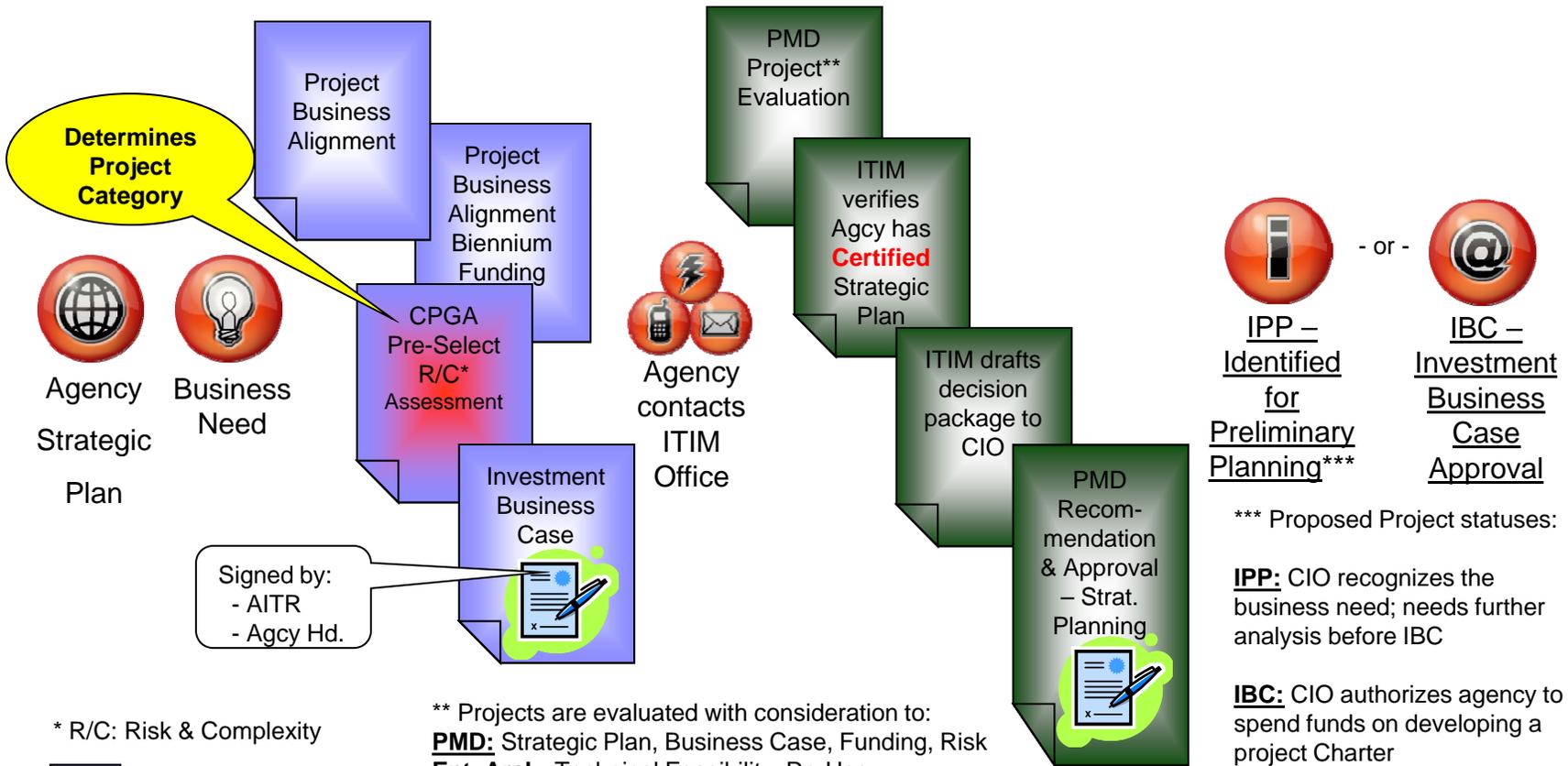
We will focus on these areas, because we are focusing on the PM role.

Post-Closeout Procedures

- **Evaluation Phase,** Post-Implementation Review Process:
 - (Deliverable: Post-Implementation Review)

Pre-Select & Select

NOTE: As part of the RTIP cycle, projects approved in the RTIP report = IPP or IBC approval.



* R/C: Risk & Complexity

Red shading = new or revised form.

** Projects are evaluated with consideration to:
PMD: Strategic Plan, Business Case, Funding, Risk
Ent. Arch: Technical Feasibility, Re-Use
Ent. Appl: Collaboration, EAD
Supply Chain: APR, RFP, Statewide Contract

*** Proposed Project statuses:
IPP: CIO recognizes the business need; needs further analysis before IBC
IBC: CIO authorizes agency to spend funds on developing a project Charter
Note: Both IPP and IBC proposed projects are included in the Agency IT Strategic Plan



Pre-Select & Select: Differences by Project Category

Category >>>>	1	2	3	4
Project Business Alignment	Required	Required	Required	Required
Project Business Alignment Biennium Funding	Required	Required	Required	Required
CPGA Pre-Select R/C Assessment	Required	Required	Required	Required
Investment Business Case	Required	Required	Required	Required
<i>Investment Business Case Approval Level</i>	AITR > AgcyHd > PMD > CIO			
PMD Project Evaluation	Required	Required	Required	Required
<i>PMD Project Evaluation Passing Score</i>	70	70	60	49
PMD Recommendation & Approval – Strategic Planning	Required	Required	Required	Required



Focus On:

Pre-Select Risk/Complexity Assessment

- Completed prior to submitting Investment Business Case for CIO approval
- Establishes initial Risk/Complexity Project Category
- 15 **Risk** questions, 16 **Complexity** questions
- Questions regarding:
 - Costs, funding, stakeholder support
 - Strategic goals and objectives
 - Agency history with IT projects
 - External mandates, constraints
 - Organization structure
 - Business process reengineering



Pre-Select & Select documents:

Project Business Alignment and Investment Business Case

...prompts the agency to consider the following aspects of the proposed investment:

- Alignment to agency Strategic Plan
- Business problem, desired outcomes
- Funding requirements, funding sources
- Alignment with the Commonwealth Strategic Plan for Information Technology, Governor's IT Improvement Initiatives
- Identify business owner, project sponsor, etc.



Virginia Information Technologies Agency



Code of Virginia § 2.2-2018.

Project Investment Business Case Approval

Projects are approved based on ...

- the degree to which the project is consistent with the Commonwealth's overall strategic plan,
- technical feasibility of the project (if known),
- benefits to the Commonwealth of the project, including customer service improvements,
- risks associated with the project,
- continued funding requirements, and
- past performance by the agency on other projects.

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17. Will Tangible Benefits result from the project? ★

(Tangible Benefits - Are benefits that can be measured and quantified. Tangible benefits include savings that result from improved performance and efficiency.)

If "Yes", what type of tangible benefits do you expect?

Cost Savings: ★

Cost Avoidance: ★

Additional Revenue: ★

Other: □

If "Cost Savings", enter amount:

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18. Will Intangible Benefits result from the project?

(Intangible Benefits – Are benefits that are difficult to measure and quantify. Intangible benefits include such things as customer retention, employee retention and customer service.)

If "Yes", what type of Intangible benefits do you expect?

