



Commonwealth Project Management using the Commonwealth Technology Portfolio (CTP)

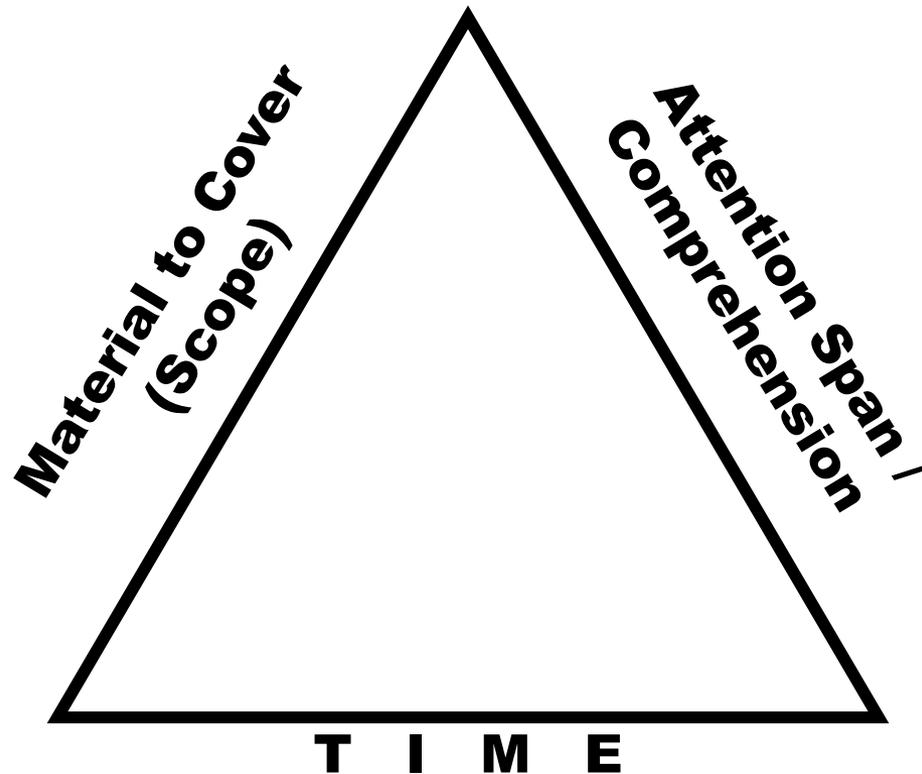
Pat Reynolds
Project Management Division



Welcome and Introduction

- Welcome!
- Pat Reynolds, PMD
 - I know what you are going through!
 - Believe it or not, PMD wants your project to be successful.
 - “IT is a **means** not an **end**.”
 - “IT Project Management is a **means** not an **end**.”
- Why we are here: What you need to know and do regarding IT project management in the Commonwealth using CTP.

Triple Constraints *du jour*





Overview: Today we will...

- Demonstrate the PM processes and forms within CTP
 - From start to finish (from a **Project Manager's perspective**)

- Demonstrate activities to prepare you to manage your project documentation:
 - Find your project
 - Enter minimum amount of data into key fields
 - Create your project status report
 - Upload key project documents



Overview: Today we will **NOT**...

- Teach Project Management
 - Outside of scope of today's presentation
- Teach the Commonwealth Project Management Methodology
 - This is taught quarterly (Mandatory Training)
 - You have already attended the CPM lecture (day-long)
- Explain the definition of each field in CTP
 - Time constraints
 - Plus, there is built-in help available for each field in every form
- Demonstrate **every capability** of CTP
 - Rather, you will learn just enough to do your job in CTP



Class Objectives: Project Manager Processes using CTP

- At the end of this training session, the PM will be:
 - Familiar with:
 - Orientation and flow of PM processes in the ITIM lifecycle
 - CTP orientation and navigation through the “Processes” navigation pane
 - The integration of the CTP tool, and the advantages of integration
 - Will be able to:
 - Find the assigned active project in CTP
 - Review a minimum number of key fields in preparation for the first cycle of Status Reports
 - Upload a minimum number of key documents for your project
 - Will understand:
 - How to submit project metrics into CTP
 - Understand the change control process in CTP



Commonwealth Technology Portfolio

- A repository for agency IT investments in the Commonwealth of Virginia.
- The Portfolio organizes agency inventory information from a business-driven perspective.
- Information from the system will be used to:
 - Support both Commonwealth and agency IT strategic planning
 - Capture a current ("As Is") view of the Commonwealth IT architecture
 - Facilitate migration planning towards a conceptual ("To Be") Commonwealth IT architecture
 - Allow agencies to share information about their current portfolios
 - Better inform the overall Commonwealth IT management process.



Commonwealth Project Management Standard

- Applies to all proposed projects that have an estimated cost of \$250,000 (Commonwealth-level Projects)
- Implements the Commonwealth Project Governance Assessment (CPGA)
 - “Just Right” governance based on risk & complexity
 - Establishes Project Categories based on the CPGA
- Defines the process for approval, governance, and oversight of Commonwealth-level projects
- Defines the requirements for documentation of projects as they progress through their lifecycle



Commonwealth Project Governance Assessment

- Series of four Questionnaires
- Developed by PMD in cooperation with the ITIM Customer Council and Virginia Commonwealth University
- Assesses Risk and Complexity facing a particular project at four key points in the project's lifecycle:
 - Investment Business Case Approval
 - Project Initiation Approval
 - Completion of the Draft Detailed Plan
 - At the request of the Secretariat Oversight Committee or CIO during review of a Change Control Request >10%



Project Categories

- Refer to Project Risk/Complexity Category for:
 - Documentation requirements
 - Approval levels
 - IV&V requirements
 - Status reporting requirements
 - Oversight committee requirements
 - Scope, schedule, budget accuracy thresholds



Commonwealth Project Governance Assessment

Risk:

An uncertain event or condition that, if it occurs, could have a positive or negative effect on a project's objectives.

Complexity:

The technological and management characteristics of the proposed project and the potential impacts, both positive and negative, that these characteristics could have on the project's risks.



Commonwealth Project Governance Assessment

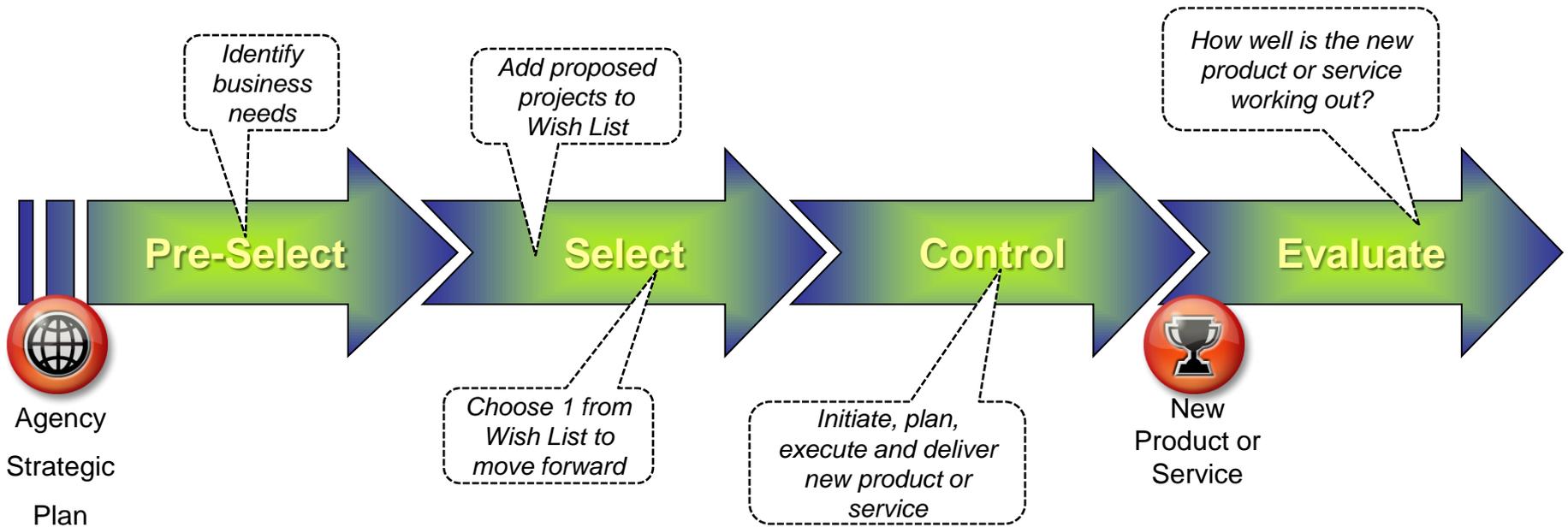
Methodology:

- Project Sponsor/Manager Completes Draft Documentation
- Project Sponsor/Manager and Project Management Specialist review draft documents using the appropriate CPGA Questionnaire
- Establish Risk and Complexity levels based on CPGA scoring
- Establish Project Category based on Risk and Complexity levels

Project Categories: 1 – 4

| Project Categories 1 – 4 | | | | |
|--------------------------|------|-------------|----------|----------|
| | | Complexity: | | |
| | | High | Med | Low |
| Risk: | High | 1 | 2 | 2 |
| | Med | 2 | 3 | 3 |
| | Low | 3 | 4 | 4 |

ITIM Lifecycle

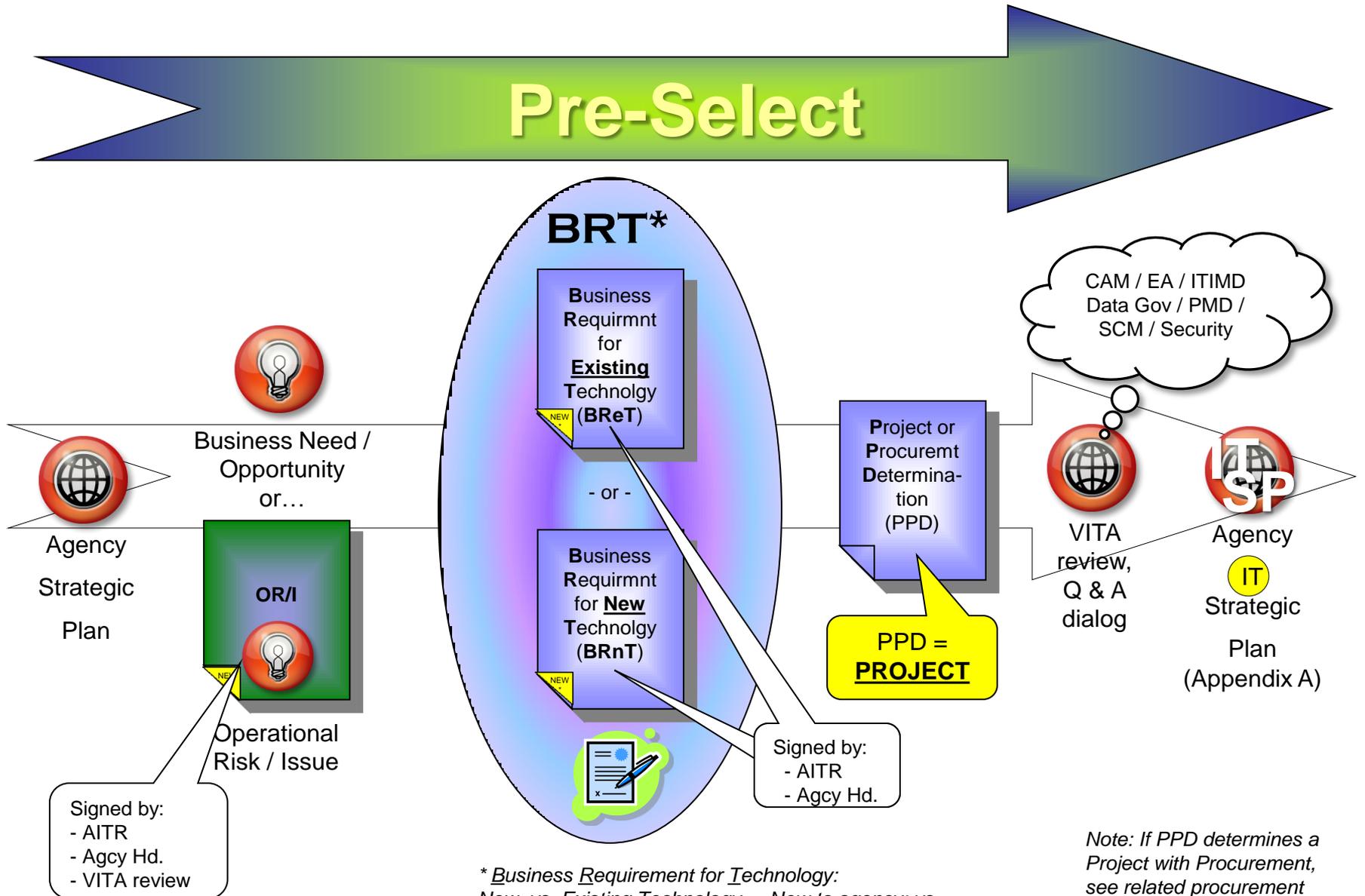




Pre-Select Phase Summary

- Takes the project from...
 - An idea
 - An opportunity
 - A problem
- To...
 - “Business Requirement for Technology”
- **Required documentation** is the **same** for all
- Phase Deliverable:
 - “Business Requirement for Technology” logged in the Agency IT Strategic Plan (ITSP)

Pre-Select



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

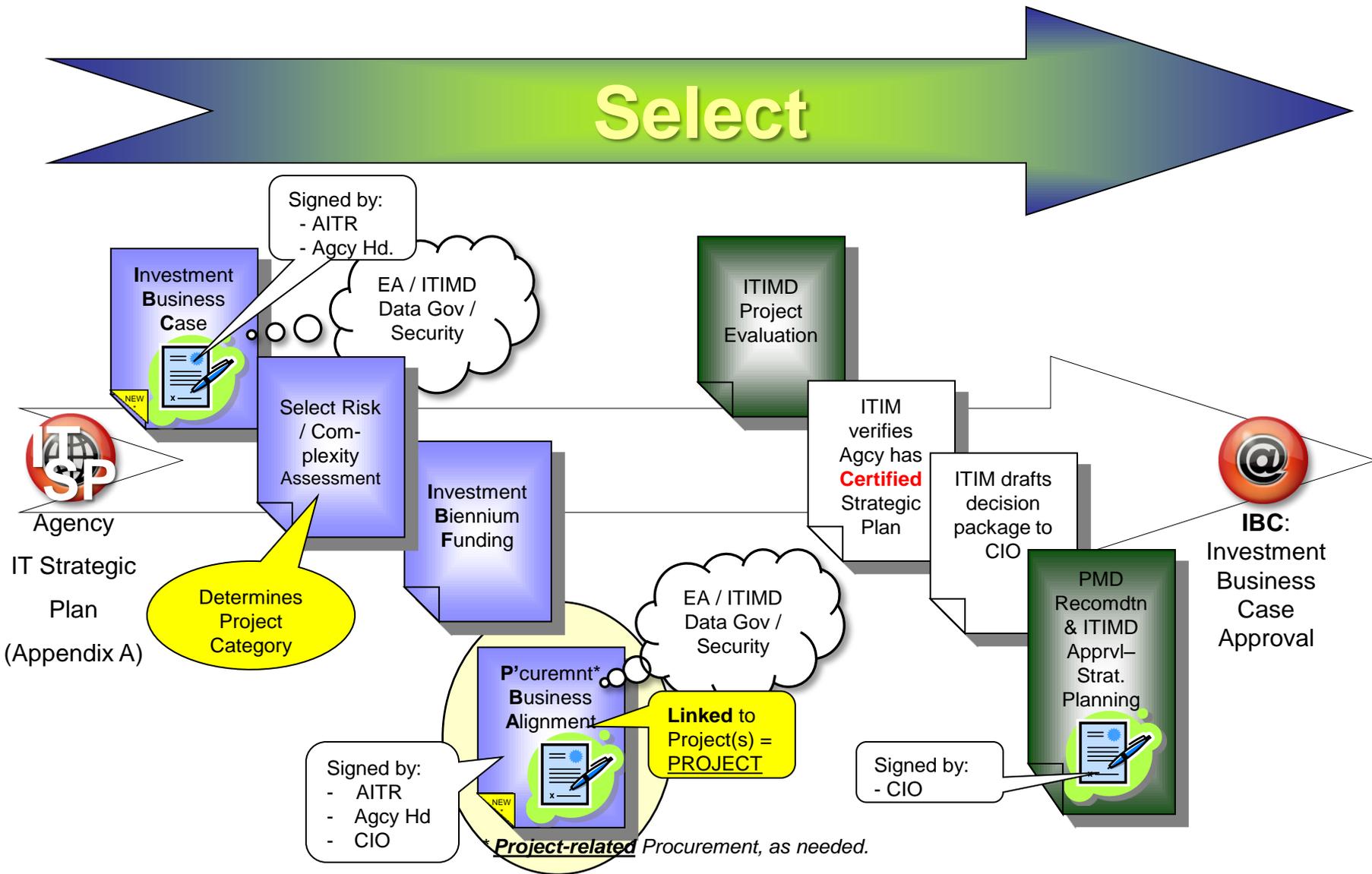
Note: If PPD determines a Project with Procurement, see related procurement slide.



