AGENDA

• Introduction

• IT Governance and Oversight

• IT Policies, Standards and Guidelines

• Commonwealth Project Management Standard

• Project Manager Selection and Training
CLASS OBJECTIVES

• Understand Commonwealth Project Management practices and be familiar with source documents.

• Apply the Project Manager Selection and Training Standard (PMSTS) to fulfill Project Manager designation requirements.

• Recognize the role of the Commonwealth Technology Portfolio (CTP) in the IT Investment Management (ITIM) lifecycle.
INTRODUCTIONS

• Name

• Agency

• Length of time with the Commonwealth

• Describe Project Management Experience
COMMONWEALTH ITPM

ORIENTATION:

IT Governance and Oversight
IT GOVERNANCE AND OVERSIGHT – THE BIG PICTURE

• Why do we have the Commonwealth IT Governance and Oversight model and the Commonwealth Project Management (CPM) methodology?
  • IT Project Failure!

• Ask yourself the question...
  • Why do projects fail?
January 2003: The Joint Legislative Audit and Review Commission (JLARC) released 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
- Projects had no clear return on investment
IT GOVERNANCE AND OVERSIGHT - CPM METHODOLOGY

- CPM methodology objective: 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.
IT GOVERNANCE AND OVERSIGHT - KEY TERMS

- Major information technology project means “any Commonwealth information technology project that has a total estimated cost of more than $1 million…
  - …or…
- …that has been designated a major information technology project by the CIO pursuant to the Commonwealth Project Management Standard developed under § 2.2-2016.1.”
- Designation as a Major Information Technology Project drives certain reporting requirements defined in the Code of Virginia.
- Commonwealth-level projects are defined by either having an estimated cost in excess of $250,000 or have been designated by the CIO as such.
IT PROJECT RISK & COMPLEXITY

The governance and oversight of IT projects is primarily driven by the Risk/Complexity level determined using the Commonwealth Project Governance Assessment.

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<tr>
<th>Risk:</th>
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**IT GOVERNANCE AND OVERSIGHT - KEY TERMS**

- **Governance** -
  - The development and management of consistent, cohesive policies, processes, and decision-rights for a given area of responsibility.

- **Oversight** –
  - Management by conducting honest, objective assessments of the performance or operation of a person or group.
IT GOVERNANCE AND OVERSIGHT - HIGHER EDUCATION

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

  - Procurement/Project Approval Authority
  - PM Qualification and Selection
  - Research Projects Exception
  - Governance & Oversight reporting requirements
IT PROJECT GOVERNANCE AND OVERSIGHT MODEL

- Project Manager (PM) –
  - Every Commonwealth-level IT Project must have a designated PM.
  - The PM is responsible for the management and performance of the project from planning through closeout, paying particular attention to the project’s budget, schedule and scope.
  - The PM is also ultimately responsible for identifying and managing risks and their impact on the project, although a full-time Risk Manager may be appointed to assist the PM with this task.
  - The Project Manager position for Category 1, 2 and 3 Projects shall be a full-time position, unless an exception is granted by the CIO.
IT PROJECT GOVERNANCE AND OVERSIGHT MODEL

• Project Sponsor –
  • The person who makes the business case for the project.
  • Usually has the authority and responsibility to define project goals, secure resources, establish project priorities, and resolve issues.
  • The Sponsor and PM work closely to ensure that project objectives are met, resources are made available and issues are resolved.
  • Project Sponsors should be prepared to dedicate a portion of their time to attend to their project in detail.
  • The Project Sponsor should be a member of the Internal Agency Oversight Committee (IAOC) and may be designated by the Agency Head to chair that committee.
IT PROJECT GOVERNANCE AND OVERSIGHT MODEL

• Agency IT Resource (AITR) –
  • The Agency IT Resource 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.
IT PROJECT GOVERNANCE AND OVERSIGHT MODEL

• Agency Head –
  • The chief executive officer of a department established in the government of the Commonwealth of Virginia.
IT PROJECT GOVERNANCE AND OVERSIGHT MODEL

• Secretary –
  • An appointee of the Governor responsible for a group of state agencies:

  • Administration
  • Agriculture and Forestry
  • Commerce and Trade
  • Education
  • Finance

  • Health and Human Resources
  • Natural Resources
  • Public Safety and Homeland Security
  • Transportation
  • Veterans and Defense Affairs
## IT INVESTMENT APPROVAL GATES OVERVIEW

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Under the direction of the Secretary of Administration 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 the Code of Virginia.
IT GOVERNANCE AND OVERSIGHT - PROJECT MANAGEMENT DIVISION (PMD)

- PMD manages the 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.