Service:

Improve Efficiency:

Other:

If "Service", select one:



Project Approval – terms to know

- Identified for Preliminary Planning
 - projects which address an agency business need but which require further review by the CIO before authorizing the expenditure of additional planning funds
- Investment Business Case Approval
 - approval granted by the CIO to proceed with project planning to further develop a project charter
- Project Planning
 - activities to conduct effective initial analyses of business needs and potentially useful technologies required for development of a detailed business case, incorporating a comprehensive scope definition, supported by sound financial and cost basis analysis
- Project Initiation Approval
 - approval by the CIO to proceed with detailed project planning, project execution and control, project closeout, and asset operation and management
- Detailed Project Planning
 - activities required to complete a detailed project plan for project execution and control as specified in the Commonwealth Project Management Standard



Commonwealth Technology Portfolio

Reyn

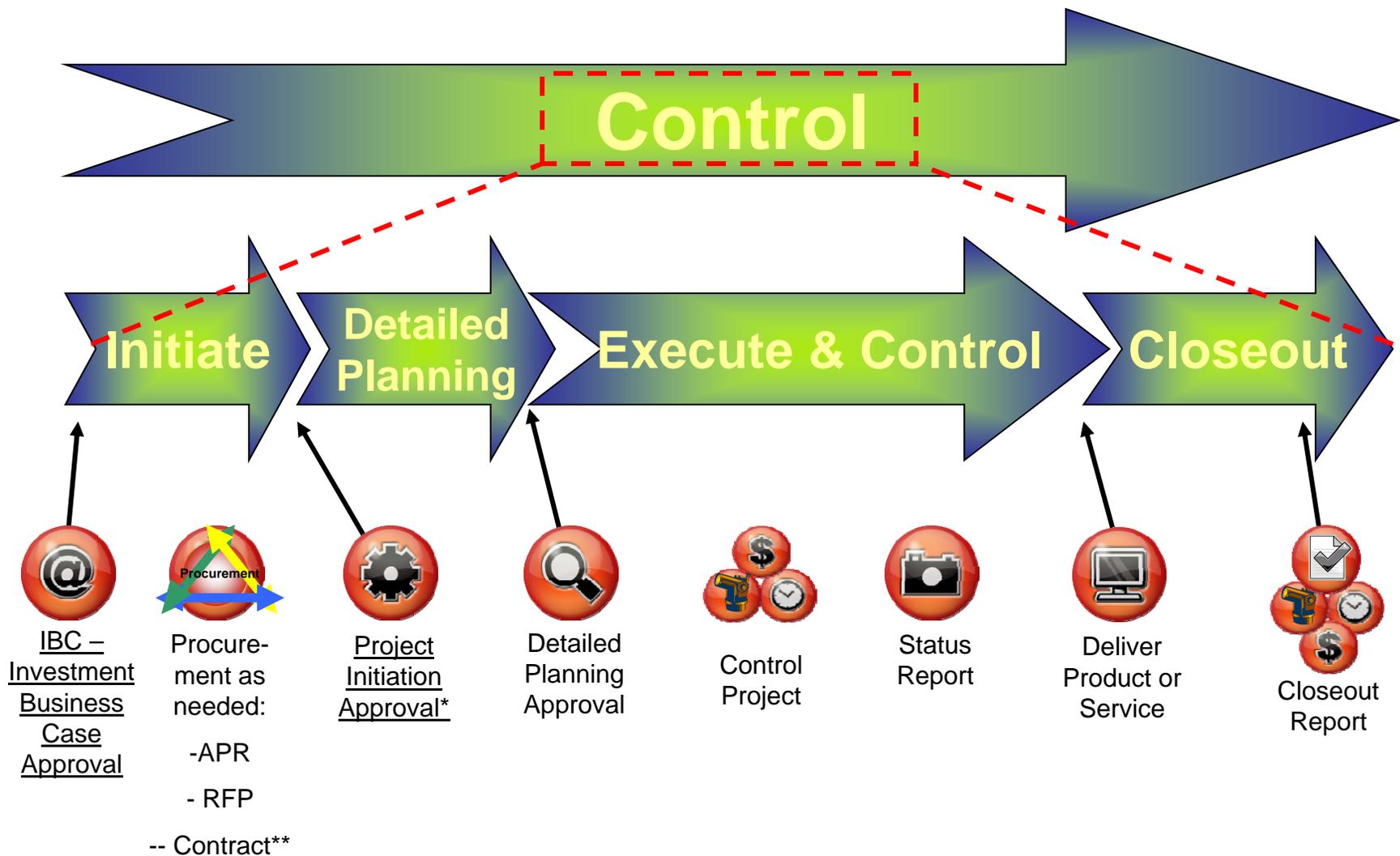
- INVESTOR
- SCORECARD
- WORKBOOK
- FORMS
- DASHBOARDS
- TO-DO
- Setup

Scorecard: Set Investment Approval Status

Portfolio: 501 VDOT Projects

Scorecard | Portfolio | Clipboard | Collaborate | View | User | Setup | Help

Items	Investment Status	Secretariat	Agency
501 VDOT Projects			
24 ● Electronic Toll Customer Service and Violation Enforce...	Completed	186 Secretary of Transportation	501 Department of Transport...
25 ● Eminent Domain Appraisal Software (COTS)	Cancelled	186 Secretary of Transportation	501 Department of Transport...
26 ● Environmental Spatial Data Management	Completed	186 Secretary of Transportation	501 Department of Transport...
27 ● Expand BI Services	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
28 ● Expand Microsoft Sharepoint Services	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
29 ● EZ Pass Reciprocity	Completed	186 Secretary of Transportation	501 Department of Transport...
30 ● FEMIS: Fleet Equipment Management Information Syst...	Completed	186 Secretary of Transportation	501 Department of Transport...
31 ● Financial Management System (FMS II) Upgrade	Completed	186 Secretary of Transportation	501 Department of Transport...
32 ● FMS II Phase II Execution	Cancelled	186 Secretary of Transportation	501 Department of Transport...
33 ● GEOPAK Software for Civil Engineers	Completed	186 Secretary of Transportation	501 Department of Transport...
34 ● Geotechnical Database Management System (GDBMS) ...	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
35 ● GIS Centerline Management	Reclassification	186 Secretary of Transportation	501 Department of Transport...
36 ● GIS Integrator 2.0	Project Initiation Approval	186 Secretary of Transportation	501 Department of Transport...
37 ● Hampton Roads Smart Traffic	Reclassification	186 Secretary of Transportation	501 Department of Transport...
38 ● Highway Performance Monitoring System (HPMS)	Project Initiation Approval	186 Secretary of Transportation	501 Department of Transport...
39 ● HSIP Web Application Management System	Un-Assigned	—	—
40 ● I-81 Systems Integrator	Reclassification	186 Secretary of Transportation	501 Department of Transport...
41 ● IBM FileNet Email Manager - Knowledge Management	Un-Assigned	—	—
42 ● Identity Management Initiative	Terminated	186 Secretary of Transportation	501 Department of Transport...
43 ● IMS Interface with Cardinal FMS	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
44 ● Infrastructure Maintenance Management System	Reclassification	186 Secretary of Transportation	501 Department of Transport...
45 ● Integrated Project Management 2.0	Cancelled	186 Secretary of Transportation	501 Department of Transport...



****NOTE:** Contract may only be signed AFTER Project Initiation Approval.

***NOTE:** Projects are designated "active" upon Project Initiation Approval.



IT Procurement Concepts to Know

IT Procurement is a topic unto itself... However, regarding ITIM:

- An IT procurement is an IT investment, and must be listed on the agency IT Strategic Plan
 - *Procurements > \$50,000*
- An Agency Procurement Request (APR) must be approved by the CIO
 - For procurements > \$100,000
 - Delegates authority for agency to run procurement process – or stipulates that VITA SCM run the process
- For IT Projects:
 - A Request for Proposal (RFP) must be approved for release by the CIO
 - The resulting contract must also be approved by the CIO – ***after Project Initiation Approval granted.***

