

COMMONWEALTH OF VIRGINIA

Project Management Division

**Information Technology
Resource Management (ITRM)**

Project management standard

Reviews

Updates to this publication and opportunities for review occur through the process for guidance documents.

Publication Version Control

Questions related to this publication should be directed to the VITA Project Management Division (PMD) at PMD@vita.virginia.gov. In addition to a public notice and comment period via the Virginia Regulatory Town Hall, VITA notifies Agency Information Technology Resources (AITRs) at all state agencies, institutions, and other interested parties of proposed revisions to this document.

This following table contains a history of revisions to this publication.

Version	Date	Revision Description
Original	10/28/2004	Base Document
Revision 1	04/04/2006	Update requirements concerning project oversight committees, project cost benefit analysis, and Independent Verification and Validation (IV&V).
Revision 2	10/26/2007	Update requirements concerning Commonwealth IT portfolio management tool, usage of terms, and removes Appendices to separately managed documents
Admin 2.1	07/28/2008	Correct typographical error
Revision 3	01/12/2011	Implement Commonwealth Project Governance Assessment methodology per legislative mandate.
3.1	4/18/2012	Administrative changes only
3.2	8/28/2013	Minor edits to reflect the existence of the new IT Program Management Standard
Revision 4	2/23/2016	Update changes to the Code of Virginia, Major IT Project definition and new process flow diagrams
Admin 4.1	8/23/2016	Correct administrative errors
Admin 4.2	10/17/18	Replace Secretary of Technology with Secretary of Administration. Added Zero-dollar thresholds on Cloud procurements. Made other administrative changes.
Revision 5	7/11/19	Updated to incorporate administrative changes to governance and oversight of IT projects.
Revision 6	11/22/2021	Administrative updates to incorporate Commonwealth Technology Portfolio (CTP) migration from legacy CTP. IV&Vs are only required on projects Category 1, 2 and optional for Category 3, 4, unless mandated.
Revision 7	5/7/2024	Incorporate "agile" content and update current PM processes, changes in project category definitions; streamline processes. References to EA Standard impacts. Updating and streamlining of statutory references. Updated project threshold to \$1 million, increased Change Request %... to streamline agency processes." Reformatting.
Revision 8	7/12/2024	Clarification regarding mid-level projects (>=\$250,000 but <\$1 million) and administrative edits, including in response to comments.

Identifying Changes in This Document

See the latest entry in the revision table above. *Changes are in italics throughout the document.*

Glossary

As appropriate, terms and definitions used in this document are in the COV ITRM IT Glossary. The [COV ITRM IT Glossary](#) is available on the [VITA](#) website.

Preface

Publication Designation

ITRM Project Management Standard CPM 112-04.7

Subject

Management, governance, and oversight of Information Technology Projects

Effective Date

Confirmed after guidance document process

Supersedes

Prior versions of the ITRM Project Management Standard CPM 112-04

Scheduled Review:

This standard shall be reviewed on an annual basis.

Authority

Code of Virginia § 2.2-203.2:5 (Powers and duties of the Secretary of Administration)

Code of Virginia §2.2-2006 Definitions

Code of Virginia, [§2.2-2007](#) Powers of the CIO

Code of Virginia, [§2.2-2008](#), Additional Duties of the CIO relating to PMD, *Repealed by Acts 2016, c. 296, cl. 2*

Code of Virginia, [§2.2-2010](#) (Additional powers of VITA) *Repealed by Acts 2016, c. 296, cl. 2.*

Code of Virginia, [§2.2-2015](#) Authority of CIO to modify or suspend information technology projects; project termination. *Repealed by Acts 2016, c. 296, cl. 2*

Code of Virginia, [§2.2-2016](#) Division of Project Management established

Code of Virginia, [§2.2-2016.1](#) Additional powers of the CIO relating to project management

Code of Virginia, [§ 2.2-2017](#) Powers and duties of the Division

Code of Virginia, [§2.2-2018.1](#) Project and procurement investment business case approval

Code of Virginia, [§2.2-2020](#). Procurement approval for information technology projects

Code of Virginia, [§2.2-2021](#) Project Oversight Committees

Code of Virginia, [§2.2-2699.5](#) Information Technology Advisory Council (ITAC); membership; terms; quorum; compensation; staff

Scope

This standard is applicable to all Executive Branch state agencies and institutions of higher education (hereinafter collectively referred to as "agencies") that are responsible for the management, development, purchase, and use of information technology resources in the Commonwealth of Virginia. This standard does not apply to research projects, research initiatives or instructional programs at public institutions of higher education.

Purpose

This standard establishes minimum requirements for managing IT projects.

General Responsibilities

Secretary of Administration (SOA)

Designate specific projects as enterprise information technology projects; prioritize the implementation of enterprise information technology projects; establish enterprise *project* oversight committees to provide ongoing oversight for enterprise information technology projects. At the discretion of the Governor, the Secretary shall designate a state agency or public institution of higher education as the business sponsor responsible for implementing an enterprise information technology project and shall define the responsibilities of lead agencies that implement enterprise information technology projects.

Chief Information Officer of the Commonwealth (CIO)

Direct the development and execution of policies and procedures that require the Division of Project Management, *on* behalf of the CIO, to review and recommend Commonwealth information technology projects proposed by state agencies and institutions.

This Commonwealth Project Management Standard establishes a methodology for the initiation, planning, execution & *control* and closeout of information technology projects and related procurements. CIO can approve or disapprove the selection of any Commonwealth information technology project. CIO can also disapprove any Commonwealth information technology project that does not conform to the Commonwealth strategic plan for information technology strategic plans of state agencies or public institutions of higher learning.

Virginia Information Technologies Agency (VITA)

At the direction of the CIO, VITA leads efforts that draft, review, and update technical and data policies, standards, and guidelines for information technology and related systems. VITA uses requirements in IT technical and data related policies and standards when establishing contracts; reviewing procurement requests, agency IT projects, budget requests and strategic plans; and when developing and managing IT related services, *such as public and private cloud services.*

Information Technology Advisory Council (ITAC)

This council advises the CIO and Secretary of Administration on the development, adoption and update of statewide technical and data policies, standards and guidelines for information technology and related systems.

Executive Branch Agencies

Provide input and review to the CIO during the development, adoption and update of statewide technical and data policies, standards and guidelines for information technology and related systems.

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Section 1. Introduction

1.1 Purpose of the Commonwealth Project Management Standard

The Commonwealth Project Management Standard is a document developed and adopted by the Chief Information Officer of the Commonwealth (CIO) pursuant to the *Code of Virginia*, section 2.2-2016.1, that describes the methodology for conducting information technology (IT) projects, and the governance and oversight used to ensure project success.

This standard applies to IT projects. It establishes the mandatory procedures and documentation for Commonwealth governance and oversight over the lifecycle of these IT investments.

In the Commonwealth of Virginia, the official source and repository of IT project documentation is the Commonwealth Technology Portfolio (CTP).

The expected outcomes of implementing this standard are increased IT Project success through sound investment decisions, management commitment and oversight, implementation of a project management lifecycle, a best practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle. Implementation of this standard will ultimately achieve a higher return on Commonwealth IT investments by promoting the use of sound management practices appropriately scaled to fit each project, and at a minimum, provide a periodic review by the CIO of agency IT projects. This standard uses cost, risk, and complexity to determine the degree of oversight and governance required in project initiation, detailed planning, execution and control, and closeout. The goal is to apply just the right amount of management control and administrative oversight needed for a specific project to succeed.

1.2 Authority

This standard is established, promulgated, and enforced under the authority of the CIO.

1.3 Applicability to State Agencies

The Project Management Standard is applicable to all executive branch agencies that are responsible for the management, development, purchase, and use of IT investments in the Commonwealth.

The applicability of the standard is first determined by the classification of an endeavor as an IT Project by completion of the Project or Procurement Determination (PPD) form. See Section 2.

1.3.1 Applicability to Institutions of Higher Education

The Project Management Standard is applicable to all state institutions of higher education that are responsible for the management, development, purchase, and use of information technology investments in the Commonwealth; however, this standard does not apply to research projects, research initiatives, or instructional programs at public institutions of higher education.

Institutions of higher education that have executed Management Agreements with the Commonwealth are permitted to implement their own Project Management Standards and Guidelines and shall provide copies of those documents to the CIO *for review*. They shall report on a quarterly basis as provided in those Management Agreements using the Project Status report form in the Commonwealth Technology Portfolio.

1.4 Project Management IT Policies and Standards Overview

The governance structure for IT Projects is derived from the *Code of Virginia*. The Commonwealth Technology Management Policy (*GOV-102-02*), the Commonwealth Information Technology Investment Standard (CPM 516-01), and the Project Manager Selection and Training Standard (CPM 111-05) directly affect project management practices and activities.

The Commonwealth Technology Management Policy establishes a comprehensive and uniform policy for the management and oversight of IT investments in the Commonwealth of Virginia.

The Commonwealth Information Technology Investment Standard defines the Commonwealth of Virginia's IT Investment Management (ITIM) approach for managing IT investments throughout their lifecycle.

The Commonwealth Project Manager Selection and Training Standard (CPM 111-05) establishes the minimum qualifications and training standards for Project Managers of IT Projects. The standard has four sections that accomplish this requirement. *In the event of any conflict between the terms of the Project Management Standard and the Project Manager Selection Standard, then the terms of the Project Management Standard shall prevail.*

Section 2. Project Management within the IT Investment Management (ITIM) Lifecycle

2.1 Overview

Project Management activities begin at the Initiation Phase, when an agency decides to move forward with a project that has been granted Investment Business Case Approval as provided by the Commonwealth Information Technology Investment Management (ITIM) Standard. (Activities relating to strategic planning and the Pre-select, Select and Evaluation phases of the ITIM lifecycle are out-of-scope to the Project Management Standard.) The Project Management Lifecycle includes the following phases: Initiation; Detailed Planning; Execution and Control; and Closeout. The project is formally *closed* when the Project Closeout Report is approved.

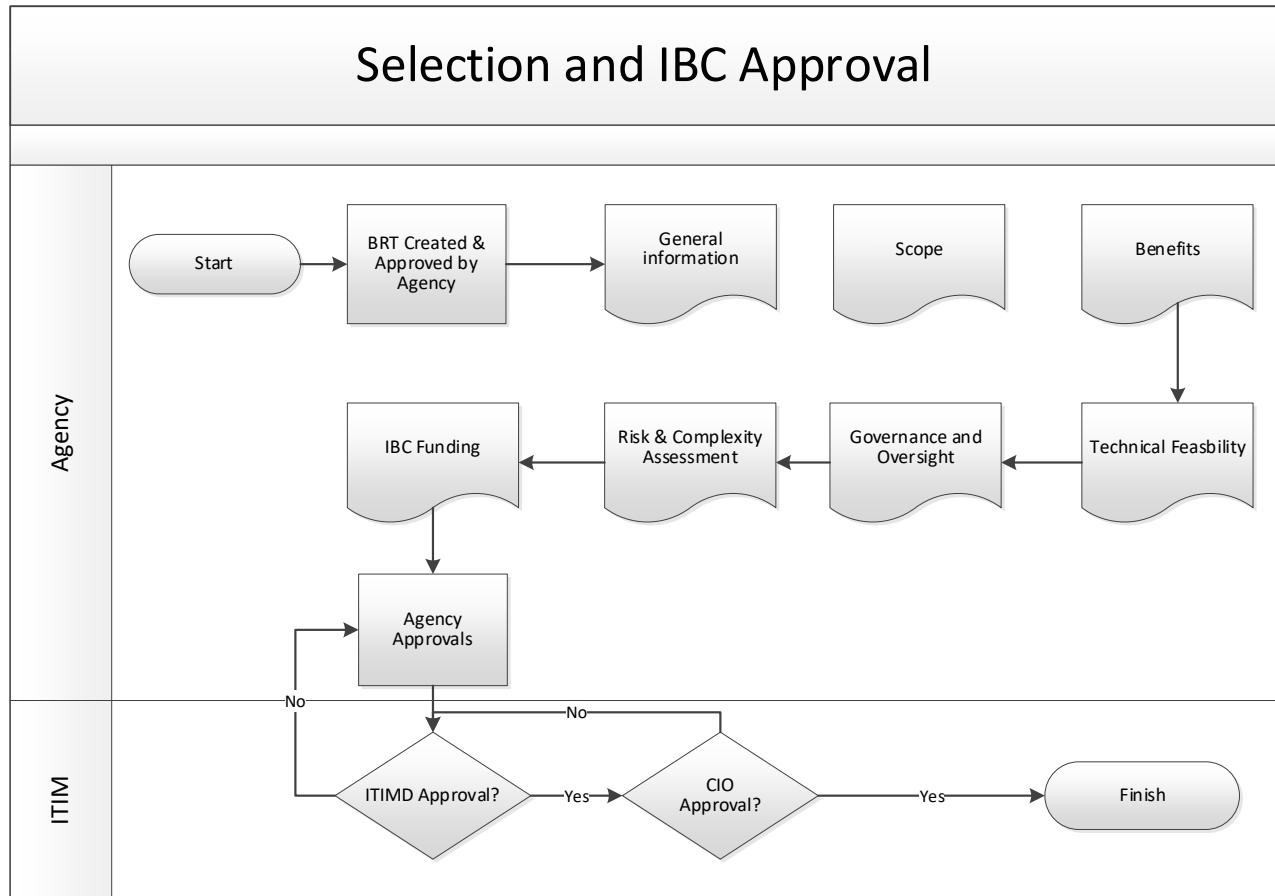
The PM Standard addresses the governance and oversight of information technology projects and is not synonymous with a specific System Development Lifecycle (SDLC), There are several SDLC models, any one of which could be appropriate for use in each information technology project. The selection of an appropriate model is based on the nature of the project and the environment in which the project tasks are performed. Agencies are responsible for establishing the specific model standards and selection criteria for determining which model is appropriate for a given project. The activities and tasks of a selected SDLC model are reflected in the project Work Breakdown Structure (WBS) and project schedule.