Select Phase Summary

- Takes the project from...
 - A “Business Requirement for Technology”
- To...
 - “Identified for Preliminary Planning”
 - or –
 - “Investment Business Case Approval”
- **Required documentation** is the **same** for all Commonwealth-level projects
- Phase Deliverable:
 - CIO-Approved Investment Business Case

Select



Note: A proposed project that has not yet achieved IBC approval has a status of Identified for Preliminary Planning (IPP).



Pre-Select & Select: Differences by Project Category

| Category >>>> | 1 | 2 | 3 | 4 |
|---|---------------------------|---|---|----|
| Business Requirement for Technology (BReT or BRnT) | Required | | | |
| Project or Procurement Determination | Required | | | |
| <i>BRT Approval Level</i> | AITR > AgcyHd | | | |
| Investment Business Case | Required | | | |
| Select Risk / Complexity Assessment | Required | | | |
| Investment Biennium Funding | Required | | | |
| <i>Investment Business Case Approval Level</i> | AITR > AgcyHd > PMD > CIO | | | |
| Procurement Business Alignment | As Needed | | | |
| <i>PBA Approval Level</i> | AITR > AgcyHd | | | |
| ITIMD Project Evaluation | Required | | | |
| <i>ITIMD Project Evaluation Passing Score</i> | 70 | | | 49 |
| PMD Recommendation & ITIMD Approval – Strategic Planning | Required | | | |



Focus On:

Select Risk/Complexity Assessment

- Completed prior to submitting Investment Business Case for CIO approval
- Establishes initial Risk/Complexity Project Category
- 15 **Risk** questions, 16 **Complexity** questions
- Questions regarding:
 - Costs, funding, stakeholder support
 - Strategic goals and objectives
 - Agency history with IT projects
 - External mandates, constraints
 - Organization structure
 - Business process reengineering



Pre-Select & Select documents:

Investment Business Case

...prompts the agency to consider the following aspects of the proposed investment:

- Alignment to agency Strategic Plan
- Business problem, desired outcomes
- Funding requirements, funding sources
- Alignment with the Commonwealth Strategic Plan for Information Technology, Governor's IT Improvement Initiatives
- Identify business owner, project sponsor, etc.



Code of Virginia § 2.2-2018. Project Investment Business Case Approval

Projects are approved based on ...

- the degree to which the project is **consistent** with the Commonwealth's overall strategic plan,
- technical **feasibility** of the project (if known),
- **benefits** to the Commonwealth of the project, including customer service improvements,
- **risks** associated with the project,
- continued **funding** requirements, and
- past **performance** by the agency on other projects.

VITA Commonwealth Technology Portfolio

Investor Scorecard Workbook **Forms** Dashboards To-Do

Form: Investment Business Case Item: Women, Infants, and Children (WIC) Electronic Benefits Transfer ...

Form | Item | Clipboard | Collaborate | View | User | Setup | Help

QUESTIONS 1 - 4 QUESTIONS 5 - 8 QUESTION 9 QUESTIONS 10 - 12 QUESTIONS 13 - 16 QUESTIONS 17

17

17. Will Tangible Benefits result from the project?

(Tangible Benefits - Are benefits that can be measured and quantified. Tangible benefits include savings that result from improved performance and efficiency.)

If "Yes", what type of tangible benefits do you expect?

| | | |
|---------------------|----------------------------------|--|
| Cost Savings: | <input type="text" value="Yes"/> | |
| Cost Avoidance: | <input type="text" value="Yes"/> | |
| Additional Revenue: | <input type="text" value="No"/> | |
| Other: | <input type="text" value="No"/> | |

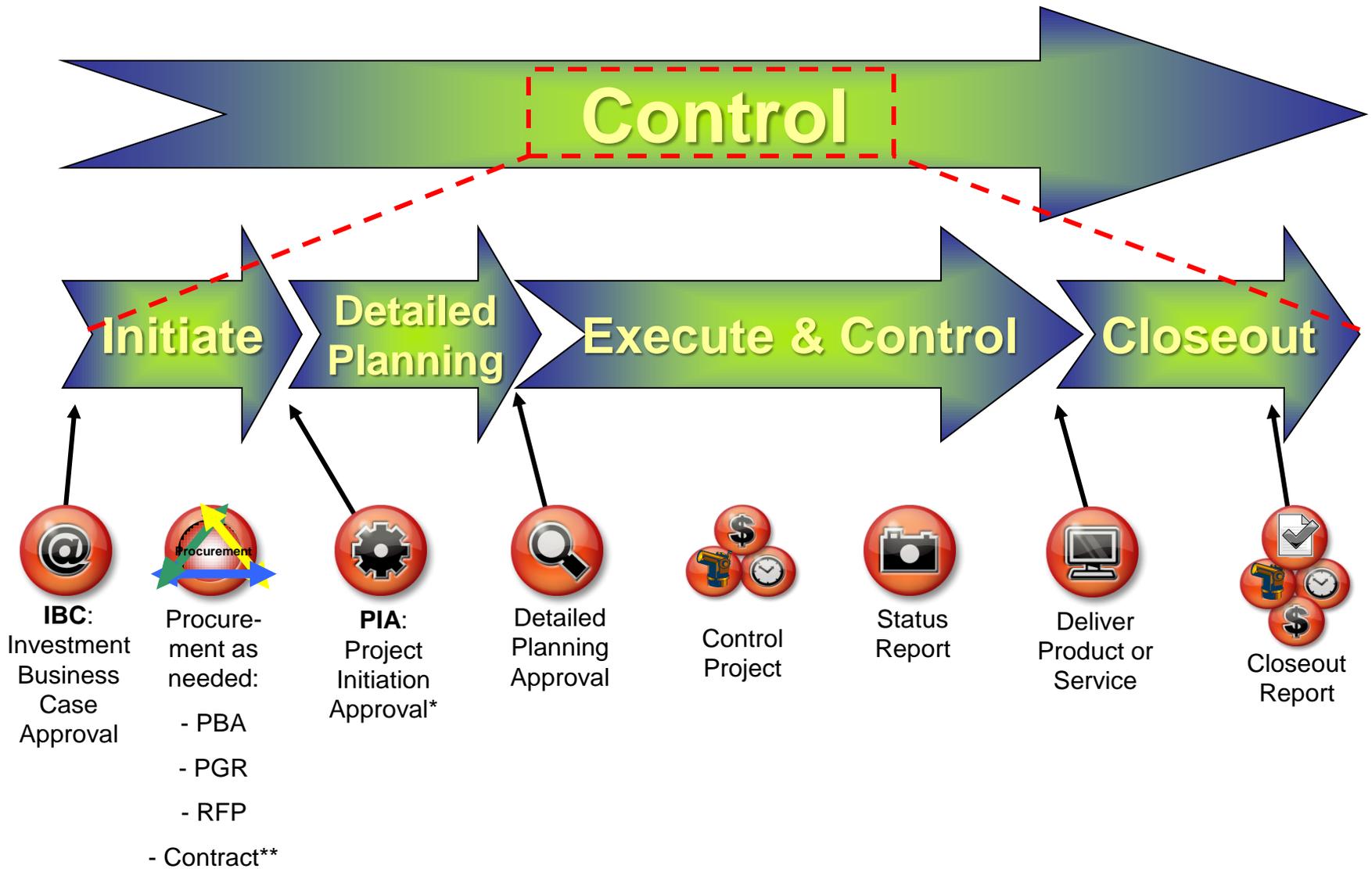
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18. Will Intangible Benefits result from the project?

(Intangible Benefits - Are benefits that are difficult to measure and quantify. Intangible benefits include such things as retention, employee retention, customer service.)

If "Yes", what type of Intangible benefits do you expect?

| | |
|---------------------|----------------------------------|
| Service: | <input type="text" value="Yes"/> |
| Improve Efficiency: | <input type="text" value="Yes"/> |
| Other: | <input type="text" value="Yes"/> |



*NOTE: Projects are designated "active" upon Project Initiation Approval.