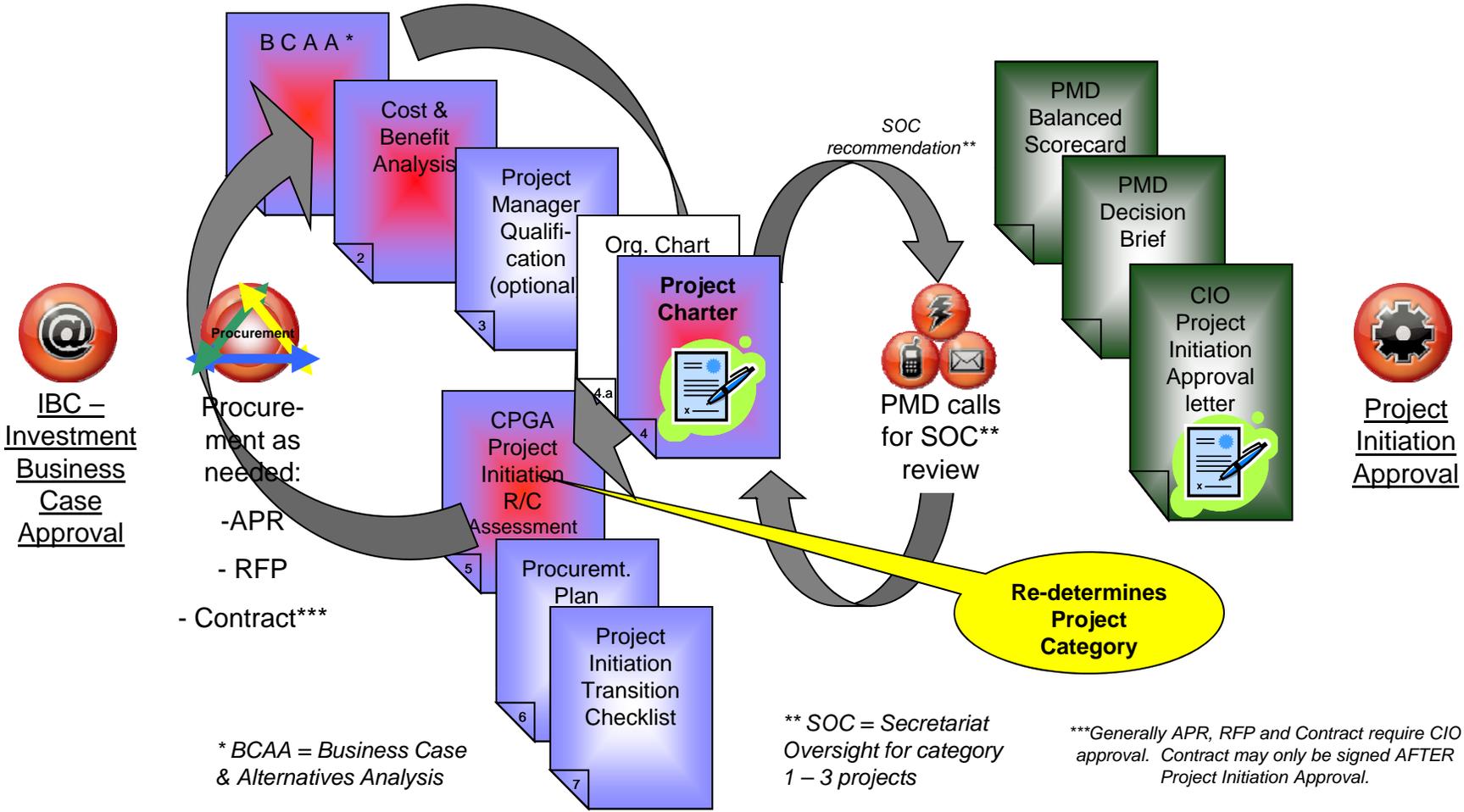


Initiation Phase Summary

- Takes the project from...
 - “Investment Business Case Approval” to...
 - “Project Initiation Approval”
- **Required documentation** for Commonwealth-level projects
- Phase Deliverable:
 - CIO-Approved Project Charter
 - Supported by Business Case & Alternatives Analysis, Project Initiation Risk/Complexity Assessment, and Cost Benefit Analysis

Control: **Initiate**

NOTE: Project Risk/Complexity Assessment determines documentation and approval level requirements.



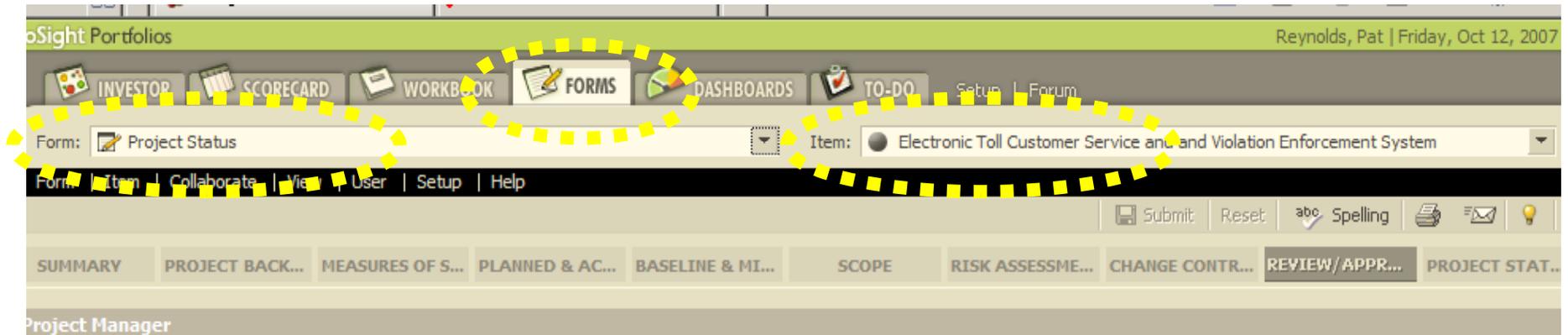


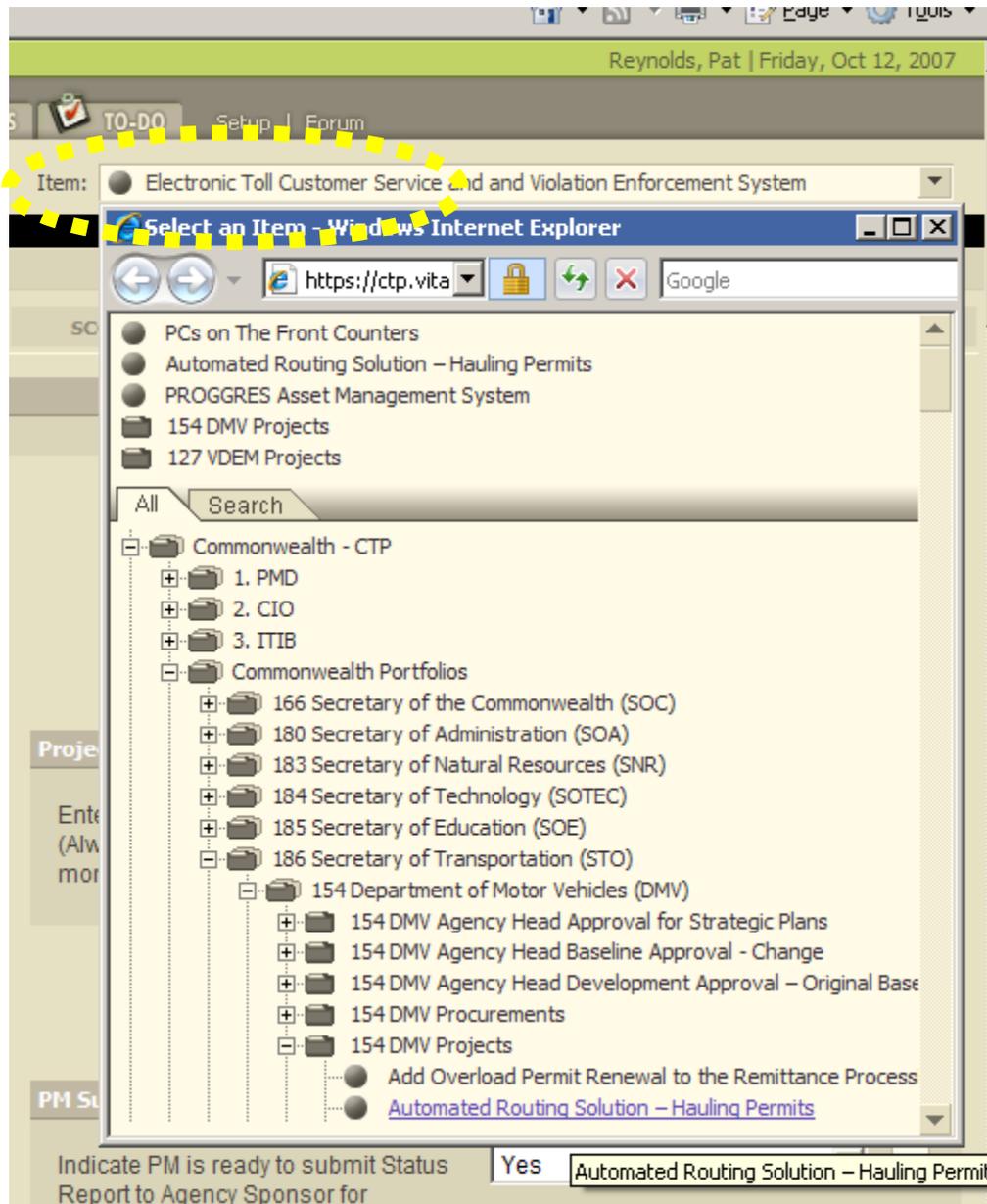
Initiation Phase

- My Portfolios >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 1.1. Initiate, Update and Submit – Project Initiation Approval
- Now, just read the “My Portfolios” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.

Get your bearings in ProSight:

- On “Forms” tab
- Pay attention to “Item”
- Pay attention to “Form”
- ProSight will open to the last Project (Item) and Form you were in
- Pay attention to “Item” and “Form” especially after using Scorecards.

