Commonwealth Project Management using the Commonwealth Technology Portfolio (CTP)

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Project Management Division

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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 CTP.

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Triple Constraints *du jour*
Overview: Today we will...

- Demonstrate the PM processes and forms within CTP
  - 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 CTP
  - Time constraints
  - Plus, there is built-in help available for each field in every form

- Demonstrate every capability of CTP
  - Rather, you will learn just enough to do your job in CTP
Class Objectives: Project Manager Processes using CTP

• At the end of this training session, the PM will be:

  – Familiar with:
    • Orientation and flow of PM processes in the ITIM lifecycle
    • CTP orientation and navigation through the “Processes” navigation pane
    • The integration of the CTP tool, and the advantages of integration

  – Will be able to:
    • Find the assigned active project in CTP
    • 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 CTP
    • Understand the change control process in CTP
Commonwealth Technology Portfolio

- A repository for agency 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.

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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

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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 four key points in the project’s lifecycle:
  - Investment Business Case Approval
  - Project Initiation 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%
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
**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.
Methodology:

• Project Sponsor/Manager Completes Draft Documentation

• Project Sponsor/Manger 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

<table>
<thead>
<tr>
<th>Risk:</th>
<th>Complexity:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td>High</td>
<td>1</td>
</tr>
<tr>
<td>Med</td>
<td>2</td>
</tr>
<tr>
<td>Low</td>
<td>3</td>
</tr>
</tbody>
</table>

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**ITIM Lifecycle**

**Pre-Select**
- Identify business needs
- Add proposed projects to Wish List
- Choose 1 from Wish List to move forward

**Select**
- Initiate, plan, execute and deliver new product or service

**Control**

**Evaluate**
- How well is the new product or service working out?
- New Product or Service

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CTP PM Training v4
Pre-Select Phase Summary

• Takes the project from…
  – An idea
  – An opportunity
  – A problem

• To…
  – “Business Requirement for Technology”

• Required documentation is the same for all

• Phase Deliverable:
  – “Business Requirement for Technology” logged in the Agency IT Strategic Plan (ITSP)
Pre-Select

Agency Strategic Plan

Business Need / Opportunity or…

Agency

Operational Risk / Issue

Signed by:
- AITR
- Agcy Hd.
- VITA review

BRT*

Business Requirement for Existing Technology (BReT)

- or -

Business Requirement for New Technology (BRnT)

Project or Procurement Determination (PPD)

Signed by:
- AITR
- Agcy Hd.

PPD = PROJECT

Note: If PPD determines a Project with Procurement, see related procurement slide.

* Business Requirement for Technology:
  New, vs. Existing Technology = New to agency; vs. I already have the technology, and I need to update it.

CAM / EA / ITIMD
Data Gov / PMD / SCM / Security

VITA review, Q & A dialog

Agency IT Strategic Plan (Appendix A)

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Pre-Select Phase Documents:

Business Requirement for Technology (BRT)

...documents an agency need which may utilize technology to fulfill.

– Does not commit agency to an IT project
– Business problem, desired outcomes
– Does not mention funding requirements, funding sources
– Alignment with the Commonwealth Strategic Plan for Information Technology, Governor's IT Improvement Initiatives
Pre-Select Phase Documents:

Project or Procurement Determination (PPD)

…will the BRT likely result in…?

– An IT project

– An IT procurement

– An IT project with a procurement

– Still does not commit agency to an IT project
Select Phase Summary

- Takes the project from…
  - A “Business Requirement for Technology”
- To…
  - “Identified for Preliminary Planning”
  - or –
  - “Investment Business Case Approval”

- **Required documentation** is the **same** for all Commonwealth-level projects

- Phase Deliverable:
  - CIO-Approved Investment Business Case
Note: A proposed project that has not yet achieved IBC approval has a status of Identified for Preliminary Planning (IPP).
Get your bearings in CTP:

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

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CTP
“Form” shortcut

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

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CTP
“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
“Processes”

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

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Select Phase Documents:

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.
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.
Focus On: 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: Differences by Project Category