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



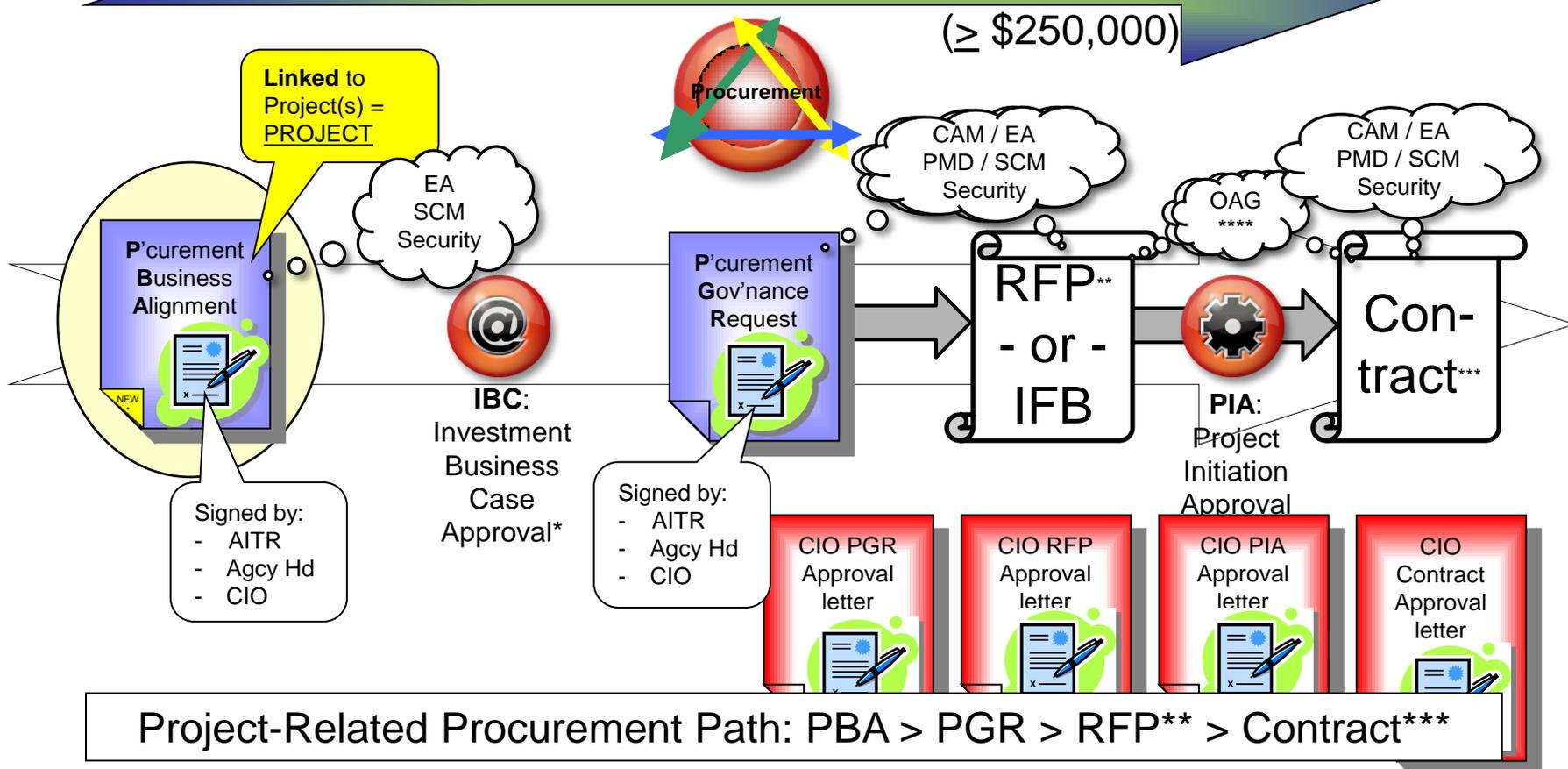
IT Procurement Concepts to Know

IT Procurement is a topic unto itself... However, regarding ITIM:

- An IT procurement is an IT investment, and must be listed on the agency IT Strategic Plan
 - *Procurements > \$100,000*
- An Procurement Governance Request (PGR) must be approved by the CIO
 - For procurements > \$250,000
 - Delegates authority for agency to run procurement process – or stipulates that VITA SCM run the process
- For Major IT Procurements:
 - A Request for Proposal (RFP) must be approved for release by the CIO
 - The resulting contract must also be approved by the CIO – ***after Project Initiation Approval granted.***

SPOTLIGHT:

Project-Related Procurements



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

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

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

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

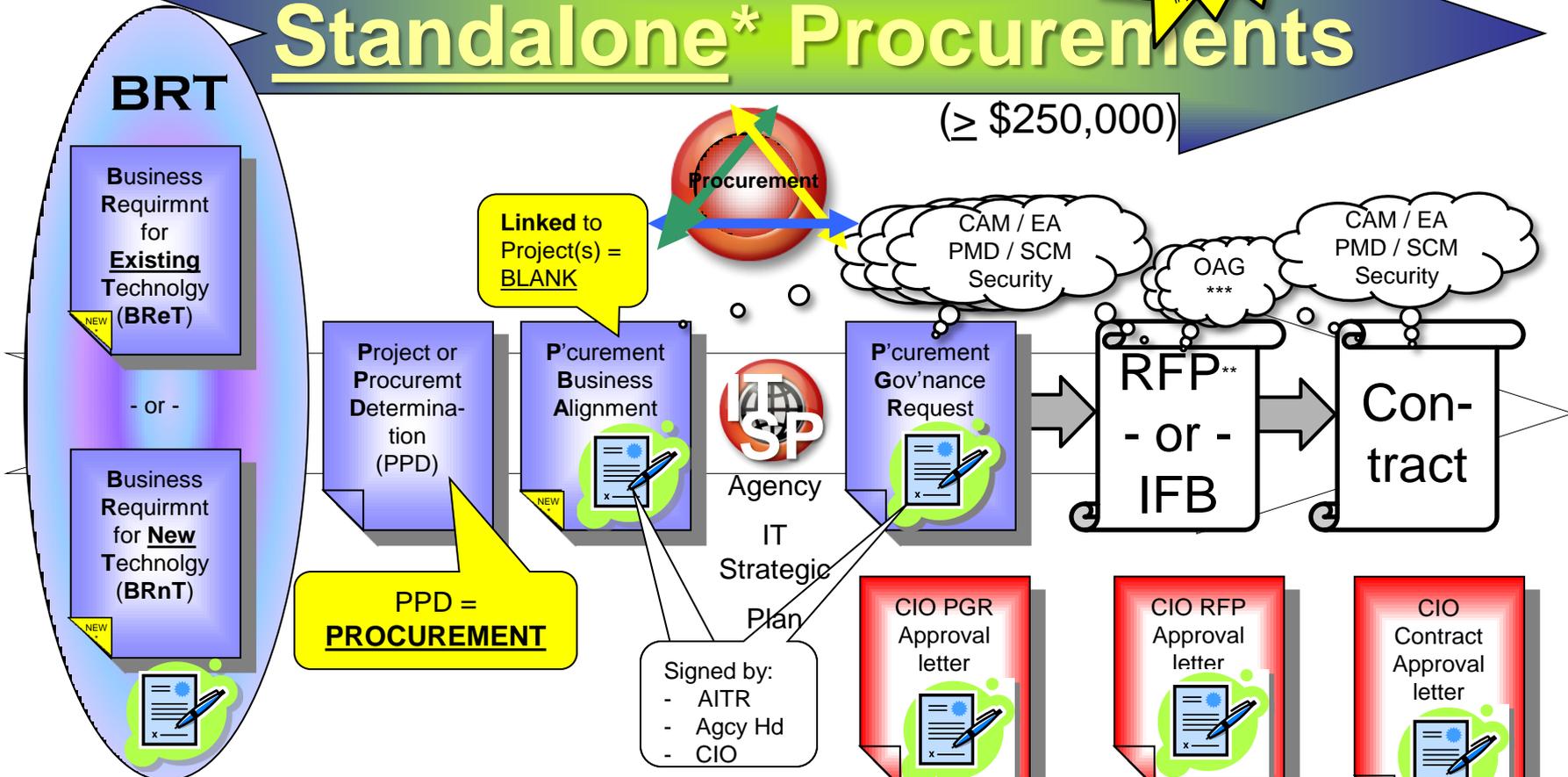
****OAG review required for contracts ≥\$1M; optional for RFPs ≥\$1M.

SPOTLIGHT:



Standalone* Procurements

(≥ \$250,000)



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

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

For Major IT Procurements, RFP release requires CIO approval. *OAG review required for contracts ≥ \$1M; optional for RFPs ≥ \$1M.