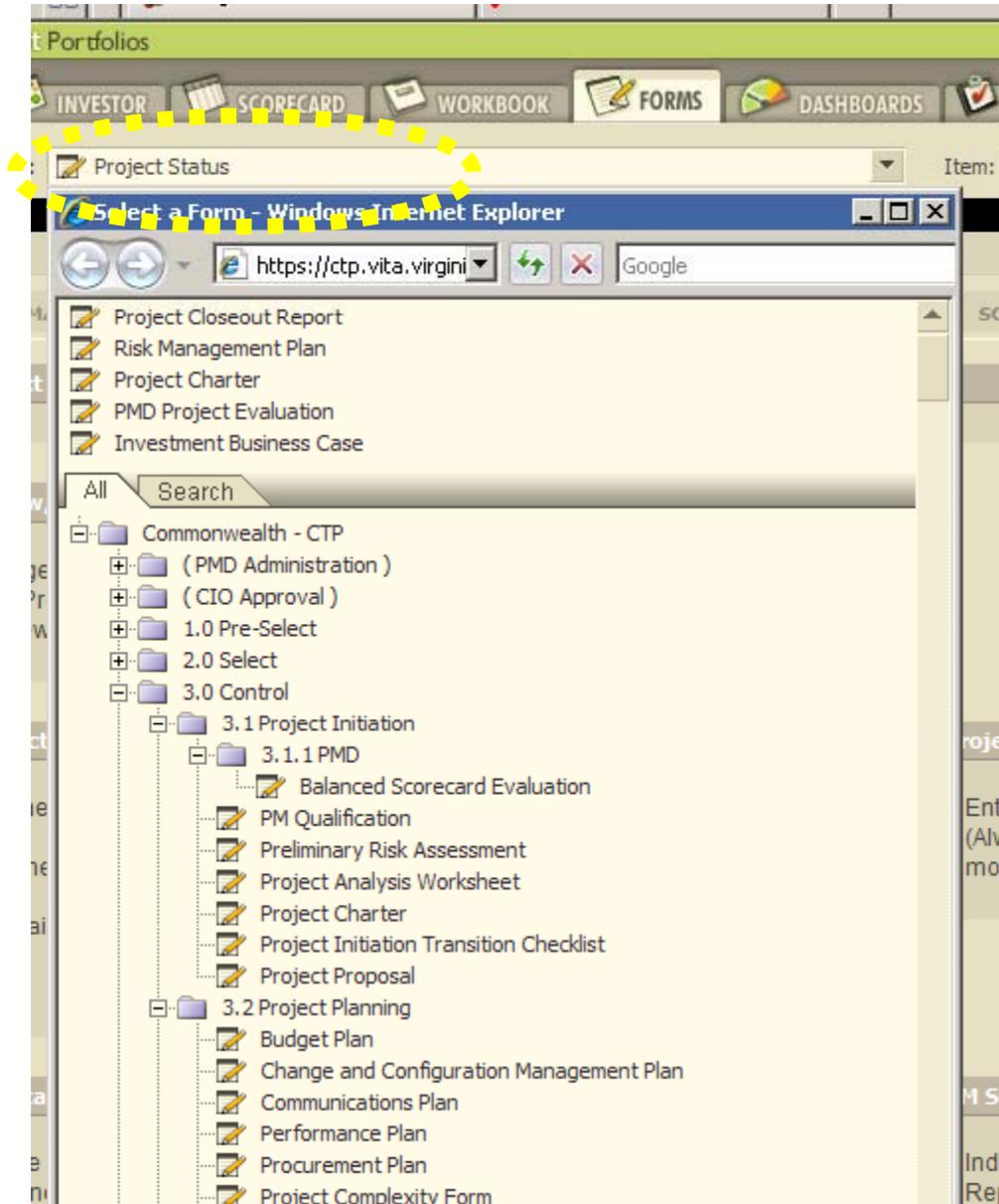




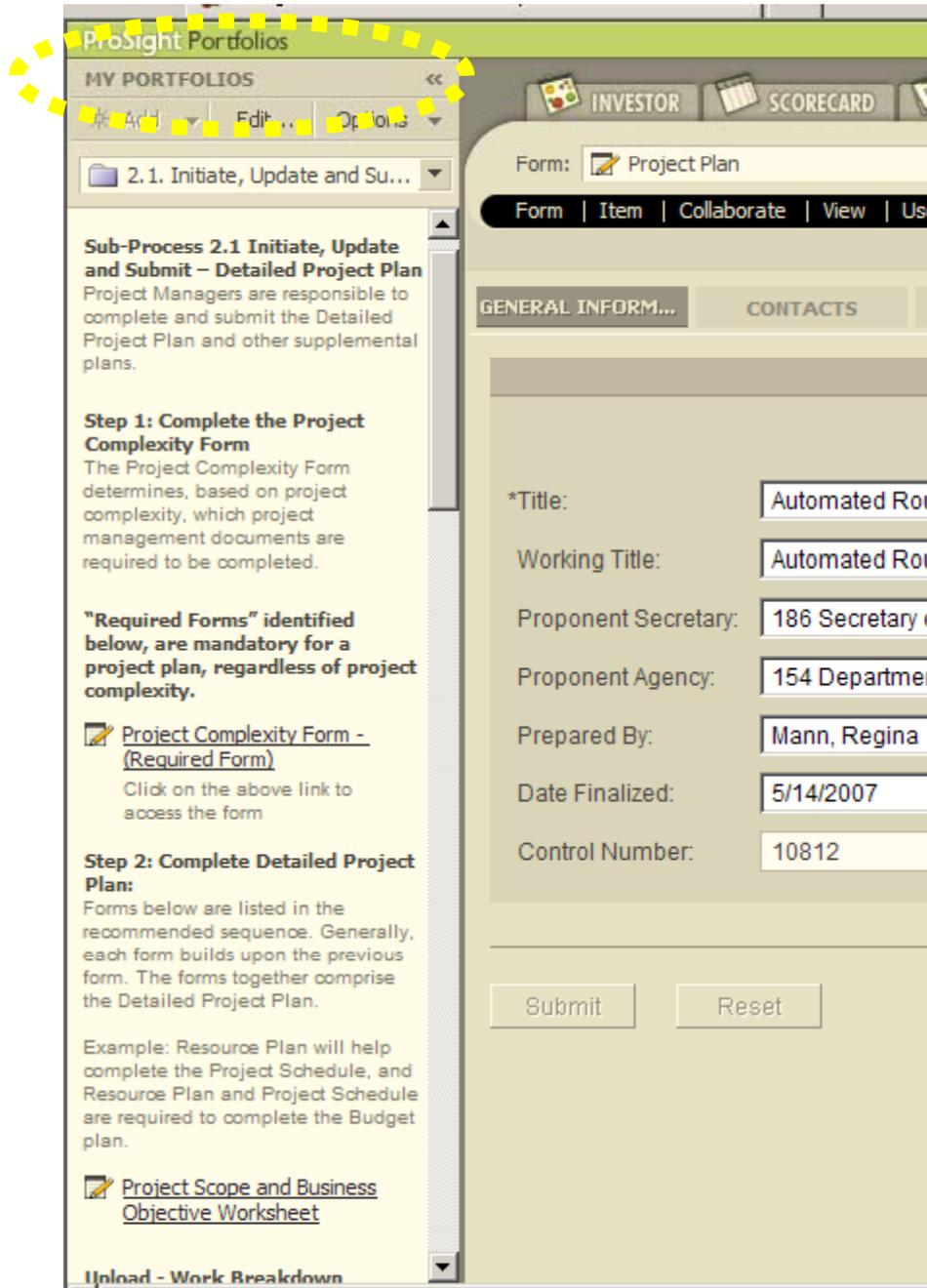
ProSight “Item”

- On “Forms” tab
- Remembers last five projects / portfolios
- Follow path to find your project:
- Commonwealth-CTP >>> Commonwealth Portfolios >>> Secretariat >>> Agency >>> Agency Projects >>> your project

ProSight “Form” shortcut



- On “Forms” tab
- Remembers last five forms
- Follow path to find your form:
- Commonwealth-CTP >>> Project Phase >>> Project Activity >>> Form



ProSight “My Portfolio”

- Navigation pane
- Role-specific
- Contains narrative explaining each step, in sequence
- Click on embedded links for each new form
- Links to pertinent reference resources



Initiation: Differences by Project Category

Category >>>>	1	2	3	4
Business Case & Alternatives Analysis (BCAA)	Required	Required	Required	Required
Cost/ Benefit Analysis	Required	Required	Required	Summarize in BCAA & Charter
Project Manager Qualification Form	Optional	Optional	Optional	Optional
<i>Project Manager Qualification</i>	Major IT Projects	Major IT Projects	Major IT Projects	Non-major IT Projects
<i>Full-time Project Manager?</i>	Shall, or by exception	Shall, or by exception	Shall, or by exception	Full-time not required
Procurement Plan	As Needed	As Needed	As Needed	As Needed



Initiation: Differences by Project Category (Cont'd.)

