



Virginia Information Technologies Agency



Commonwealth IT Project Manager Orientation

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Enterprise Solutions and Governance

ITPM Orientation Training

January 09, 2012



Virginia Information Technologies Agency



Agenda

1. Introduction
2. IT Governance and Oversight
3. IT Policies, Standards and Guidelines (PSGs)
4. Project Manager Selection and Training
5. Commonwealth Project Management Methodology



Class Objectives

Key Class Objectives:

1. Understand the value of the Commonwealth's IT governance and oversight model and recognize governance and oversight roles;
2. Distinguish and apply PSGs promulgated by the Commonwealth Project Management Division (PMD);
3. Apply the Project Manager Selection and Training Standard, and the Project Manager Development Program (PMDP) tools to individual project management development and qualification; and,
4. Use the Commonwealth Project Management Standard to properly document a project through close out and post implementation review.



ITPM Orientation: IT Governance and Oversight





IT Governance and Oversight – The Big Picture

Why were the Commonwealth IT Governance and Oversight model and the Commonwealth Project Management (CPM) Methodology initiated?



IT Governance and Oversight – The Big Picture

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IT Project Failure!



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In January 2003, the Joint Legislative Audit and Review Commission (JLARC) completed a study that identified a history of Commonwealth IT project failure.



IT Governance and Oversight – The Big Picture

Why were the Commonwealth IT Governance and Oversight model and the Commonwealth Project Management (CPM) methodology initiated?

IT Project Failure!

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

- Projects were poorly funded or ill-conceived;
- Projects were not supported by stakeholders;
- Agencies applied an immature or inappropriate technology;
- Projects did not use a proven project management methodology;
- Agencies did not have an experienced and skilled project manager;
- No clear connection between the project and agency objectives; and,
- Projects had no clear return on investment.



IT Governance and Oversight - CPM Methodology

The objective of the CPM methodology is to define a structured, disciplined approach for project management in order to deliver anticipated benefits from business-driven IT investments.



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



IT Governance and Oversight - CPM Methodology

The objective of the CPM methodology is to define a structured, disciplined approach for project management in order to deliver anticipated benefits from business-driven IT investments.

- Deliver Anticipated Benefits: IT projects must accomplish measurable improvements in agency performance
- Business-driven: must establish a clear connection between IT project results and the achievement of agency business objectives



IT Governance and Oversight - Key Terms

Commonwealth IT Projects - any state agency information technology project that is under Commonwealth governance and oversight.

The current dollar threshold for Commonwealth IT Projects is \$250,000.



IT Governance and Oversight - Key Terms

Major IT Projects - Major IT Projects are defined in the Code of Virginia (2.2-2006) as “any state agency information technology project that (i) meets the criteria and requirements developed by the Secretary of Technology pursuant to 2.2-225 or (ii) has a total estimated cost of more than \$1 million.”

The designation of a project as a Major Information Technology Project drives certain reporting requirements defined in the *Code of Virginia*.

However, the governance and oversight of information technology projects is primarily driven by the Risk/Complexity level determined using the Commonwealth Project Governance Assessment.



IT Governance and Oversight - Key Terms

Project Category - The grouping of Commonwealth IT projects into four categories for project management governance and oversight purposes. The categories are based on current project risk and complexity, and they determine:

- Project documentation requirements
- Approval levels
- IV&V requirements
- Status reporting requirements
- Oversight committee requirements
- Scope, schedule, budget accuracy thresholds
- Post-Implementation Review requirements



IT Governance and Oversight - Key Terms

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

Oversight - Management by overseeing the performance or operation of a person or group.



IT Governance and Oversight – Higher Ed.

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

- Procurement/Project Approval Authority
- PM Qualification and Selection
- Research Projects Exception



IT Project Governance and Oversight Model

**Project
Manager**

Project Manager – State agency or institute of higher education employee (full time or contractor) who is responsible for achieving project objectives.



IT Project Governance and Oversight Model

**Project
Manager**

**Project
Sponsor**

Project Sponsor – An individual, usually part of the organization management team, who makes the business case for the project. Usually has the authority to define project goals, secure resources, and resolve organizational and priority conflicts.



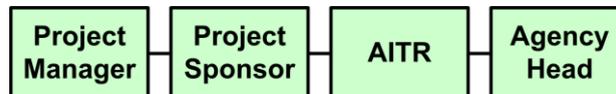
IT Project Governance and Oversight Model



AITR – The Agency IT Resource who is designated by the agency head to be responsible for the agency’s compliance with the procedures, policies, and guidelines established by the CIO of the Commonwealth.



IT Project Governance and Oversight Model



Agency Head – The chief executive officer of a department established in the government of the Commonwealth of Virginia.



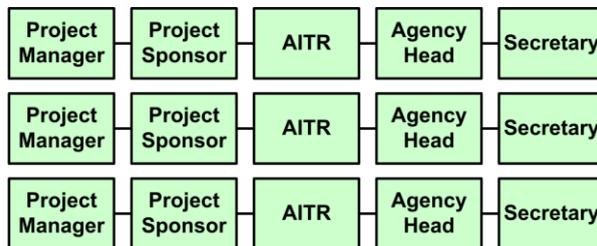
IT Project Governance and Oversight Model



Secretary – An appointee of the Governor responsible for a group of state agencies: Administration , Agriculture and Forestry , Commerce and Trade, Education, Finance, Health and Human Resources , Natural Resources, Public Safety, Technology, Transportation, and Veterans Affairs and Homeland Security.



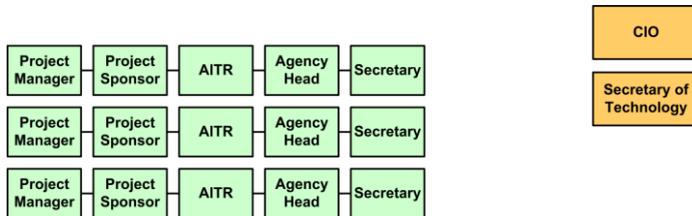
IT Project Governance and Oversight Model



Portfolio of Projects – All investment business cases and active Commonwealth IT projects.



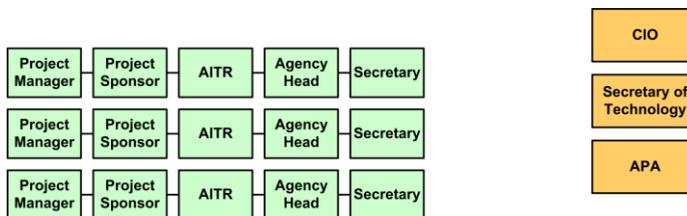
IT Project Governance and Oversight Model



CIO of the Commonwealth and Secretary of Technology – Both have statutory responsibilities for managing Commonwealth IT decisions and investments.



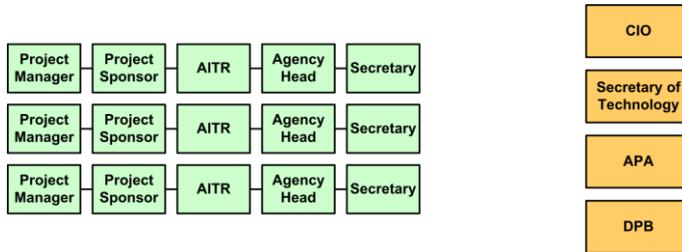
IT Project Governance and Oversight Model



APA – The Auditor of Public Accounts is responsible for promoting sound financial management and accountability for public funds.



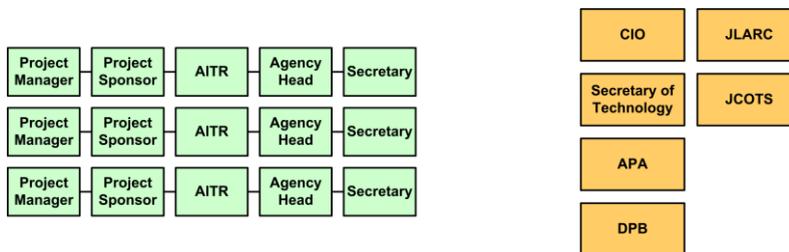
IT Project Governance and Oversight Model



DPB – The Department of Planning and Budget manages the Commonwealth’s strategic planning and budgeting processes.



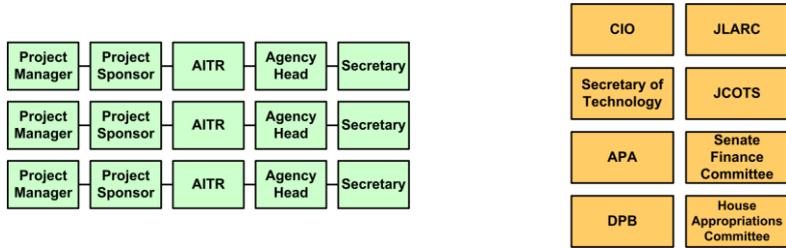
IT Project Governance and Oversight Model



Joint Legislative Audit and Review Commission and Joint Commission on Technology and Science – Two General Assembly commissions who review agency performance and review reports on the conduct of Commonwealth IT Projects.



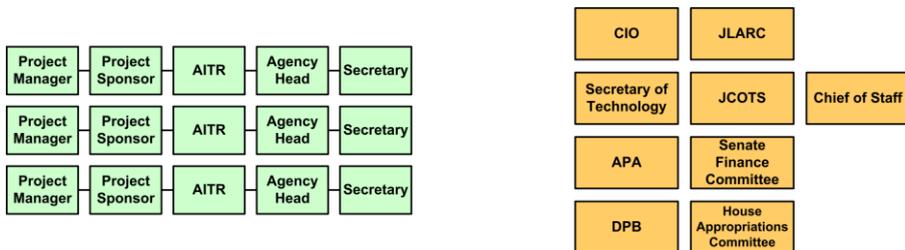
IT Project Governance and Oversight Model



Senate Finance and House Appropriations Committees – Two General Assembly committees who review agency budget requests and review reports on the conduct of Commonwealth IT Projects.