- PMD is responsible for:
  - Agency project oversight and reporting for Commonwealth-level projects
  - Project Approvals
  - Agency IT Procurement Governance Requests (PGR)
  - Agency project management training, consulting, and assessment
  - Independent Verification & Validation (IV&V)- 3rd party assessment
The IT Investment Management Division is responsible for:

- Agency IT Strategic Planning
- CTP Planview E1
- Recommended Technology Investment Projects (RTIP) Reports
- Agency IT Procurement Business Alignment (PBA) reviews
- Investment Business Case (IBC) approvals
- Technology Management policy, standard and guideline development
- CIO, ITAC and Sec. of Administration support
The VITA Supply Chain Management Division (SCM) is charged with developing, implementing and leading the Commonwealth's technology procurement policies, standards and guidelines.

SCM is the central purchasing office for all IT goods and services for the Commonwealth. SCM develops IT policies, standards and guidelines and conducts and/or approves IT procurements for VITA and on behalf of agencies of the Commonwealth.

SCM integrates data and information throughout its processes to ensure information is available and accurate to support analysis, planning and reporting.

SCM's procurement responsibilities range from the ordering/purchasing process to the management and/or facilitation of major IT procurements.
IT GOVERNANCE AND OVERSIGHT - VITA ENTERPRISE ARCHITECTURE (EA)

- The EA framework establishes a process focused on building and maintaining an enterprise-wide business, information, solutions and technical infrastructure that is adaptable and best enables the service activities of state government in an ever-changing environment.

- The goal of EA is to create a common and cohesive vision among business and technology leaders about:
  - Emerging technology trends and enterprise business strategies that will drive the architecture
  - IT requirements derived from enterprise business strategies
  - Role and definition of the technical architecture that best enables the business needs of the enterprise
  - Migration plans to move the enterprise from a current to future architecture
IT GOVERNANCE AND OVERSIGHT - COMMONWEALTH SECURITY AND RISK MANAGEMENT (CSRM)

- Commonwealth Security and Risk Management (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.

- 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.
COMMONWEALTH PROJECT GOVERNANCE & OVERSIGHT STRUCTURE

Governor

Secretary of Administration

Chief Information Officer

Proponent Secretary

Established by Standards

Appoints (Code)

Secretariat Oversight Committee

VITA Project Management Division

Internal Agency Oversight Committee

IT Projects

Primary Oversight Staff
The Commonwealth Technology Portfolio is a repository for agency information technology 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
- Allow agencies to share information about their current portfolios
COMMONWEALTH TECHNOLOGY PORTFOLIO (CTP)

- CTP = Enterprise-wide repository for IT Investment Management (ITIM)

- IT Investments >$250,000:
  - Business Needs (“Request” aka Business Requirement for Technology (BRT))
  - IT Projects
  - IT Procurements
  - IT Programs (group of interrelated projects)

- Singular source of truth for scope, timeline and financials

- Collection of artifacts / evidence that suggests that agencies followed the Project Management Standard
COMMONWEALTH 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 and why.
WHAT ARE PSGs? - DEFINITION OF STANDARD

• 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 advisory in nature. It is a general rule, principle, direction, similar to standards, but is a recommendation and not a directive rule. In essence, guidelines constitute instructions which are not binding on agencies and institutions of higher education.

• Guidelines describe how things should be done according to current recommended practices.
COMMONWEALTH IT INVESTMENT MANAGEMENT (ITIM) STANDARD

• The Commonwealth IT Investment Management (ITIM) Standard enables agencies to minimize risks, maximize return on investments, and support business decisions to maintain, migrate, improve, retire, or obtain IT investments.