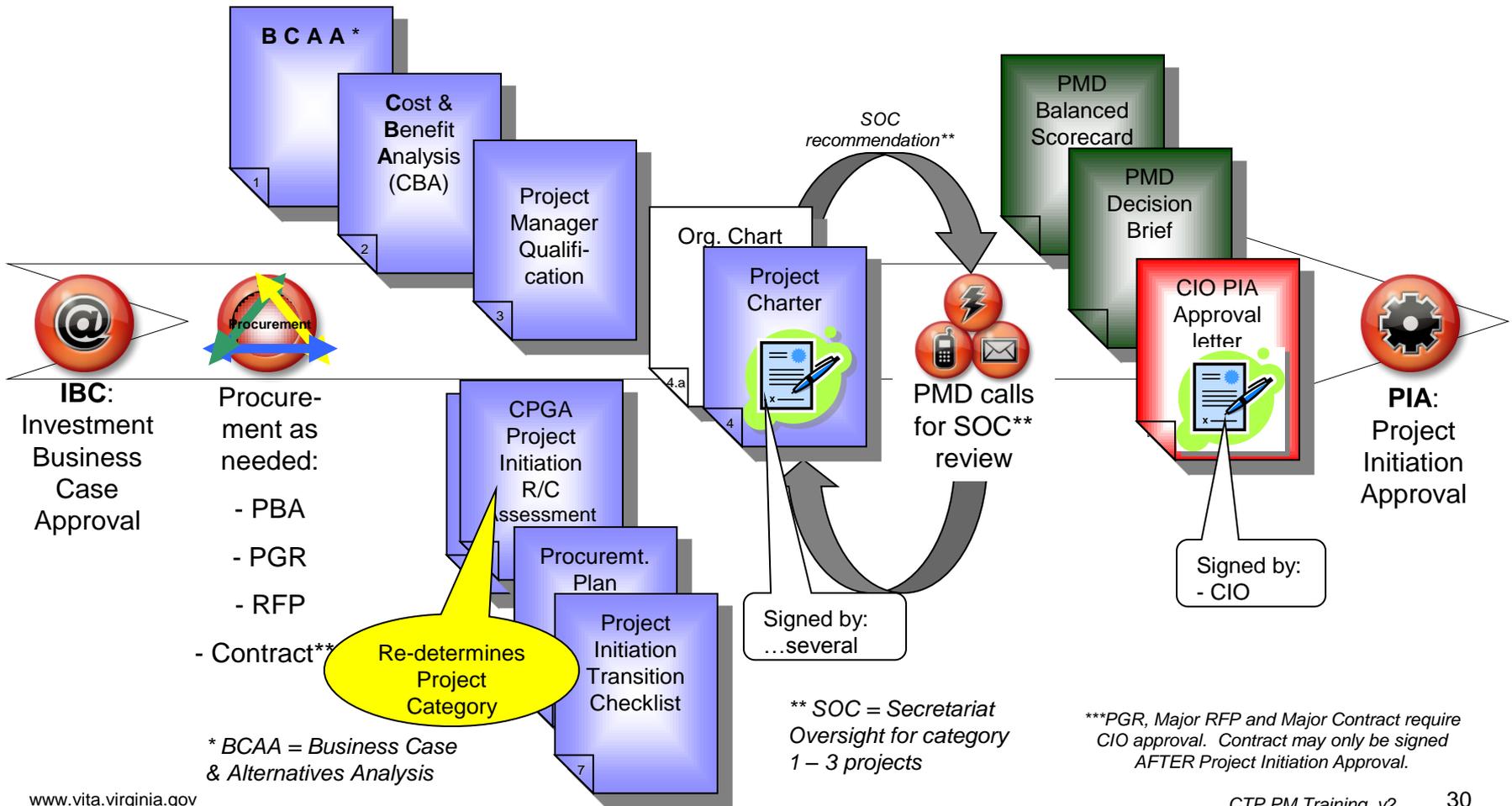


Initiation Phase Summary

- Takes the project from...
 - “Investment Business Case Approval” to...
 - “Project Initiation Approval”
- **Required documentation** is specified in the CPGA Category Comparison table
- Phase Deliverable:
 - CIO-Approved Project Charter
 - Supported by Business Case & Alternatives Analysis, Project Initiation Risk/Complexity Assessment, and Cost Benefit Analysis

Control: Initiate

NOTE: Project Risk/Complexity Assessment determines documentation and approval level requirements.





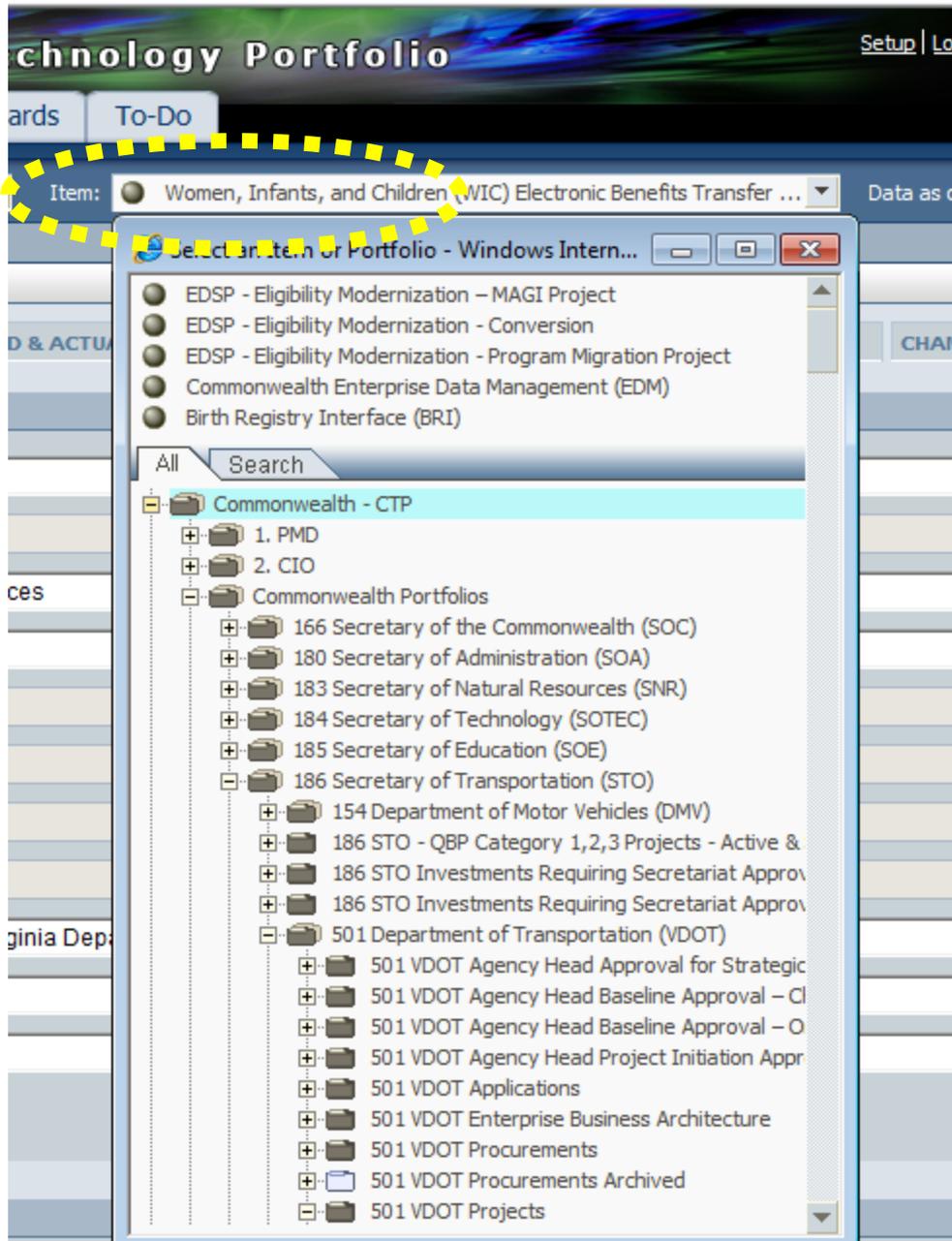
Initiation Phase

- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 1.1. Initiate, Update and Submit – Project Initiation Approval
-
- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.

Get your bearings in CTP:

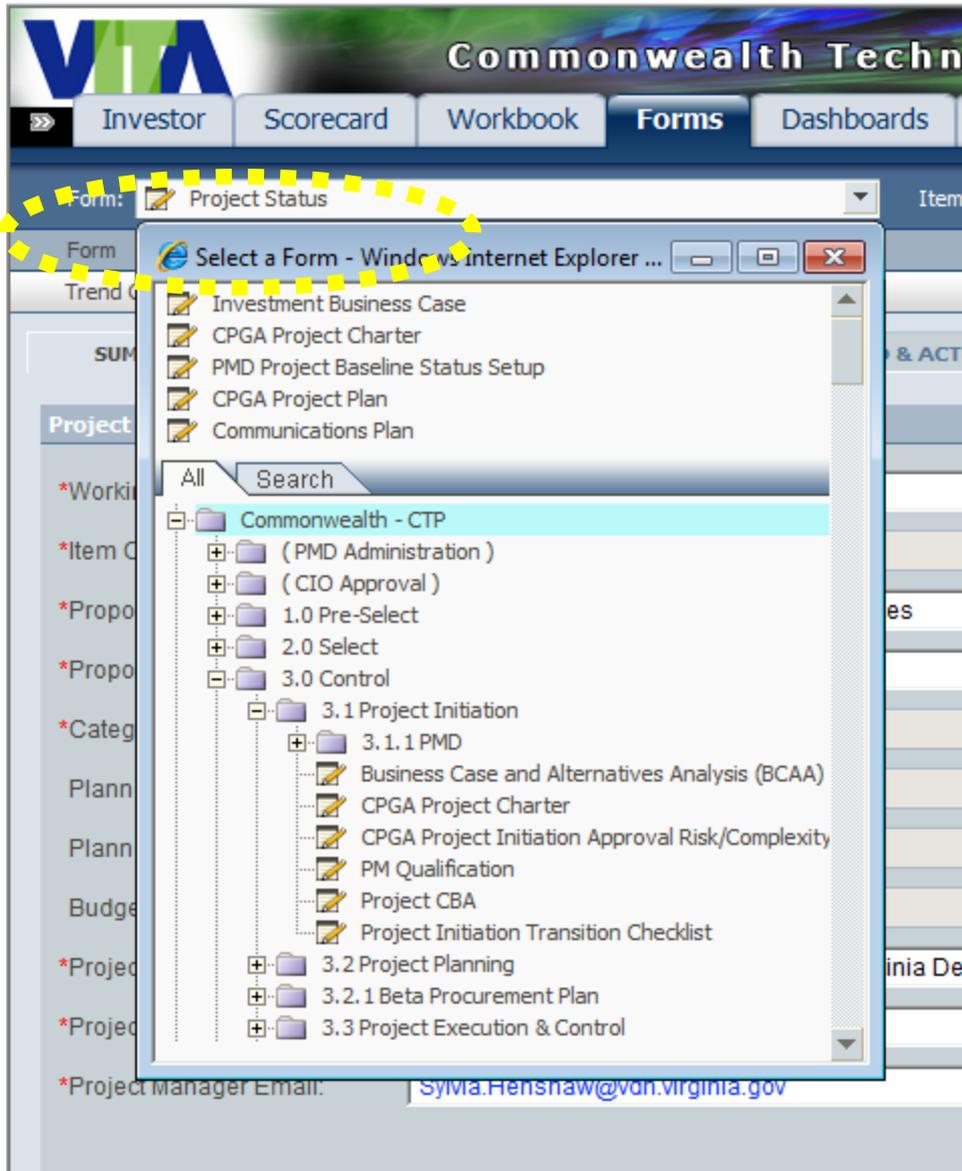
- On “Forms” tab
- Pay attention to “Item”
- Pay attention to “Form”
- CTP will open to the last Project (Item) and Form you were in
- Pay attention to “Item” and “Form” especially after using Scorecards.

The screenshot displays the Commonwealth Technology Portfolio (CTP) interface. At the top, the logo 'VITA' is visible on the left, and the title 'Commonwealth Technology Portfolio' is centered. Below the title, a navigation bar contains several tabs: 'Investor', 'Scorecard', 'Workbook', 'Forms', 'Dashboards', and 'To-Do'. The 'Forms' tab is highlighted with a yellow dashed circle. Below the navigation bar, there are two dropdown menus: 'Form:' set to 'Project Status' and 'Item:' set to 'Women, Infants, and Children (WIC) Electronic Benefits Transfer ...'. Below these dropdowns, there is a menu bar with options: 'Form', 'Item', 'Clipboard', 'Collaborate', 'View', 'User', 'Setup', and 'Help'. Below the menu bar, there is a 'Trend Graph Period:' dropdown set to 'All data'. Below the trend graph period, there are several tabs: 'SUMMARY', 'PROJECT BACKGRO...', 'MEASURES OF SUCC...', 'PLANNED & ACTUA...', 'BASELINE & MILEST...', 'SCOPE', and 'RISK ASSESSMENT'. Below the tabs, there is a 'Project Information' section with two fields: '*Working Title:' set to 'e-WIC' and '*Item Classification:' set to 'Category 1: High/High'.



CTP “Item”

- On “Forms” tab
- Remembers last five projects / portfolios
- Follow path to find your project:
- Commonwealth-CTP >>> Commonwealth Portfolios >>> Secretariat >>> Agency >>> Agency Projects >>> your project



CTP

“Form” shortcut

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

Commonwealth Tec

Processes Workflows Investor Scorecard Wor

2.1. Initiate, Update and Su... Form: Project Status

Add Edit... Options Form | Item | Clipboard | Collaborate

Back | Forward Trend Graph Period: All data

Sub-Process 2.1 Initiate, Update and Submit – Detailed Project Plan
Project Managers are responsible to complete and submit the Detailed Project Plan and other supplemental plans.

Step 1: Determine the documentation requirements for the project plan
The Project Category determines, based on project risk and complexity, which project management documents are required to be completed. After completion of the draft detailed project plan, the Project Manager will complete the "CPGA Planning Risk / Complexity Assessment" form, and the PM Analyst will determine if the project is correctly categorized. If the project requires re-categorization, then it is likely that the change will impact the documentation requirements.

"Required Forms" identified below, are mandatory for a project plan, regardless of project complexity.

Note: Refer to the CPGA Category Comparison table for documentation, approvals and procedural requirements for each CPGA Category.

[CPGA Category Comparison Table](#)

SUMMARY PROJECT BACKGRO.

Project Information

*Working Title: e-WIC

*Item Classification: Category

*Proponent Secretary: 188 Se

*Proponent Agency: 601 De

*Category: Project

Planned Start Date: 1/8/200

Planned Completion Date: 8/26/20

Budget at Completion (BAC): 6,619,0

*Project Manager: Project

*Project Manager Phone: (804) 8

*Project Manager Email: Sylvia.F

CTP

"Processes"

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



Initiation: Differences by Project Category

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



Focus On:

Business Case & Alternatives Analysis (BCAA)

- Mandatory
- Describe the Business Problem/Opportunity
- Project Scope, Objectives, Constraints, Business Alignment
- Describe 3 different solution alternatives:
 - Solution description, Project description, Intangible benefits
 - Business Process Impact, Technical Feasibility, Maturity of Solution
 - Estimate Resources: Funding, Project Team, Facilities, Equipment, etc.
 - Constraints, CBA summary, ROI analysis
- Solution comparison:
 - Decision Criteria and scores, CBA Comparison
 - Chosen solution and Justification
- Project Sponsor Approval



Focus On:

Cost-Benefit Analysis (CBA)

- Replaces, enhances unwieldy Excel macro spreadsheet upload
- Mandatory for Category 1 – 3; Cat. 4: summarize in charter
- CBA detailed handbook available

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

- Solution 0 (As-Is): Impact of maintaining the current business process & technology to meet the new problem/opportunity.
 - “Do nothing”; no technology/system solution
 - Ongoing People, Other costs
 - Tangible benefits and Revenue (auto-calculated)



Focus On:

Cost-Benefit Analysis (Cont'd.)

- Solutions 1 - 3: Impact of conducting various alternative solutions to meet the new problem/opportunity.
 - Project Costs
 - Ongoing People, Other costs
 - Tangible benefits and Total Revenue
- Summary & Comparison
 - Cost & Benefit figures, calculations automatically feeds into the Business Case & Alternatives Analysis (BCAA) form
- Graphical Analysis
 - Creates graphs comparing Solutions 1 – 3
 - ROI, Payback Period, NPV



Project Initiation documents:

Project Charter

...is an agreement between all stakeholders:

- Project purpose, measures of success
- Management commitment, oversight in place
- Funding requirements, funding commitment
- Commitment of required resources
- Qualified project manager
- Project scope, schedule and budget baselines
- Captures approvals of:
 - IAOC, project sponsor
 - Secretariat Oversight Committee
 - Commonwealth CIO



Form: CPGA Project Charter Item: Women, Infants, and Children (WIC) Electronic Benefits Transfer ...

Form | Item | [Clipboard](#) | [Collaborate](#) | [View](#) | [User](#) | [Setup](#) | [Help](#)

[GENERAL INFOR...](#)
[POINTS OF CON...](#)
[EXECUTIVE SUM...](#)
[PROJECT PURP...](#)
[PROJECT BUSIN...](#)
[PROJECT DESCR...](#)
[MAJOR MILEST...](#)
[MEASURES OF S...](#)
[RESOURC...](#)

Business Objectives

Using the objectives outlined in the Charter, list the objectives and any additional detail as necessary to clarify what results the project is intended to attain.

| Commonwealth Strategic Plan – Critical Issues | Project Business Objectives |
|--|---|
| Improved Service Delivery | Improve the ability of state and local WIC staff to provide efficient quality service |
| More services delivered electronically | Strengthen participating retailers' point-of-service delivery, ensuring high quality |
| Execution & Compliance with mandates | Ensure participating retailers' products and services comply with State, Federal, a |
| Improve internal controls | Help ensure that all critical reporting needs and requirements are met in a timely a |
| Provide cost effective and efficient services | Improve the effectiveness and efficiency of program operations through the use |
| Good Stewardship & Accountability in use of public funds | Strengthen and ensure that the foods provided by participating retailers are reas |
| Citizens & Business Expectations - Security | Improve benefit security and reduce fraud through automated benefit issuance a |
| | |

Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision-making process for this project.