<table>
<thead>
<tr>
<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Requirement for Technology (BReT or BRnT)</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project or Procurement Determination</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BRT Approval Level</strong></td>
<td>AITR &gt; AgcyHd</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment Business Case</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Select Risk / Complexity Assessment</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment Biennium Funding</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment Business Case Approval Level</strong></td>
<td>AITR &gt; AgcyHd &gt; PMD &gt; CIO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Procurement Business Alignment</strong></td>
<td>As Needed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PBA Approval Level</strong></td>
<td>AITR &gt; AgcyHd</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ITIMD Project Evaluation</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ITIMD Project Evaluation Passing Score</strong></td>
<td>70</td>
<td></td>
<td></td>
<td>49</td>
</tr>
<tr>
<td><strong>PMD Recommendation &amp; ITIMD Approval – Strategic Planning</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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 > $100,000*

• An Procurement Governance Request (PGR) must be approved by the CIO
  • For procurements > $250,000
  • Delegates authority for agency to run procurement process — or stipulates that VITA SCM run the process

• For Major (≥ $1M) IT Procurements:
  • 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.*

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**SPOTLIGHT:**

**Project-Related Procurements**

(≥ $250,000)

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**Procurement**

Linked to Project(s) = PROJECT

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**Procurement Business Alignment**

Signed by:
- AITR
- Agcy Hd
- CIO

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**IBC: Investment Business Case Approval**

Signed by:
- AITR
- Agcy Hd
- CIO

---

**Procurement Governance Request**

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**RFP** or **IFB**

---

**CAM / EA PMD / SCM Security**

---

**OAG**

---

**Cam / EA PMD / SCM Security**

---

**Contract**

---

**Project Initiation Approval**

---

**CIO PGR Approval letter**

---

**CIO RFP Approval letter**

---

**CIO PIA Approval letter**

---

**CIO Contract Approval letter**

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Project-Related Procurement Path: PBA > PGR > RFP** > Contract***

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*Draft & sign PBA before OR after project IBC approval.

**For Major IT Projects, RFP release requires CIO approval.

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

****OAG review required for contracts >$1M; optional for RFPs >$1M.

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**SPOTLIGHT:**

**Standalone** Procurements

(≥ $250,000)

- **BRT** (Business Requirement for Existing Technology) - or -
  - **BRT** (Business Requirement for New Technology)

**Procurement Path:** BRT > PBA > PGR > RFP** > Contract

*Standalone procurement = procurement which is **NOT** related to an IT project.

For major IT procurements, RFP release requires CIO approval. ***OAG review required for contracts >$1M; optional for RFPs >$1M."
*NOTE: Projects are designated “active” upon Project Initiation Approval.  **NOTE: Contract may only be signed AFTER Project Initiation Approval.

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Initiation Phase Summary

- Takes the project from...
  - “Investment Business Case Approval” to...
  - “Project Initiation Approval”

- **Required documentation** is specified in the CPGA Category Comparison table

- Phase Deliverable:
  - CIO-Approved Project Charter
    - Supported by Business Case & Alternatives Analysis, Project Initiation Risk/Complexity Assessment, and Cost Benefit Analysis
NOTE: Project Risk/Complexity Assessment determines documentation and approval level requirements.

** SOC = Secretariat Oversight for category 1 – 3 projects
Initiation Phase

- Processes >
  - ITIM Processes >
    - Role-Based Processes >
      - Project Manager Processes:
        » 1.1. Initiate, Update and Submit – Project Initiation Approval

- Now, just read the “Processes” guide and follow the steps in order!
  - Remember the Hint: “Knowledge Base” to give you topical help and form guidance.
### Initiation: Differences by Project Category