2.2 Alignment between ITIM and Project Management

The Commonwealth Information Technology Investment Management (ITIM) Standard defines the phases in the ITIM lifecycle of an IT investment. The ITIM Lifecycle encompasses the strategic lifecycle of the system while the Project Management lifecycle covers the efforts associated with standing up that new technology and then any future enhancement.

2.3 Project Investment Business Case Approval

Project Investment Business Case (IBC) Approval occurs under the auspices of the ITIM process and is outside the scope of the PM Standard. The agency Information Technology Summary and Appendix A, which extracts projects and procurements from the Commonwealth Technology Portfolio, are incorporated within the Agency Strategic Plan, which is submitted to the Department of Planning and Budget (DPB). If a proposed project is part of the Agency Strategic Plan, the Agency will develop the appropriate documentation for Investment Business Case Approval and undergo a Select Risk/Complexity Assessment in the Commonwealth Technology Portfolio. Finally, submit those documents for CIO IBC approval. Note that IBC approval signifies a CIO-approved “proposed project”. The project graduates from “proposed” to “active project” upon Project Initiation Approval (PIA), described in Section 5.



2.4 IT Procurement Governance & Oversight in relation to Commonwealth IT Projects

IT procurements are governed by policies and procedures established by VITA Supply Chain Management and conform to Commonwealth and agency IT strategic plans, as described in Code of Virginia § 2.2-2012.

There is a zero-dollar threshold procurement authority for Public Cloud service procurements. See the [VITA IT Procurement: Delegation and Authority Policies](#).

Code of Virginia §2.2-2007(9) gives the CIO the authority to enter into and amend contracts for the provision of information technology services. CIO approval to award a contract will not be granted until the IT Project has received Project Initiation Approval.

In accordance with Virginia Code § 2.2-2020, the agency shall submit a copy of any Invitation for Bid (IFB) or Request for Proposal (RFP) for procurements associated with any High Risk or Major IT Projects to the VITA Division of Project Management (PMD). The Division supported by subject matter experts shall review the IFB or RFP and recommend its approval or rejection to the CIO. Agency shall submit a copy of proposed final contract, and/or proposed statement of work associated with Major IT Projects for PMD review. Agency shall also submit all

amendments to contracts or new statements of work for PMD review. PMD will recommend approval or rejection of the contract, amendment, or statement of work to the CIO. The proposed contract, statement of work, or amendment can be executed only after the CIO's written approval. A project must be granted project initiation approval before a contract or statement of work supporting that project can be executed. From time to time, and as directed by the CIO, Agency will also provide for PMD review and CIO approval RFPs, IFBs, contracts, amendments thereto, and statements of work for projects that are not Major IT Projects but exceed the \$1,000,000.00 delegated threshold.

All contracts over \$1 million must be reviewed by the Office of the Attorney General (OAG).

2.4.1 Procurement Governance Request (PGR)

Procurement Governance Request is the form in CTP that agencies use to document that they are ready to procure IT goods or services. The form requires AITR and Agency Head approval, after which several VITA functions, such as Supply Chain Management, Enterprise Architecture, Cloud Oversight (COV Ramp / ECOS), PMD and Security (CSRM) review it. Upon CIO approval of the PGR, the agency has permission to execute the next appropriate step in the procurement process, according to the procurement method described in the PGR.

Section 3. Types and Categories of IT Projects under Governance & Oversight

3.1 What is an IT Project?

A project is a temporary endeavor undertaken to create a unique product, service, or result. Projects have a definite beginning and end that is undertaken by an agency or organization to develop a technology product or technology service.

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

However, Operations and maintenance projects associated with a modification of computer software that is already in operation is considered an IT project if the modification results in any of the following:

- a. An increase in the functionality of the computer software, that is, the computer software is able to perform tasks that it was previously incapable of performing*
- b. An increase in the efficiency of the computer software, that is, an increase in the level of service provided by the computer software without the ability to perform additional tasks*

Significant cost for a procurement or operational activity does not make the procurement or activity an IT project. For example, routine upgrades and network component replacements, conducted as a matter of course in the maintenance and operation of IT assets, are not necessarily IT projects. However, an IT activity is an IT project if that activity leads to modification or enhancement of an existing technology product or technology service resulting in new functionality. Utilization of project management principles and techniques in the management of operations and maintenance activities is encouraged.

This PM Standard does not specify a methodology to use when implementing technology solutions. The current version of PMBOK is one of many methodologies to manage an IT project. Agile approaches to project management aim for early, measurable ROI through defined, interactive delivery of product increments. They feature continuous involvement of the customer throughout the project lifecycle. Although agile has its roots in software and IT, Agile adoption is growing and expanding in a wide range of industries and within State government.

Blending Agile and Waterfall methodologies is acceptable because every project is different and a “one size fits all” approach does not exist.

3.2 Adaptive Governance and Oversight Model

The Commonwealth has adopted an adaptive governance model to enable flexibility and responsiveness to change. There are two thresholds for Governance and Oversight of IT projects, and an agency will be subject to one of the thresholds at any given time. An agency will either be subject to:

- Group 1: All IT projects valued at \$250,000 or above will be subject to Governance & Oversight as “Commonwealth-level” IT projects.
- Group 2: All IT projects valued at \$1,000,000 or above will be subject to Governance & Oversight as “Commonwealth-level” IT projects.
 - Projects valued at \$250,000 to \$999,999 will not be subject to Governance & Oversight; these Limited Oversight I” IT projects.
 - For projects between \$250,000 - \$999,999, agencies will enter high level project details regarding scope, schedule, and budget in CTP and provide status of these projects quarterly.

Agencies will be assessed periodically, using the criteria below, based on the performance of the agency in the following key areas:

- IT Strategic Plans submitted on time
- Successful completion of a Commonwealth level project within the previous 5 years
- Favorable assessment of current and past project performance to include timely updates in CTP
- Previous project change request activity assessment
- IV&V’s completed on time on previous and current projects (See section 5.6.3)

Agencies exhibiting success in the above factors will maintain the \$1 million minimum threshold (Group 2) for governance and oversight of projects. Agencies that do not meet the above criteria are subject to oversight from the \$250,000 level (Group 1). Agency Group status will be re-assessed by VITA PMD periodically. Upon assessment, if a Group 2 agency fails to meet the Group 2 criteria, the VITA Oversight & Governance Director will notify the agency that they are now in Group 1. From that date forward, until and if the agency is reassessed back into Group 2, the agency must conform to the Group 1 threshold and requirements mentioned above. There is no requirement for all of the current portfolio of Agency-level projects to be converted to Commonwealth-level projects; all future projects will follow Group 1 until assessment returns the agency to Group 2 status.

The CIO has discretionary authority to designate agencies to Group 1 or Group 2.

For Group 2 agencies, if an active Agency-level IT project is anticipated to exceed \$999,999, the agency must follow the instructions in section 11.3 to convert the Agency-level project to a Commonwealth-level project.

3.3 High-Risk Information Technology Projects

A High-risk project is any project undertaken by an executive branch agency that is anticipated to either:

- I. Cost in excess of \$10 million over the base-term of the project, excluding operations and maintenance costs as outlined in section 3.1
- II. Cost in excess of \$5 million over the base-term of the project and at least one of the following conditions apply:
 - a. Project that is being conducted by two or more state agencies
 - b. The anticipated term of the project exceeds five (5) years
 - c. The agency does not have past-performance within the last 5 years of successful completion of a project of similar cost or complexity

Designation as a High-risk project requires the following: All high-risk projects are classified as category 1. Project Managers assigned to High-Risk projects must meet the following criteria:

- Active Project Management Institute (PMI) Project Management Professional (PMP) or PMI Agile Certified Practitioner (ACP) certification
- Documented risk management experience
- Completion of a Category 1 or 2 Commonwealth project of \$5M or more, or completion of non-COV project with a value greater than \$10M as PM of record.

3.4 Major Information Technology Projects

Major IT Projects are defined in the Code of Virginia (§ 2.2-2006) as “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](#).”

§ 2.2-2006: Major information technology projects are defined in the Code of Virginia as projects with a total estimated cost greater than \$1,000,000.

The designation of a project as a Major Information Technology Project drives certain reporting requirements defined in the Code of Virginia. However, the “Major IT Project” designation is only used in ITIM classification; it does not affect project management procedures, governance and oversight described herein. The governance and oversight of IT projects is primarily driven by the Risk/Complexity model using the Commonwealth Project Governance Assessment.

3.5 Commonwealth-level Projects

For the purposes of governance and oversight, projects that have an estimated cost of:

- \$250,000 or more (for Group 1 agencies), or
- \$1,000,000 or more (for Group 2 agencies)

are considered Commonwealth-level Projects and are categorized in one of four categories,

based on their assessment of Risk and Complexity. The CIO may also designate an initiative as a Commonwealth-level project, subject to the Risk and Complexity assessment.

Project cost estimates should include all hardware, software, vendor costs, VITA services, internal labor, licenses, training, organizational change management, etc. necessary to implement the new product or service.

Specific requirements for planning documentation, oversight and governance follow in the chapters dedicated to individual project categories.

The Commonwealth Strategic Plan for Applications defines two special types of applications, Enterprise, and Collaborative. Projects that deliver these types of applications and have an estimated total cost more than \$1,000,000 will be governed by the Commonwealth Project Management Standard as Commonwealth-level projects and may be designated as Major IT Projects. Special considerations for oversight and governance of these projects are defined in Section 10.

3.6 Group 2 Limited Oversight Projects

Group 2 projects with estimated cost at completion between \$250,000 and \$999,999 are subject to Limited Oversight. These projects remain under agency purview, and only provide high level details as outlined in section 3.2 above. However, be aware that there are other IT standards and policies that apply, such as Enterprise Architecture, Security, COV Ramp (ECOS), etc. See Section 1.

3.7 IT Project Governance Assessment

To improve the potential for project success and focus planning, governance and oversight activities, the IT Project Governance Assessment was developed to evaluate the potential risk and complexity factors that might impact a project and assign a degree of governance and oversight requirements commensurate with the specific project. The desired result is to neither overload nor short-change any given project the appropriate amount of project management discipline, governance, and oversight.

As it relates to Project Management, Risk is defined as an uncertain event or condition that, if it occurs, could have a positive or negative effect on a project's objectives.

Complexity is defined as 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. Examples of the technological characteristics include:

- the number and type of technologies that the project will employ,
- the maturity of those technologies, the stability of those technologies and
- the agency's experience with these technologies.

Examples of management characteristics include:

- the number and relationships of the project’s stakeholders,
- maturity and stability of the organization,
- locus of project stakeholders (i.e., internal to the agency, internal to state government but external to the agency, external to state government, etc.),
- number and type of funding sources being applied to the project, and so forth Complexity is a Risk modifier in that it can exacerbate or mitigate the impact of Risk on the successful completion of the project.

The Risk/Complexity Assessment utilizes a series of detailed questionnaires to evaluate the project’s Risk and Complexity levels. Based on the results of the Risk/Complexity assessment, Commonwealth-level projects are placed in one of four governance and oversight categories. The Project Management Consultant may recommend an override of the project category assignment and will provide detailed justification for that recommendation.

Commonwealth Level Project Categories 1-4				
		Complexity:		
		High	Med	Low
Risk:	High*	1	1	1
	Med	2	2	3
	Low	3	4	4
Limited Oversight and Agency Level Project:		n/a	n/a	n/a

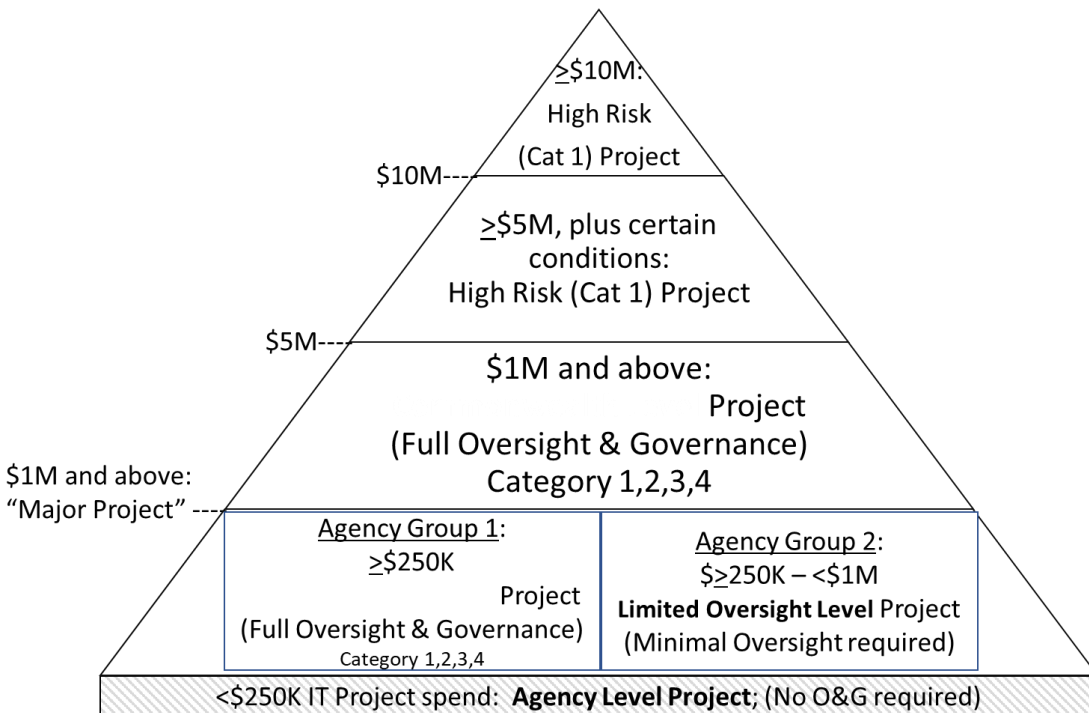


Diagram depicting the Governance & Oversight of projects

Four risk and complexity assessments are conducted at strategic points in a project lifecycle because the Risk/Complexity assessment is based on dynamic characteristics that can change as the project progresses and changes occur in the agency and surrounding environment. These assessments allow the Agency and the Commonwealth to “right-size” the governance and oversight applied to the project based on the current situation. Because the governance and oversight requirements applied to a project may change, the Project Manager should include a contingency in the project budget and schedule to accommodate potential increases in reporting and IV&V.