• ITIM is the basis for the Commonwealth approach to technology management as approved in the Commonwealth Technology Policy.
COMMONWEALTH PROJECT MANAGEMENT STANDARD

- 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
  - establishment of defined processes that measure and evaluate project progress throughout the project lifecycle
The Commonwealth Project Management Guideline describes the recommended methods for managing IT projects and completing project documentation.

The guideline is applicable to any project.

The Commonwealth Project Management (CPM) Guideline, like all guidelines, is not a requirements document.

It does, however, recommend practices for accomplishing the requirements in the Commonwealth Project Management Standard.

PMD strongly recommends the use of the CPM Guideline.
PROJECT MANAGER SELECTION AND TRAINING STANDARD

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

• Describes the steps a project sponsor must take in selecting a qualified Project Manager to manage a Commonwealth IT project

• 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
PROJECT MANAGEMENT STANDARD – ITIM & CPM METHODOLOGY

IT Investment Management Methodology

Commonwealth Project Management Methodology

- Initiation
- Planning
- Closeout
- Execute & Control

- Business Requirement for Tech.
- Investment Business Case
- IT Asset Operations & Maintenance
- Post-Implementation Review
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
Operations and Maintenance (O&M) 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 to a new product or service or the modification of an existing product or service, resulting in a new unique capability.
IT PROGRAM MANAGEMENT STANDARD

• 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
COMMONWEALTH 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

• 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.
Commonwealth IT Project Managers manage a temporary endeavor undertaken to create a unique IT product, service, or result.

The IT Project Manager is responsible and accountable for the performance of the IT project to achieve project objectives.

The Project Manager Selection and Training Standard describes qualifications to manage Commonwealth IT projects by meeting the minimum:

- Knowledge,
- Training,
- Formal Education, and
- Project Experience requirements as identified in the Standard.
## Project & Program Manager Qualification Requirements: Summary

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<thead>
<tr>
<th>Agency Level</th>
<th>Category 4</th>
<th>Category 3</th>
<th>Category 2</th>
<th>Category 1</th>
<th>IT Program</th>
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</thead>
<tbody>
<tr>
<td>Is the candidate <strong>Currently</strong> Qualified for this category (or better)?</td>
<td>If YES, then END;</td>
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<td>If NO, then complete 7 Steps</td>
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### Knowledge & Training

- **Preferred:** Complete CPM Orientation w/in past 3 years
- **Must:** Pass Level One Exam
- **Must:** Pass Level Two Exam*
- **Preferred:** PMP or PgMP;
  - *If PMP, no need to pass Level Two Exam

*Note: after CPM Qualification, must complete CTP for PM Class, once assigned as PM for a project.

### Formal Education (No Requirements, only Preferences)

- **Preferred:** Assoc. Deg. or Equivalent; may be substituted with passing the PM Qual – Level One Exam w/in 3 years.
- **Preferred:** Bachelors or higher level Degree or Equivalent Experience in a management or technology discipline related to the project; may be substituted with passing the PM Qual – Level Two Exam w/in past 3 years, or being a Current Commonwealth-level Project Manager.

### Team building, communication & leadership skills

- **Preferred:** PMP or PgMP;
  - If PMP, no need to pass Level Two Exam
- **Must show potential**

### Project Management Experience

- **Must:** PMP for ≥ 1 Cat. 4 or higher, or $250K other-than-CoVa project.
- **Preferred:** PM for ≥ 1 Cat. 3 or higher, or $1M other-than-CoVa project.

*Note: after CPM Qualification, must complete CTP for PM Class, once assigned as PM for a project.

**Note:** PMP experience; PM for ≥ 1 Cat. 2 or 1, or $1M other-than-CoVa project.
Users must obtain a VIM account prior to accessing specified Commonwealth web-based applications, including the Project Manager Development Program (PMDP) application.