Category >>>>	1	2	3	4
CPGA Project Initiation Approval Risk / Complexity Assessment	Required	Required	Required	Required
Charter, with Project Org. Chart	Required	Required	Required	Required
<i>Internal Agency Oversight Committee (IAOC)?</i>	Required, with PMD	Required, with PMD	Required, with PMD	None; Agcy PM Team only
Balanced Scorecard	Required; Delphi	Required; Delphi	Required; Delphi	No; use Transition Checklist
Project Initiation Transition Checklist	Optional	Optional	Optional	Required
<i>Project Initiation Approval Level</i>	Sponsor > AgcyHd > SOC > PMD > CIO > SoTech	Sponsor > AgcyHd > SOC > PMD > CIO	Sponsor > AgcyHd > SOC > PMD > CIO	Sponsor > AgcyHd



Focus On:

Business Case & Alternatives Analysis (BCAA)

- Mandatory; Replaces the optional Project Analysis Worksheet (PAW)
- Describe the Business Problem/Opportunity
- Project Scope, Objectives, Constraints, Business Alignment
- Describe 3 different solution alternatives:
 - Solution description, Project description, Intangible benefits
 - Business Process Impact, Technical Feasibility, Maturity of Solution
 - Estimate Resources: Funding, Project Team, Facilities, Equipment, etc.
 - Constraints, CBA summary, ROI analysis
- Solution comparison:
 - Decision Criteria and scores, CBA Comparison
 - Chosen solution and Justification
- Project Sponsor Approval



Focus On:

Cost-Benefit Analysis (CBA)

- Replaces, enhances unwieldy Excel macro spreadsheet upload
- Mandatory for Category 1 – 3; Cat. 4: summarize in charter
- CBA detailed handbook available

- Current Operational Expenditures
 - Internal Staff Labor (# of people)
 - Expenditures: Staff costs, Services, Software, Facilities, etc.

- Solution 0 (As-Is): Impact of maintaining the current business process to meet the new problem/opportunity.
 - “Do nothing”; no technology/system solution
 - Ongoing People, Other costs
 - Tangible benefits and Revenue (auto-calculated)



Focus On:

Cost-Benefit Analysis (Cont'd.)

- Solutions 1 - 3: Impact of conducting various alternative solutions to meet the new problem/opportunity.
 - Project Costs
 - Ongoing People, Other costs
 - Tangible benefits and Total Revenue
- Summary & Comparison
 - Cost & Benefit figures, calculations automatically feeds into the Business Case & Alternatives Analysis (BCAA) form
- Graphical Analysis
 - Creates graphs comparing Solutions 1 – 3
 - ROI, Payback Period, NPV



Project Initiation documents:

Project Charter

...is an agreement between all stakeholders:

- Project purpose, measures of success
- Management commitment, oversight in place
- Funding requirements, funding commitment
- Commitment of required resources
- Qualified project manager
- Project scope, schedule and budget baselines
- Captures approvals of:
 - IAOC, project sponsor
 - Secretariat Oversight Committee
 - CIO, Sec. Technology

Business Objectives

Using the objectives outlined in the Charter, list the objectives and any additional detail as necessary to clarify what results the project is intended to attain.

Commonwealth Strategic Plan - Critical Issues	Project Business Objectives
Improved Service Delivery	Provide customers with the ability to self-issue certain types of predefined hauling permits Provide effective service and customer satisfaction Serve customers as cost effectively as possible Maximize quality of customer satisfaction
Consolidated Operational Environments	Integrate and automate manual processes performed by VDOT and DMV into the current Hauling Permits Program Maximize use of technology for Motor Carrier Regulation Services - Hauling Permit Program

Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.

It is imperative that Virginia Department of Motor Vehicles (DMV) IT, Virginia Department of Transportation (VDOT) IT, and VITA partner throughout this project. With the final solution sharing resources from DMV and VDOT, the IT departments of each agency will need to have a voice in its design and implementation phases.

- Data will be required from the VDOT systems to build the models used by the routing system
- VDOT Bridge Resources will need access to the interface to manage routing system models
- DMV's VAHPS System will need access to the routing system and its models

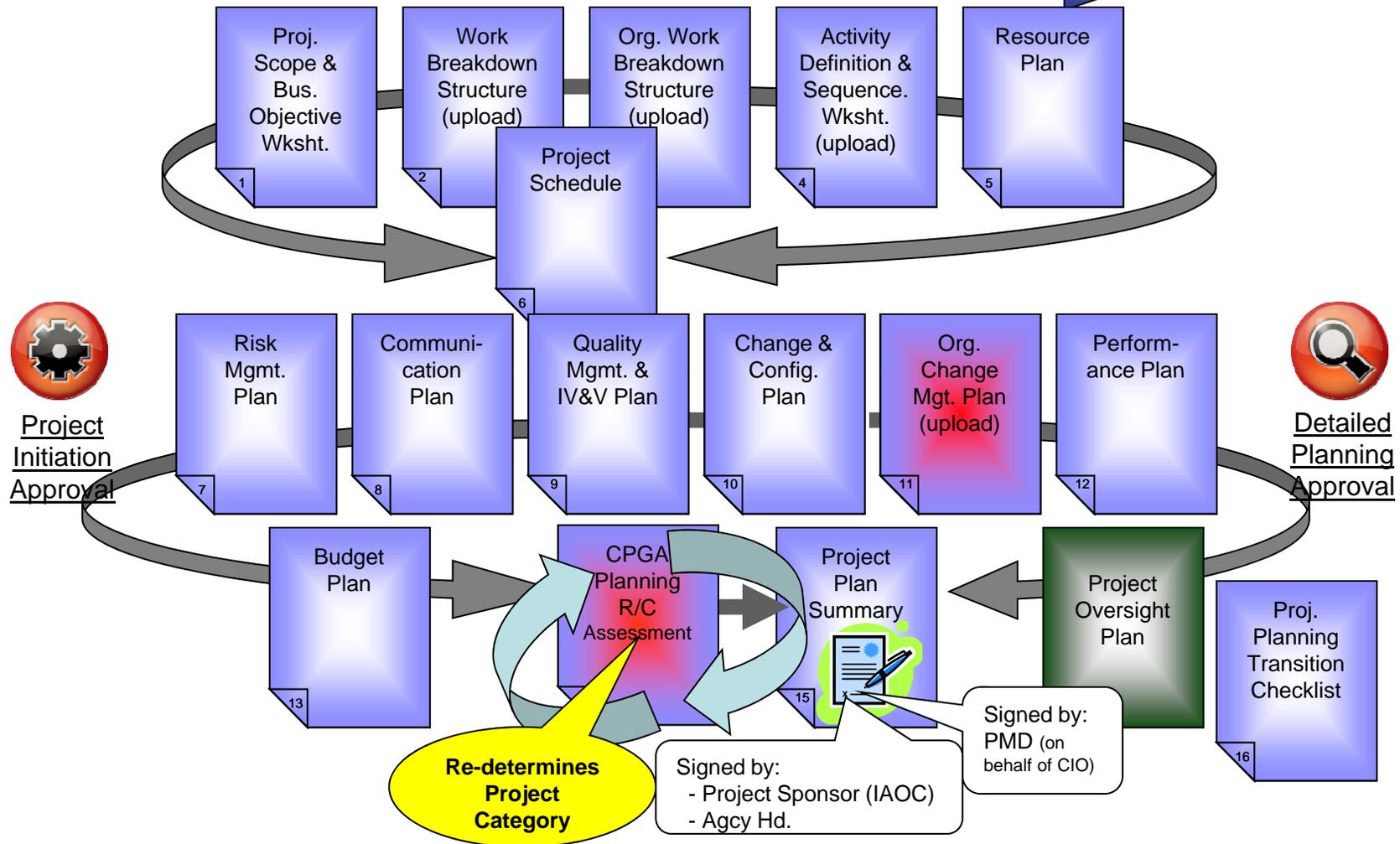
The DMV Hauling Permits Team and VDOT's Bridge Division should be prepared to provide detail of their current business process as it relates to permit routing. It is anticipated that this solution will change how business users from both agencies will interact with each other and the system. The changes will be easier to identify and implement if the project team has a clear picture of the business process and its variations.