The Risk/Complexity Assessments occur during the Project’s Select, Initiation and Detailed Planning Phases, plus an optional, event-triggered Assessment that is *triggered upon request for a change in Scope, Schedule and/or Budget*, or can be directed (mandated) by the Secretariat Oversight Committee or the CIO. Such an event-driven assessment may be triggered from the submission of a Significant Baseline Change Request or other situation at the discretion of the Secretariat Oversight Committee or the CIO.

3.5.1 Select Risk/Complexity Assessment

As part of the Select Phase of the ITIM lifecycle, proposed projects will complete a Select Risk/Complexity Assessment. This assessment will determine the project’s risk and complexity level and assign projects into the appropriate Project Category. The Select Risk/Complexity Assessment is a collaborative review of the Investment Business Case between the Project Sponsor, Project Manager-designee (if identified) and the PMD Project Management Consultant. Using the Risk/Complexity Assessment questionnaires and their knowledge of agency priorities and business needs, the assessment participants will review the proposed project and analyze the factors that could affect the success of the proposed project. The resulting Project Category designation will establish the oversight and governance to be applied to the project during the Initiation Phase, and the preliminary path to Project Initiation Approval.

Section 4. IT Project Governance and Oversight Roles and Responsibilities

4.3 Roles and Responsibilities

The following are the key roles and responsibilities in IT Project Governance and Oversight:

4.3.1 Secretary of Administration

Commonwealth Technology Management is governed by the Secretary of Administration, who sets technology strategy and reviews and prioritizes major technology investments, including project development and associated procurements proposed by Commonwealth executive branch Agencies and institutions of higher education. Only the Secretary of Administration can designate and approve an enterprise level project, or review and approve the Commonwealth strategic plan for information technology, as developed and recommended by the Chief Information Officer pursuant to §2.2.2007.1. See Va. Code [§2.2-203.2:5](#). The CIO has authority for project selection and IT procurements. Decisions regarding termination of Major IT Projects at institutions of higher education will be made in consultation with the institution's board of visitors.

The Secretary of Administration may designate specific projects as enterprise IT projects, prioritize the implementation of enterprise IT projects, and establish enterprise oversight committees to provide ongoing oversight for enterprise IT projects. At the discretion of the Governor, the Secretary shall designate a state agency or public institution of higher education as the business sponsor responsible for implementing an enterprise IT project and shall define the responsibilities of lead agencies that implement enterprise IT projects. For purposes of this subdivision, "enterprise" means an organization with common or unifying business interests. An enterprise may be defined at the Commonwealth or Secretariat level for programs and project integration within the Commonwealth, Secretariats, or multiple agencies. Additional responsibilities include:

- Review and approve the Commonwealth strategic plan for IT, as developed and recommended by the CIO pursuant to §2.2-2007.1
- Communicates regularly with the Governor and other Secretaries regarding issues related to the provision of IT services in the Commonwealth, statewide technology initiatives, and investments and other efforts needed to achieve the Commonwealth's IT strategic goals.
- Establishes IAOC and SOC for enterprise projects only

4.3.2 Commonwealth Chief Information Officer

The CIO is responsible for the effective management of information technology investments through their entire life cycles, including identification, business case development, selection, procurement, implementation, operation, performance evaluation, and enhancement or retirement. For this responsibility, the CIO develops policies, standards, and guidelines for executive branch agencies. See *Code of Virginia*, §2.2-2007(5).

The CIO grants Project Initiation Approval for Category 1, 2 and 3 projects. Also, the CIO will establish Internal Agency Oversight Committees and Secretariat Oversight Committees as

necessary (see *Code of Virginia*, §2.2-2016.1 & §2.2-2021(B)) and may direct termination for Category One, Two and Three projects.

The CIO provides governance approval for investment business case and initiation of any IT projects or procurements *with a value that equals or exceeds \$1,000,000 for Group 2 or projects greater than \$250,000 for Group 1 agency projects*,

The CIO may direct the modification, termination, or suspension of any Commonwealth information technology project that, as the result of a periodic review has not met the agreed-to performance measures, or if he otherwise deems such action appropriate and consistent with the terms of any affected contracts. With respect to procurements, the CIO also has the authority to enter and amend contracts. See *Code of Virginia*, §§ 2.2-2012 & 2.2-2016.1(B).

The CIO may direct the modification, suspension or termination of any IT Project that has not met (or cannot meet) the performance measures as established in the Project Charter.

4.3.3 Cabinet Secretaries and Agency Heads

Cabinet Secretaries and Agency Heads may designate secretariat and agency enterprise technology projects in support of secretariat or agency initiatives, with the approval of the Secretary of Administration. Secretariat or Agency enterprise technology programs and projects will be defined, funded, developed, approved, and managed utilizing guidance established within the Commonwealth Information Technology Investment Management Standard. Agency Heads also grant Project Initiation Approval to Category Four and Agency-level projects.

4.3.4 Secretariat Oversight Committees

A Secretariat Oversight Committee (SOC) provides oversight for IT Projects as prescribed by this Standard. The SOC represents the business or functional owners and will have the following membership at a minimum:

- Proponent Secretary (Chair ex officio)
- Proponent Deputy Secretary (Chair)
- CIO Representative (VITA – Project Management Division Director)
- Secretary of Finance Representative – (Department of Planning and Budget – DPB Analyst)
- Proponent Agency Head or designated substitute; and
- Others, as appointed by the Chair and CIO

The SOC will validate proposed project business cases and make recommendations to the CIO on IT Projects proposed for project initiation approval. The committee will review Significant Change Control Requests (See Section 5.4.2.2) forwarded for CIO approval, may request an IV&V review of a project as part of that review and will make recommendations to the CIO concerning the approval of those Change Control Requests. The Committee will also review other Independent Verification and Validation (IV&V) reports submitted for projects and may recommend corrective actions. The Committee will accept escalated issues from the IAOC to consider and resolve or forward their recommendations to the CIO for final resolution.

4.3.5 Internal Agency Oversight Committees

The IAOC is appointed by the Agency CIO, based on the project management standard, as prescribed in this Standard. See *Code of Virginia, §2.2-2021*. The membership is specified in the Project Charter and confirmed in the Project Initiation approval. Generally, all stakeholders identified in the charter are represented on the IAOC. A Project Management Consultant from PMD will participate as a non-voting member to advise the committee on the application of this standard and on project management best practices. The IAOC will have the following membership at minimum:

- Proponent Agency Head (Chair)
- Project Sponsor
- Project Manager
- Stakeholder representative(s) as appropriate for the project
- VITA Customer Account Manager (CAM) (when the project requires infrastructure support through Request for Solution (RFS) (non-voting)
- PMD (non-voting)

The IAOC provides oversight and direction to the project for which it was chartered. The IAOC will review and approve the schedule baseline and all project documentation before forwarding those documents to the CIO. In addition, the IAOC will attempt to resolve all project issues at their level of authority. Any issues that the Project Manager and/or the IAOC cannot resolve will be forwarded to the Secretariat Oversight Committee or the CIO, as appropriate.

The IAOC will review and approve Nominal Change Control Requests. The Committee will review and make a recommendation on Significant Change Control Requests. (See Section 5.4.2)

Other matters that cannot be resolved by the IAOC will be escalated to the SOC.

The frequency of IAOC meetings depends on the Project Category. The IAOC will have a prepared agenda that will address recent and expected changes to the standard project baselines – project budget, scope, schedule, and performance. Relevant questions from which an agenda can be derived include:

- Is the project on track to meet planned business goals and the associated measures of success?
- Are the costs within the planned budget?
- Is the project on schedule?
- Does the project remain within the approved scope? and
- How is the project being managed to minimize or mitigate identified risks?

The IAOC should be familiar with the project's Risk Management Plan and associated contingency plans to know how to act accordingly should critical risks become reality. Meeting minutes are essential for the project record and will be formally approved by the committee from the previous meeting and taken for the current meeting.

4.3.6 Project Management Division (PMD)

PMD is established in the Code of Virginia. See Virginia Code § 2.2-2016 *et seq.* On behalf of the Commonwealth CIO, PMD implements an integrated approach to the oversight and governance of IT projects.

PMD Project Management Consultants confer with agencies and assist them with the analysis and documentation of projects beginning in the Strategic Planning process. In addition, they review project documentation and prepare recommendations for the CIO as appropriate. Project Management Consultants review status reports and prepare independent analyses of project progress, including recommendations for CIO assessments. Project oversight services provided by PMD may be billed to the agencies receiving those services.

4.3.7 Project Sponsor

The Project Sponsor is the individual, usually part of the Agency management team, who makes the business case for the project and ultimately ensures that the project delivers the intended business value. This individual usually has the authority and responsibility to define project goals, secure resources, establish project priorities, and resolve intra- and inter-organizational issues and conflicts. Project Sponsors should be prepared to dedicate a portion of their time on a weekly, if not daily basis, to attend to their project in detail. The Project Sponsor shall be a member of the IAOC and may be designated by the Agency Head to chair that committee. Additional responsibilities for Project Sponsors as they relate to specific project categories are included in the discussion of those categories.

4.3.8 Program Manager

Where appointed, a Program Manager provides oversight and coordination of assigned projects; guides and supports the development and enhancement of project management capabilities within an enterprise program office or operational organization(s); ensures appropriate project management processes and procedures are in place; and enforces adherence to established standards and guidelines in the delivery of IT Projects. Not all projects are part of programs, so there may be no Program Manager in the chain of responsibility.

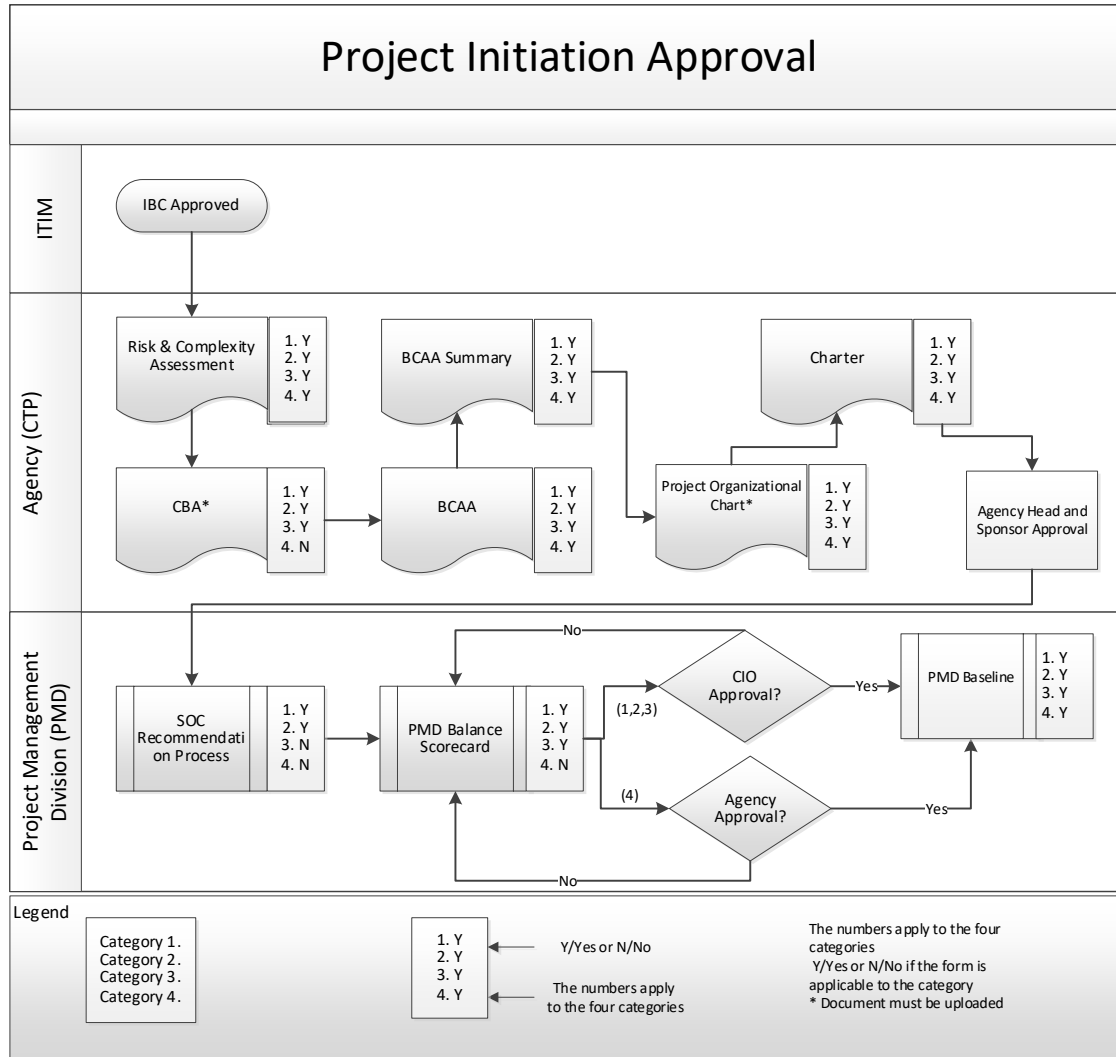
4.3.9 Project Manager

Every IT Project with VITA oversight must have a designated Project Manager. The Project Manager (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 leads and coordinates the activities of the Project Management Office (PMO), when one is established, or coordinates the support required by the project from entities within the agency, if a dedicated PMO is not established. The PM is also ultimately responsible for identifying and managing risks and the impact on the project; however, a *Risk Manager is required for category 1 projects and highly recommended for all others*. This Individual may be appointed to assist the PM with managing risk and the impacts to the project. The Project Manager position for Category One and Two Projects (as described below) shall not be named the assigned PM on a second Commonwealth project unless the CIO grants an exception.

Section 5. Commonwealth IT Project Management Lifecycle

5.1 Overview

This section provides generic requirements for the Initiation, Detailed Planning, Execution and Control, and Closeout of Information Technology Projects. Specific requirements based on Project Category follow in Sections 6,7,8,9.