- * E-WIC will remain a USDA Food and Nutrition Service (FNS) priority and will continue to receive federal support.
-FNS provides project approval authority and oversight to WIC programs nationwide. In order to achieve successful development the Virginia WIC Program will require prompt review, feedback, and approval of project planning and procurement documents.

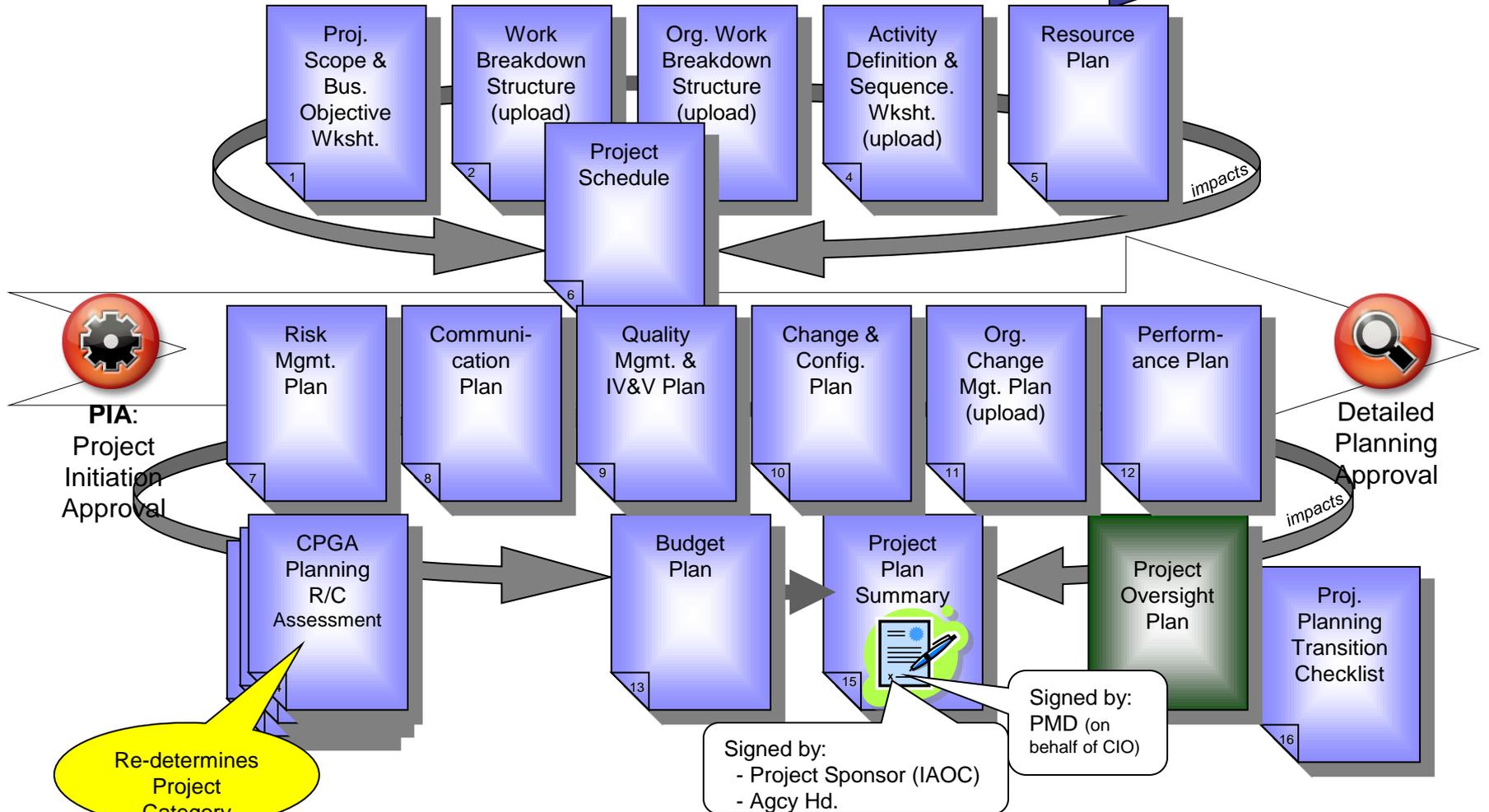
The e-WIC Consortium, including Virginia and West Virginia WIC Programs, will work together to reach consensus on project decisions and will provide support for the development and implementation of the program.



Detailed Planning Phase Summary

- Takes the project from...
 - “Project Initiation Approval” to...
 - CIO-Approved Detailed Project Plan
 - Approved Baseline
- **Required documentation** is specified in the CPGA Category Comparison table
- Phase Deliverable:
 - CIO-Approved Detailed Project Plan
 - Plus all supporting project plan documents

Control: Detailed Planning





Detailed Planning: Differences by Project Category

| Category >>>> | 1 | 2 | 3 | 4 |
|--|----------|----------|----------|----------|
| Project Scope & Business Objective Worksheet | Required | | | |
| Work Breakdown Structure | Required | | | Optional |
| Organization Work Breakdown Structure | Required | | Optional | |
| Activity Definition & Sequencing Worksheet | Required | Optional | | |
| Resource Plan | Required | | Optional | |
| Project Schedule | Required | | | |
| Risk Management Plan | Required | | | |
| Communication Plan | Required | | | Optional |
| Quality Management & IV&V Plan | Required | | | Optional |
| Change & Configuration Management Plan | Required | | | Optional |
| Organizational Change Management Plan | Required | | | Optional |
| Performance Plan | Required | | | Optional |
| Budget Plan | Required | | | |



Detailed Planning: Differences by Project Category

(Cont'd.)

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



Documentation: Detailed Planning

- Detailed Project Planning requires the most hands-on involvement of Project Managers
- Axiom: The more thought and effort invested in project planning, the fewer unpleasant “surprises” you will encounter during the life of the project.



Detailed Planning Phase

- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 2.1. Initiate, Update and Submit – Detailed Project Plan
- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Documentation: Planning Phase

- Project Scope and Business Objective Worksheet
- Upload:
 - Work Breakdown Structure
 - Organization Work Breakdown Structure
 - Activity Definition & Sequencing Worksheet
- Resource Plan
- Project Schedule
 - Upload Microsoft Project schedule
 - Enter in Major Milestones



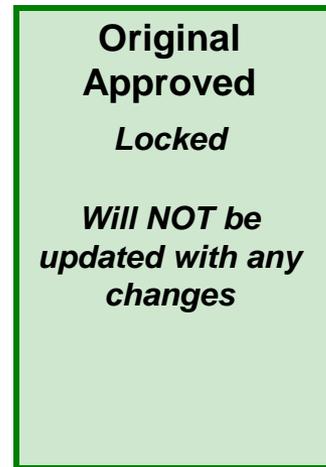
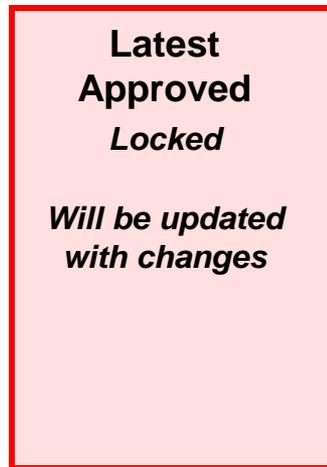
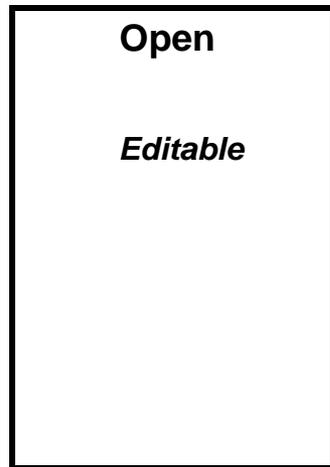
Remember:
Item >
Document... >
Upload...



CTP Concept: Baseline Versions

- Original Approved
 - Project Charter Values
 - Cannot be changed
- Latest Approved (or Latest CIO-Approved)
 - Is locked upon CIO approval of detailed project plan
 - Can only be changed by PMD
 - IAOC can add to budget & schedule baseline up to 10%
 - Greater than 10% change requires Secretariat and CIO approval
 - (20% variance for Category 4 projects.)
- Open Version
 - “What if” worksheet; can be changed at will
 - Status Report measures against Last/Latest Approved baseline

Change Approval



Change Approvals:
Data from the Open Form will populate only the Latest Approved Form.
Original Approved Form will NOT be updated.

Approve - Changes





Documentation: Planning Phase – Cont.

- Risk Management Plan
 - Used to determine contingency cost

- Communications Plan
 - Useful in detailing communications strategy

- Quality Management and IV&V Plan
 - Remember, refer to CPGA Category Comparison table to establish IV&V project requirements



Documentation: Planning Phase – Cont.