<table>
<thead>
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<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Case &amp; Alternatives Analysis (BCAA)</td>
<td></td>
<td></td>
<td>Required</td>
<td></td>
</tr>
<tr>
<td>Cost/ Benefit Analysis</td>
<td></td>
<td>Required</td>
<td></td>
<td>Summarize in BCAA &amp; Charter</td>
</tr>
<tr>
<td>Project Manager Qualification Form</td>
<td></td>
<td>Required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time Project Manager?</td>
<td></td>
<td>Shall, or by exception</td>
<td></td>
<td>Full-time not required</td>
</tr>
<tr>
<td>Procurement Plan</td>
<td></td>
<td>As Needed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPGA Project Initiation Approval Risk / Complexity Assessment</td>
<td></td>
<td>Required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charter, with Project Org. Chart</td>
<td></td>
<td>Required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Agency Oversight Committee (IAOC)?</td>
<td></td>
<td>Required, with PMD</td>
<td></td>
<td>None; Agcy PM Team only</td>
</tr>
<tr>
<td>Balanced Scorecard</td>
<td></td>
<td>Required; Delphi</td>
<td></td>
<td>No; use Transition</td>
</tr>
<tr>
<td>Project Initiation Transition Checklist</td>
<td></td>
<td>Optional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Initiation Approval Level</td>
<td></td>
<td>Sponsor &gt; AgcyHd &gt; SOC &gt; PMD &gt; CIO</td>
<td></td>
<td>Sponsor &gt; AgcyHd</td>
</tr>
</tbody>
</table>

Focus On:

Business Case & Alternatives Analysis (BCAA)

- Mandatory
- 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)

- Excel macro spreadsheet upload replaces, simplifies unwieldy CTP form
- Mandatory for Category 1 – 3; Cat. 4: summarize in charter
- CBA detailed handbook (and training) available

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

- “Do Nothing” Solution: Impact of maintaining the current business process & technology to meet the new problem/opportunity. (No technology/system solution)
  - Ongoing People, Other costs
  - Tangible benefits and Revenue (auto-calculated)
Focus On:
Cost-Benefit Analysis (Cont’d.)

- **Alternative 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**
  - Summarize Cost & Benefit analysis in the Business Case & Alternatives Analysis (BCAA) form

- **Graphical Analysis**
  - Creates graphs comparing Solutions 1 – 3 with “Do Nothing”
    - TCO (Total Cost of Ownership) & ROI
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
  - Commonwealth CIO

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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

2. Work Breakdown Structure (upload)
3. Org. Work Breakdown Structure (upload)
4. Activity Definition & Sequence. Wksht. (upload)
5. Resource Plan
6. Project Schedule
7. Risk Mgmt. Plan
8. Communication Plan
9. Quality Mgmt. & IV&V Plan
10. Change & Config. Plan
12. Performance Plan
13. Budget Plan
14. CPGA Planning R/C Assessment
15. Project Plan Summary
16. Project Oversight Plan
17. Proj. Planning Transition Checklist

PIA: Project Initiation Approval

Signed by:
- Project Sponsor (IAOC)
- Agcy Hd.

Signed by:
PMD (on behalf of CIO)

Re-determines Project Category

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## Detailed Planning: Differences by Project Category

<table>
<thead>
<tr>
<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Scope &amp; Business Objective Worksheet</strong></td>
<td></td>
<td></td>
<td>Required</td>
<td></td>
</tr>
<tr>
<td><strong>Work Breakdown Structure</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Organization Work Breakdown Structure</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Activity Definition &amp; Sequencing Worksheet</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Resource Plan</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Project Schedule</strong></td>
<td></td>
<td></td>
<td>Required</td>
<td></td>
</tr>
<tr>
<td><strong>Risk Management Plan</strong></td>
<td></td>
<td></td>
<td>Required</td>
<td></td>
</tr>
<tr>
<td><strong>Communication Plan</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Quality Management &amp; IV&amp;V Plan</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Change &amp; Configuration Management Plan</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Organizational Change Management Plan</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Performance Plan</strong></td>
<td>Required</td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Budget Plan</strong></td>
<td>Required</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

- **Required**: Must be completed.
- **Optional**: May be completed based on project needs.