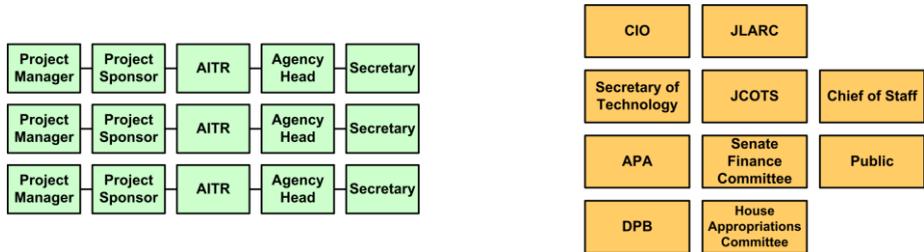
IT Project Governance and Oversight Model



Chief of Staff – The Governor’s deputy personnel and budget officer reviews reports on the conduct of Commonwealth IT Projects.



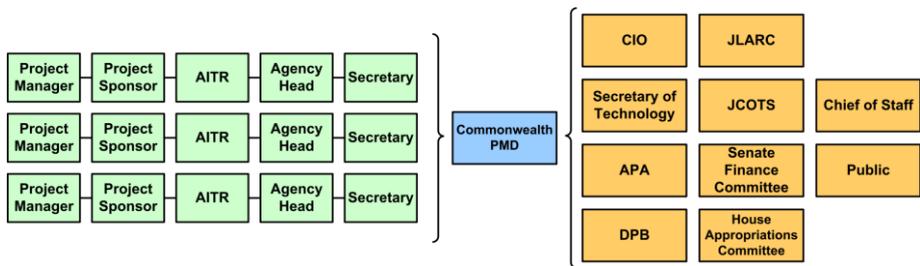
IT Project Governance and Oversight Model



Public – Agency budgets, agency performance, and reports on the conduct of Commonwealth IT Projects are public information.



IT Project Governance and Oversight Model



Commonwealth Project Management Division – PMD manages the Commonwealth’s IT project governance and oversight model, and the relationship between those who execute IT projects and those who have governance and oversight responsibility for IT projects.



IT Governance and Oversight - PMD

Commonwealth PMD

Under the direction of the Secretary of Technology and the Commonwealth Chief Information Officer (CIO), the Commonwealth Project Management Division (PMD) implements an enterprise strategy for the effective and efficient management of information technology investments. **Unlike most state agency divisions, the roles and responsibilities of PMD are established in Code.**

PMD won the 2009 National Association of State CIOs (NASCIO) award for outstanding achievement in IT Project and Portfolio Management.



IT Governance and Oversight - Project Management Division

Commonwealth PMD

Project Management Division in the Customer Service Project Management Organization is responsible for:

- Agency project procurement reviews;
- Agency project oversight and reporting;
- Agency project management training, consulting, and assessment;
- Independent Verification & Validation (IV&V); and,
- Project Approvals.



IT Governance and Oversight - ITIM Office

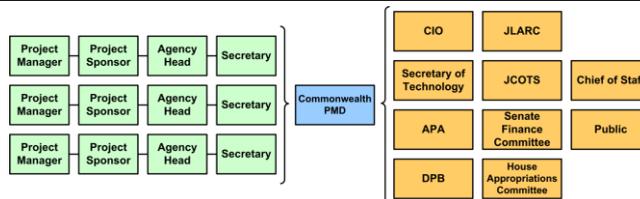
Commonwealth
PMD

The IT Investment Management Division in the Enterprise Solutions and Governance Directorate is responsible for:

- Agency IT Strategic Planning;
- Commonwealth Technology Portfolio;
- Recommended Technology Investment Projects (RTIP) Reports;
- Agency IT procurement reviews;
- Investment Business Case approvals;
- Technology Management policy, standard and guideline development; and,
- CIO, ITAC and Secretary of Technology support.

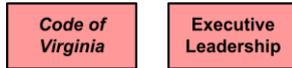
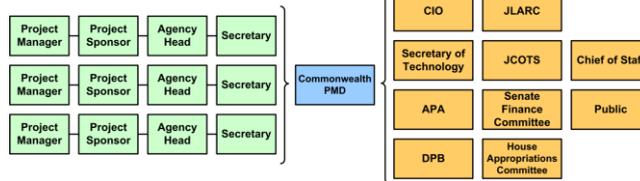


IT Project Governance and Oversight Implementation

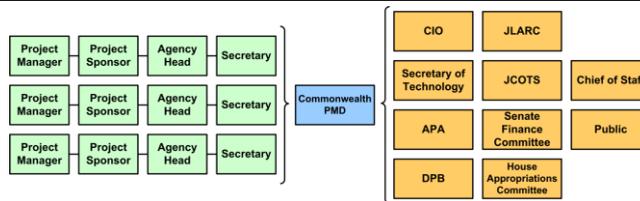




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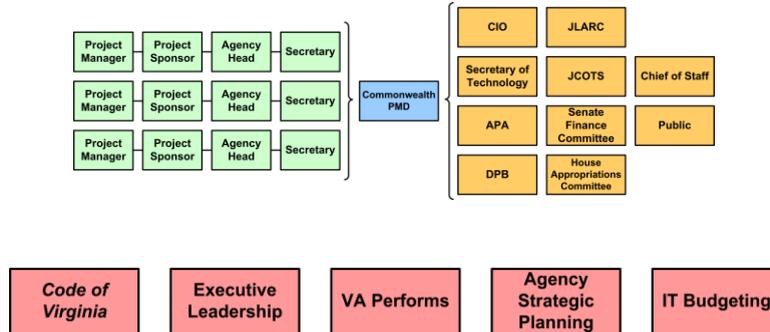


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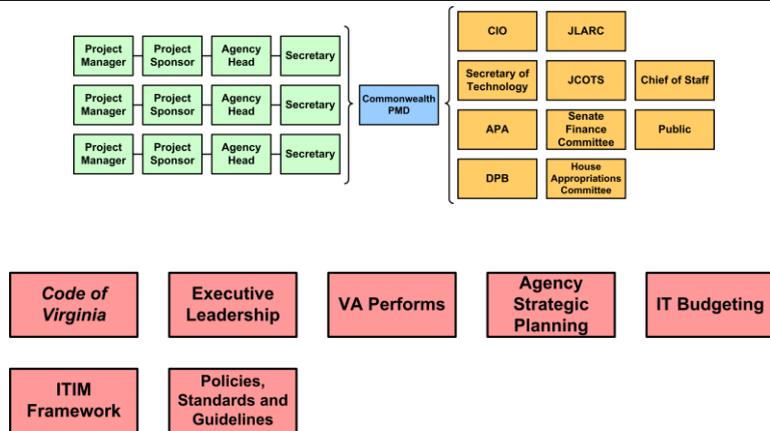




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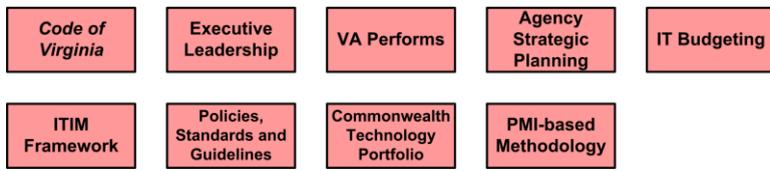
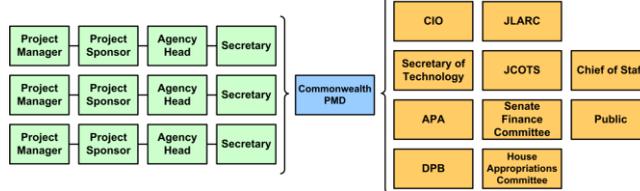


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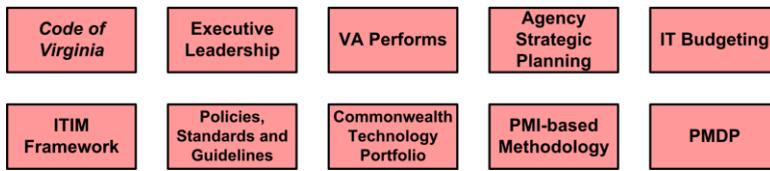
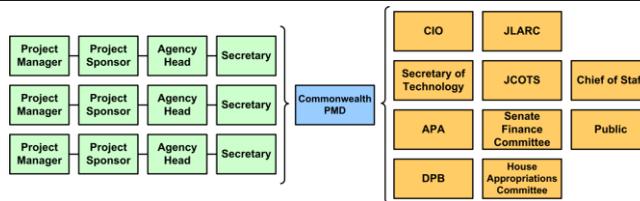




IT Project Governance and Oversight Implementation



IT Project Governance and Oversight Implementation





IT Governance and Oversight - IT Strategic Planning

Agency Strategic Planning

IT Strategic Planning is performed at various levels of government within the Commonwealth:

- Commonwealth agency strategic plans;
- The Commonwealth of Virginia Strategic Plan for Information Technology, or the Commonwealth Technology Business Plan;
- The long-term objectives set forth by the Council on Virginia's Future; and,
- The Governor's priority initiatives.