5.2 Project Initiation

Project Initiation begins when an agency decides to move forward with a proposed project identified in the Agency Strategic Plan that has been granted Investment Business Case Approval by the CIO. The Project Sponsor is usually responsible for completing the activities of the Initiation Phase, but a Project Manager-designee may be identified to perform or assist with Initiation tasks. The Investment Business Case and supporting documents are stored in Commonwealth Technology Portfolio. Information from those documents is used to populate project management documents going forward. The Select Risk/Complexity Assessment

establishes the project initial Risk/Complexity and Category that will drive Initiation Planning and the preparation of the Project Initiation Approval documents.

The objectives of the Initiation Phase are to complete the analysis of solution alternatives, to document the selected solution and the business case for pursuing that alternative, to obtain project charter approval by a hierarchy of stakeholders, and ultimately to gain Project Initiation Approval by the Commonwealth CIO.

5.2.1 Project Manager (PM) Qualification and Selection

Qualification and selection of a Project Manager is required prior to the submission of the Project Charter and supporting documents seeking Project Initiation Approval.

The Project Manager must be either an employee of the Commonwealth or a consultant employed by the Commonwealth and qualified in accordance with the Project Manager Selection and Training Standard (CPM 111-05). The level of that qualification will vary by Project Category.

PMD must approve the selection and assignment of Project Managers for High-Risk IT projects.

5.2.2 Business Case and Alternative Analysis

The Agency will identify and analyze potential technology solutions that can satisfy the business problem presented in the Investment Business Case. A minimum of two alternative solutions, one of which should be a “status quo” or “do nothing” alternative, should be fully described and analyzed. In addition, the agency must demonstrate a clear understanding of the processes, costs, strengths, and weakness of its current business process.

This analysis must include a detailed review of each proposed solution, including deliverables, impacts on business processes, technical feasibility, and the maturity of the proposed technologies; identification, at least at a high level, of potential risks and a detailed description of the potential benefits, both “tangible” and “intangible,” that *may be quantified*. Commonwealth Technology Portfolio provides templates for the documentation of this analysis. The Commonwealth Project Management Guideline (CPM 110-01) provides guidance on project analysis and solution selection.

5.2.3 Cost Benefit Analysis

In addition to a narrative identification and analysis of alternatives, a detailed economic feasibility study or Cost-Benefit Analysis (CBA) is required to assist in solution selection. Commonwealth Technology Portfolio is the repository of the CBA worksheet. The Commonwealth Project Management Guideline (CPM 110-01) also provides detailed guidance on the performance of a CBA.

The CBA provides the information needed to make an informed decision about the cost, benefits and return on investment, or value of potential solutions. The CBA defines project objectives and alternative solutions in terms of costs and benefits. It also documents important assumptions used to derive the project costs and benefits. The final product is a consistent document that provides an understanding of the economic feasibility of the solutions being considered, the expected Return on Investment (ROI) and anticipated payback period (if any).

The completed CBA is a major supporting document for Project Initiation Approval consideration.

5.2.4 Project Initiation Approval Risk/Complexity Assessment

As the agency refines its business case, assesses alternatives to address its business need(s) and selects the alternative best suited to satisfy the business problem, several project details come into clearer definition. The Business Case Alternatives Analysis, Project Charter and supporting documents capture these technological and organizational details and refinements, as well as the agency's consideration of this information and the resulting decisions. The Project Initiation Approval Risk/Complexity Assessment is a collaborative review of the draft Business Case Alternatives Analysis, Cost Benefit Analysis (if applicable) Project Charter and supporting documents between the Project Manager-designee and the PMD Project Management Consultant. The Project Sponsor may also participate at his/her option. This assessment will confirm or adjust the project's Risk/Complexity level and resulting Project Category, confirm or revise the Project Initiation Approval path and set requirements for Detailed Planning.

5.2.5 Project Charter

The Project Charter formally communicates the existence of the project, serves as the basis for detailed project planning, appoints the Project Manager, and authorizes the expenditure of resources. The Project Charter also establishes the initial Budget, Schedule and Scope baselines and establishes the membership of the Internal Agency oversight Committee (IAOC) (*Code of Virginia, § 2.2-2021 – Project oversight committees*). Minimum membership requirements for the IAOC are defined in *Section 4.3.5 Internal Agency Oversight Committees*. A detailed project organization chart, depicting both the operational and oversight structures supporting the project, is a required attachment, to be uploaded to the Commonwealth Technology Portfolio repository.

The Project Charter must reflect an estimate of Operations and Maintenance Costs for a minimum of six years after project closure.

5.2.6 Procurement Plan

The Project Manager will develop a plan listing all the procurements necessary to execute the selected project, for example milestone payments.

5.2.7 Procurement Governance Request

The Procurement Governance Request (PGR) is a form in CTP submitted by the agency to procure IT goods or services. The form requires the AITR and Agency Head approvals. VITA internal review begins the CIO approval process. It includes several VITA functions, such as Supply Chain Management, Enterprise Architecture, PMD, ECOS, and Security recommendations prior to CIO approval of PGR.

5.2.8 Agency Approval and Submission to PMD

When the Project Charter and other documents are complete, the Project Manager submits them to the Project Sponsor and Agency Head, for approval. Agency Head approval constitutes Project Initiation Approval for Category Four Projects. For the remaining Project Categories, additional review and approvals are required.

5.2.9 Proponent Secretariat Approval

PMD will perform an initial review of the documents and provide feedback to the Agency. PMD will also coordinate a Secretariat Oversight Committee (SOC) communication to review the project documentation. The SOC will recommend approval or rejection of the project to the CIO and may also recommend conditions or contingencies for approval. PMD will note the approval and load an electronic copy of the recommendation email into the Commonwealth Technology Portfolio. If the SOC recommends disapproval, it will return the project to the Agency, listing its issues/concerns and directing the remediation of the Project Initiation documents.

5.2.10 PMD Review and Recommendation

The final review by PMD will include an analysis of the Project Charter using balanced scorecard criteria approved by the CIO. PMD uses a modified Delphi methodology to validate and quantify the subjective analysis of independent reviewers for Category 1 and 2. The modified approach requires independent review by at least two Project Management Consultants. The results are consolidated and reviewed by the PMD Project Management Division Director.

PMD will recommend approval or rejection of the project to the CIO as well as any conditions or contingencies that will be applied to the project and communicated to the agency in the Project Initiation Approval memorandum. Agencies should anticipate a minimum of 30 business days from the date of formal project submission to PMD for formal approval.

5.2.11 CIO Review and Approval or Recommendation

The CIO reviews the Project Charter, balanced scorecard, PMD Recommendation and supporting documents. The CIO may grant Project Initiation Approval to Category One, Two and Three projects. If the CIO disapproves the project, it will be returned to the project sponsor for resolution of discrepancies, cancellation, or resubmission to CIO for approval.

5.2.12 Secretary of Administration Review and Approval

The Secretary of Administration reviews the Project Charter, balanced scorecard, PMD Recommendation and other supporting documents for Project Initiation Approval of Enterprise level projects. The Secretary may grant approval by signing the Project Initiation Approval letter, return the recommendation to the CIO for further review or remediation, or reject the project. If the Secretary disapproves the project, it will be returned to the project sponsor for resolution of discrepancies, cancellation, or resubmission for approval.

5.2.13 *Beginning* Detailed Planning

Project Initiation Approval expires if the project has not started (i.e., started the procurement process or made progress toward the development of its Detailed Plans) within 90 calendar days after the project start date identified in the Project Initiation Approval memorandum. The PMD Project Management Consultant assigned to the project will determine if the project has been started by the expiration date. If Project Initiation Approval expires, the Project Manager must update the appropriate project documentation and coordinate with the assigned Project Management Consultant to repeat the Project Initiation Approval Risk/Complexity Analysis (see section 5.2.5) and all subsequent approval steps.

Final Project Initiation Approval will be noted in the Commonwealth Technology Portfolio by PMD, and electronic copies of signed documents will be uploaded to the repository.

5.3 Detailed Planning

Once Project Initiation Approval has been granted, the Detailed Planning Phase begins. In this phase, in-depth planning is completed, and planning documents are developed and approved. The Project Manager may not proceed with project execution until the Detailed Project Plan has been approved by PMD (see the exception below related to Category Four projects.)

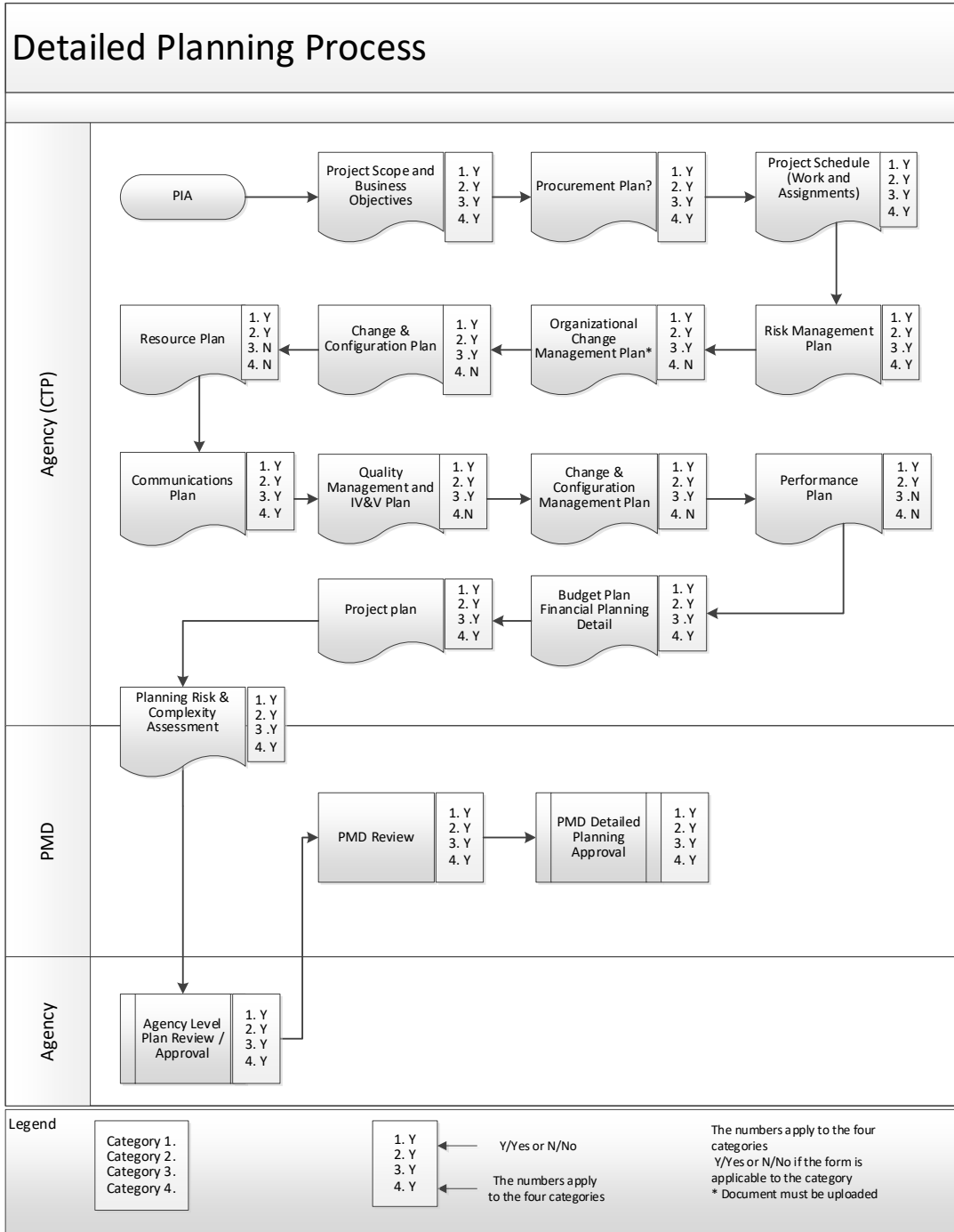
In general, the Project Plan must include project schedule, communications plan, budget baselined with costs and funding documented, scope and requirements defined and approved by the project sponsor and documented risks and issues. The Project plan itself is a summary of the individual plans themselves.

The Commonwealth Technology Portfolio includes online forms for the Planning Phase and shall be the repository for all Planning Phase documents. Much of the information required for the completion of the Detailed Plan is carried forward from the Initiation Phase by the Commonwealth Technology Portfolio.

The Detailed Project Plan must be reviewed for category 1 and 2 projects by the IAOC and the Project Sponsor. PMD reviews and approves the Project Plans on behalf of the CIO if the project baselines are unchanged or within the following:

- *15% or less for Category 1*
- *20% or less for Category 2*
- *25% or less for Category 3*
- *35% or less for Category 4*

If the Detailed Project Plan breaches this threshold for schedule, budget, or scope, it must be accompanied by a Change Control Request, which must be reviewed by the Secretariat Oversight Committee and approved by the CIO. Detailed Project Plans are revised as needed to reflect any changes directed by the Project Sponsor, or the IAOC.



5.3.1 Planning Activities

Preparation of the planning documents depends on the project category. If an individual document is optional for a given project category, the Project Manager is still expected to conduct the planning activity and summarize the results in the Project Plan Summary. Except as noted, forms for these plans reside in the Commonwealth Technology Portfolio.

See Appendix A for the Planning Activity Document Matrix.

5.3.2 Planning Risk/Complexity Assessment

The Planning Risk/Complexity Assessment is a collaborative review of the draft Detailed Project Plan by the Project Manager and the PMD Project Management Consultant. The Project Sponsor may also participate at his/her option. This assessment will confirm or adjust the project Risk/Complexity level and resulting Project Category, which, in turn, sets the oversight and governance requirements for the Project Execution and Control Phase.

When the Project Manager has completed the draft Detailed Project Plan (prior to submission to the Internal Agency Oversight Committee or agency management) he/she will meet with the assigned PMD Project Management Consultant to complete the Detailed Plan Risk/Complexity Assessment. Completion of this assessment will confirm or reset the Risk/Complexity level for the project, determine the approval path for the Detailed Project Plan, commence the required oversight activities and documentation for the Execution and Control Phase.

