Commonwealth IT Project Manager Orientation

Instructors: Patty Samuels
Agenda

1. Introduction
2. IT Governance and Oversight
3. IT Policies, Standards and Guidelines
   (Commonwealth Project Management Methodology)
4. Project Manager Selection and Training
5. What New?
Key Class Objectives:

1. Understand VITA’s Commonwealth Project Management practices and source documents,
2. Apply the Project Manager Selection and Training Standard to fulfill Project Manager designation requirements,
3. Recognize CTP’s role in VITA’s project lifecycle, and
4. Introduce new VITA Service (ECOS)
ITPM Orientation: IT Governance and Oversight
Why were the Commonwealth IT Governance and Oversight model and the Commonwealth Project Management (CPM) methodology initiated?

**IT Project Failure!**

Ask yourself the question

Why do projects fail?
In January 2003, the Joint Legislative Audit and Review Commission (JLARC) completed a study that identified a history of Commonwealth IT project failure:

- Projects were poorly funded or ill-conceived;
- Projects were not supported by stakeholders;
- Agencies applied an immature or inappropriate technology;
- Projects did not use a proven project management methodology;
- Agencies did not have an experienced and skilled project manager;
- No clear connection between the project and agency objectives; and,
- Projects had no clear return on investment.
The objective of the CPM methodology is to define a structured, disciplined approach for project management in order to **deliver anticipated benefits** from **business-driven** IT investments.

- **Deliver Anticipated Benefits**: IT projects must accomplish measurable improvements in agency performance

- **Business-driven**: must establish a clear connection between IT project results and the achievement of agency business objectives
Major IT Projects - Major IT Projects are defined in the Code of Virginia (§ 2.2-2006) as “any state agency information technology project that (i) meets the criteria and requirements developed by the Secretary of Technology pursuant to § 2.2-225 or (ii) has a total estimated cost of more than $1 million.”

The designation of a project as a Major Information Technology Project drives certain reporting requirements defined in the Code of Virginia.
However, the governance and oversight of information technology projects is primarily driven by the Risk/Complexity level determined using the Commonwealth Project Governance Assessment.
## Risk/Complexity

<table>
<thead>
<tr>
<th>Complexity</th>
<th>Risk</th>
<th>Low</th>
<th>Medium</th>
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<tr>
<td>Low</td>
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Governance - The development and management of consistent, cohesive policies, processes, and decision-rights for a given area of responsibility.

Oversight - Management by overseeing the performance or operation of a person or group.
Institutions of Higher Education that are covered by a Tier 2 or Tier 3 Management Agreement, or participate in VASCUPP (Virginia Association of State College and University Purchasing Professionals) have a different governance and oversight model for:

- Procurement/Project Approval Authority
- PM Qualification and Selection
- Research Projects Exception
**Project Manager** – State agency or institute of higher education employee (full time or contractor) who is responsible for achieving project objectives.
Project Sponsor – An individual, usually part of the organization management team, who makes the business case for the project. Usually has the authority to define project goals, secure resources, and resolve organizational and priority conflicts.
AITR – The Agency IT Resource who is designated by the agency head to be responsible for the agency’s compliance with the procedures, policies, and guidelines established by the CIO of the Commonwealth.
Agency Head – The chief executive officer of a department established in the government of the Commonwealth of Virginia.
CSRM ensures the protection of VITA and the commonwealth's mission-critical IT systems, resources and information assets from loss, damage and misuse.

Responsible for establishing and maintaining a commonwealth information security management program that adheres to acceptable levels of risk to adequately protect information assets.
VITA CSRM

Responsible for identifying, evaluating and reporting on Information security risks in a manner that meets compliance and regulatory requirements, and aligns with and supports the risk posture of the commonwealth.

Proactively works with customers to implement practices that Meet defined policies and standards for information security and oversee a variety of IT-related risk management activities.
Under the direction of the Secretary of Technology and the Commonwealth Chief Information Officer (CIO), the Commonwealth Project Management Division (PMD) implements an enterprise strategy for the effective and efficient management of information technology investments.