IT Governance and Oversight - Commonwealth Technology Portfolio

Commonwealth Technology Portfolio

The Commonwealth Technology Portfolio is a repository for agency information technology (IT) investments in the Commonwealth. Information from the system is used to:

- Support both Commonwealth and agency IT strategic planning;
- Better inform and standardize the overall Commonwealth IT Investment Management process;
- Improve IT investment decision making; and,
- Allow agencies to share information about their current portfolios.



ITPM Orientation: IT Project Management Policies, Standards and Guidelines (PSGs)



What are PSGs? - Definition of Policy

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



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- Policies describe at a high level *what* needs to be done.



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- Standards describe *who* does what (from policy) and *when* they must do it.



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



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- Guidelines describe *how* things should be done according to current recommended practices.



Policies, Standards and Guidelines

Enterprise Architecture Policy



Policies, Standards and Guidelines

Enterprise Architecture Policy

Commonwealth Technology Management Policy

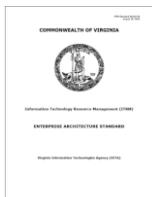


Policies, Standards and Guidelines

Enterprise Architecture Policy

Commonwealth Technology Management Policy

Enterprise
Architecture
Standard





Policies, Standards and Guidelines

Enterprise Architecture Policy

Commonwealth Technology Management Policy

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Enterprise Security Standard



Policies, Standards and Guidelines

Enterprise Architecture Policy

Commonwealth Technology Management Policy

Enterprise Architecture Standard

Enterprise Security Standard

IT Investment Management Standard





Policies, Standards and Guidelines

Enterprise Architecture Policy		Commonwealth Technology Management Policy		
Enterprise Architecture Standard	Enterprise Security Standard	IT Investment Management Standard	Commonwealth Project Management Standard	



Policies, Standards and Guidelines

Enterprise Architecture Policy		Commonwealth Technology Management Policy		
Enterprise Architecture Standard	Enterprise Security Standard	IT Investment Management Standard	Commonwealth Project Management Standard	Commonwealth Project Management Guideline



Policies, Standards and Guidelines

Enterprise Architecture Policy		Commonwealth Technology Management Policy			
Enterprise Architecture Standard	Enterprise Security Standard	IT Investment Management Standard	Commonwealth Project Management Standard	Commonwealth Project Management Guideline	Project Manager Selection and Training Standard



Policies, Standards and Guidelines

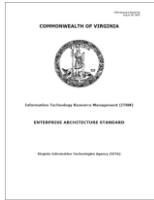
Enterprise Architecture Policy		Commonwealth Technology Management Policy			
Enterprise Architecture Standard ¹	Enterprise Security Standard ²	IT Investment Management Standard ³	Commonwealth Project Management Standard ⁴	Commonwealth Project Management Guideline ⁵	Project Manager Selection and Training Standard ⁶



Enterprise Architecture Standard

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The Commonwealth's Enterprise Architecture Standard is used to manage and align the Commonwealth's business processes, IT infrastructure, and IT solutions with the Commonwealth's overall strategy.



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- Enterprise Business Architecture: defines the business of the Commonwealth
- Enterprise Information Architecture: describes the enterprise's information flows and value chains



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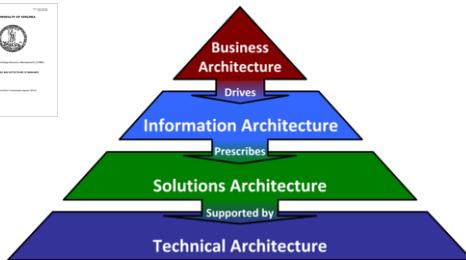
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- Enterprise Solutions Architecture: catalogues the information systems supporting or related to the business functions defined in the EBA

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- Enterprise Business Architecture: defines the business of the Commonwealth
- Enterprise Information Architecture: describes the enterprise's information flows and value chains
- Enterprise Solutions Architecture: catalogues the information systems supporting or related to the business functions defined in the EBA
- Enterprise Technology Architecture: specifies a consistent set of technology infrastructure standards and models

2

Enterprise Security Standard



The Commonwealth's Enterprise Security Standard establishes a baseline of information security and risk management requirements for Commonwealth agencies. These requirements provide for the protection of, and mitigate risks to, agency information systems and data.



ITIM Standard

IT Investment Management Standard



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



ITIM Standard

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ITIM is the basis for the Commonwealth's approach to technology management as approved in the Commonwealth Technology Policy.



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ITIM Standard - IT Investment Management (ITIM)



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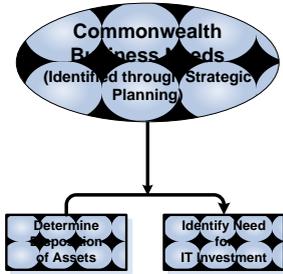
ITIM Standard - IT Investment Management (ITIM)