To request an account, go to:


Enter your personal information, training and experience

Notify your supervisor to authenticate your training and experience (supervisors will require a VIM account as well)
PROJECT MANAGER QUALIFICATION - EXAMS

- The COV ITRM Project Manager Selection and Training Standard requires the project manager candidate to successfully pass two qualification exams – Level One and Level Two.
  - Project Management Professional (PMP) certification exempts the requirement for Level Two.
- The exams are provided over the Internet using a secure Learning Management System (LMS).
- The exams are open book.
- Each exam is broken down into sections called quizzes. 5 for Level One, and 8 for Level Two.
- 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.
RETAI NING CPM ORIEN TATION MATERIAL

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

• Answer: Each student must complete PM Qualification Level 1 Exam

• Level One Exam: Managing IT projects in the Commonwealth:
  • Project Manager Qualification and Selection
  • Project Initiation
  • Project Planning
  • Project Execution and Control
  • Project Closeout

• Note: The Exam costs $100

https://ccwa.augusoft.net/index.cfm?method=ClassInfo.ClassInformation&int_class_id=17563&int_category_id=5&int_sub_category_id=76&int_catalog_id=0
DEVELOPING PROJECT MANAGEMENT SKILLS

• Issue: Need for non-PMI path to CPM Qualification for Cat 3, 2, 1
• Answer: Non-PMP PMs can complete PM Qualification Level Two Exam
• Level Two: Supporting IT Project Management Body of Knowledge Areas:
  • Project Scope Management
  • Project Time Management
  • Project Cost Management
  • Project Quality Management
  • Project Communication Management
  • Project Risk Management
  • Project Procurement Management
  • Project Stakeholder Management
• *Certified PMPs do not need to take this test.*
• Note: The Exam costs $100
• https://ccwa.augusoft.net/index.cfm?method=ClassInfo.ClassInformation&int_class_id=17564
MAINTAINING PM PROFICIENCY

• 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:
  • Successfully passing PM Qualification Exam – Level One
  • Or, if applicable,
  • 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:
  • 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,
  • Completion of (attending) the Commonwealth Project Manager Overview Class
  • Note:
    • Passing the PM Qualification Exam – Level One is required for candidates pursuing their first-time CPM Qualification; You are NOT required to re-take and pass the PM Qualification Exam if your qualification becomes dormant.
STEPS TO PROJECT MANAGER QUALIFICATION

- Create PMDP-enabled VIM account
- Complete Project Manager Qualification Record (PMQR)
- Have supervisor validate PMQR
- Update PMQR information within the year leading up to being assigned as Project Manager for a project
- Complete the Commonwealth IT Project Manager Overview Training within the past 3 years
- Pass the PM Qualification – Level One Exam within the past 3 years
- Note: Complete the Commonwealth Technology Portfolio (CTP) for Project Managers Training once assigned to a project (optional for IT PgM)
THOUGHTS ON PROJECT MANAGER QUALIFICATION

• Having qualified Project Managers reduces the overall risk for each IT project and the Commonwealth IT Portfolio overall.

• CPM Qualification training and testing adds value to the Commonwealth and invests in the workforce.

• CPM Overview training, refresher training and advising is provided to agencies at no direct cost to them.

• Multiple categories of CPM qualification balances project manager knowledge and experience versus project risk and complexity – a risk mitigation approach.

• Helping the Commonwealth achieve a significant record of project successes.
# PROJECT MANAGER QUALIFICATION - PM CONSULTANT BY SECRETARIAT

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<td>Michael Sandridge</td>
<td>Manager</td>
<td><a href="mailto:michael.sandridge@vita.virginia.gov">michael.sandridge@vita.virginia.gov</a></td>
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<tr>
<td>Linda Bell-Sinclair</td>
<td>Project Management Consultant (Natural Resources, Finance, Education)</td>
<td><a href="mailto:linda.bell-sinclair@vita.virginia.gov">linda.bell-sinclair@vita.virginia.gov</a></td>
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<td>Chris Hinkle</td>
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<td>Pat Reynolds</td>
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<td><a href="mailto:patrick.reynolds@vita.virginia.gov">patrick.reynolds@vita.virginia.gov</a></td>
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<td>Chis Chappell</td>
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<td><a href="mailto:chris.chappell@vita.virginia.gov">chris.chappell@vita.virginia.gov</a></td>
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<tr>
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<tr>
<td>Rich Barnes</td>
<td>Project Management Consultant (VITA IT Sourcing Program)</td>
<td><a href="mailto:rich.barnes@vita.Virginia.gov">rich.barnes@vita.Virginia.gov</a></td>
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COMMONWEALTH ITPM

ORIENTATION:

Commonwealth Project Management (CPM) Methodology
CPM METHODOLOGY - CONTEXT

- The CPM Methodology is based on industry best practice project management lifecycles (such as PMBOK).