Unlike most state agency divisions, the roles and responsibilities of PMD are established in *Code*. 
Commonwealth Project Management Division

PMD manages the Commonwealth’s IT project governance and oversight model, and the relationship between those who execute IT projects and those who have governance and oversight responsibility for IT projects.
Project Management Division in the Customer Service Project Management Organization is responsible for:

• Agency project procurement reviews;
• Agency project oversight and reporting;
• Agency project management training, consulting, and assessment;
• Independent Verification & Validation (IV&V); and,
• Project Approvals.
The IT Investment Management Division in the Enterprise Solutions and Governance Directorate is responsible for:

- Agency IT Strategic Planning;
- Commonwealth Technology Portfolio;
- Recommended Technology Investment Projects (RTIP) Reports;
- Agency IT procurement reviews;
- Investment Business Case approvals;
- Technology Management policy, standard and guideline development; and,
- CIO, ITAC and Secretary of Technology support.
The Commonwealth Technology Portfolio is a repository for agency information technology (IT) investments in the Commonwealth. Information from the system is used to:

- Support both Commonwealth and agency IT strategic planning;
- Better inform and standardize the overall Commonwealth IT Investment Management process;
- Improve IT investment decision making; and,
- Allow agencies to share information about their current portfolios.
ITPM Orientation: IT Project Management Policies, Standards and Guidelines (PSGs)
What are PSGs? - Definition of Policy

• Policies are general statements of direction and purpose designed to promote the coordinated planning, practical acquisition, effective development, and efficient use of information technology resources.

• Policies describe at a high level what needs to be done.
Standards are specific and, where applicable, technical documents containing directives and mandatory specifications governing the management, development, and use of information technology resources.

Standards describe who does what (from policy) and when they must do it.
What are PSGs? - Definition of Guideline

• Guidelines are directives and specifications, similar to standards, but advisory in nature. In essence, guidelines constitute recommendations which are not binding on agencies and institutions of higher education.

• Guidelines describe *how* things should be done according to current recommended practices.
The Commonwealth’s Enterprise Architecture Standard is used to manage and align the Commonwealth’s business processes, IT infrastructure, and IT solutions with the Commonwealth’s overall strategy.
Commonwealth Enterprise Architecture

Commonwealth Enterprise Architecture – state-wide scope
EA Policy & Standard; ITRM Policy; PSG Standard; Glossary

**Business Architecture** (including application and reports)

**Information Architecture**
- Information Strategy
- Data standards
- Data Asset Inventory
- Facilitate Data Stewards (Executive, Technical & Functional groups)

**Solutions Architecture** (partial)
- Application Inventory (CETR)
- Collaborative opportunities

**Technical Architecture**
- Technology Standards: EA Domains & Topics
Architectural Governance

- Review PGR, Contracts, RFPs, IT Strategic Plans
- Facilitate IT Resource Management Policies, Standards & Guidelines – own ORCA
- Admin for HITSAC

VITA Chief Enterprise Architect

- MITA
- Own changes to IT Partnership Infrastructure process (VAR)
- Facilitate ITP Technology Roadmaps
- Facilitate Technology Refresh Plan
- Software licensing (IBM, Oracle, Microsoft)
- RFP evaluation team (Analytics); Consultant (TEBS)
COV EA Process

Processes for creating the “TO-BE” environment

Evaluate impact of architecture on current and future state

Processes for moving to the “TO-BE” environment
The Commonwealth IT Investment Management (ITIM) Standard enable agencies to minimize risks, maximize return on investments, and support business decisions to maintain, migrate, improve, retire, or obtain IT investments.
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**ITIM is the basis for the Commonwealth’s approach to technology management as approved in the Commonwealth Technology Policy.**
The Commonwealth Project Management Standard increases IT project success through sound investment decisions, management commitment and oversight, implementation of a recommended practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle.
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A project is a **temporary** endeavor undertaken to deliver a **unique** product, service or result.