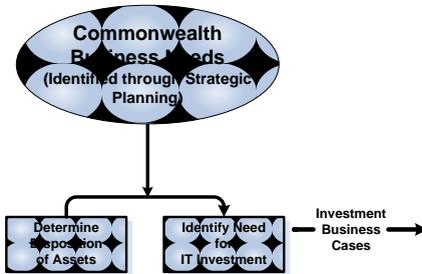
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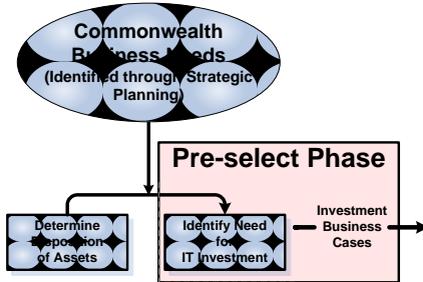
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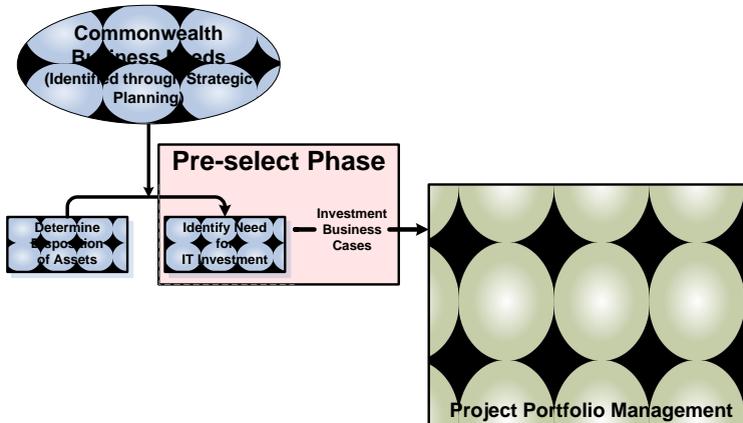
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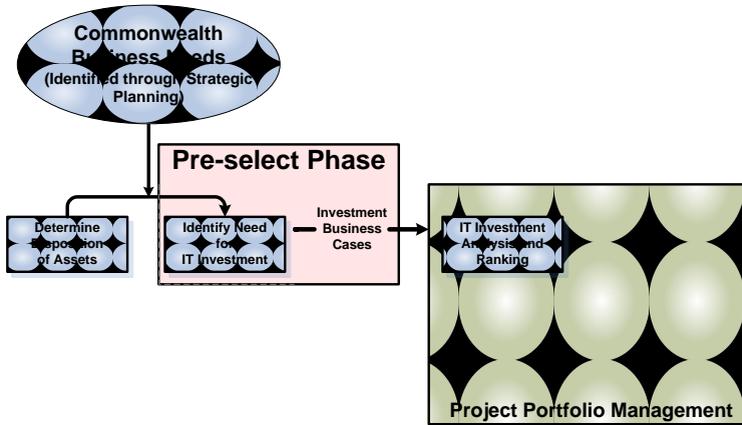
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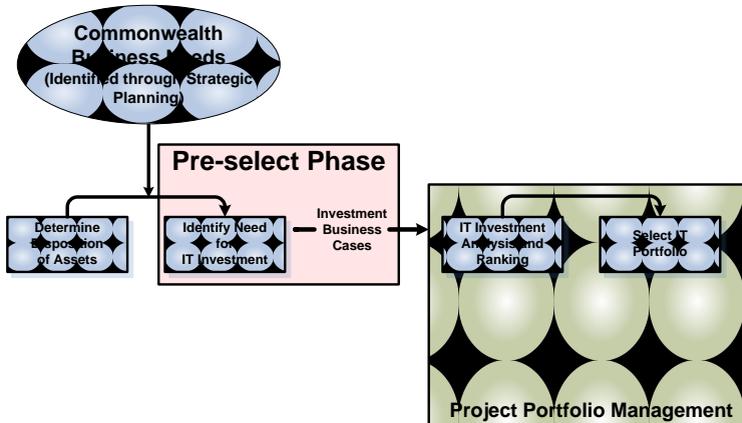
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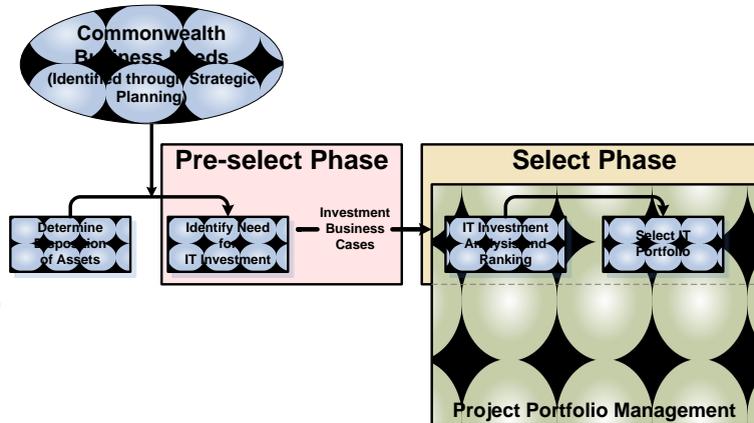
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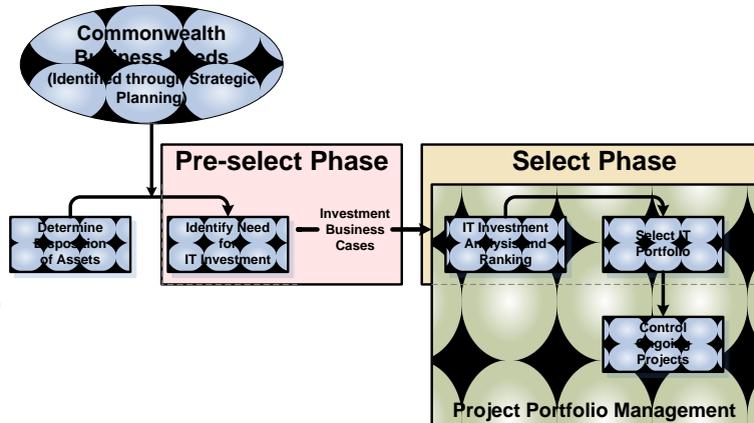
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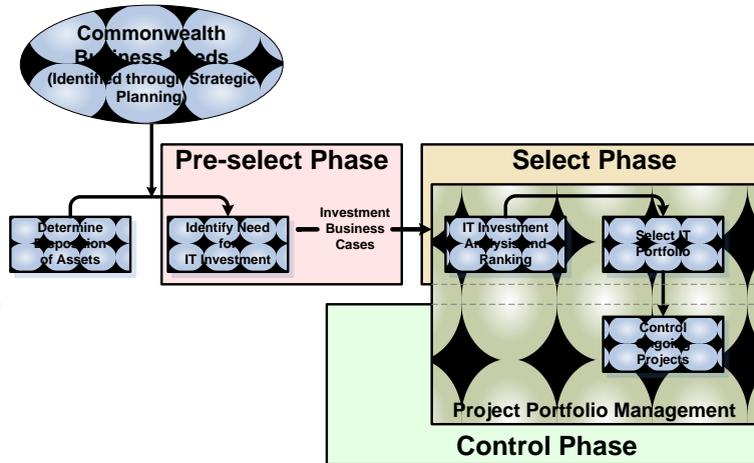
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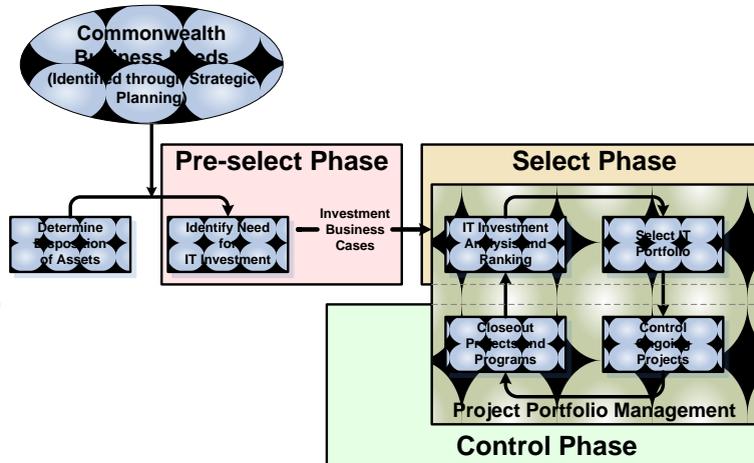
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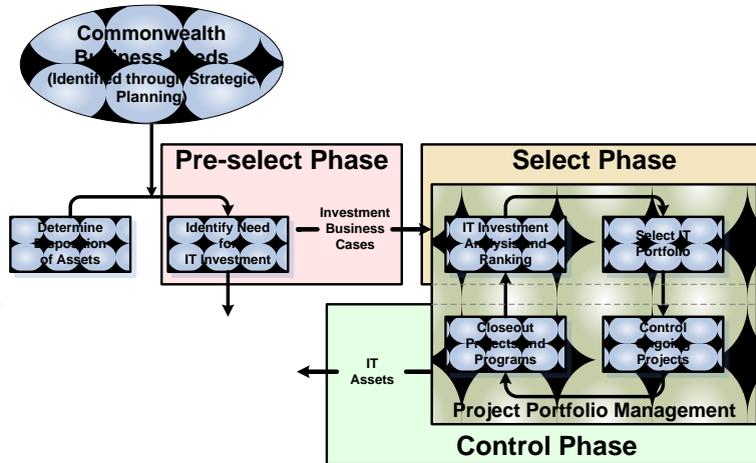
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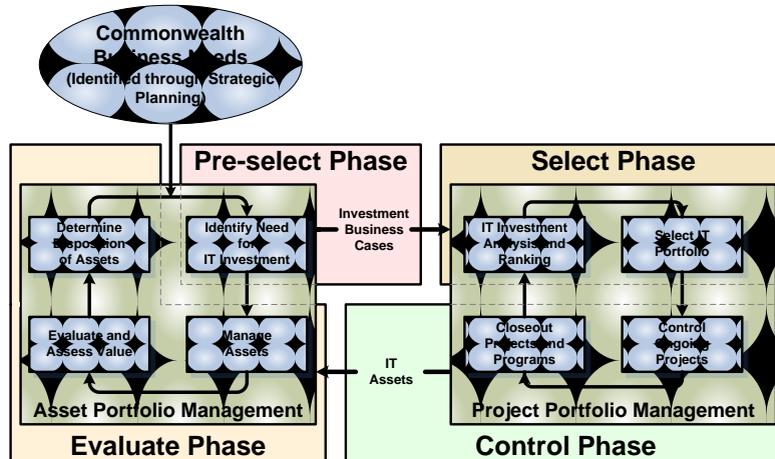
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Project Management Standard

Commonwealth Project Management Standard



The Commonwealth Project Management Standard increases IT project success through sound investment decisions, management commitment and oversight, implementation of a recommended practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle.



Project Management Standard - CPM Methodology

Commonwealth Project Management Standard



The Commonwealth Project Management Standard increases IT project success through sound investment decisions, management commitment and oversight, implementation of a recommended practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle.

Investment Business Case

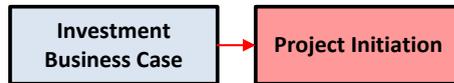


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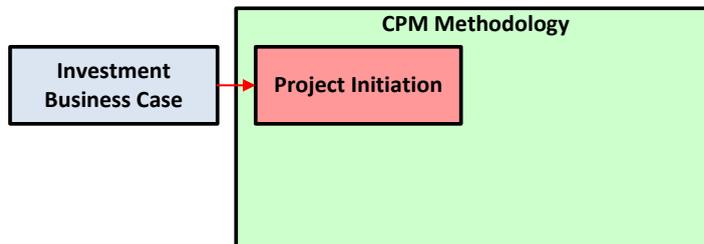


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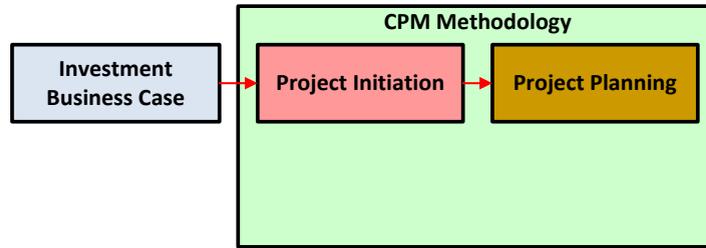


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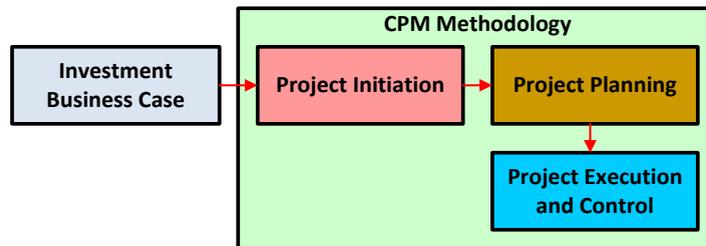


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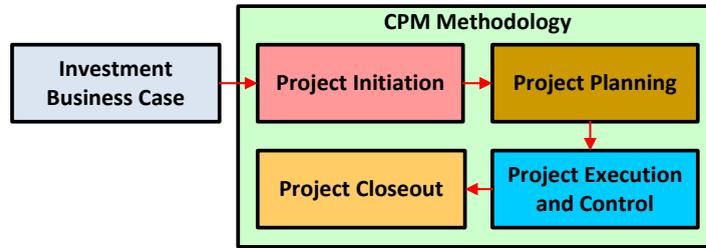




Project Management Standard - CPM Methodology



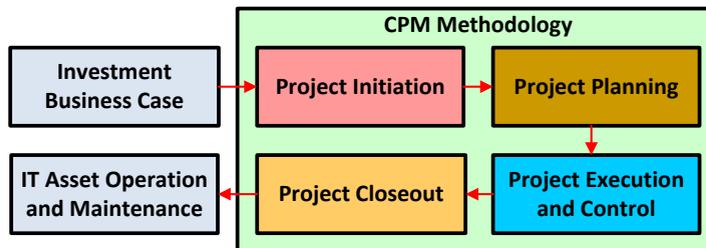
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Project Management Standard – What is a Project?