Detailed Planning Phase Summary

- Takes the project from...
 - “Project Initiation Approval” to...
 - CIO-Approved Detailed Project Plan
 - Approved Baseline
- **Required documentation** is specified in the CPGA Category Comparison table
- Phase Deliverable:
 - CIO-Approved Detailed Project Plan
 - Plus all supporting project plan documents

Control: Detailed Planning





Detailed Planning: Differences by Project Category

Category >>>>	1	2	3	4
Project Scope & Business Objective Worksheet	Required	Required	Required	Required
Work Breakdown Structure	Required	Required	Required	Optional
Organization Work Breakdown Structure	Required	Required	Optional	Optional
Activity Definition & Sequencing Worksheet	Required	Optional	Optional	Optional
Resource Plan	Required	Required	Optional	Optional
Project Schedule	Required	Required	Required	Required
Risk Management Plan (incl. biennium risk costs)	Required	Required	Required	Optional



Detailed Planning: Differences by Project Category

(Cont'd.)

Category >>>>	1	2	3	4
Communication Plan	Required	Required	Required	Optional
Quality Management & IV&V Plan	Required	Required	Required	Optional
Change & Configuration Management Plan	Required	Required	Required	Optional
Organizational Change Management Plan	Required	Required	Required	Optional
Performance Plan	Required	Required	Required	Optional
Budget Plan	Required	Required	Required	Required
Project Plan (Summary)	Required	Required	Required	Required
CPGA Planning Risk / Complexity Assessment	Required	Required	Required	Required



Detailed Planning: Differences by Project Category

(Cont'd.)

Category >>>>	1	2	3	4
<i>Appointment of a Risk Manager (other than the Project Manager)</i>	Strongly Recommended	Strongly Recommended		
<i>PMD reviews and approves the Detailed Project Plan on behalf of the CIO.</i>	Required	Required	Required	
<i>Detailed Planning Approval - up to 10% additional chartered scope, schedule, budget; approved by -</i>	IAOC > Sponsor > AgcyHd. > PMD	IAOC > Sponsor > AgcyHd. > PMD	IAOC > Sponsor > AgcyHd. > PMD	Sponsor (20%)
Change Control Request required for scope, schedule, budget baseline -	> <u>10%</u> (or > 4 mo. if project =< 24 mo. duration)	> <u>10%</u> (or > 4 mo. if project =< 24 mo. duration)	> <u>10%</u> (or > 4 mo. if project =< 24 mo. duration)	> <u>20%</u> (or > 4 mo. if project =< 24 mo. duration)
Project Oversight Plan	Required	Required	Required	Required
Project Planning Transition Checklist	Optional	Optional	Optional	Optional



Documentation: Detailed Planning

- Detailed Project Planning requires the most hands-on involvement of Project Managers
- Axiom: The more thought and effort invested in project planning, the fewer unpleasant “surprises” you will encounter during the life of the project.



Detailed Planning Phase

- My Portfolios >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 2.1. Initiate, Update and Submit – Detailed Project Plan
- Now, just read the “My Portfolios” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Documentation: Planning Phase

- Project Scope and Business Objective Worksheet
- Upload:
 - Work Breakdown Structure
 - Organization Work Breakdown Structure
 - Activity Definition & Sequencing Worksheet
- Resource Plan
- Project Schedule
 - Upload Microsoft Project schedule
 - Enter in Major Milestones

Remember:

Item >

Document... >

Upload...

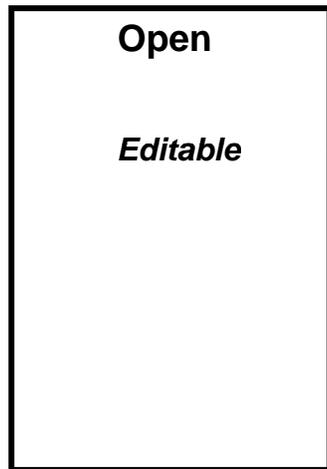


ProSight Concept: Baseline Versions

- Original Approved
 - Project Charter Values
 - Cannot be changed
- Latest Approved (or Latest CIO-Approved)
 - Is locked upon CIO approval of detailed project plan
 - Can only be changed by PMD
 - IAOC can add to budget & schedule baseline up to 10%
 - Greater than 10% change requires Secretariat and CIO approval
- Open Version
 - “What if” worksheet; can be changed at will
 - Status Report measures against Last/Latest Approved baseline



Change Approval



Approve - Changes



Change Approvals:
Data from the Open Form will populate only the Latest Approved Form.
Original Approved Form will NOT be updated.



Documentation: Planning Phase – Cont.

- Risk Management Plan
 - Used to determine contingency cost
- Communications Plan
 - Useful in detailing communications strategy
- Quality Management and IV&V Plan
 - Remember, refer to CPGA Category Comparison table to establish IV&V project requirements



Documentation: Planning Phase – Cont.

- Change and Configuration Management Plan
 - (Not Organizational Change Control)
- Performance Plan
 - Measures of Success values will carry forward / backward from Project Charter, Project Plan Summary and Project Status Report
- Budget Plan
 - Quarterly Spend Plan = tactical & 'what if' budgeting
 - Yearly Spend Plan is a good example of the three baseline versions



Documentation: Planning Phase – Cont.

- Project Plan Summary
 - Mostly a 'view' of information you entered into ProSight elsewhere – with a few exceptions
 - Manually enter: Critical Path Milestones
 - Hint: Run 'Critical Path' report in MS Project & filter Milestones
 - Manually enter: Top Ten Risks
- Project Plan Approvals
 - Capture approvals in this tab
 - IAOC (Form > Export... email... upload reply)
 - CIO (PMD)



Detailed project planning:

Project Plan

...lays out the detailed map to achieve the project deliverables:

- Project description, measures of success
- Schedule: critical path
- Budget plan
- Risk management
- Quality management and IV&V plan
- Project scope, schedule and budget baselines
- Captures approvals of:
 - IAOC, project sponsor
 - CIO

Form: Project Plan Item: Automated Routing Solution - Hauling Permits

Measures of Success - LA

Note

This form tab contains the LATEST APPROVED Project Baseline information. To update the information, use the Change Control Request > 10% form and submit for approval

Performance Plan Summary

Provides a summary of the Performance Measures. List the Project Objectives, Performance Goal for each objective, and briefly describe the Methodology. Performance Goal is measured

Objective (1): Provide customers the ability to self-issue certain types of hauling

Performance Goal: After implementation, customers will be able to successfully self-issue through the Internet 75% of hauling permits