- **Temporary**: a definite beginning and end
- **Unique**: different in some distinguishing way from all other products or services provided by the organization
The Commonwealth Project Management Standard increases IT project success through sound investment decisions, management commitment and oversight, implementation of a recommended practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle.

- Operations and maintenance activities, supporting an existing product or service, are not projects so long as the focus of the activity is the continued use of the current product or service.

- An activity is a project if it leads a new product or service or the modification of an existing product or service, resulting in a new unique capability within the operational or organizational environment.
The Commonwealth Project Management Guideline describes the recommended methods for managing IT projects and completing project documentation. The guideline is applicable to any project, however, Commonwealth IT projects are required to be documented in the Commonwealth Technology Portfolio.
• Establishes a method for identifying Project Managers who are qualified to manage Commonwealth IT projects, and assuring that qualified Project Managers are selected to lead agency IT projects;

• Identifies the required skills, training and experience Commonwealth Project Managers need to have in order to be considered qualified to manage Commonwealth IT projects; and,

• Describes the steps a project sponsor must take in selecting a qualified Project Manager to manage a Commonwealth IT project.
The IT Program Management Standard is designed to establish a common sense framework for managing multiple, related IT projects within the Commonwealth.

Program management introduces an additional layer of: coordination, control and oversight, but pays for itself by...

- Reducing overall risk within and across project boundaries
- Centralized organization of milestones and dependencies across projects
- Eliminating redundant activities and documentation requirements
You ** Might ** have an IT Program if ... 

You have a group of ** related ** projects or initiatives

The related projects need a ** common ** management ** structure **

The related projects are charged with the achievement of results and outcomes that contribute to the success of ** overarching ** organizational goals

The related projects require:

- Coordinated planning
- Coordinated management
- Coordinated execution
NOT every collection of projects requires an IT Program!

If a collection of IT projects have...

- NO significant interdependencies
- NO driving need for common architecture
- NO direct schedule relationships...

Then... NO major value is added by managing the group of IT projects as an IT Program

(Use one of the Five C’s: Common Sense.)
Manage complexity, decrease risk across project boundaries

Reduce project workload by consolidating some activities, documentation requirements at program level

- Coordinate and communicate at program level
- Reduces duplication of effort across business units
- Opportunity for greater efficiencies

Better executive engagement and buy-in

- Programs manage the delivery of business value
- POC typically consists of executives
- Broad exposure across business units, agencies, and secretariats
Working definition of an **IT Program**

The **coordinated** planning, management and execution of a group of **related IT projects** organized within a **common management structure** to **achieve** specific organizational **goals** and **benefits** not available by managing the projects **individually**.

Programs may include elements of related work outside of the scope of the component projects.

Tip: A program is **NOT** simply an overly large project!

(derived from PMBOK 4th EDITION and Gartner)
ITPM Orientation:
IT Project Manager Qualification
Project Manager Qualification – Objectives

- Improve project management performance;
- Establish a community of qualified IT Project Managers with appropriate balance of training and experience; and,
- Address *Code of Virginia* mandate.

§ 2.2-2008. Additional duties of the CIO relating to project management.

The CIO shall have the following duties relating to the management of information technology projects:

2.2-2008.2. Establish minimum qualifications and training standards for project managers
• Users must obtain a VIM account prior to accessing specified Commonwealth web-based applications, including the PMDP application.

• To request an account, go to:

• Use your VIM account to access the PMDP application
• Enter your personal information, training and experience
• Notify your supervisor to authenticate your training and experience (supervisors will require a VIM account as well)
The COV ITRM Project Manager Selection and Training Standard for project managers requires the candidate to successfully pass two qualification exams – Level One and Two. Project Management Professional (PMP) certification supersedes the requirement for Level Two.
Retaining CPM Orientation Material…

New Test for Commonwealth Project Manager Orientation

**Issue:** People *forget* what they *heard* at the CPM Orientation Class

**Answer:** Each student *must* complete PM Qualification Level One Exam

Level One Exam: Managing IT projects in the Commonwealth:

1. Project Manager Qualification and Selection
2. Project Initiation
3. Project Planning
4. Project Execution and Control
5. Project Closeout

This rule only applies to NEW PM Candidates, (after January 1, 2016).