Commonwealth
Project
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- Temporary: a definite beginning and end



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Standard

The Commonwealth Project Management Standard increases IT project success through sound investment decisions, management commitment and oversight, implementation of a recommended practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle.



A project is a temporary endeavor undertaken to deliver a unique product or service.

- Temporary: a definite beginning and end
- Unique: different in some distinguishing way from all other products or services provided by the organization



Project Management Standard - Project vs. Operations

Commonwealth
Project
Management
Standard

The Commonwealth Project Management Standard increases IT project success through sound investment decisions, management commitment and oversight, implementation of a recommended practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle.



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



Project Management Standard - Project vs. Operations

Commonwealth Project Management Standard



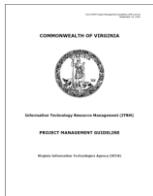
The Commonwealth Project Management Standard increases IT project success through sound investment decisions, management commitment and oversight, implementation of a recommended practice-based project management methodology, and the establishment of defined processes that measure and evaluate project progress throughout the project lifecycle.

- Operations and maintenance activities, supporting an existing product or service, are not projects so long as the focus of the activity is the continued use of the current product or service.
- An activity is a project if it leads a new product or service or the modification of an existing product or service, resulting in a new unique capability within the operational or organizational environment.



Project Management Guideline

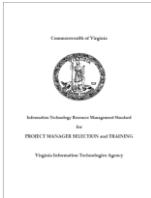
Commonwealth Project Management Guideline



The Commonwealth Project Management Guideline describes the recommended methods for managing IT projects and completing project documentation. The guideline is applicable to any project, however, Commonwealth IT projects are required to be documented in the Commonwealth Technology Portfolio.

Project Manager Selection and Training Standard

Project Manager Selection and Training Standard



- Establishes a method for identifying Project Managers who are qualified to manage Commonwealth IT projects, and assuring that qualified Project Managers are selected to lead agency IT projects;

Project Manager Selection and Training Standard

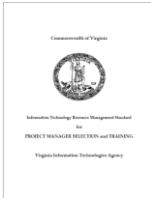
Project Manager Selection and Training Standard



- Establishes a method for identifying Project Managers who are qualified to manage Commonwealth IT projects, and assuring that qualified Project Managers are selected to lead agency IT projects;
- Identifies the required skills, training and experience Commonwealth Project Managers need to have in order to be considered qualified to manage Commonwealth IT projects; and,

Project Manager Selection and Training Standard

Project
Manager
Selection and
Training
Standard



- Establishes a method for identifying Project Managers who are qualified to manage Commonwealth IT projects, and assuring that qualified Project Managers are selected to lead agency IT projects;
- Identifies the required skills, training and experience Commonwealth Project Managers need to have in order to be considered qualified to manage Commonwealth IT projects; and,
- Describes the steps a project sponsor must take in selecting a qualified Project Manager to manage a Commonwealth IT project.

ITPM Orientation: IT Project Manager Qualification





Project Manager Qualification – Objectives

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



Project Manager Qualification – Categories

There are specific PM qualification standards for the following Commonwealth IT Project Categories:

- Agency Projects: Projects that have an estimated cost less than \$250,000 are considered Agency-level projects;
- Category Four Projects: Projects that are Low Risk and either Medium or Low Complexity;
- Category One, Two and Three Projects:
 - Category One Projects are High Risk/High Complexity projects;
 - Category Two Projects are High Risk/Medium Complexity, High Risk/Low Complexity or Medium Risk/High Complexity projects;
 - Category Three Projects are Medium Risk/Medium Complexity, Medium Risk/Low Complexity or Low Risk/High Complexity projects.



Project Manager Qualification – Agency Projects

For Agency-level Projects the Project Manager candidates must:

1. have 1500 hours of successful project team experience, which includes any position on a project team; and,
2. have exhibited team building and leadership potential.



Project Manager Qualification – Agency Projects

For Agency-level Projects, the project sponsor will give preference to selecting Project Manager candidates who:

1. have passed the Core Processes test;
2. have experience or special qualifications in a functional or technical field related to the project's scope; or,
3. have completed Commonwealth IT PM Orientation;
4. have at minimum an Associate's Degree in a management or technology discipline related to the project.
5. have successfully performed as the Project Manager for at least one Agency-level IT Project or equivalent.



Project Manager Qualification – Category 4 Projects

For Category 4 Projects the Project Manager candidates must:

1. have at least 2,000 hours of successful project management experience as a member of the management team on a Commonwealth IT Project or equivalent, as a Project Manager on a Category 4 IT Project or equivalent, or as a member of a team employing project management best practices in IT operations and maintenance activities. Membership on the management team is defined as serving in a position of authority and directly participating in the management of a project;
2. have completed Commonwealth IT PM Orientation ;
3. have completed Commonwealth Technology Portfolio Training;
4. have passed the Core Processes test, or have either the Certified Associate in Project Management (CAPM) or the Project Management Professional (PMP) certification from the Project Management Institute; and,
5. have exhibited effective team building, leadership, and communication skills.



Project Manager Qualification – Category 4 Projects

For Category 4 Projects, the project sponsor will give preference to selecting Project Manager candidates who:

1. have passed the Facilitating Processes test;
2. have experience or special qualifications in an applicable functional or technical field;
3. have the Project Management Professional (PMP) certification from the Project Management Institute, or a comparable or higher level certification;
4. have at minimum a Bachelors Degree in a management or technology discipline related to the project; or,
5. have successfully performed as the Project Manager for at least one Commonwealth IT Project.



Project Manager Qualification – Category 1, 2 and 3 Projects

For Category 1, 2 and 3 Projects the Project Manager candidates must:

1. have 4,500 hours of successful project management experience as a member of the management team or as a Project Manager on multiple Commonwealth IT Projects or equivalent. Membership on the management team is defined as serving in a position of authority and directly participating in the management of a project;
2. have completed Commonwealth IT PM Orientation ;
3. have completed Commonwealth Technology Portfolio Training;
4. have passed both the Core and Facilitating Processes tests, or have certification as a Project Management Professional from the Project Management Institute; and,
5. have successfully performed as the Project Manager for at least one project with a total cost over \$250,000.



Project Manager Qualification – Category 1, 2 and 3 Projects

For Category 1, 2 and 3 Projects the project sponsor will give preference to selecting Project Manager candidates who:

1. have completed advanced project management training on a subject including, but not limited to:
 - a. Advanced Risk Management;
 - b. Advanced Project Metrics and Statistical Analysis;
 - c. Systems Development;
 - d. Enterprise Architecture;
 - e. Financial Management for Projects and Programs;
 - f. Organizational Dynamics and Organizational Change Management; or,
 - g. Strategic Planning;
2. have experience or special qualifications in an applicable functional or technical field;
3. have at minimum a Bachelors Degree in a management or technology discipline related to the project; or,
4. have successfully performed as the Project Manager for at least one Category 1, 2 and 3 Project.



Project Manager Qualification – Qualification Process

1. Attend Commonwealth IT PM Orientation class
2. Obtain a VIM (VITA Identity Manager) account
3. Establish a qualification record in the PMDP application
4. Successfully complete the Core and/or Facilitating Processes exams if not PMI certified
5. Attend Commonwealth Technology Portfolio Training (when you are assigned to a Commonwealth IT project)



Project Manager Qualification – Obtain VIM Account



- Users must obtain a VIM account prior to accessing specified Commonwealth web-based applications, including the PMDP application.
- To request an account, go to <http://www.vita.virginia.gov/resources/default.aspx?id=13002>



Project Manager Qualification— Establish a Qualification Record



- Use your VIM account to access the PMDP application
- Enter your personal information, training and experience
- Notify your supervisor to authenticate your training and experience (supervisors will require a VIM account as well)



Project Manager Qualification – Commonwealth Technology Portfolio Training

Commonwealth Technology Portfolio Training is held quarterly, usually the same week as Commonwealth IT PM Orientation.

- Registration is available through the PMD Required Training web page;
- Requires a CTP seat license (your agency may already have one for you);
- PM must be already assigned to manage a Commonwealth IT Project; and,
- PMs who are not employed (either as an employee or a contractor) by a state agency or institution of higher education cannot attend Commonwealth Technology Portfolio Training.



Project Manager Qualification - Qualification Exams

- The exams are provided over the Internet using a secure online testing system
- Each exam is broken down into sections called topic areas. The topic areas are the same as the topics identified in the Core Processes and Facilitating Processes Knowledge Standards
- There is one test for each topic area
- The exams are open book, multiple choice, and timed



Project Manager Qualification - Core Processes Knowledge Standards

Core Processes are project activities that must be performed in the same sequence on most projects, and may be repeated several times during the project. The Core Processes Knowledge Standards identify the minimum competencies that should be possessed by all Commonwealth Project Managers concerning these activities.



Project Manager Qualification - Core Processes Topic Areas

1. Project Initiation and Solution Analysis
2. Cost Benefit Analysis, Return on Investment Analysis, and Earned Value Analysis
3. Scope Definition
4. Work Breakdown Structure
5. Organizational Breakdown Structure
6. Activity Definition and Sequencing
7. Resource Planning
8. Schedule Development
9. Budget Planning
10. Performance Planning



Project Manager Qualification - Core Processes Topic Area Example

Cost Benefit Analysis, Return on Investment Analysis, and Earned Value Analysis

The Project Manager candidate will be able to:

- Determine if a technically viable solution is economically sound and cost effective by selecting an appropriate technique and calculating Cost Benefit and Return on Investment for that potential solution;
- Measure project performance by comparing the project's Earned Value to its Planned Value (for schedule performance) and its Actual Cost (for cost performance); and
- Effectively communicate the results of these analyses through reports or documents providing the data, conclusions, and recommendations.