- The CPM Methodology accommodates:
  - The ITIM lifecycle
  - IT Governance and Oversight stakeholders
  - The Commonwealth’s Strategic Planning and Budgeting cycles
**CPM METHODOLOGY - INPUT TO OUTPUT**

- 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.

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**IT Investment Management Methodology**

- Business Requirement for Tech.
- Investment Business Case
- IT Asset Operations & Maintenance
- Post-Implementation Review
- Commonwealth Project Management Methodology
  - Initiation
  - Planning
  - Closeout
  - Execute & Control
IT INVESTMENT MANAGEMENT (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
- How well is the new product or service working out?

Evaluate
- Business Requirement for Technology (BRT)
- Investment Business Case (IBC)
- Project Charter
- Detailed Project Plan
- Status Reports
- Closeout Report
- Post Implementation Review (PIR)

Key Artifacts:
**PRE-SELECT**

**AGENCY**

- **Start**
  - AITR: Create new Request BRT
  - Agcy. Hd.: Approval: BRT
  - AITR: Complete PPD
  - ITIMD: Validate PPD
  - New BRT included in Agcy. ITSP

**GOVERNANCE & OVERSIGHT**

- **Start/End**
- **E1 CTP Menu Item**
SELECT (PROJECT)

AGENCY

PRE-SELECT

AITR
Create new Project

AITR/PM*
Complete IBC

AITR/PM*
Complete Select Risk/Complex. Assmt.

Agcy. Hd.
Approval: IBC

New IBC Project included in Agcy. ITSP

* The AITR is the primary role to perform this function, but the AITR may assign a PM to perform the function.

GOVERNANCE & OVERSIGHT

PMD
Select Risk/Complex. Assmt. Evaluation

ITIMD
IBC Evaluation

CIO
IBC Approval

EA
IBC Evaluation

SCM
IBC Evaluation

ECOS
IBC Evaluation

CSRM
IBC Evaluation

CAM
IBC Evaluation

*The AITR is the primary role to perform this function, but the AITR may assign a PM to perform the function.

Activity | Pre-defined Process | Decision | Document | Start/End | E1 CTP Menu Item
--- | --- | --- | --- | --- | ---
**NOTE**: Projects are designated "active" upon Project Initiation Approval. **NOTE**: Contract may only be signed AFTER Project Initiation Approval.
## INITIATION: DIFFERENCES BY PROJECT CATEGORY

<table>
<thead>
<tr>
<th>REQUIREMENT</th>
<th>CATEGORY 1</th>
<th>CATEGORY 2</th>
<th>CATEGORY 3</th>
<th>CATEGORY 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Case &amp; Alternatives Analysis</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Cost / Benefit Analysis</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Summarize in BCAA &amp; Charter</td>
</tr>
<tr>
<td>Full-Time Project Manager</td>
<td>Shall, or by exception</td>
<td>Shall, or by exception</td>
<td>Shall, or by exception</td>
<td>Full-time not required</td>
</tr>
<tr>
<td>Project Initiation Risk / Complexity Assessment</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Charter, with Project Team Organization Chart</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Internal Agency Oversight Committee? (IAOC)</td>
<td>Required, with PMD</td>
<td>Required, with PMD</td>
<td>Required, with PMD</td>
<td>None; Agcy. PM Team only</td>
</tr>
<tr>
<td>(PMD): Balanced Scorecard</td>
<td>Required, delphi</td>
<td>Required, delphi</td>
<td>Required, delphi</td>
<td>Not required</td>
</tr>
<tr>
<td>Project Initiation Approval Path:</td>
<td>Sponsor &gt; Agcy Hd &gt; SOC &gt; PMD &gt; CIO</td>
<td>Sponsor &gt; Agcy Hd &gt; SOC &gt; PMD &gt; CIO</td>
<td>Sponsor &gt; Agcy Hd &gt; SOC &gt; PMD &gt; CIO</td>
<td>Sponsor &gt; Agcy Hd</td>
</tr>
</tbody>
</table>
CONTROL/DETAILED PLANNING (PROJECT)