5.3.3 Agency Level Plan Review

The Internal Agency Oversight Committee (Category One and Two projects) must review the detailed project plan, paying particular attention to project risks, the project schedule and budget. After the completion of the Planning Risk/Complexity Assessment, the Project Manager will forward the Detailed Plan to the Project Sponsor and Agency Head for approval.

For Category Three and Four Projects, the Project Manager will forward the Detailed Project Plan to the Project Sponsor, who approves and forwards it to the Agency Head for approval; this constitutes the detailed Project Plan approval for Category Three and Four Projects. The Project Manager will notify PMD that the plan has been approved and then proceed to the Execution and Control phase of the project.

5.3.4 Detailed Project Plan Review and Approval by PMD

Applicability: Category 1 - 4

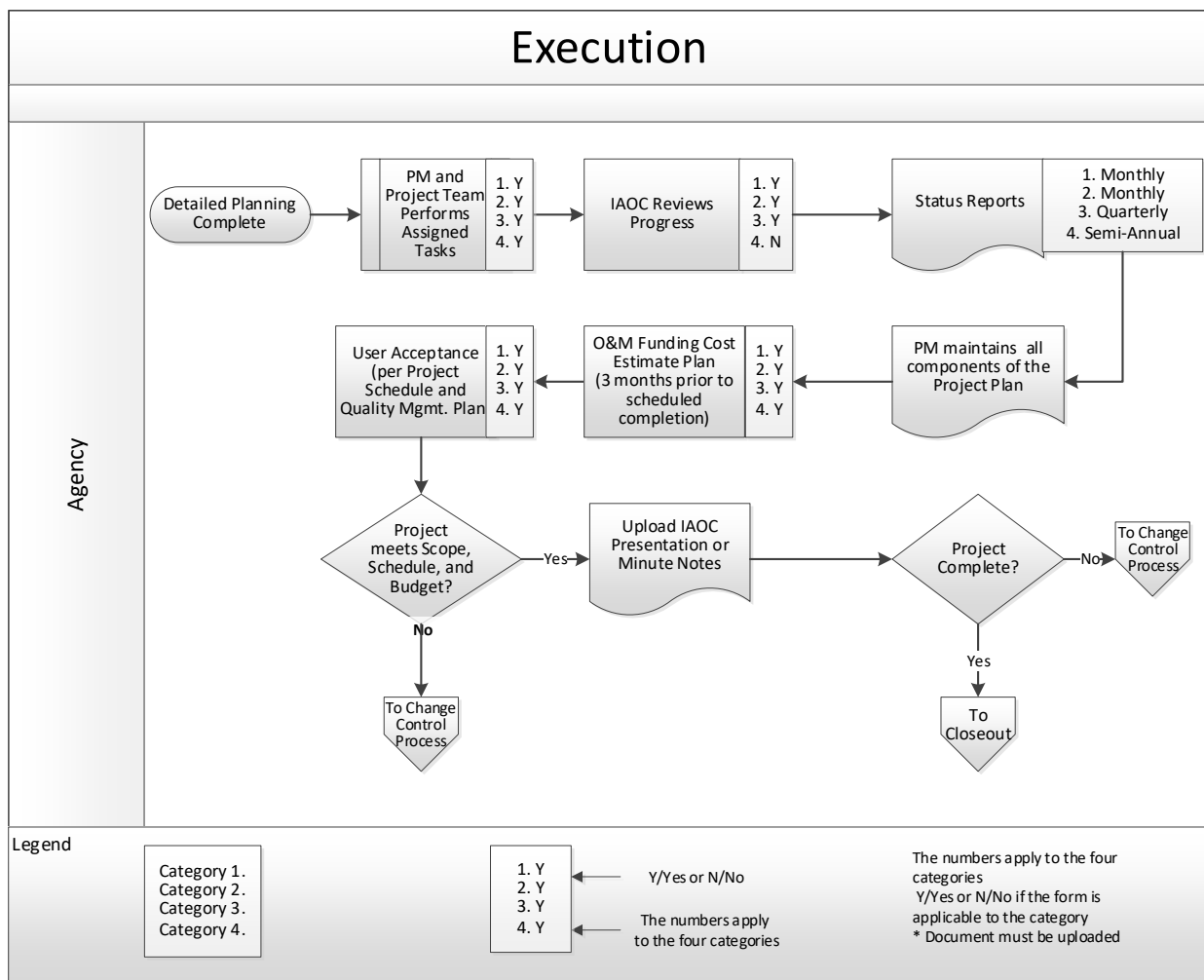
When the Detailed Project Plan for a Category One, Two, Three or Four project has been formally submitted by the agency, the assigned PMD Project Management Consultant will conduct a thorough review of the plan to ensure that it provides a complete roadmap for project completion. Execution of the project cannot proceed until the review of the Detailed Plan is complete and the Project Plan has been approved. PMD approves the Detailed Project Plan on behalf of the CIO.

5.4 Execution and Control

Approval of the Detailed Project Plan establishes the project baselines for the Execution and Control Phase and signals that the Project Manager may proceed to execute the project.

The project manager directs the execution of the project based on the approved plan, paying special attention to risk management, the project schedule and execution of the project budget.

Assessing the project using baselined scope, schedule, and budget along with risk management are the preferred methods of performance measurement, or control during the Execution and Control Phase of the project.



5.4.1 Risk Management

The appointment of a Risk Manager (other than the Project Manager), , is *required* for Category One Projects.

The Detailed Project Plan established the process and procedures for the identification, analysis, and management of risks, and established the initial list of risks facing the project. During Execution and Control, the Risk Manager (or PM if a separate Risk Manager has not been appointed) establishes and monitors the Risk/Issues Log, monitors the identified risks, and advises the Project Manager on risk incidence and response. The Risk Manager also surveys the project for new risks; assesses and quantifies newly identified risks as provided in the Risk Management Plan; develops appropriate contingency plans; and removes or downgrades risks whose window of occurrence has passed. The Risk Manager collaborates with the Project Manager to ensure that the Risk Management section of the Project Status Report is updated and presents a Risk Update to each meeting of the Internal Agency Oversight Committee. Risk Manager duties could be a collateral appointment for a member of the project team or could be a separate, full-time assignment.

5.4.2 Change Control

The Commonwealth uses a Managed Baseline approach to executing project schedule, budget, and scope (deliverables). The initial baseline is established at Project Initiation Approval, using the schedule, budget and scope baselines documented in the Project Charter.

Those baselines may be adjusted, (increased or decreased) up to:

- 15% or less for Category 1
- 20% or less for Category 2
- 25% or less for Category 3
- 35% or less for Category 4

At the time Detailed Planning is complete, a project may adjust the baseline according to this Standard. A Detailed Project Plan must exist that is reviewed and approved by the IAOC, Project Sponsor and CIO. If a change is greater than the approved threshold, then a Change Control is required. A Change Control Request must be submitted and approved using the process for the review and approval of Significant Change Control Requests, described below.

Changes (increase or decrease) to the project's baselines that are required during the Execution and Control phase of the project lifecycle are categorized as either Nominal Change Control Requests or Significant Change Control Requests. These requests are defined and will be processed and approved as described below:

5.4.2.1 Nominal Change Control Requests

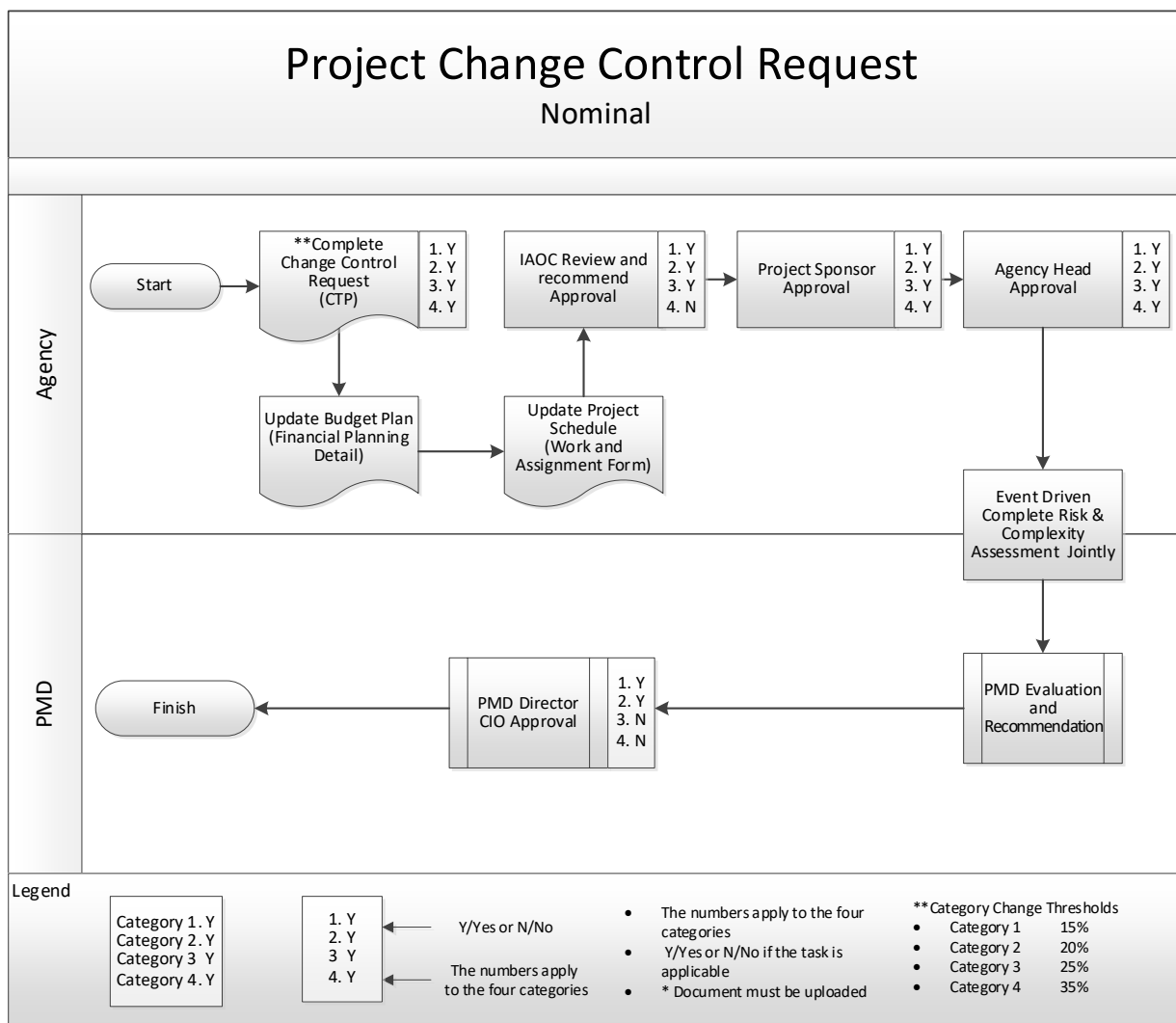
Nominal Change Control Requests are those that will modify project cost, schedule, or scope (deliverables) baseline by

- 15% or less for Category 1
- 20% or less for Category 2

- 25% or less for Category 3
- 35% or less for Category 4

However, for projects of 24 months or less duration (current baseline schedule), a schedule baseline change of 4 months or less will also be considered a Nominal Baseline Change Control Request, so long as any associated project budget increase is less than the approved threshold.

Nominal Change Control Requests will be documented in the CTP and approved by the IAOC, Project Sponsor and Agency Head. Nominal Change Control Requests for Category Four projects must be approved by the Project Sponsor and reported to PMD. These changes should be accompanied by appropriate changes to the Project Schedule, Budget Plan and Performance Plan documents in the CTP. Once those approvals are noted in the CTP, the PMD Project Management Consultant will adjust the project baselines in the CTP.

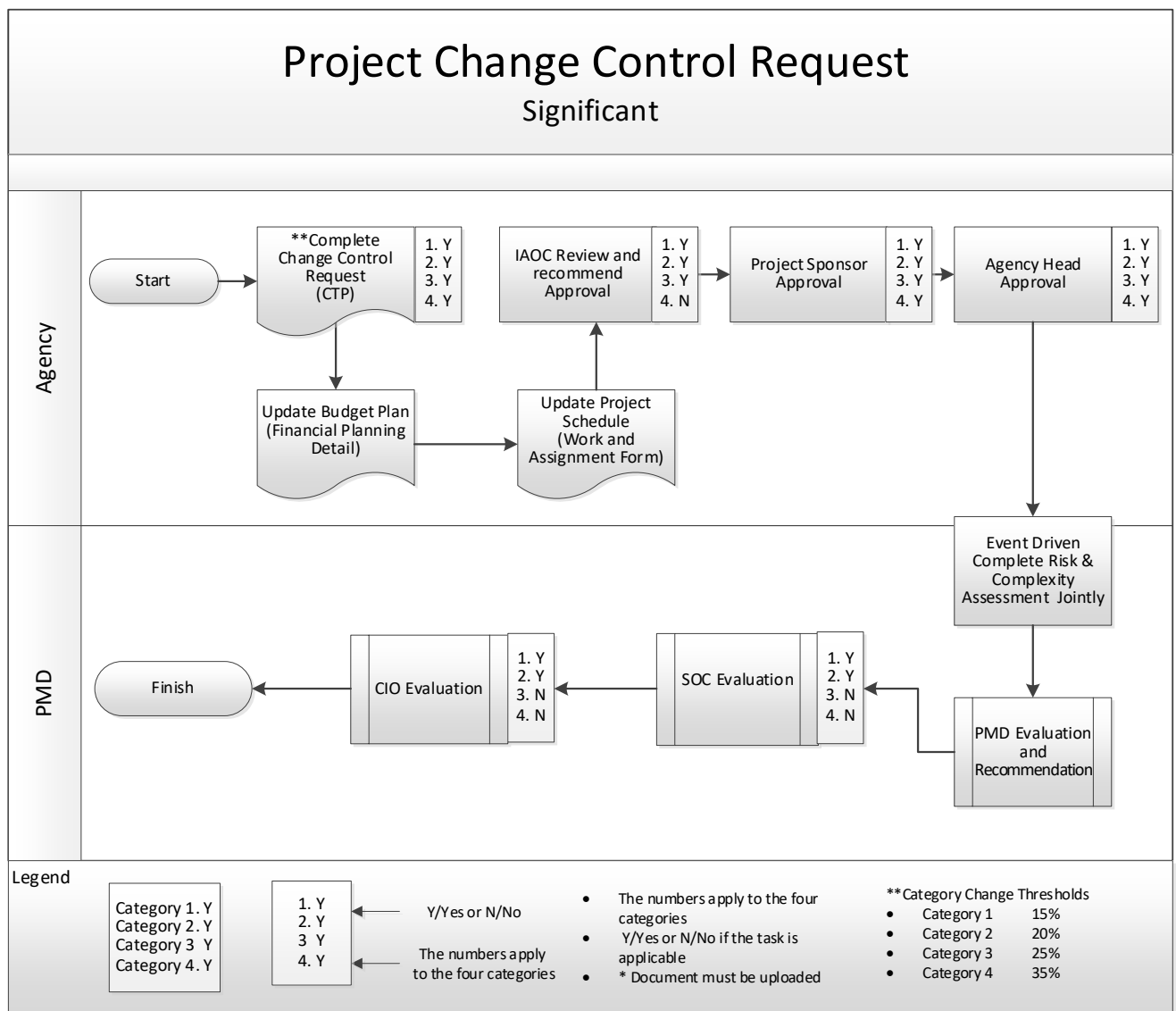


5.4.2.2 Significant Change Control Requests

Significant Change Control Requests are those that will modify project cost, schedule, or scope (deliverables) baseline by:

- 15% or more for Category 1
- 20% or more for Category 2
- 25% or more for Category 3
- 35% or more for Category 4

Significant Change Control Requests will be documented in the CTP. These changes should be accompanied by appropriate changes to the Project Schedule, Budget Plan and Performance Plan documents in the Commonwealth Technology Portfolio.