**Note:** The Exam costs $90
Developing Project Management Skills...
New Test for Commonwealth Project Manager Qualification

Issue: Need for non-PMI path to CPM Qualification for Cat 3, 2, 1

Answer: Non-PMI PMs can complete PM Qualification Level Two Exam

Level Two: Supporting IT Project Management Knowledge Areas:
1. Project Scope Management
2. Project Time Management
3. Project Cost Management
4. Project Quality Management
5. Project Communication Management
6. Project Risk Management
7. Project Procurement Management
8. Project Stakeholder Management

Certified PMPs do not need to take this test.

Note: The Exam costs $90
Maintaining PM Proficiency...
Commonwealth Project Manager must have “Up-to-Date” qualification

**Issue**: Knowledge of Commonwealth PM procedures gets **stale**

**Answer**: Project Manager Qualification must be “Up-to-Date”

Commonwealth IT PM Qualification becomes dormant 3 years after:

1. Successfully passing PM Qualification Exam – Level One

   **Or, if applicable,**

2. The closeout date of a Commonwealth-level (Category 4, 3, 2, or 1) IT project in which the candidate was the designated PM
Keeping CPM Qualification Up-to-Date

Maintain an Up-to-Date Commonwealth IT PM Qualification by:

1. Serving as the designated PM of a Commonwealth-level IT project within the past 36 months

   **Or, if 36 months elapse since performing CoVa PM duties,**

2. Completion of (attending) the Commonwealth Project Manager Overview Class

Note:

3. Passing the PM Qualification Exam – Level One is required for candidates pursuing their first-time CPM Qualification after January 1, 2016; You are not required to re-take and pass the PM Qualification Exam if your qualification becomes dormant.
1. Create PMDP-enabled VIM account
2. Complete Project Manager Qualification Record (PMQR)
3. Have supervisor validate PMQR
4. Update PMQR information within the year leading up to being assigned as Project Manager for a project
5. Complete the Commonwealth IT Project Manager Overview Training within the past 3 years
6. Pass the PM Qualification – Level One Exam within the past 3 years
7. Complete the Commonwealth Technology Portfolio for Project Managers Training once assigned to a project (optional for IT PgM)
7 Steps to Project Manager Qualification

1. Create PDMP-enabled VIM account
2. Complete PMQR: education / experience / etc.
3. Have supervisor validate PMQR
4. Update PMQR w/in the past 1 year
5. Complete CPM Overview training w/in past 3 years
6. Pass Level One Exam (5 Quizzes) w/in past 3 years
7. Complete CTP for PM training once assigned to a project

START

Project Category

Agency Level

IT Program

CAT 1

CAT 2

CAT 3

CAT 4

PM is Current; PMD check PM experience matrix

PM is NOT Current; follow 7 Steps to become Current

Do Nothing

PM project close date w/in past 3 yrs?

N

Update PMQR

Y

PMQR updated w/in 1 yr?

Y

N

2017 Version
The exam is provided over the Internet using a secure Learning Management System (LMS).

The quizzes are open book and timed.

Each exam is broken down into sections called quizzes.

Each quiz has 16 multiple choice questions pulled randomly from a question pool.

Project manager candidates must achieve a passing score for each quiz of 75% and an overall passing score to meet the qualification standard.
## Project Manager Qualification - PMD Consultant by Secretariat

<table>
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<tr>
<th>Name</th>
<th>Role</th>
<th>Phone</th>
<th>E-mail</th>
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</thead>
<tbody>
<tr>
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<td><a href="mailto:aziz.bulling@vita.virginia.gov">aziz.bulling@vita.virginia.gov</a></td>
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</tr>
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<td>Patty Samuels</td>
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<td>(804) 416-6022</td>
<td><a href="mailto:patty.samuels@vita.virginia.gov">patty.samuels@vita.virginia.gov</a></td>
</tr>
<tr>
<td>Thomas Kramer</td>
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<td><a href="mailto:Thomas.kramer@vita.virginia.gov">Thomas.kramer@vita.virginia.gov</a></td>
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ITPM Orientation: Commonwealth Project Management (CPM) Methodology
The CPM Methodology is based on industry best practice project management lifecycles (such as PMI’s PMBOK).