Methodology: User acceptance testing & statistical reporting

Objective (2): Provide effective service and customer satisfaction



Execution & Control Phase Summary

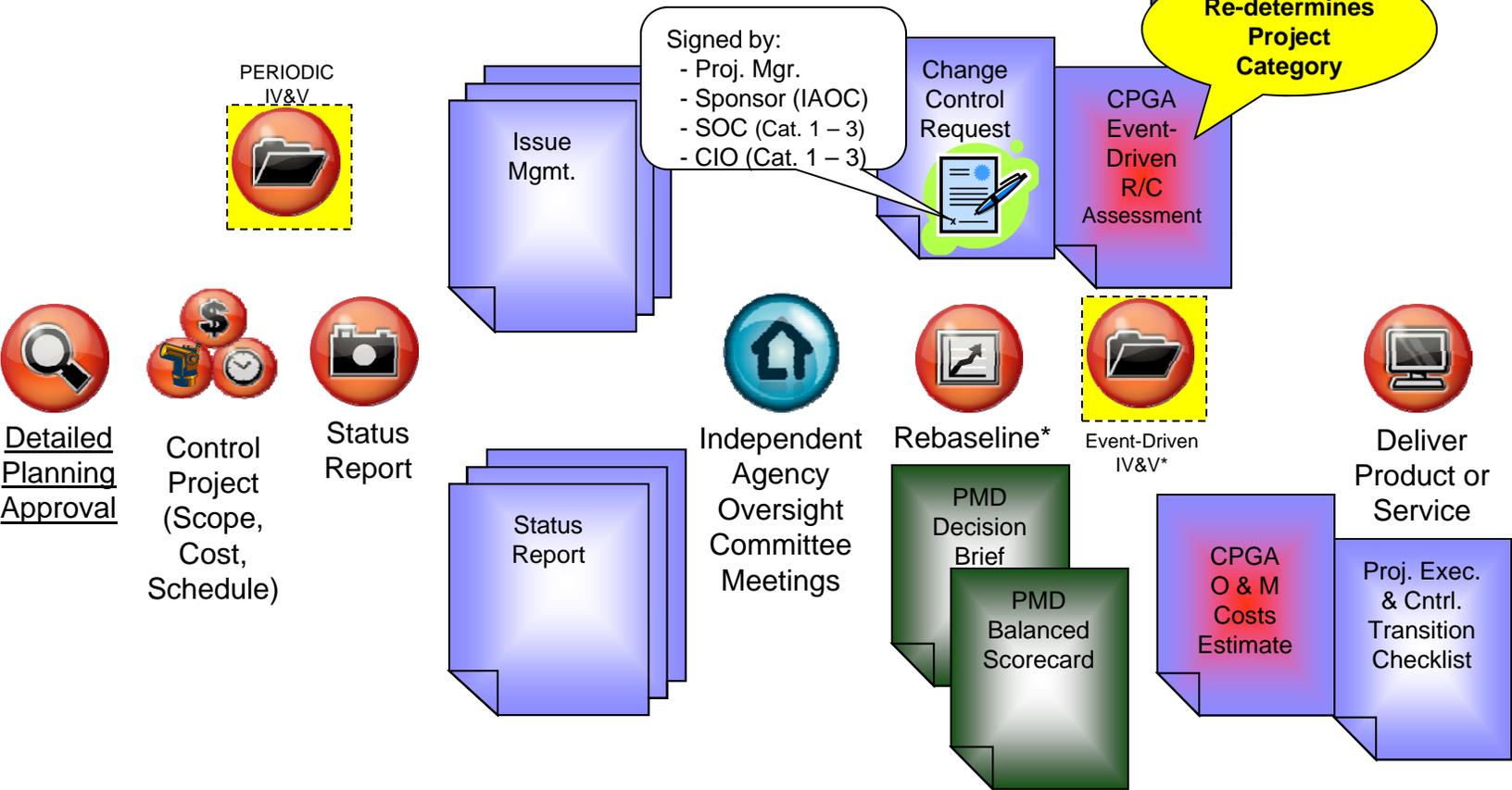
- Takes the project from...
 - CIO-Approved Detailed Project Plan
 - (Approved Baseline) to...
 - Implementation Rollout
- **Required documentation** prescribed by CPGA Risk/Complexity Assessment
- Phase Deliverables:
 - Status reports
 - Rebaseline documentation as needed



Execution & Control Phase

- Project Execution & Control is an exciting phase in the project lifecycle.
 - Deliverables are.... Delivered.
 - Progress is measured and reported against the approved project plan.
 - Issues arise and are managed.
 - Risks evolve and are addressed.
 - The project is carefully controlled.
 - This phase also requires plenty of hands-on involvement of Project Managers.

Control: Execute & Control



* Rebaseline if necessary; Event-Driven IV&V as directed by the SOC or CIO.



Execute & Control: Differences by Project Category

Category >>>>	1	2	3	4
<i>IAOC Project meetings</i>	Monthly, incl. PMD	Monthly, incl. PMD	Quarterly, incl. PMD	None; Agcy PM Team
<i>In-progress IV&V, scheduled to coincide with the completion of each project phase</i>	1 IV&V in first 6 mo.; then annual IV&V if project > 12 mo. duration	1 IV&V in first 6 mo.; then annual IV&V if project > 12 mo. duration	1 IV&V in first 6 mo.; then annual IV&V if project > 12 mo. duration	None
Issue Log	Monthly upload	Monthly upload	Upload w/ Status Report	Upload w/ Status Report
Status Report	Monthly	Monthly	Start, and Quarterly	Start, and each January and July
<i>Status Report Assessment / Input / Review / Approval</i>	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)



Execute & Control: Differences by Project Category

(Cont'd.)

Category >>>>	1	2	3	4
"Nominal" Change Control Request cumulative threshold; (baseline changes approved by IAOC & Sponsor only)	<u>10%</u> (or 4 mo. if project =< 24 mo. duration)	<u>10%</u> (or 4 mo. if project =< 24 mo. duration)	<u>10%</u> (or 4 mo. if project =< 24 mo. duration)	<u>20%</u> (or 4 mo. if project =< 24 mo. duration)
<i>"Nominal" Change Control Request approvals</i>	IAOC > Sponsor > AgcyHd	IAOC > Sponsor > AgcyHd	IAOC > Sponsor > AgcyHd	Sponsor
"Significant" Change Control Request required for scope, schedule, budget baseline -	> 10%	> 10%	> 10%	> 20%
<i>"Significant" Change Control Request approvals</i>	IAOC > SOC > CIO	IAOC > SOC > CIO	IAOC > SOC > CIO	Sponsor > AgcyHd



Execute & Control: Differences by Project Category

(Cont'd.)

Category >>>>	1	2	3	4
Balanced Scorecard for Change Control Request	Required	Required	Required	
<i>IV&V Review due to Baseline change request above threshold</i>	SOC or CIO may direct	SOC or CIO may direct	SOC or CIO may direct	Optional
CPGA Event-Driven (ED) Risk / Complexity Assessment above "Significant" threshold	Required	Required	Required	Required
CPGA O&M Costs Estimate	Required; IAOC, Sponsor & PMD review			
Project Execution & Control Transition Checklist	Optional	Optional	Optional	Optional



Execution & Control Phase

- My Portfolios >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 3.1. Initiate, Update and Submit – Project Status Report
 - » 3.2. Initiate, Update and Submit – Issue Management Log
 - » 3.4. Initiate, Update and Submit – > 10% Change Control Request
 - » 3.5. Initiate, Update and Submit – Project Execution and Control Transition Checklist
- Now, just read the “My Portfolios” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Project Status Reporting

- Developed and submitted monthly through ProSight.
- Establishes a consistent, common framework for agency, Secretariats, CIO, and Sec. Tech. to update project activity, monitor progress, and assess risks.
- Enhances ability to respond to project changes in a timely manner.
- Increases accountability.
- Improves project management capabilities.
- Provides data for public view on project status report.



Monthly Project Status Report

- Project Status Report due dates:
 - Project Status forms are prepared at the beginning of each month, based on the previous month's activity. By the:
 - 6th business day:
 - The PM drafts the monthly version of the form.
 - 9th business day:
 - The agency sponsor approves the form.
 - 12th business day:
 - The proponent Secretary evaluates the approved status form.
 - 15th business day:
 - PMD conducts review of Project Status Reports.
 - 18th business day:
 - CIO evaluates Project Status Reports.
 - End of the month:
 - Snapshot of the project status is captured.



Documentation: Project Status Report

- Project Status Report – Step 1:
 - Update Project Plan as necessary; Are there any changed baselines?
 - Review/Update Project Plan Information – ‘Open’ version
 - Project Schedule
 - Adjust Milestone dates as necessary
 - Initiate Change Control Request process as necessary
 - Budget Plan
 - Adjust Budget as necessary
 - Initiate Change Control Request process as necessary
 - Risk Management Plan
 - Update top five risks
 - Performance Plan
 - Adjust Measures of Success as necessary
 - Initiate Change Control Request process as necessary



Documentation: Project Status Report

- Project Status Report – Step 2:
Complete the Project Status Report
 - Summary Tab: Key Status Indicators (KSI's)
On Track / Warning / Problem
 - Project Background Tab:
 - Update Approval Information as needed
 - Planned & Actual Costs Tab:
 - Enter Costs to Date
 - Baseline & Milestones Tab:
 - Enter Total (entire project) Percent Complete
 - Enter Milestone Actual Start, Completion & Percent Complete
 - Risk Assessment Tab:
 - Detail the changes, and update the Risk review date
 - Change Control Description Tab:
 - If Latest Approved baselines have changed since the last reporting period, briefly describe the reason and impact.