Project Manager Qualification - Facilitating Processes Knowledge Standards

Facilitating Processes are project activities that are performed intermittently throughout the project to support the Core Processes, depending on the nature of the project. The Facilitating Processes Knowledge Standards identify the minimum competencies that should be possessed by all Commonwealth Project Managers concerning Facilitating Process activities.



Project Manager Qualification - Facilitating Processes Topic Areas

1. Risk Planning
2. Communications Planning
3. Quality Management Planning
4. Procurement Planning
5. Change Control and Configuration Management
6. Project Execution and Control
7. Project Reporting
8. Project Closeout



Project Manager Qualification - Facilitating Processes Topic Area Example

Risk Planning

The Project Manager candidate will be able to:

- Identify and evaluate risk using a standard risk analysis process;
- Prioritize risk based on probability of occurrence and impact;
- Develop mitigation strategies and identify changes that can be made in the project plan to decrease the probability of risk occurrence or impact;
- Estimate risk mitigation cost; and,
- Develop input to the project budget related to mitigation or contingency funding.



Project Manager Qualification - Topic Area Tests

- Each Core and Facilitating Process Topic Area test contains 10 to 15 questions
- To pass, the candidate must score at least a 75% on each topic area test, and achieve an overall score of 80% or higher across all topic area tests in the exam
- The allotted time is 30 to 40 minutes per Topic Area



Project Manager Qualification – Exam Registration

- Qualifications exams are administered by the Community College Workforce Development Alliance.
- To register for the exams, follow the directions on the PMDP Registration and Testing Process page:

<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=607>



Project Manager Qualification – Exam Preparation

Material

- Commonwealth Project Management Standard
- Commonwealth PM Selection and Training Standard
- Commonwealth Project Management Guideline
- Calculator
- PMI's PMBoK (2nd and 3rd Edition)

Pre-work

- Practice navigation of material
- Take practice test (available on CCWA test site after registration)



Project Manager Qualification - Project Management Resources

Commonwealth Project Management Division
<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=551>

Project Manager Development Program (PMDP)
<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=449>

Recommended Technology Investment Projects Report
<http://www.vita.virginia.gov/ITIB/default.aspx?id=413>

Agency Strategic Plans
<http://vaperforms.virginia.gov/agencylevel/stratplan/publicindex.cfm>

VITA Supply Chain Management
<http://www.vita.virginia.gov/scm/>

VITA Identity Manager (VIM) Account for PMDP Access
<http://www.vita.virginia.gov/resources/default.aspx?id=13002>



Project Manager Qualification - PMD Consultant by Secretariat

Name	Role	Phone	E-mail
Michael Sandridge	Division Head (Education, Agriculture and Forestry Secretariats)	(804) 416-6188	michael.sandridge@vita.virginia.gov
Rich Barnes	Project Management Consultant (Health and Human Resources Secretariat)	(804) 416-6119	rich.barnes@vita.virginia.gov
Linda Bell-Sinclair	Project Management Consultant (Natural Resources and Finance Secretariats)	(804) 416-6045	linda.bell-sinclair@vita.virginia.gov
Aziz Bulling	Project Management Consultant (Transportation Secretariat)	(804) 416-6046	aziz.bulling@vita.virginia.gov
Chris Hinkle	Project Management Consultant (Technology, Commerce and Trade, Administration Secretariats)	(804) 416-6185	chris.hinkle@vita.virginia.gov
Pat Reynolds	Project Management Consultant (HIT/MITA Program)	(804) 416-6184	patrick.reynolds@vita.virginia.gov
Patty Samuels	Project Management Consultant (Public Safety Secretariat)	(804) 416-6022	patty.samuels@vita.virginia.gov



ITPM Orientation: Commonwealth Project Management (CPM) Methodology



CPM Methodology - Context

The CPM Methodology is based on industry best practice project management lifecycles (such as PMI's PMBoK). The CPM Methodology accommodates:

- The ITIM lifecycle
- IT Governance and Oversight stakeholders
- The Commonwealth's Strategic Planning and Budgeting cycles



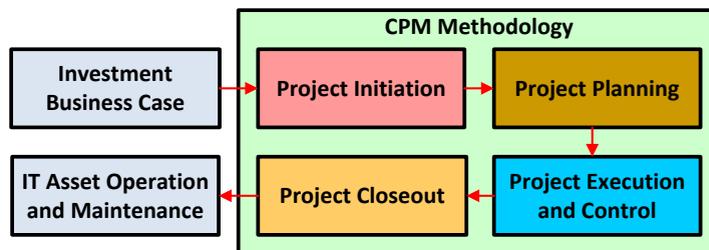
CPM Methodology – Input to Output

With the input of an approved Investment Business Case . . .



CPM Methodology – Input to Output

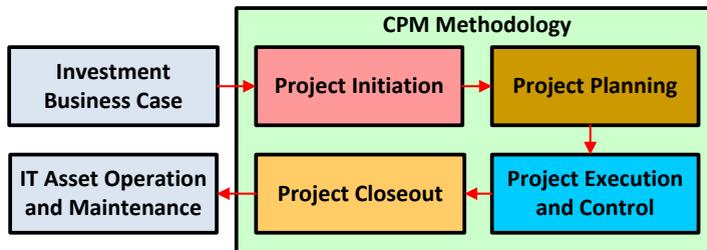
With the input of an approved Investment Business Case . . .





CPM Methodology – Input to Output

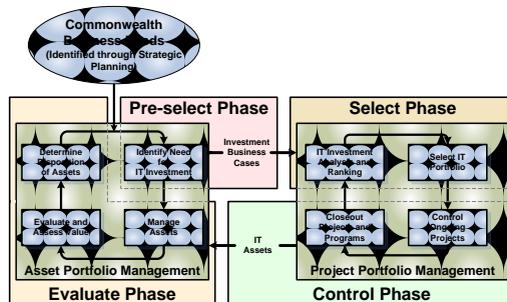
With the input of an approved Investment Business Case . . .



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



CPM Methodology – Investment Business Case



Review:

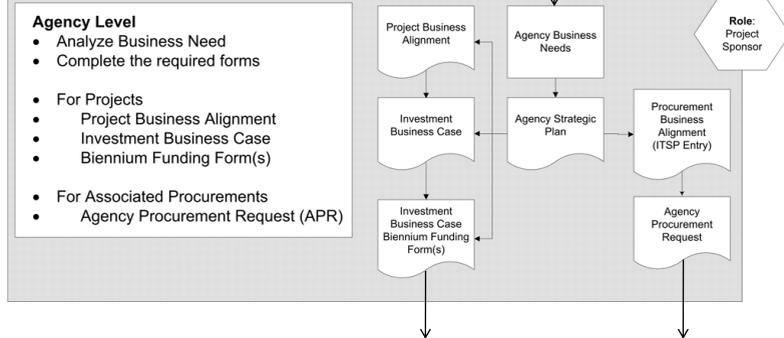
- The IBC is drafted in the ITIM Pre-select Phase, is finalized in the ITIM Select Phase, and becomes the core business document in the CPM Methodology
- Completing the IBC isn’t the only activity in the Select Phase, but it is the primary activity that impacts project managers



CPM Methodology – Investment Business Case

Investment Business Case Approval and Risk/Complexity Assessment

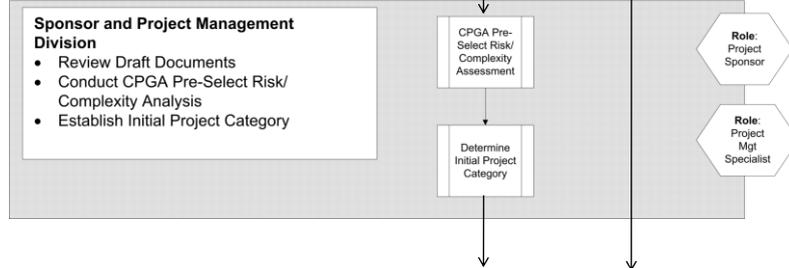
Step 1



CPM Methodology – Investment Business Case

Investment Business Case Approval and Risk/Complexity Assessment

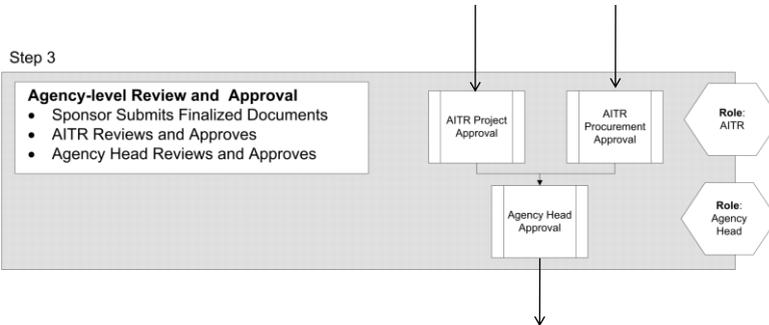
Step 2





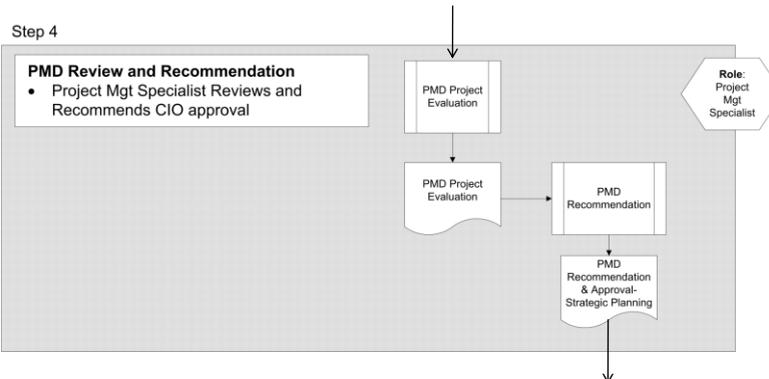
CPM Methodology – Investment Business Case