PROJECT INITIATION APPROVAL (PIA)

- Complete Project Scope & Bus. Obj. Worksheet
- Complete Project Schedule

Upload MS Project.mpp

Upload WBS.pptx

Upload OBS.pptx

Upload ADSW.pdf

Complete Project Plan

Bus. Spon.
IAOC Approval: Project Plan

Agcy. Hd.
Approval: Project Plan

Complete Resource Plan

Complete Risk Mgt. Plan

Bus. Spon.

Agcy. Hd.

Project Oversight Plan

PMD
Detailed Project Plan Evaluation & Approval

Governance & Oversight

Activity

Pre-defined Process

Decision

Document

Start/End

E1 CTP Menu Item

- WBS: Work Breakdown Structure
- OBS: Organization Work Breakdown Structure
- ADSW: Activity Definition and Sequencing Worksheet
<table>
<thead>
<tr>
<th>REQUIREMENT</th>
<th>CATEGORY 1</th>
<th>CATEGORY 2</th>
<th>CATEGORY 3</th>
<th>CATEGORY 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Scope &amp; Business Objective Worksheet</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Work Breakdown Structure</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td>Organization Work Breakdown Structure</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
<td>Optional</td>
</tr>
<tr>
<td>Activity Definition and Sequencing Worksheet</td>
<td>Required</td>
<td>Optional</td>
<td>Optional</td>
<td>Optional</td>
</tr>
<tr>
<td>Resource Plan</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
<td>Optional</td>
</tr>
<tr>
<td>Project Schedule (CTP: “Work &amp; Assignments”)</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Risk Management Plan</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Communication Plan</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td>REQUIREMENT</td>
<td>CATEGORY 1</td>
<td>CATEGORY 2</td>
<td>CATEGORY 3</td>
<td>CATEGORY 4</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td>Quality Management &amp; IV&amp;V Plan</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td>Change &amp; Configuration Management Plan</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td>Organization Change Management Plan</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td>Performance Plan</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td>Budget Plan (CTP: “Financial Planning Detail”)</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Project Plan</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Planning Risk / Complexity Assessment</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Detailed Planning Approval; up to +10% baseline, approved by…</td>
<td>IAOC &gt; Sponsor &gt; Agcy Head &gt; PMD</td>
<td>IAOC &gt; Sponsor &gt; Agcy Head &gt; PMD</td>
<td>IAOC &gt; Sponsor &gt; Agcy Head &gt; PMD</td>
<td>Sponsor (+20%)</td>
</tr>
</tbody>
</table>
CPM METHODOLOGY – INDEPENDENT VERIFICATION & VALIDATION (IV&V)

• 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 1, 2, and 3 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
CONTROL/EXECUTION & CONTROL (PROJECT)

AGENCY

PM
- Update Project Status
- Review/Approve Status Report

Bus. Spon.
- Review/Approve Status Report

Secretariat
- Review/Approve Status Report

PMD
- Review Status Report & Assess Project
- Maintain Risk Log: (+Risk)

PMD Mgr.
- Review/Approve Status Report
- Maintain Issue Log: (+Issue)

CIO
- Program Review Report
- Manage Change Log: (+Change)

GOVERNANCE & OVERSIGHT

PROJ. Det. Plan APPVL.