When the Project Manager has completed the draft Change Control Request for these changes (prior to submission to the Internal Agency Oversight Committee or agency management),

he/she will meet with the assigned PMD Project Management Consultant to complete the Event-Driven Risk/Complexity Assessment. Completion of this assessment will confirm or reset the Risk/Complexity level for the project, determine the approval path for the Change Control Request and the required oversight activities and documentation for the remainder of the Execution Phase. When the PM finalizes the Change Control Request, it is submitted to the IAOC (or, in the case of Category Four project, the Agency Head).

The Internal Agency Oversight Committee must review the Change Control Request and make a recommendation for approval to the Project Sponsor and Agency Head. Their approvals are noted on the Change Control Request, Approval's tab, in the Commonwealth Technology Portfolio.

For Category One and Two Projects, the Project Manager will notify PMD when agency approval has been accomplished. PMD will perform an initial review of the documents and provide feedback to the agency. PMD will also coordinate a SOC communication to review the request. The SOC will recommend approval or rejection of the request to the CIO and may also recommend conditions or contingencies for approval. If the SOC recommends approval, PMD will note the approval and load an electronic copy of the signed document into the Commonwealth Technology Portfolio. If the SOC recommends disapproval, the PMD Project Management Consultant will work with the committee to satisfy its concerns. Failing that, the consultant will note the reasons for the SOC disapproval recommendation and continue processing the request.

The SOC or the CIO may direct the Project Manager to initiate an IV&V review of the project and use the results of that review to assist it in its deliberations regarding the Change Control Request. If a Change Control Request-related IV&V review is directed, processing of the request will be held in abeyance until the review is completed and the report is formally submitted.

If a Significant Baseline Change is required to the project, the submission of a Change Control Request may trigger an Event-Driven Risk/Complexity Assessment at the option of the Secretariat Oversight Committee or the CIO.

The CIO reviews the Change Control Request, PMD Recommendation and other supporting documents. If the CIO approves the request, he/she will approve the change control request. If the CIO disapproves the request, he will provide direction to PMD, which will work with the Project Manager to remediate the request and resubmit it for CIO approval. The CIO may also direct the initiation of an IV&V review of the project and proposed change.

For Category Four projects, Significant Change Control Requests must be reviewed and recommended by the Project Sponsor and submitted to the Agency Head for approval. When the Project Manager has completed the draft Change Control Request (prior to submission to the Project Sponsor), he/she will meet with the assigned PMD Project Management Consultant to complete the Event-Driven Risk/Complexity Assessment. The Project Sponsor/Agency Head will note his/her approval of the Change Control Request on the Approvals tab of the change control request form, in the Commonwealth Technology Portfolio.

5.4.3 User Acceptance

User Acceptance criteria were established during Detailed Planning. The Project Manager and Project Sponsor must document acceptance of each deliverable. They will also identify any issues that remain outstanding, and the agreed upon plan for resolution of the outstanding issues. The Project Closeout form (Prepare for Closure) in CTP may serve as documentation of user acceptance and testing of agreed upon deliverables.

5.4.4 Operations and Maintenance (O&M) Planning

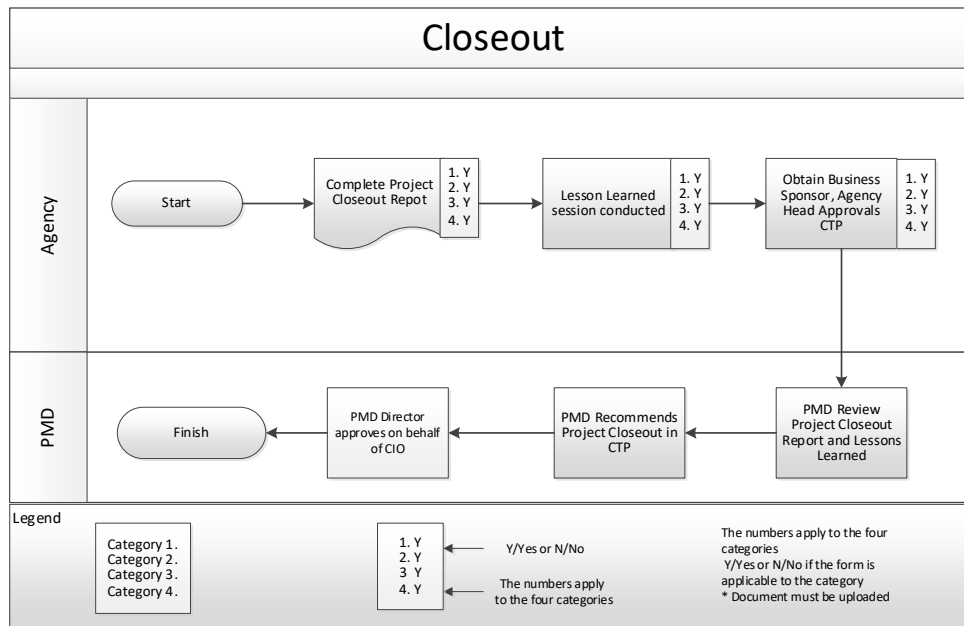
Not later than three (3) months prior to the scheduled completion of the project’s Execution and Control phase, the Project Manager shall complete and document planning for the system’s operation and maintenance. The Project Manager shall coordinate with the agency financial, IT, and operational managers to ensure that they are prepared to support the system from a budgetary, staffing, technology, and operational perspective. The Project Manager may be required to assist with the preparation of a Budget Decision Package or Strategic Planning documents to describe funding, staffing or other resources to support the system. The Project Manager shall review this plan with the Internal Agency Oversight Committee and Project Sponsor and submit a final copy of this plan to PMD for review/comment.

5.4.5 Transition to Closeout

Project Execution and Control continues until all deliverables have been accepted, the agency cancels the project, or the CIO orders the project suspended or terminated.

5.5 Project Closeout

Closeout is the last phase in the Commonwealth project lifecycle. The Closeout Phase begins when the user has accepted all the project deliverables, (establishing operational products or services), and the project sponsor concludes that the project has satisfied the project purpose described in the Project Charter. The major focus of the Closeout Phase is administrative closure and documentation of lessons learned or best practices and completing the transition to operations and maintenance.



5.5.1 Project Closeout Report

Using the Commonwealth Technology Portfolio, the Project Manager must complete a Project Closeout Report. The Project Closeout Report is the Project Manager’s final report of the project’s accomplishments against its project budget, scope, schedule, and performance baselines. It also details the disposition of the project’s documentation. The Project Closeout Report is usually submitted between 60 and 120 days after project execution has been completed, depending on the receipt, payment and reporting on final project expenses and resolution of any final issues. The Project Closeout Report must be approved by the IAOC, Project Sponsor, and Agency Head before submission to PMD.

Note that upon project closure, cancellation, or termination of a Limited Oversight project, the agency must update the Limited Oversight information appropriately in CTP to indicate that the project is no longer active.

5.5.2 Lessons Learned and Best Practices

Using the Commonwealth Technology Portfolio, the Project Manager must enter lessons learned and best practices.

5.6 Governance and Oversight of Information Technology Projects

5.6.1 Project Status Reporting

The frequency of project status reporting for Commonwealth technology projects depends on the Project Category:

Project Category	Status Report Frequency
Category 1	Monthly
Category 2	Monthly
Category 3	Initial report, then Quarterly in January, April, July, and October.
Category 4	Initial report, then Quarterly in January, April, July, and October.
Limited Oversight \$250K - \$999K for Group 2 agencies	Initial report, then quarterly in January, April, July, and October.

Status reports will be submitted using the Commonwealth Technology Portfolio. Project managers will submit an initial report for the first full month following the date that Project Initiation Approval was granted – e.g., a project granted Project Initiation Approval on April 15th would submit its first status report in June for the months of April and May.

The Project Status Report for categories 1-4 must provide a detailed and descriptive report on the project’s accomplishments during the reporting period, and those anticipated to be completed in the next reporting period. The report should specifically address milestones and other key tasks that have been accomplished in the current reporting period and those that have

been delayed, including the reason for the delay and impact on the overall schedule. In addition, a detailed review of the following topics should also be presented:

- Key Status Indicators(scope, schedule, budget, performance and risk)
- Project Risk Status including new risks
- Measures of Success
- Planned versus Actual Expenses, including an explanation of any variance and
- Project Baselines and
- Infrastructure Requests for Service
- Percent complete

The Project Status Report for Limited Oversight projects will provide the following information:

- Key status indicators for scope, schedule and budget
- Percent complete

Status reporting will continue until the Project Closeout Report is submitted on the following schedule:

- The Project Manager will complete the Project Status Report by the tenth business day of the month following the end of the reporting period
- The Project Sponsor will review and approve the Project Status Report and provide a Project Status Assessment (on-track, warning, or problem) by the thirteenth business day of that month. Beyond this date, the Project Manager should not attempt any further edits of that month’s report
- On the fifteenth business day of the month, the reports are available to the Project Management Division and CIO

Project Status Report Due-Date	Reviewer
10th of the Month	Project Manager
13th of the Month	Project Sponsor (on-track, warning, or problem)
15th of the Month	Project Management Division (PMD)

Adjustments to this schedule may be necessary to accommodate reporting for the prior month. The PMD Project Management Consultant will advise Project Managers and Project Sponsors accordingly.

The PMD Project Management Consultant will return any Project Status Report that does not address the key topics identified above in sufficient detail to the Project Manager for remediation.

Project managers will report weekly updates on Commonwealth-Level projects reported to the Commonwealth CIO to be in a YELLOW or RED status, or other projects identified by the Commonwealth CIO. These updates will include:

- *Communications of any factual indicators indicating that the project is not performing as anticipated for success (scope, schedule, budget)*
- *Actions required to address deficiencies*
- *Updates on the results of these actions and reassessment of status*
- *Updates on risks, issues and concerns, and mitigations thereof*
- *Budget and expenditures updates*

5.6.3 Independent Verification and 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 One, Two and optionally for Three and Four Projects. The Commonwealth’s approach to IV&V is primarily event-driven with a calendar-based backup, meaning that IV&V reviews should be scheduled to coincide with major project milestones, but if no milestone event occurs over a specified time, the calendar will trigger a review. See the sections of this standard related to individual project categories for specific requirements. Other considerations in planning IV&V reviews include the Project Category, specific approach that the project is taking, (e.g., development of a custom software application or configuration and deployment of a Commercial Off-the-Shelf (COTS) application), and the specific System Development Life Cycle (SDLC) model being used. For example, a Category One project that is developing custom software using a ‘waterfall’ system development life cycle, should plan for IV&V in conjunction with the following life cycle events, and should not proceed to the next phase of the life cycle without receiving at least the draft report from that review:

- Completion of Requirements Definition, prior to the commencement of design
- Completion of Detailed Design, prior to the commencement of software development
- Completion of Software Development, prior to the commencement of user acceptance testing
- Category 1 & 2: 1st IV&V within first 6 months after Detailed Planning phase; then annual IV&V if project is >12 months in duration. Project must have 12 months duration in Execution and Control phase or as requested by SOC, IAOC or CIO
- Category 3 & 4: Not required, but encouraged, if the project will benefit from an unbiased review

The agency will propose an initial schedule for IV&V as part of the Major Milestones listed in the Project Charter during the Project Initiation process. Unless a review-triggering milestone event is scheduled to occur in the interim, IV&V reviews should be scheduled to occur annually, beginning six months after the approval of the Detailed Project Schedule. The IV&V schedule will be refined in the Detailed Planning Phase.

The PMD Project Management Consultant may adjust the timing of IV&V Reviews to serve the best interests of the Commonwealth, the agency, and the project. See Section 12 for additional IV&V Requirements.

Section 6. Category One Information Technology Projects

6.1 Overview

This section provides *specific* requirements for the Initiation, Detailed Planning, Execution and Control, and Closeout for Category One Information Technology Projects. Detailed Governance and Oversight requirements are also provided.

6.2 Project Initiation

6.2.1 Project Manager Qualification and Selection

Project Managers must be qualified to manage Category One Information Technology Projects, in accordance with the Project Manager Selection and Training Standard (CPM 111-05).