Investment Business Case Approval and Risk/Complexity Assessment



CPM Methodology – Investment Business Case

Investment Business Case Approval and Risk/Complexity Assessment





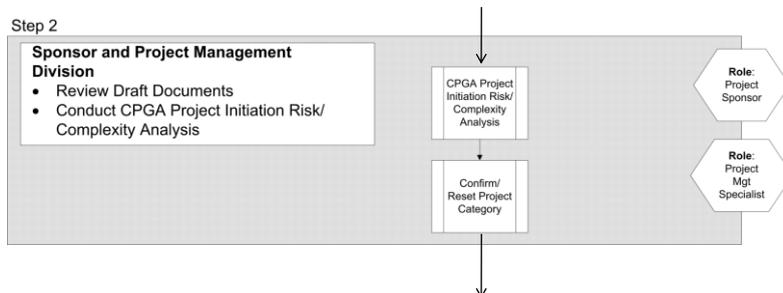
CPM Methodology – Supply Chain Management

- VITA’s Supply Chain Management (SCM) is the Commonwealth’s IT procurement and sourcing hub.
- SCM responsibilities include:
 - Announcing, awarding, and maintaining statewide contracts for the purchase of IT and telecommunications goods and services
 - Providing sourcing expertise and contracting assistance for state agencies and institutions procuring IT and telecommunications goods and services
 - Delegating IT procurement authority
 - Approving the procurement method for agency IT and telecommunications goods and services over \$100,000



CPM Methodology – Initiation Phase

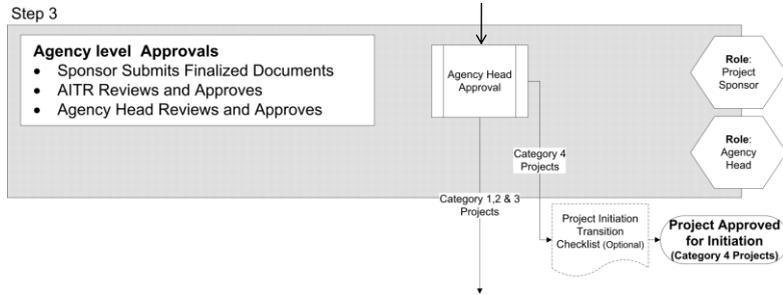
Project Initiation Approval





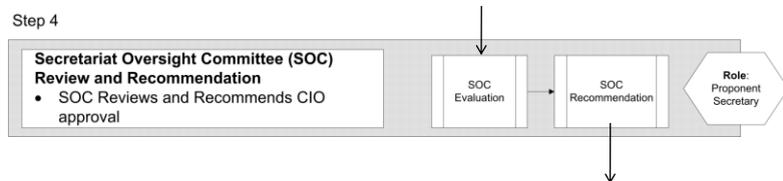
CPM Methodology – Initiation Phase

Project Initiation Approval



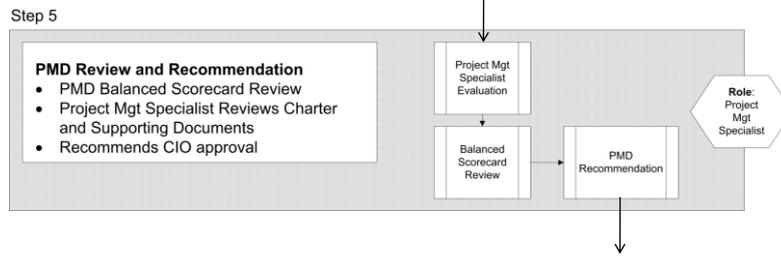
CPM Methodology – Initiation Phase

Project Initiation Approval



CPM Methodology – Initiation Phase

Project Initiation Approval



CPM Methodology – Balanced Scorecard

- **Balanced Scorecard Categories**
 - Stakeholder Perspective
 - Business Process Perspective
 - Project Management Perspective
 - Financial & Economic Perspective
 - Enterprise Perspective

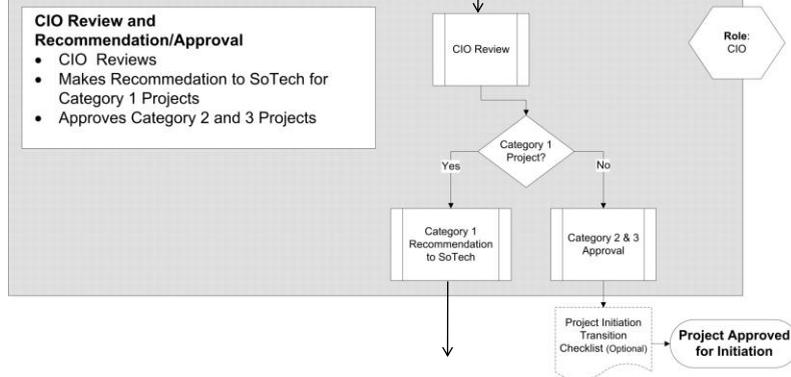
PMD modified Delphi scoring supports recommendation to CIO and SoTech.



CPM Methodology – Initiation Phase

Project Initiation Approval

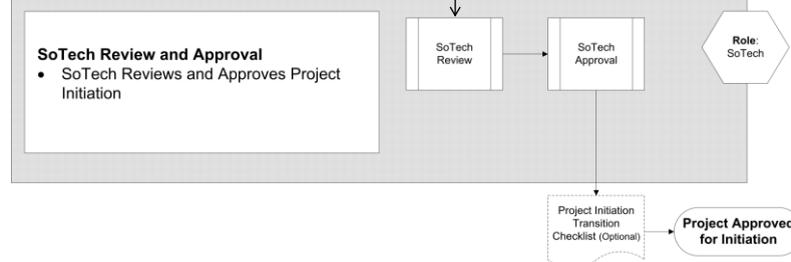
Step 6



CPM Methodology – Initiation Phase

Project Initiation Approval

Step 7



CPM Methodology – Planning Phase



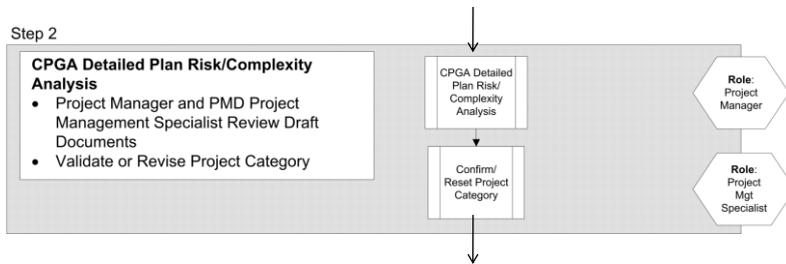
CPM Methodology – Independent Verification & Validation

IV&V is a review of the project plans and other project artifacts by a disinterested third party to confirm that the project is “doing the right thing,” and doing it in the “right way.”

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

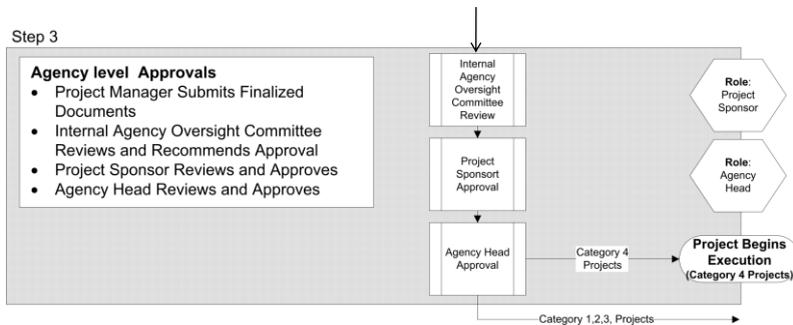
CPM Methodology – Planning Phase

Detailed Plan Approval



CPM Methodology – Planning Phase

Detailed Plan Approval





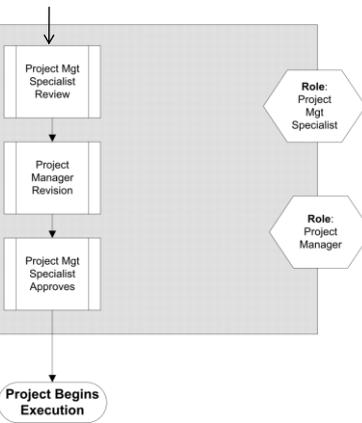
CPM Methodology – Planning Phase

Detailed Plan Approval

Step 4

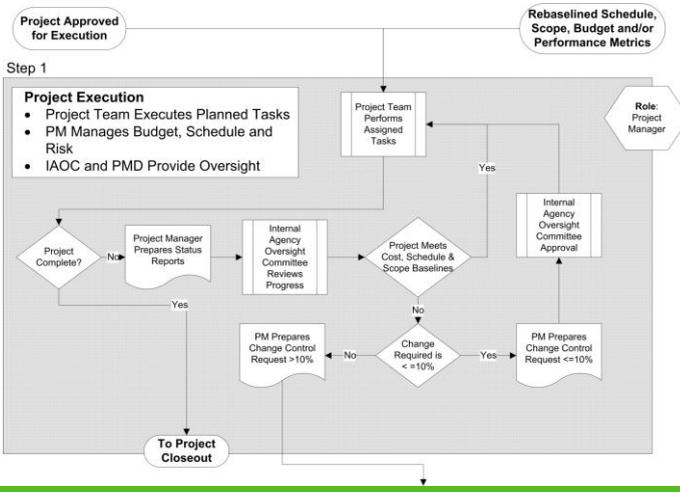
PMD Review and Approval

- Project Mgt Specialist Reviews the Detailed Plan
- Project Manager remediates plan shortfalls
- Project Mgt Specialist Approves Plan on behalf of the CIO



CPM Methodology – Execution Phase

Completion of Planned Tasks Against Managed Project Baselines





CPM Methodology – Project Status Reports

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 fifth 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 eighth business day of that month. Beyond this date, the Project Manager should not attempt any further edits of that month's report;
- The Proponent Secretariat will review and approve the Project Status Report, and provide a Project Status Assessment (on-track, warning or problem) by the tenth business day of that month; and.
- On the 11th business day of the month, the reports will be made available to the Project Management Division and the CIO.