PM

PM

PM

PM

Activity
Pre-defined Process
Decision
Document
Start/End
E1 CTP Menu Item

vita.virginia.gov | Virginia IT Agency
## EXECUTE & CONTROL: DIFFERENCES BY PROJECT CATEGORY

<table>
<thead>
<tr>
<th>REQUIREMENT</th>
<th>CATEGORY 1</th>
<th>CATEGORY 2</th>
<th>CATEGORY 3</th>
<th>CATEGORY 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IAOC Project Meetings</strong></td>
<td>Monthly, w/PMD</td>
<td>Monthly, w/PMD</td>
<td>Quarterly, w/PMD</td>
<td>None; Agcy PM Team</td>
</tr>
<tr>
<td><strong>In-Progress IV&amp;V; to coincide with project phases</strong></td>
<td>Required within 6 mo. of Planning Approval…</td>
<td>…then annual if project &gt; 12 mo. duration.</td>
<td>Same as Cat. 1 and 2</td>
<td>None</td>
</tr>
<tr>
<td><strong>Issue Log &amp; Risk Log</strong></td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td><strong>Status Report in CTP</strong></td>
<td>Required; monthly</td>
<td>Required; monthly</td>
<td>Required; start, then quarterly</td>
<td>Required; start, then each January &amp; July</td>
</tr>
<tr>
<td><strong>“Nominal” Change Control Request</strong></td>
<td>+10%, or 4 mo., if project is &lt; 24 mo. duration…</td>
<td>...approved by IAOC &amp; Sponsor</td>
<td>Same as Cat. 1 and 2</td>
<td>Same as Cat. 1, 2 and 3, except +20% threshold</td>
</tr>
<tr>
<td><strong>“Significant” Change Control Request</strong></td>
<td>&gt;+10% approved by IAOC,…</td>
<td>...Sponsor, Agcy Head,…</td>
<td>...Sec. Oversight Cmte. &amp; CIO</td>
<td>&gt;+20%, approved by Sponsor &amp; Agcy Head</td>
</tr>
<tr>
<td><strong>Event-Driven Risk/Complexity Assessment</strong></td>
<td>Required after “Significant” Change Control Request</td>
<td>Required after “Significant” Change Control Request</td>
<td>Required after “Significant” Change Control Request</td>
<td>Required after “Significant” Change Control Request</td>
</tr>
<tr>
<td><strong>O&amp;M Funding Costs Estimate</strong></td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
</tbody>
</table>
CPM METHODOLOGY – STATUS REPORTS

• Key Status Indicators (KSI’s): On Track / Warning / Problem

• Project Background, including Measures of Success

• Planned & Actual Costs

• Baseline & Milestones

• Scope

• Risk Assessment

• Approval
# Closeout: Differences by Project Category

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Category 1</th>
<th>Category 2</th>
<th>Category 3</th>
<th>Category 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Closeout Report</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
</tbody>
</table>
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 (PIR)
EVALUATE (PROJECT)

Activity | Pre-defined Process | Decision | Document | Start/End | E1 CTP Menu Item

...12 months...

Project Close-out

Sponsor

Post Implementation Review

ITIMD

Review/Archive PIR Report

End
CPM METHODOLOGY - POST IMPLEMENTATION REVIEW (PIR)

• The Post-Implementation Review (PIR) is an ITIM process that occurs in the Evaluation 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 value proposition (including CBA & ROI) projected in the Project Charter.
DISCUSSION

• Is it a project?

• What do I need to prepare?

• Should this be in a program?

• Who does What?
COMMONWEALTH ITPM

ORIENTATION:

Wrap Up
COMMONWEALTH IT PROJECT MANAGER ORIENTATION

• What we covered today:

• The Commonwealth 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

• Promoting successful Commonwealth IT projects by using the Commonwealth Project Management (CPM) Methodology
COMMONWEALTH IT PROJECT MANAGER ORIENTATION

• You have now completed the mandatory orientation! To be designated a qualified Commonwealth Project Manager:

• Get a VIM account, record your background & IT experience in a PMDP qualification record

• Study for, take, and pass Level One CPM qualification tests - and -
  • If you do NOT have a PMP certification, ALSO take Level Two CPM test.

• Depending on tests & experience, you will be qualified to manage the appropriate Category of Commonwealth IT Projects

• Take the CTP for 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!
GOODBYE

- PMD contacts:
**Q&A**

- Pat Reynolds
- Patrick.Reynolds@vita.virginia.gov