6.2.2 Project Initiation Approval Authority

The Project Initiation Approval Authority for Category One Projects is the Chief Information Officer.

6.3 Detailed Planning

6.3.1 Planning Activities

The matrix in Appendix A lists the planning activities and documents required for Category One Projects. Except as noted, forms for these plans reside in the Commonwealth Technology Portfolio.

See Appendix A for the Planning Activity Document Matrix.

6.4 Risk Management

The development of a risk management plan that includes associated mitigation plan and a risk status is required. *A risk manager and risk owner are required for Category One Projects. Risk reporting is required monthly at the IAOC. The PMD Consultant should be included in Risk reviews with the Risk Manager and Project Manager.*

6.5 Governance and Oversight of Category One Projects

6.5.1 Status Reporting

Category One projects will submit a monthly Project Status Report using the format and process provided in the Commonwealth Technology Portfolio *Category One projects are considered High-Risk projects, additional reporting may be required as needed.*

Agencies will provide a quarterly brief to the proponent secretary and the SOA.

6.5.2 Internal Agency Oversight Committee (IAOC)

The establishment, roles, and responsibilities of the IAOC are addressed in Section 4.2.5. Additional rules related to the IAOC for High-Risk Category One projects are as follows:

- *Agency Finance representative attendance required*
- *Proponent Secretary should be invited as optional*
- *Agency head attendance cannot be delegated*

For Category One Projects, the IAOC will meet monthly. At a minimum, under special circumstances, when enough voting members will not attend a meeting, the PM can send project documents to IAOC members for review and approval.

6.5.3 Independent Verification and Validation

The initial IV&V review for Category One projects will be scheduled six months after the approval of the Detailed Project Plan. Unless a project event that triggers an IV&V review occurs in the interim, an IV&V review will be scheduled annually thereafter. The CIO may request an IV&V review at any time.

An IV&V review will be scheduled to coincide with Execute and Control project phase, depending on the project approach and system development life cycle being used. The project schedule should allow for completion of the review and submission of the report, prior to project closeout.

Project must have 12 months duration in Execution and Control phase or requested by SOC, IAOC or CIO. *IV&V reviews begin 6 months after detailed planning and should be scheduled to coincide with major project milestones for projects in Execute and Control phase lasting over 12 months in duration.*

See Section 12 of this standard for additional information and requirements related to IV&V.

Section 7. Category Two Information Technology Projects

7.1 Overview

This section provides specific requirements for the Initiation, Detailed Planning, Execution and Control and Closeout of Category Two Information Technology Projects. In addition, detailed Governance and Oversight requirements are also provided.

7.2 Project Initiation

7.2.1 Project Manager Qualification and Selection

Project Managers must be qualified to manage Category Two Information Technology Projects, in accordance with the Project Manager Selection and Training Standard (CPM 111-05).

7.2.2 Project Initiation Approval Authority

The Project Initiation Approval Authority for Category Two Projects is the Chief Information Officer of the Commonwealth.

7.3 Detailed Planning

7.3.1 Planning Activities

The following matrix lists the planning activities and planning documents required for Category Two Projects. Except as noted, forms for these plans reside in the Commonwealth Technology Portfolio.

See Appendix A for the Planning Activity Document Matrix.

7.4 Risk Management

The appointment of a Risk Manager (other than the Project Manager), as either a full-time or additional duty, is recommended for Category Two projects.

7.5 Governance and Oversight of Category Two Projects

7.5.1 Status Reporting

Category Two projects will submit a monthly Project Status Report using the format provided in the Commonwealth Technology Portfolio.

7.5.2 Internal Agency Oversight Committee (IAOC)

The establishment, roles, and responsibilities of the IAOC are addressed in Section 4.2.5. For Category Two Projects, the IAOC will meet monthly, at a minimum.

7.5.3 Independent Verification and Validation

The initial IV&V review for Category Two projects will be scheduled six months after the approval of the Detailed Project Plan. Unless a project event that triggers an IV&V review occurs in the interim, an IV&V review will be scheduled annually thereafter.

An IV&V review will be scheduled to coincide with the completion of each project phase, depending on the project approach and system development life cycle being used. The project schedule should allow for completion of the review and submission of the report, before progressing to the next project phase. Project Category One and Two must have 12 months in Execute and Control. See Section 12 of this standard for additional information and requirements related to IV&V.

Section 8. Category Three Information Technology Projects

8.1 Overview

This section provides specific requirements for the Initiation, Detailed Planning, Execution and Control and Closeout of Category Three Information Technology Projects. In addition, detailed Governance and Oversight requirements are also provided.

8.2 Project Initiation

8.2.1 Project Manager Qualification and Selection

Project Managers must be qualified to manage Category Three Projects, in accordance with the Project Manager Selection and Training Standard (CPM 111-05).

8.2.2 Project Initiation Approval Authority

The Project Initiation Approval Authority for Category Three Projects is the Chief Information Officer of the Commonwealth.

8.3 Detailed Planning

8.3.1 Planning Activities

Appendix A lists the planning activities and planning documents required for Category Three Projects. Except as noted, forms for these plans reside in the Commonwealth Technology Portfolio.

See Appendix A for the Planning Activity Document Matrix.

8.4 Governance and Oversight of Category Three Projects

8.4.1 Status Reporting

Category Three Projects will submit a quarterly Project Status Report using the format provided in the Commonwealth Technology Portfolio.

8.4.2 Internal Agency Oversight Committee (IAOC)

The establishment, roles, and responsibilities of the IAOC are addressed in Section 4.2.5. For Category Three Projects, the IAOC will meet quarterly, at a minimum.

8.4.3 Independent Verification and Validation

The initial IV&V review for Category Three Projects will be optional unless event-driven or mandated by the CIO or IAOC

See Section 12 of this standard for additional information and requirements related to IV&V.

Section 9. Category Four Information Technology Projects

9.1 Overview

This section provides specific requirements for the Initiation, Execution and Control and Closeout of Category Four Information Technology Projects. In addition, detailed Governance and Oversight requirements are also provided.

9.2 Project Initiation

9.2.1 Project Manager Qualification and Selection

Project Managers must be qualified to manage Category Four IT Projects, in accordance with the Project Manager Selection and Training Standard (CPM 111-05).

9.2.2 Project Initiation Activities

The Project Sponsor and/or Project Manager-designee will prepare a Project Charter, Project Organization Chart and Business Case and Alternative Analysis, as described in Section 5.2. While a detailed Cost Benefit Analysis (CBA) is not required for Category Four Projects, the Business Case and Alternatives Analysis, must as a minimum, list the potential tangible and intangible benefits that are expected to accrue from completion of the project and return on investment (ROI). In order to accomplish this, it is highly recommended that the agency complete a CBA and upload to documents in CTP-

9.2.3 Project Initiation Approval Authority

The Project Initiation Approval Authority for Category Four Projects is the Agency Head.

9.3 Detailed Planning

9.3.1 Planning Activities

The following matrix lists the planning activities and planning documents required for Category Four Projects. Except as noted, forms for these plans reside in the Commonwealth Technology Portfolio.

See Appendix A for the Planning Activity Document Matrix.

9.3.2 Detailed Plan Approval

After the completion of the Detailed Plan Risk/Complexity Assessment and requisite detailed planning forms, the Project Sponsor and Agency Head will approve in CTP. The Project Manager should notify the assigned PMD Project Management Consultant that this phase is ready for review and approval.

9.5 Governance and Oversight of Category Four Projects

9.5.1 Status Reporting

After submitting the initial Project Status report as required by Section 5.6.1, Category Four Projects will submit a quarterly Project Status Report using the format provided in the Commonwealth Technology Portfolio in January, April, July and October of each calendar year.

9.5.2 Internal Agency Oversight Committee (IAOC)

There is no IAOC requirement for Category Four Projects. The CIO or Agency Head can appoint an IAOC with key members, as necessary.

9.5.3 Independent Verification and Validation

There is no IV&V requirement for Category Four Projects.

Section 10. Enterprise and Collaborative Applications Projects

10.1 Definitions

The Commonwealth Strategic Plan for Applications defines two special types of applications: Enterprise and Collaborative.

Enterprise applications are “centrally administered applications which act as the authoritative source of data or processing for the Commonwealth.”

Collaborative applications and services are “business applications and services which provide organizations and/or political subdivisions the opportunity to work together, in a substantive, mutually beneficial relationship, with a common integrated solution.”

The designation of an application as “Enterprise” or “Collaborative” is based on an agency’s response to questions on the *Investment Business Case form* in CTP.

10.2 Projects that Deliver Enterprise Information Technology

10.2.1 Designation as an Enterprise Project

Potential Enterprise Projects will be identified during the Strategic Planning process and their designation as Enterprise Projects proposed to the CIO, who will, in turn, recommend that designation to the Secretary of Administration. The Secretary of Administration will designate a project that delivers an enterprise technology asset or solution as an Enterprise Project and designate a Lead Agency.

10.2.2 Lead Agency

The agency responsible for the operational business process will normally be designated as the Lead Agency for an *enterprise* project by the lead Secretariat. For example, the lead agency for a human resources enterprise application would normally be the Department of Human Resource Management.

Under unusual circumstances, another agency may perform this role *at the discretion of the Secretary of Administration*.

The Lead Agency will prepare the Pre-Select documentation and *complete* the Select Risk/Complexity Assessment to establish the initial Project Category as described in Section 4. The specific Oversight and Governance requirements for the project are, in turn, based on the Project Category.

The Project Manager will report to the Lead Agency Head. The Lead Agency Head (or designee) will approve the Project Status Reports in the CTP.

10.2.3 Participating Agencies

All other agencies participating in the project will include their participation, including financial contributions and cost of resources to be committed to the project, in their Agency Strategic

Plan. They may also participate in the development of the Pre-Select and Project Initiation documents.

10.2.4 Project Initiation Approval

The Lead Agency will prepare the documentation required for Project Initiation Approval. The Agency Heads of all participating agencies will review and approve the Project Initiation Approval documents prior to formal submission to PMD. The Lead Agency Head's approval will be noted in the CTP. Approvals of the participating Agency Head(s) will be documented and uploaded to the CTP.

10.2.5 Internal Agency Oversight Committee

The Project Manager will identify in the Project Charter, the members of the Internal Agency Oversight Committee. Members will at a minimum include the Agency Heads of the participating agencies or their representative(s). The Secretary of Administration or CIO may modify the membership of this committee and will approve it as part of Project Initiation Approval. The Internal Agency Oversight Committee will perform the role described in Code of Virginia, § 2.2-2021 and further defined for the assessed Project Category.

10.2.6 Secretariat Oversight Committee

If all the participating agencies are part of the same secretariat, the Secretary (or Deputy Secretary) will chair the SOC. The SOC will include the Agency Head (or representative) of each participating agency, DPB analyst assigned to each agency, the CIO (or representative) and the Secretary of Administration (or representative.)

If the participating agencies are under multiple secretariats, the Secretary (or Deputy Secretary) overseeing the Lead Agency will serve as the SOC chair. The Secretaries (or Deputy Secretaries) overseeing all participating agencies will serve on the SOC, as will all agency heads (or representatives), a DPB budget analyst, the CIO (or representative) and the Secretary of *Administration* (or representative).

The SOC will perform the role described in *Code of Virginia*, § 2.2-2021.

10.2.7 Project Execution

Oversight and governance of these projects will proceed based on the assessed Project Category. The Secretary of Administration or CIO may direct additional governance as part of Project Initiation Approval.

10.3 Projects that Deliver Collaborative Applications

Because Collaborative Applications are often authoritative sources of data or processing for the *multiple agencies*, they will be governed as Commonwealth Projects, as described beginning in Section 4. The agency initiating the project will be responsible for the appropriate project initiation and project management activities. Other participating agencies will be considered stakeholders.

Section 11. Agency-level Information Technology Projects

11.1 Overview

This section addresses projects with an Estimated Cost at Completion of less than \$250,000. These projects are agency-level projects, completely under the control of the agency's management; however, experience has shown that some of these projects may grow to the point that they breach the stated thresholds and become Commonwealth-level projects. Should any agency level project exceed the \$250,000 threshold, VITA PMD will be notified. See 11.3 for the process to upgrade an agency level project to Limited Oversight or Commonwealth level.

Agencies are encouraged to use the best practices for project management articulated in this standard to manage, govern, and oversee agency-level projects, especially those related to qualified Project Managers, planning, status reporting and the involvement of stakeholders.

Agencies are also welcome to use the forms provided in the Commonwealth Technology Portfolio to document agency-level projects.

11.2 Project Execution

Agencies are encouraged to apply the appropriate levels of project management rigor to small projects, like that which is applied to Commonwealth level projects. Specifically, they are encouraged to prepare a Project Charter, Schedule, Budget, and Scope statement for each project that is undertaken, and to appoint a Project Sponsor who serves as the senior executive responsible for the completion of the project and a Project Manager, who supervises its day-to-day execution.

Note that upon Limited Oversight project closure, cancellation, or termination, the agency must update the ~~Intake form~~ Limited Oversight entry appropriately to indicate that it is no longer active.

11.3 Upgrading an Agency-level or Limited Oversight Project

For Group 1 agencies if during its execution, an agency-level project exceeds the \$250,000 estimated cost

the Project Manager, Project Sponsor or Agency Head shall contact the Project Management Division and provide copies of all current project documentation, e.g., charter, schedule, budget, scope statements, etc.

PMD will assign a Project Management Consultant who will review these documents and coordinate an Event-Driven Risk Assessment of the project with the Project Manager and/or Project Sponsor. The governance and oversight requirements assigned to the project will depend upon the Project Category designation resulting from this assessment.

The PMD Project Management Consultant will also coordinate the entry of the project into the Commonwealth Technology Portfolio and the Investment Business Case Approval process for that project as prescribed in the Information Technology Investment Management Standard.

If the project is evaluated as a Category Four project and the Project Initiation and Detailed Planning documents adequately address the project's intent, scope and other management factors, the project may continue, adding in the oversight and governance measures required of Category Four projects. The CIO may direct remediation of any inadequate documentation or may direct a temporary suspension of the project until such remediation is complete.