## Detailed Planning: Differences by Project Category (Cont'd.)

<table>
<thead>
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<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Plan (Summary)</td>
<td></td>
<td></td>
<td></td>
<td>Required</td>
</tr>
<tr>
<td>CPGA Planning Risk / Complexity Assessment</td>
<td></td>
<td></td>
<td></td>
<td>Required</td>
</tr>
<tr>
<td>Appointment of a Risk Manager (other than the Project Manager)</td>
<td></td>
<td></td>
<td>Strongly Recommended</td>
<td></td>
</tr>
<tr>
<td>PMD reviews &amp; approves the Detailed Project Plan on behalf of the CIO</td>
<td></td>
<td></td>
<td>Required</td>
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</tr>
<tr>
<td>Detailed Planning Approval - up to 10% additional chartered scope, schedule, budget; approved by -</td>
<td></td>
<td></td>
<td>IAOC &gt; Sponsor &gt; AgcyHd. &gt; PMD</td>
<td>Sponsor (20%)</td>
</tr>
<tr>
<td>Change Control Request required for scope, schedule, budget baseline -</td>
<td></td>
<td>&gt; 10%</td>
<td></td>
<td>&gt; 20% (or &gt; 4 mo. if project &lt;= 24 mo. duration)</td>
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<tr>
<td>Project Oversight Plan</td>
<td></td>
<td></td>
<td></td>
<td>Required</td>
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<tr>
<td>Project Planning Transition Checklist</td>
<td></td>
<td></td>
<td></td>
<td>Optional</td>
</tr>
</tbody>
</table>

Note: The table above shows the required and recommended steps for detailed planning, categorized by project category. The numbers in the cells indicate the level of support or approval required, with higher numbers indicating more significant approval or oversight.

Source: [www.vita.virginia.gov](http://www.vita.virginia.gov)
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.

- Ancient Yiddish proverb “We plan, **God laughs.**”
Detailed Planning Phase

• Processes >
  – ITIM Processes >
    • Role-Based Processes >
      – Project Manager Processes:
        » 2.1. Initiate, Update and Submit – Detailed Project Plan

• Now, just read the “Processes” guide and follow the steps in order!
  – Remember the Hint: “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…*
- 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

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• Change and Configuration Management Plan
  – (Not “Organizational Change Management”)

• 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.

• **CPGA Project Plan** (Summary)
  – Mostly a ‘view’ of information you entered into CTP 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:

**CPGA 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

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

- Detailed Planning Approval
  - Control Project (Scope, Cost, Schedule)
- Status Report
- Independent Agency Oversight Committee Meetings
- Rebaseline*
  - Event-Driven IV&V* as directed by the SOC
- Signed by:
  - Proj. Mgr.
  - Sponsor (IAOC)
  - SOC (Cat. 1 – 3)
  - CIO (Cat. 1 – 3)
- Change Control Request
- CPGA Event-Driven R/C Assessment

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

Proj. Exec. & Cntrl. Transition Checklist
## Execute & Control: Differences by Project Category

<table>
<thead>
<tr>
<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAOC Project meetings</td>
<td>Monthly, incl. PMD</td>
<td>Quarterly, incl. PMD</td>
<td>None; Agcy PM Team</td>
<td></td>
</tr>
<tr>
<td>In-progress IV&amp;V, scheduled to coincide with the completion of each project phase</td>
<td>1 IV&amp;V in first 6 mo.; then annual IV&amp;V if project &gt; 12 mo. duration</td>
<td></td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Issue Log</td>
<td>Monthly upload</td>
<td>Upload w/ Status Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status Report</td>
<td>Monthly</td>
<td>Start, and Quarterly</td>
<td>Start, and each January and July</td>
<td></td>
</tr>
<tr>
<td>Status Report Assessment / Input / Review / Approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Nominal&quot; Change Control Request cumulative threshold; (baseline changes approved by IAOC &amp; Sponsor only)</td>
<td>10%</td>
<td></td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(or 4 mo. if project &lt;= 24 mo. duration)</td>
<td></td>
<td>(or 4 mo. if project &lt;= 24 mo. duration)</td>
<td></td>
</tr>
<tr>
<td>&quot;Nominal&quot; Change Control Request approvals</td>
<td>IAOC &gt; Sponsor &gt; AgcyHd</td>
<td></td>
<td>Sponsor</td>
<td></td>
</tr>
</tbody>
</table>

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## Execute & Control: Differences by Project Category (Cont'd.)