The CPM Methodology accommodates:

- The ITIM lifecycle
- IT Governance and Oversight stakeholders
- The Commonwealth’s Strategic Planning and Budgeting cycles
With the input of an approved Investment Business Case . . .

. . . the output is a new or enhanced IT asset that meets the agency’s expectation for improved citizen services, increased operational efficiency, and/or strategic alignment.
## Project Categories 1 – 4

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<th>Risk:</th>
<th>Complexity:</th>
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<td>High</td>
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Pre-Select  Select  Control  Evaluate
## Pre-Select & Select: Differences by Project Category

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<th>Category</th>
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<tbody>
<tr>
<td>Business Requirement for Technology (BReT or BRnT)</td>
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<td>Project or Procurement Determination</td>
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<td>Investment Business Case</td>
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<tr>
<td>Select Risk / Complexity Assessment</td>
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<td>Procurement Business Alignment</td>
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<td>ITIMD Project Evaluation</td>
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**NOTE: Projects are designated “active” upon Project Initiation Approval.**

**NOTE: Contract may only be signed AFTER Project Initiation Approval.**
PMD facilitates the VITA Division (s) review and coordinates questions with agencies.

PMD creates a decision brief based on the recommendations of the VITA Division (s) review then submits to CIO.
# Initiation: Differences by Project Category

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<tr>
<td>Business Case &amp; Alternatives Analysis (BCAA)</td>
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<td>Summarize in BCAA &amp; Charter</td>
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<td>Cost/ Benefit Analysis</td>
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<td>Project Manager Qualification Form</td>
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<td>Full-time Project Manager?</td>
<td>Shall, or by exception</td>
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<td>Full-time not required</td>
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<td>Procurement Plan</td>
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<td>CPGA Project Initiation Approval Risk / Complexity Assessment</td>
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<tr>
<td>Charter, with Project Org. Chart</td>
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<td>Internal Agency Oversight Committee (IAOC)?</td>
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<td>Balanced Scorecard</td>
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<td>Project Initiation Transition Checklist</td>
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<td>Sponsor &gt; AgcyHd</td>
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## Detailed Planning: Differences by Project Category

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<tr>
<td>Project Scope &amp; Business Objective Worksheet</td>
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<tr>
<td>Work Breakdown Structure</td>
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<td>Organization Work Breakdown Structure</td>
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<td>Activity Definition &amp; Sequencing Worksheet</td>
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<tr>
<td>Resource Plan</td>
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<td>Project Schedule</td>
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<td>Risk Management Plan</td>
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<td>Communication Plan</td>
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<tr>
<td>Quality Management &amp; IV&amp;V Plan</td>
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<tr>
<td>Change &amp; Configuration Management Plan</td>
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<td>Organizational Change Management Plan</td>
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<td>Performance Plan</td>
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## Detailed Planning: Differences by Project Category (Cont’d.)

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

<table>
<thead>
<tr>
<th>Category &gt; &gt; &gt; &gt;</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>None</td>
<td></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>
</tbody>
</table>

- **Status Report Assessment / Input / Review / Approval**: PM > AgcyHd > SOC > PMD > CIO
- **"Nominal" Change Control Request cumulative threshold**: (baseline changes approved by IAOC & Sponsor only) 10% (or 4 mo. if project <= 24 mo. duration)
- **"Nominal" Change Control Request approvals**: IAOC > Sponsor > AgcyHd

20% (or 4 mo. if project <= 24 mo. duration)
### Execute & Control: Differences by Project Category (Cont’d.)