Documentation: Project Status Report

- Project Status Report – Step 3:
 - Submit Project Status Report
 - Approval/Submission fields are on the Project Status Report - Summary Tab (at the bottom of the page)
 - Update approval/submit date field with the latest date.
 - Use ProSight e-mail to request Agency Head approval
 - **Oops!** I messed up: Can I have a do-over?
 - Yes
 - The system saves the latest information on that day
 - However,
 - You cannot back-date project metrics

Form: Project Status Item: Automated Routing Solution – Hauling Permits Trend Graph Period:

Item Collaborate View User Setup Help

Submit Reset abc Spe

SUMMARY PROJECT BACK... MEASURES OF S... PLANNED & AC... BASELINE & MI... SCOPE RISK ASSESSME... CHANGE CONTR... REVIEW/AI

Project Information

Working Title:	Automated Routing Solution – Hauling Permits
Item Classification:	Major
Proponent Agency:	154 Department of Motor Vehicles
Proponent Secretary:	186 Secretary of Transportation
Category:	Approved for Development (active)
Planned Start Date:	6/15/2007
Planned Completion Date:	11/14/2008
Budget at Completion (BAC):	1,467,395.00
Project Manager:	ITS Project Manager / Regina Mann / DMV
Project Manager Phone:	804-367-6125
Project Manager Email:	regina.mann@dmv.virginia.gov



Documentation: Issue Management

- Issue Management in ProSight
 - Used mainly for archiving
 - PMD recommends you use your own spreadsheet for dynamic issue management
 - Upload a dated issue log monthly (use upload tab)
- Issue Management Log (tab)
 - Optional use
 - Enables use of Issue Management Scorecard
- Issue Management Scorecard
 - Optional use
 - Use only if Issue Management Log is maintained



Focus On:

CPGA Operations & Maintenance Costs Estimate

- Not later than 3 months prior to the scheduled completion of the Execution & Control phase
- The Project Manager shall document planning for the system operation and maintenance in the CPGA O&M Costs Estimate form
- The Project Manager will coordinate with the agency **financial**, **information technology** and **operational** agency managers to ensure that they are prepared to support the system from a **budgetary**, **staffing**, **technology** and **operational** perspective.
- The Project Manager may be required to assist with the preparation of a Budget Decision Package or Strategic Planning documents to describe funding, staffing or other resources to support the system.
- The Project Manager will review this plan with the Internal Agency Oversight Committee and Project Sponsor, and notify PMD for review/comment.



Documentation: Change Control > 10%

- Cumulative baseline changes that exceed 10%
 - Must be approved by the IAOC and
 - Must be approved by the Secretariat Oversight Committee and
 - Submitted to PMD for recommendation to
 - CIO
- Draft a Change Control Request form
- Approvals are captured in ProSight form
 - Email or export form to approval party
 - PMD will enter approval information upon receipt
- PMD will key in new scope, schedule & budget baselines.
 - New baselines (Open version) will become “Latest Approved” baselines.
 - Contact your PMD Project Management Analyst for assistance.

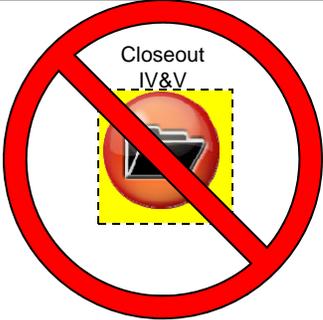


Closeout Phase Summary

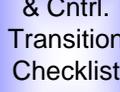
- Takes the project from...
 - Implementation Rollout to...
 - Completion of the Closeout Report
- **Required documentation** is identical for all CPGA categories
- Phase Deliverables:
 - Project Closeout Report
 - Document Lessons Learned
 - Schedule Post-Implementation Review

Control: Closeout


Product or Service Delivered




Closeout Report


Proj. Exec. & Cntrl. Transition Checklist


Closeout Report

Category >>>>	1	2	3	4
Project Closeout Report	Required	Required	Required	Required
Project Closeout Transition Checklist	Optional	Optional	Optional	Optional
<i>Review/Approval of Closeout Report</i>	IAOC > Sponsor > AgcyHd > PMD > CIO > SoTech	IAOC > Sponsor > AgcyHd > PMD > CIO	IAOC > Sponsor > AgcyHd > PMD > CIO	PM > Sponsor > AgcyHd > PMD > CIO



Closeout Phase

- My Portfolios >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 4.1. Updating and Submitting - Project Closeout Report
 - » 4.2. Update Lessons Learned on PMDP Website
 - » 4.3. Archive Project Documentation
 - » 4.4. Complete Project Closeout Transition Checklist
- Now, just read the “My Portfolios” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Documentation: Project Closeout Report

- Documents project deliverables
- Gives final report on baselines vs. actuals
 - Variances and explanations
 - Scope
 - Schedule
 - Budget
 - Operations & Maintenance
- Links to PMD Best Practices & Lessons Learned website
 - Link within ProSight form
- Document Schedule for Post-Implementation Review (PIR)
- Captures mandatory Sponsor/Oversight/CIO approvals.



Documentation: Evaluation Phase

- PMs normally do not do this phase.
- However, the Project Sponsor is responsible for the PIR, and you *might* be involved in this.
- As always, follow the directions in “My Portfolios”
- Evaluation phase consists of conducting Post-Implementation Review, (PIR) and uploading results into ProSight.



PIR - Post
Implementation
Review

Category >>>>	1	2	3	4
Post Implementation Review	Required	Required	Required	Required



Post-Implementation review:

Post-Implementation review

...the agency analyzes the value obtained by implementing the IT project...

- Conducted by the agency 6-12 months after project closeout
- Seeks to quantify the tangible benefits, based on chartered business objectives
- Seeks to verify intangible benefits
- Findings, lessons learned shared with business sponsor



More Information

- My Portfolio – read it!
- LIGHTBULB (Knowledge Base)
- HELP – Generic ProSight help (navigation, etc.)
- Today's Handouts
- Contact your Project Management Analyst
- Online sources – PMD starting a ProSight FAQ

- Peers – let's talk!

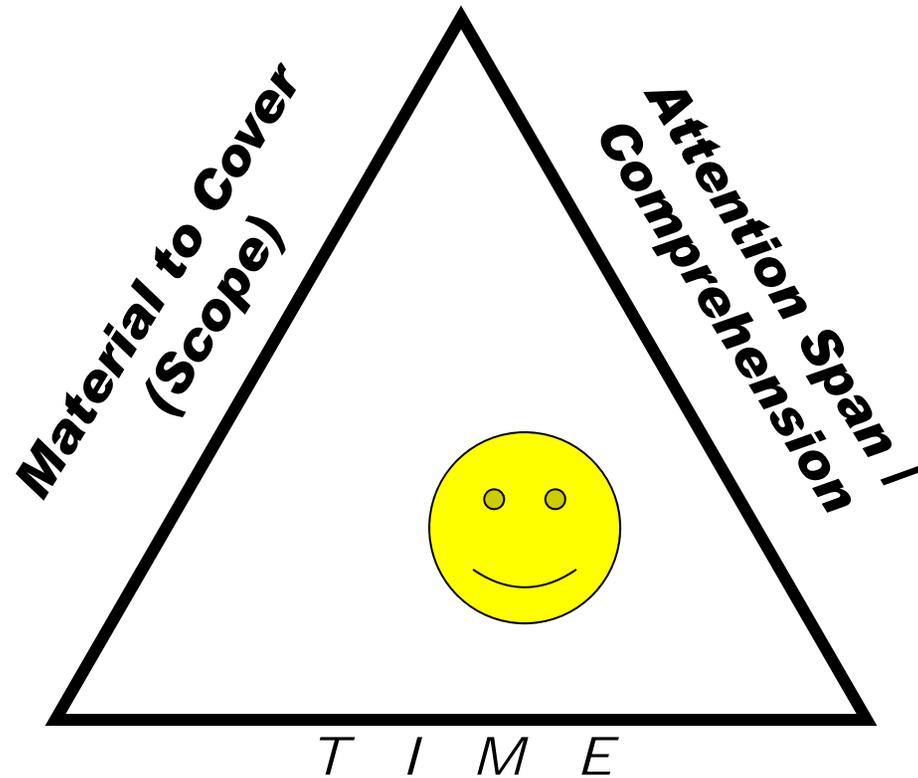


In Conclusion...

- “Big Picture:” = “Just Right” amount of Governance & Oversight
- ProSight forms: same look & feel throughout
- Increased analysis and justification in Project Initiation phase
- We **WANT** your project to be:
 - WELL-GROUNDED
 - WELL MANAGED
 - SUCCESSFUL!

- - - Maximize IT Value to the Commonwealth - - -

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Virginia Information Technologies Agency



Questions and Answers