If the project is evaluated as a Category One, Two or Three project, the PMD Project Management Consultant will coordinate with the Project Manager and Project Sponsor to complete the Project Initiation and Detailed Planning requirements for the appropriate Project Category, as specified in the sections above. The CIO may direct modification of the Project Initiation and Detailed Planning steps to address the best interests of the agency, project stakeholders and the Commonwealth and may direct suspension of the project until Project Initiation Approval and Detailed Project Plan Approval have been completed.

For Group 2 agencies, where a <\$250K exceeds the Agency-Level threshold...

- If the revised Budget <\$1M:
 - Enter the project into CTP as a Limited Oversight project
- If the revised Budget >\$1M:
 - Follow the steps previously listed in this section for Group 1 agencies.

For Group 2 agencies, where a Limited Oversight Level project (>\$250K <\$1M) exceeds the Limited Oversight Level threshold...

- Follow the steps previously listed in this section for Group 1 agencies.

Section 12. Independent Verification and Validation

12.1 IV&V Overview

IV&V is a highly successful quality assurance process carried out by an independent third party.

Verification and Validation are processes that seek to:

- Verify, objectively, that the results of project activities fulfill their requirements; and
- Validate, objectively, that the project products and services satisfy user needs under defined operating conditions.

IV&V adds value to project management and oversight by:

- Increasing the probability that project products and services meet their requirements.
- Improving product and service performance.
- Supporting a sponsor's decision to accept a product or service.
- Reducing development cost.
- Shortening the project schedule.
- Reducing risk; and
- Improving project management and oversight review and decision-making.

IV&V is a review of the project plans and other project artifacts by an **unbiased** 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 and Two Projects. Review of Category Three and Four Projects are optional; however, an IV&V can be conducted at the request of the IAOC, SOC or as directed by the CIO. The Commonwealth’s approach to IV&V is primarily event-driven, meaning that IV&V reviews should be scheduled to coincide with major project milestones for projects in Execute and Control phase lasting over 12 months in duration. It is recommended to include a 10% contingency in the total project cost to include IV&V costs over-runs. There is no requirement for a project closeout IV&V.

The IV&V best practice is to acquire the services of a qualified and independent service provider.

12.2 IV&V Roles and Responsibilities

12.2.1 Chief Information Officer

The *Code of Virginia* directs the CIO to oversee Information Technology Projects so that the Secretary of Administration, the Governor, and the General Assembly can be assured that IT investments are well managed and will deliver the expected outcomes and return on investment. The CIO directs the PMD to develop, implement, and manage an ongoing centralized program for IV&V.

12.2.2 Secretariat Oversight Committee

As needed, PMD provides copies of IV&V reports to the members of the SOC, who may review the reports and any analysis provided by PMD. When appropriate, the SOC directs actions or makes recommendations to the CIO.

12.2.3 Project Management Division

PMD will not recommend IV&V Service Providers or maintain a list of qualified IV&V Service Providers. PMD will analyze vendor reports for trends and issues. As necessary, PMD will prepare formal reports on the analysis of IT Projects.

12.2.4 Internal Agency Oversight Committee

The IAOC will review and approve the IV&V Plan as a component of the Project Plan. After the IAOC approves the IV&V Plan, the Project Manager submits the approved plan to PMD for review and approval. The IAOC will receive and review IV&V reports and may direct the Project Sponsor and Project Manager to take specific actions to remediate findings and recommendations or improve project performance.

12.2.5 Project Sponsor

The Project Sponsor (and/or Project Manager-designee, if applicable) must identify the proposed IV&V milestones and describe the IV&V strategy for the project in the Project Charter (Project Organization). He/she must also allocate funding for IV&V in the Project Charter budget, including a contingency allowance for the potential upgrade of the project to a higher Project Category, as the result of a Risk/Complexity review, requiring more frequent reviews. The Project Sponsor will work with the Project Manager to develop the comprehensive Quality Management and IV&V Plan and will issue an IV&V Statement of Work (SOW) to the service provider(s). When multiple providers respond to the issued IV&V SOW, the Project Sponsor will select a provider for the IV&V. PMD will assist the Project Sponsor in development of the IV&V SOW and selection of the provider. The Project Sponsor is responsible for acceptance of IV&V report deliverables.

12.2.6 Project Manager

The prospective Project Manager-designee will assist the Project Sponsor in developing milestones and budgets for the Project Charter, as necessary. Following Project Initiation Approval, the Project Manager must develop the Quality Management and IV&V Plan for the project and will incorporate the IV&V schedule in the project schedule plan. The Project Manager must also include an allowance in the Project Budget, for the contingency of an upgrade of the project to a higher Project Category, as the result of a CPGA-Risk/Complexity review, requiring more frequent reviews. Project Managers will coordinate activities and have direct interface with the IV&V providers and will utilize the IV&V findings and recommendations. The Project Manager will coordinate the review and responses to IV&V findings as appropriate. The Project Manager will also ensure that all final IV&V reports relating to the IT Project are loaded into the Commonwealth IT portfolio management tool.

12.2.7 IV&V Service Provider

Qualified IV&V Service Providers will have experience and training in verification and validation review audits commensurate with the scope and nature of the project. In any IV&V effort, the

IV&V Service Providers must be completely independent and have a separate budget and line of responsibility from that of the Project Manager to avoid a conflict of interest. IV&V Service Providers will not be part of the Agency responsible for the project. All IV&V Service Providers must be free of any conflict of interest in a project where they provide IV&V contracted support. Conflict of interest may include contracting, sub-contracting, or actively bidding on the project. IV&V Service Providers are disqualified from providing other additional consulting resources (outside of IV&V) on a project for which they are contracted to provide IV&V services.

12.3 IV&V Process Steps

12.3.1 Project Initiation

The process to implement IV&V begins with initial planning during the Initiation Phase of the project lifecycle. The Project Sponsor reviews the Commonwealth Technology Policy and PM Standard for required IV&V activities. The Project Sponsor ensures that adequate funding is allocated for IV&V and that the required IV&V reviews are scheduled as milestones in the Project Charter.

12.3.2 Project Detailed Planning

The Quality Management and IV&V Plan, a component of the Detailed Project Plan, elaborates on the project's efforts to ensure the delivery of quality deliverables. IV&V reviews will include the examination of the technical, financial, and management aspects of the project. The IAOC will review and approve the Quality Management and IV&V Plan as a component of the Detailed Project Plan. After the IAOC approves the plan, the Project Manager submits the approved plan to PMD for review and approval.

12.3.3 Procure IV&V Provider Services

IV&V reviews begin 6 months after detailed planning and should be scheduled to coincide with major project milestones for projects in Execute and Control phase lasting over 12 months in duration. The IV&V Statement of Work (SOW) template is available on the PMD website to begin the process. This template will be used to describe the IV&V services to be procured from Commonwealth's IT Contingent Labor Services vendor. Only the Commonwealth IT Contingent Labor Services contract may be used to procure IV&V services.

The Project Manager will complete the IV&V SOW and submit to the Project Sponsor for review/approval. After approval by the Project Sponsor, the IV&V SOW will be submitted to the PMD Project Management Consultant via email.

The PMD Project Management Consultant will review the IV&V SOW within 3 working days and approve or request modifications, as needed. After the Project Management Consultant has approved the IV&V SOW, the agency may release it to the Commonwealth's IT Contingent Labor Services vendor. The Project Manager/Project Sponsor shall comply with the policies and procedures of the IT Contingent Labor Services contract.

SOW responses shall include statements of the vendor's experience and qualifications to conduct IV&V reviews. The Qualification Standard for IV&V Providers is available on the PMDP website. SOW responses are reviewed by the Project Sponsor and Project Manager for conformance with the Qualification Standard, specific IV&V tasks proposed and the proposed

cost of those services. The Project Manager and/or Project Sponsor will forward the proposal that they plan to select, along with a justification for that selection, to the PMD Project Management Consultant for review, prior to formally accepting the proposal. The PMD Project Management Consultant will review and approve the provider selection within 3 working days.

The Project Sponsor and Project Manager will submit a Procurement Governance Request (PGR) form for any IV&V SOW exceeding \$1,000,000 if not already accounted for in total project costs. PGRs are submitted through CTP.

12.3.4 IV&V Execution

The Project Sponsor or Project Manager will notify the selected provider and coordinate the start of the IV&V effort. The Project Manager and IV&V Service Provider will develop a detailed schedule of the project's IV&V activities reviews. The Project Manager will provide this detailed schedule to the PMD Project Management Consultant, who will maintain and track a comprehensive IV&V schedule for all projects under their oversight.

During the IV&V process reviews, the IV&V provider will rely on existing project documentation unless doing so compromises their effectiveness or limits their ability to draw accurate conclusions. The project team will not be required to develop new, additional documentation to feed the review process where existing documentation already includes the needed information in CTP. The IV&V provider should adapt documenting recommendations and findings on the standard template provided for COV IV&Vs. The IV&V provider will deliver the initial draft reports and presentations to the Project Sponsor and Project Manager for review and correction prior to acceptance and release of the final report. The Project Sponsor and Project Manager cannot approve, modify, or reject the content of a report but may provide comments and feedback on drafts within five (5) business days of receipt of a draft. Project Managers will coordinate reviews and responses to IV&V reports by the project team including contractors and service providers.

The IV&V provider will submit final draft reports to the Project Sponsor for final deliverable acceptance. The Project Sponsor will accept or reject the individual IV&V reports. The Project Sponsor will review and return comments within five (5) business days of receipt of each final draft report. The IV&V provider will then submit final reports within two (2) business days.

The IV&V provider will produce a final report with detailed findings (both positive and negative) that include – best practices identified and employed; identified lessons learned; and recommendations for improvement. The final report will be provided to the Project Sponsor, Project Manager, and PMD. The Project Sponsor will distribute copies of the report to the IAOC. The Project Manager may distribute copies to the project team. The Project Manager will load an electronic copy of the report into the Commonwealth Technology Portfolio. PMD will distribute copies as necessary to the SOC, the CIO, and the Secretary of Administration. In addition, the IV&V provider will make presentations to the Project Sponsor, project team and IAOC as requested.

The Project Sponsor and Project Manager shall develop a remediation plan for any topic area that is rated less than "adequate," as directed by the IAOC.

PMD will analyze all reports submitted by IV&V providers. PMD will identify trends and issues and prepare formal recommendations for decisions by the CIO and Secretary of Administration, as necessary.

To ensure IV&V process improvement, PMD will maintain a knowledge base repository where findings and recommendations are stored.

12.4 IV&V Contract or Performance Issue Resolution

If contract or performance issues arise with the IV&V provider during the IV&V process, the Project Sponsor must notify the PMD Project Management Consultant. The IT Contingent Labor Services vendor and VITA Supply Chain Management (SCM) may also be involved in the resolution of IV&V contract or performance issues, if appropriate. The Project Sponsor may also request a meeting of the IAOC to address the issue.

When the IAOC cannot resolve a contract or performance issue, PMD will assist the Agency in coordination with the Chair of the SOC to convene a meeting of the SOC. The SOC will review and resolve the issue or make recommendations to the CIO for issue resolution beyond the scope of the secretariat.

12.5 IV&V Supplemental Information

Supplemental IV&V information and templates are available on the PMD website.

12.6 IV&V Lessons Learned and Best Practices

Using the Commonwealth Technology Portfolio, the Project Manager must report lessons learned and best practices within CTP at Project Closeout.

Appendix A

Planning Activity	Document	Documentation Requirement
Define and describe the project's Deliverables. (Describe what the user will receive as the product(s) of the project. Deliverables may include (hardware, packaged software, custom developed software, documents, and training.)	Project Scope and Business Objectives Worksheet	Category 1-4
Using the documents produced above, develop a detailed breakdown of resources (other than funds) required to produce the deliverables. Resources include, but may not be limited to personnel, software tools, equipment, etc.	Resource Plan	Category 1-2; optional 3-4 but recommended
Applying a calendar to the sequenced list of tasks and resources and resolving conflicts in the assignment of those resources to project tasks yields a Project Schedule	Project Schedule (Also, submit a current Project Schedule to document the full schedule)	Category 1-4
Plan for the identification, evaluation, prioritization, management, and response to risks that may impact the project. Identify the roles and responsibilities of the project staff about risk. Plan for periodic review, update and/or removal of risks.	Risk Management Plan	Category 1-4
		but recommended
Identify the project information needs of stakeholders. Identify and plan for project communications to respond to those needs.	Communications Plan	Category 1-2; optional 3-4 but recommended
Identify quality requirements related to each project deliverable and the actions that will be taken to ensure that those requirements are satisfied. Plan for external reviews of the project's performance.	Quality Management and IV&V Plan	Category 1-2; optional 3-4 but recommended
Define the processes and responsibilities related to changes to the project's cost, scope, and schedule baselines. Define the processes and responsibilities related to change to the project's deliverables.	Change and Configuration Management Plan	Category 1-2; optional 3-4 but recommended

Planning Activity	Document	Documentation Requirement
Assess the impact of delivering the project’s products to the user organization and individual users. Assess the readiness of the user organization and individual users to accept those changes. Identify, describe, and plan for the actions necessary to facilitate those changes and reduce resistance to change.	Organizational Change Management Plan*	Category 1-2; optional 3-4 but recommended
Using the Project Business Objectives that were defined at Project Initiation, define quantifiable performance goals, the methodology that will be used to determine whether those goals have been achieved, a schedule for testing the product’s performance against those goals, the responsibility for conducting the tests and the way the results will be reported.	Performance Plan	Category 1-2; optional 3- 4, but recommended
Develop a Quarterly Spending Plan for the project associated with each major budget category. Identify the source(s) of funds that will be used to satisfy the quarterly project spending requirements.	Project Budget	Category 1-4
Summarize the planning that has occurred and the targets and goals of the project	Project Plan Summary	Category 1-4
An evaluation of the costs and benefits of alternative approaches to a proposed activity to determine the best alternative.	Cost Benefit Analysis CBA*	Category 1-3; optional 4, but recommended

* Form not included in the Commonwealth Technology Portfolio. This document should be prepared using office productivity software and uploaded to the repository in the CTP.