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

- **Product or Service Delivered**
- **Closeout IV&V**
- **Closeout Report**
- **Proj. Exec. & Cntrl. Transition Checklist**
- **Closeout Report**

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

Virginia Information Technologies Agency

2017 Version
• Summary
  – Key Status Indicators (KSI’s)
    • On Track / Warning / Problem
  – Earned Value Measurement (EV)
• Project Background
• Measures of Success
• Planned & Actual Costs
• Baseline & Milestones
• Scope
• Risk Assessment
• Change Control Description
• Approval
IV&V is a review of the project plans and other project artifacts by a disinterested third party to confirm that the project is “doing the right thing,” and doing it in the “right way.”

- Periodic IV&V reviews are required of all Category One, Two and Three Projects.
- IV&V strategy must be approved as a part of the Detailed Project Plan;
- IV&V reports will supplement and validate monthly status reporting
- Can be requested by the CIO
The Project Closeout Report captures the planned vs. actual:

- Scope
- Schedule
- Budget/expenditure
- Measures of success/business objectives
- Lessons learned
- Plans for the Post-Implementation Review
• Finding and Sharing Project Management Experience

• Best Practices
  Best practice is a process, practice, or system identified in public and private organizations that performs exceptionally well and is widely recognized as improving the performance and efficiency of organizations in specific areas

• Lessons Learned
  A Lesson Learned documents the experience gained during a project
The Post-Implementation Review (PIR) is an ITIM process that occurs in the Evaluate Phase.

- Every completed Commonwealth IT project will undergo a PIR six to twelve months after Project Closeout.
- The Project Sponsor will convene the PIR and include the project stakeholders identified in the Project Charter and Proposal and a representative from PMD.
- The PIR evaluates whether the products or services are delivering the expected results and is focused, therefore on validating the project CBA and return on investment analysis projected in the Project Charter.
Commonwealth
IT Project Manager Orientation:
Wrap Up
What we covered today:

– The Commonwealth’s approach and framework for IT project management and governance
– The Project Manager Development Program and project manager qualification process
– The project management activities across the ITIM and project life cycles
– The Commonwealth Project Management Division project management Web site and project management tools
– The value of Commonwealth Project Management (CPM) Methodology in promoting successful Commonwealth IT projects
OK, what do I do now?

– You have now completed the mandatory orientation!
– If you need to be designated as a qualified Commonwealth Project Manager:
  1. Get a VIM account, record your background & IT experience in a PMDP qualification record
  2. Study for, take, and pass one or two CPM qualification tests
  3. Depending on tests & experience, you will be qualified to manage the appropriate Category of Commonwealth IT Projects
  4. Take the CTP – Project Manager training if you’ve been assigned to a Commonwealth IT Project
– Know and follow the Project Management Standard
– Don’t hesitate to contact your PMD Project Management Consultant with questions – contact them early and often!
Instructor Contact Information

Patty Samuels, PMP
804-416-6022
Patty.samuels@vita.virginia.gov

For other PMD contacts:
Description

**Enterprise Cloud Oversight Service (ECOS)** provides oversight functions and management of cloud based services, specifically focused on software as a service (SaaS). The service assures compliance and improved security by providing transparency through VITA oversight.

The service assures consistent performance from suppliers through service level and performance monitoring. Agencies benefit from flexibility with growing business demands by ensuring adequate security controls are in place for the protection of data, proper utilization of resources and compliance with regulations, laws and timely resolution of audit recommendations.

ECOS minimizes the need for exceptions in obtaining external SaaS services. ECOS provides a flexible and custom option for obtaining SaaS services which meet the specific needs of the agency. The service offers guidance and oversight activities for agencies in the following areas:

- Meeting commonwealth requirements, such as SEC 501 and SEC 525
- Incorporating appropriate contract terms and conditions to mitigate risk
- Completing Annual SSAE16 assessment reviews
- Ensuring vulnerability scans and intrusion detection are conducted
- Patching compliance of suppliers environment
- Ensuring architectural standards are met
- Monitoring performance against Service Level Agreements (SLAs)