CPM Methodology – Status Reports Organization

- Summary
 - Key Status Indicators (KSI's)
 - On Track / Warning / Problem
 - Earned Value Measurement (EV)
- Project Background
- Measures of Success
- Planned & Actual Costs
- Baseline & Milestones
- Scope
- Risk Assessment
- Change Control Description
- Approval



CPM Methodology – Execution Phase

Completion of Planned Tasks Against Managed Project Baselines

Step 2

CPGA Event Driven Risk/Complexity Analysis

- Project Manager and PMD Project Management Specialist Review Draft Documents
- Validate or Revise Project Category

CPGA Event Driven Risk/Complexity Analysis

Confirm/Reset Project Category

Role: Project Manager

Role: Project Mgt Specialist



CPM Methodology – Execution Phase

Completion of Planned Tasks Against Managed Project Baselines

Step 3

Agency level Approvals

- Project Manager Submits Finalized Documents
- Internal Agency Oversight Committee Reviews and Recommends Approval
- Project Sponsor Reviews and Approves
- Agency Head Reviews and Approves

Internal Agency Oversight Committee Review

Project Sponsor Approval

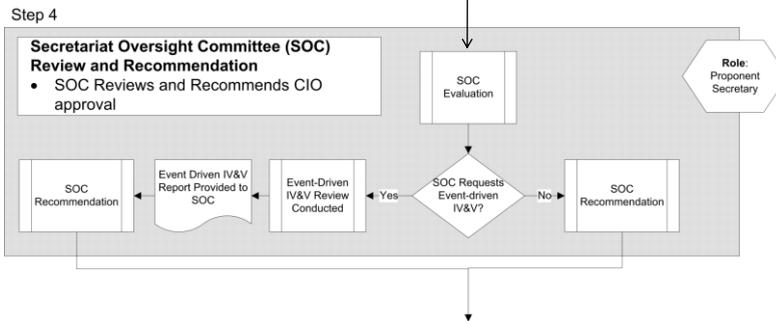
Agency Head Approval

Role: Project Sponsor

Role: Agency Head

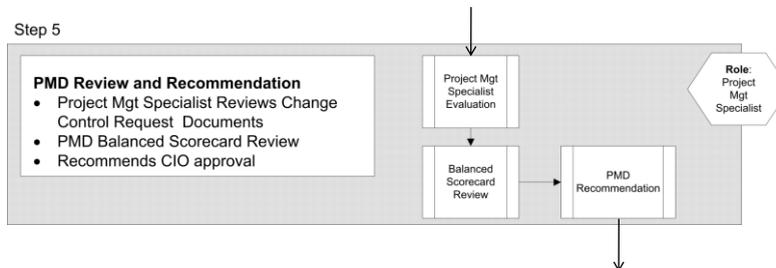
CPM Methodology – Execution Phase

Completion of Planned Tasks Against Managed Project Baselines



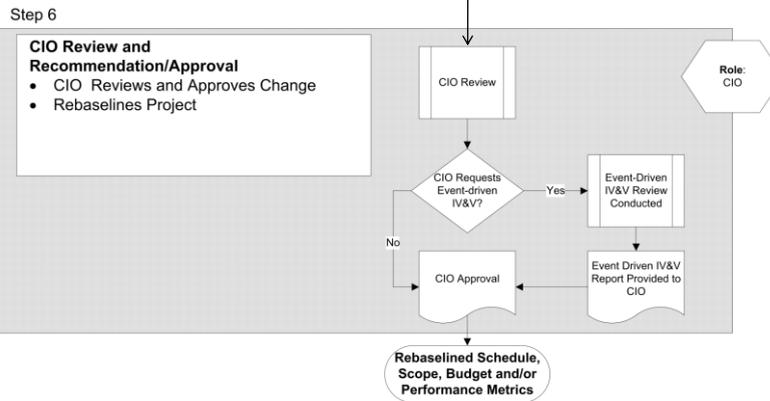
CPM Methodology – Execution Phase

Completion of Planned Tasks Against Managed Project Baselines



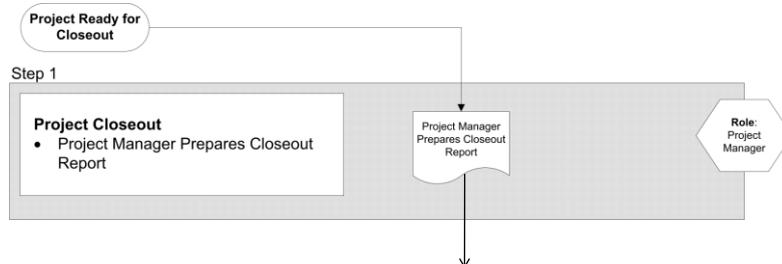
CPM Methodology – Execution Phase

Completion of Planned Tasks Against Managed Project Baselines



CPM Methodology – Closeout Phase

Administrative Closure and Transition to Operations and Maintenance





CPM Methodology – Closeout Report

The Project Closeout Report captures the planned vs. actual:

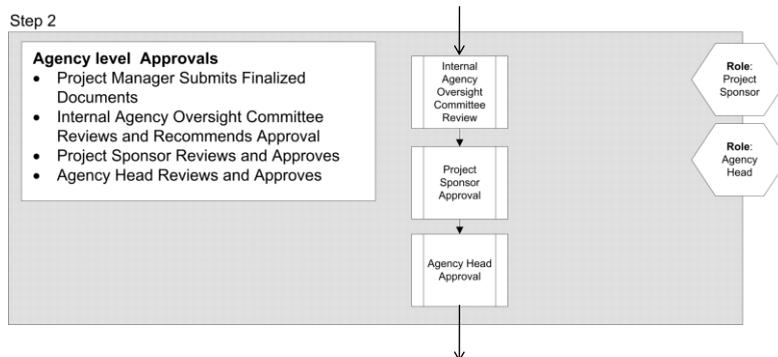
- Scope
- Schedule
- Budget/expenditure
- Measures of success/business objectives
- Lessons learned
- Plans for the Post-Implementation Review



CPM Methodology – Closeout Phase

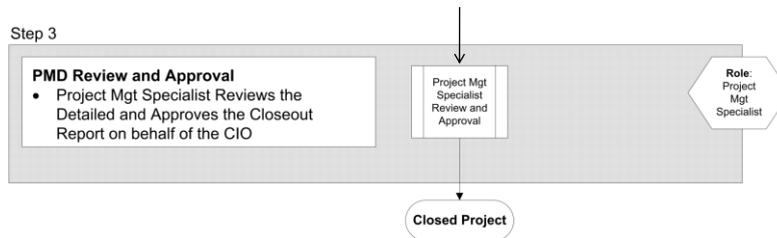
Administrative Closure and Transition to Operations and Maintenance

Step 2



CPM Methodology – Closeout Phase

Administrative Closure and Transition to Operations and Maintenance



CPM Methodology – Approval Periods

Agencies should ...

- Allow at least 15 business days for review and approval of the Investment Business Case;
- Allow sufficient time to conduct the technical and economic analysis of the project solutions and to develop the project proposal and charter;
- Allow at least 15 business days for review and recommendation for Project Initiation Approval, and an additional five days if SoTech approval is needed;
- Allow at least 10 business days for review and approval of an RFP, IFB, or procurement request, and 10 business days for review and approval of a proposed contract



CPM Methodology – PM Information Clearinghouse

- **Finding and Sharing Project Management Experience**

- **Best Practices**

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

- **Lessons Learned**

A Lesson Learned documents the experience gained during a project



CPM Methodology – Post Implementation Review

The Post-Implementation Review (PIR) is an ITIM process that occurs in the Evaluate Phase.

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



ITPM Orientation: Wrap Up



Commonwealth IT Project Manager Orientation

What we covered today:

- The Commonwealth's approach and framework for IT project management and governance
- The Project Manager Development Program and project manager qualification process
- The project management activities across the ITIM and project life cycles
- The Commonwealth Project Management Division project management Web site and project management tools
- The value of Commonwealth Project Management (CPM) Methodology in promoting successful Commonwealth IT projects



Commonwealth IT Project Manager Orientation

OK, what do I do now?

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



Instructor Contact Information

Sean Weir, CGEIT, PMP
804-416-6172
sean.weir@vita.virginia.gov

For other PMD contacts:

<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=529>



Q&A