<table>
<thead>
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<th>1</th>
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<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Significant&quot; Change Control Request required for scope, schedule, budget baseline -</td>
<td></td>
<td></td>
<td>&gt; 10%</td>
<td>&gt; 20%</td>
</tr>
<tr>
<td>&quot;Significant&quot; Change Control Request approvals</td>
<td></td>
<td></td>
<td>IAOC &gt; SOC &gt; CIO</td>
<td>Sponsor &gt; AgcyHd</td>
</tr>
<tr>
<td>Balanced Scorecard for Change Control Request</td>
<td></td>
<td></td>
<td>Required</td>
<td></td>
</tr>
<tr>
<td>IV&amp;V Review due to Baseline change request above threshold</td>
<td></td>
<td></td>
<td>SOC or CIO may direct</td>
<td>Optional</td>
</tr>
<tr>
<td>CPGA Event-Driven (ED) Risk / Complexity Assessment above &quot;Significant&quot; threshold</td>
<td></td>
<td></td>
<td>Required</td>
<td></td>
</tr>
<tr>
<td>CPGA O&amp;M Costs Estimate</td>
<td></td>
<td></td>
<td>Required; IAOC, Sponsor &amp; PMD review</td>
<td></td>
</tr>
<tr>
<td>Project Execution &amp; Control Transition Checklist</td>
<td></td>
<td></td>
<td>Optional</td>
<td></td>
</tr>
</tbody>
</table>

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• Processes >
  – 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 – > CPGA Change Control Request
        » 3.5. Initiate, Update and Submit – Project Execution and Control Transition Checklist

• Now, just read the "Processes" guide and follow the steps in order!
  – Remember the Hint: “Knowledge Base” to give you topical help and form guidance.
Project Status Reporting

- Developed and submitted monthly through CTP.
- Establishes a consistent, common framework for agency, Secretariats, and CIO 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.

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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:
    - Static information
  - 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 CTP 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
Documentation: Issue Management

• Issue Management in CTP
  – 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

- 3 months prior to the scheduled completion of the Execution & Control phase...
- The PM shall document planning for the system operation & maintenance in the CPGA O&M Costs Estimate form.
- The PM 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 PM 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 PM will review this plan with the IAOC and Project Sponsor, and notify PMD for review/comment.

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Documentation: Change Control > 10%

- Cumulative baseline changes that exceed 10% (Cat. 4: 20%)
  - 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 CPGA Change Control Request form

- Approvals are captured in CTP 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.
CTP 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
  – (20% variance for Category 4 projects.)

• Open Version
  – “What if” worksheet; can be changed at will
  – Status Report measures against Last/Latest Approved baseline
Change Approval

Open

Latest Approved
Locked
Will be updated with changes

Original Approved
Locked
Will NOT be updated with any changes

Change Approvals:
Data from the Open Form will populate only the Latest Approved Form.

Original Approved Form will NOT be updated.

Approve - Changes

Changes
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 IV&V**

### Closeout Report

### Proj. Exec. & Cntrl. Transition Checklist

### Closeout Report

### Project Closeout Report

**Category > > > >**

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<tbody>
<tr>
<td>Project Closeout Report</td>
<td></td>
<td></td>
<td>Required</td>
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</tr>
<tr>
<td>Project Closeout Transition Checklist</td>
<td></td>
<td></td>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>Review/Approval of Closeout Report</td>
<td></td>
<td></td>
<td>IAOC &gt; Sponsor &gt; AgcyHd &gt; PMD &gt; CIO</td>
<td></td>
</tr>
</tbody>
</table>
Closeout Phase

- Processes >
  - 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 “Processes” guide and follow the steps in order!
  - Remember the Hint: “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 CTP form
- Document Schedule for Post-Implementation Review (PIR)
- Captures mandatory Sponsor/Oversight/CIO approvals.
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 “Processes”

Evaluation phase consists of conducting Post-Implementation Review, (PIR) and uploading results into CTP.
**Evaluate**

- **PIR - Post Implementation Review**

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<tbody>
<tr>
<td>Post Implementation Review</td>
<td></td>
<td></td>
<td>Required</td>
<td></td>
</tr>
</tbody>
</table>
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

- “Processes” – read it!
- Hint = (Knowledge Base)
- HELP – Generic CTP help (navigation, etc.)
- Today’s Handouts
- Contact your Project Management Consultant
- Online sources – PMD starting a CTP FAQ

- Peers – let’s talk!
In Conclusion…

• “Big Picture:” = “Just Right” amount of Governance & Oversight

• CTP 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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Questions and Answers