- Change and Configuration Management Plan
 - (Not “Organizational Change Management”)
- Performance Plan
 - Measures of Success values will carry forward / backward from Project Charter, Project Plan Summary and Project Status Report
- Budget Plan
 - Quarterly Spend Plan = tactical & ‘what if’ budgeting
 - Yearly Spend Plan is a good example of the three baseline versions



Documentation: Planning Phase – Cont.

- CPGA Project Plan (Summary)
 - Mostly a ‘view’ of information you entered into CTP elsewhere – with a few exceptions
 - Manually enter: Critical Path Milestones
 - Hint: Run ‘Critical Path’ report in MS Project & filter Milestones
 - Manually enter: Top Ten Risks
- Project Plan Approvals
 - Capture approvals in this tab
 - IAOC (Form > Export... email... upload reply)
 - CIO (PMD)



Detailed project planning:

CPGA Project Plan

...lays out the detailed map to achieve the project deliverables:

- Project description, Measures of Success
- Schedule: critical path
- Budget plan
- Risk management
- Quality management and IV&V plan
- Project scope, schedule and budget baselines
- Captures approvals of:
 - IAOC, project sponsor
 - CIO



Form: CPGA Project Plan Item: Women, Infants, and Children (WIC) Electronic Benefits Transfer ... Data

Form | Item | Clipboard | Collaborate | View | User | Setup | Help

Business Problem

Insert the Business Problem as stated in the Project Proposal.

The Virginia Department of Health, Division of WIC and Community Nutrition Services, provides nutritious foods, nutrition education, and referrals to health and social services to clients throughout the Commonwealth of Virginia. In Virginia, nutritious foods are delivered to WIC participants through Food Instruments (FI) are vouchers, similar to checks, but which state the food items and quantities that may be purchased by participants at authorized food retail locations. WIC FI printed and issued to participants at local clinic locations. The WIC participant, parent, guardian, caretaker, or proxy then redeems the FI(s) at a WIC-authorized location. The retailer deposits any FIs they receive as they would a paper check. The state banking contractor then reduces the State's WIC account according performs settlement with retailers.

The manual, paper-based food benefit issuance, redemption, payment, and reconciliation system introduces numerous inefficiencies into the process. The issuance process, performed at local WIC agencies, often but not necessarily associated with a local health district, is largely manual and prone to error. The agency must print food prescriptions to the paper-food instrument (often three or more per participant), a time-consuming process commonly resulting in mis instruments which must be reprinted or which will be rejected for redemption. The Virginia WIC Program supports 150,820 eligible participants per year. For t

Assumptions

List the Assumptions made about the project in the Project Charter. List and identify any changes to the original assumptions or additional assumptions made during project planning

E-WIC will remain a USDA Food and Nutrition Service (FNS) priority and will continue to receive federal support.
-FNS provides project approval authority and oversight to WIC programs nationwide. In order to achieve successful development the Virginia WIC Program will prompt review, feedback, and approval of project planning and procurement documents.

The e-WIC Consortium, including Virginia and West Virginia WIC Programs, will work together to reach consensus on project decisions and will provide supp prompt approvals for project procurements and deliverables. A Consortium project, while achieving economies of scale, introduces additional complexities to project. These complexities must be carefully managed and project stakeholders and team members in both states must be aware of their roles and respons and must be committed to project success.



Execution & Control Phase Summary

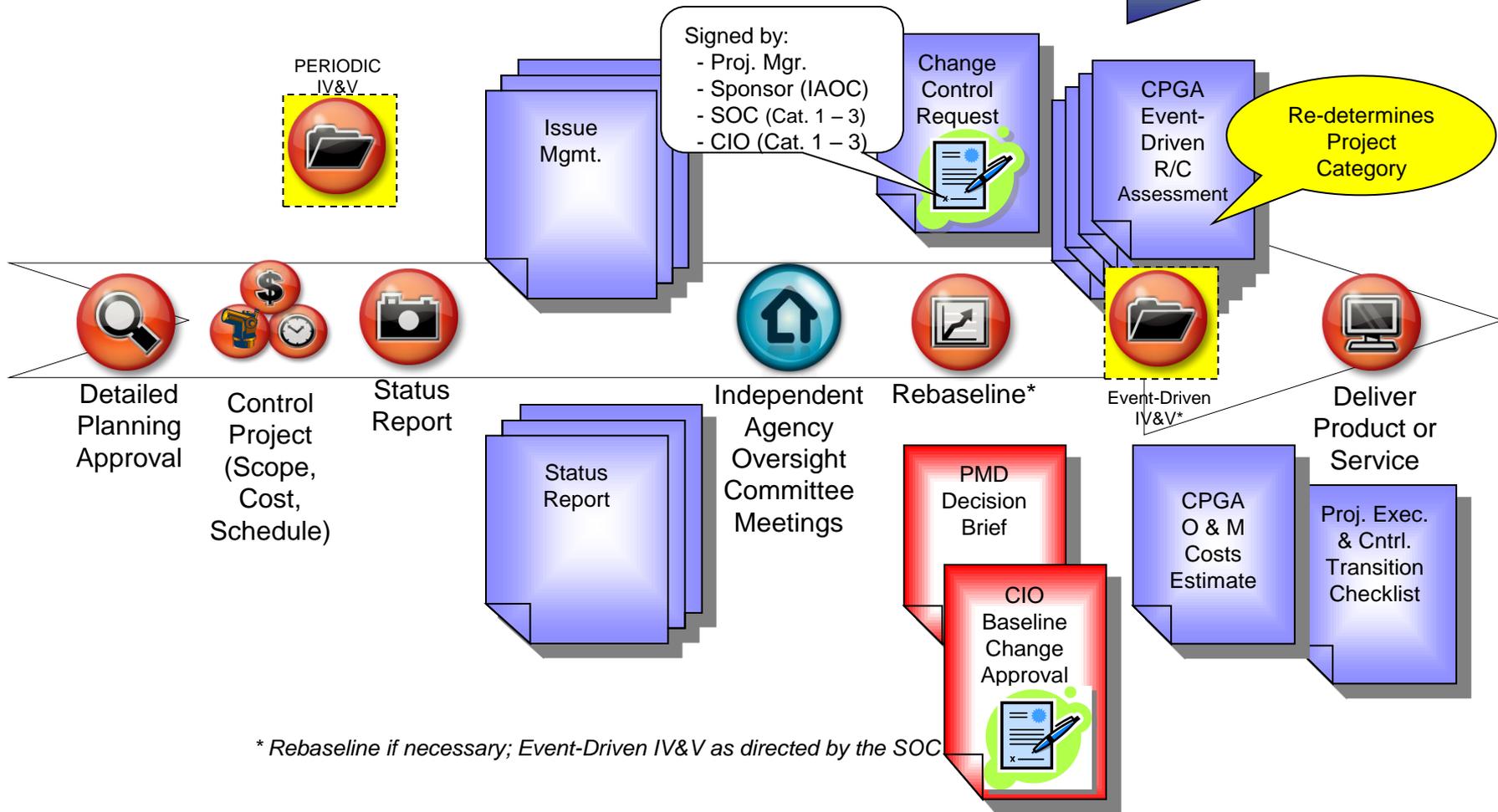
- Takes the project from...
 - CIO-Approved Detailed Project Plan
 - (Approved Baseline) to...
 - Implementation Rollout
- **Required documentation** prescribed by CPGA Risk/Complexity Assessment
- Phase Deliverables:
 - Status reports
 - Rebaseline documentation as needed



Execution & Control Phase

- Project Execution & Control is an exciting phase in the project lifecycle.
 - Deliverables are.... Delivered.
 - Progress is measured and reported against the approved project plan.
 - Issues arise and are managed.
 - Risks evolve and are addressed.
 - The project is carefully controlled.
 - This phase also requires plenty of hands-on involvement of Project Managers.

Control: Execute & Control



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



Execute & Control: Differences by Project Category

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



Execute & Control: Differences by Project Category

(Cont'd.)

| Category >>>> | 1 | 2 | 3 | 4 |
|--|---|--------------------------------------|---|------------------|
| "Significant" Change Control Request required for scope, schedule, budget baseline - | | > 10% | | > 20% |
| "Significant" Change Control Request approvals | | IAOC > SOC > CIO | | Sponsor > AgcyHd |
| Balanced Scorecard for Change Control Request | | Required | | |
| IV&V Review due to Baseline change request above threshold | | SOC or CIO may direct | | Optional |
| CPGA Event-Driven (ED) Risk / Complexity Assessment above "Significant" threshold | | Required | | |
| CPGA O&M Costs Estimate | | Required; IAOC, Sponsor & PMD review | | |
| Project Execution & Control Transition Checklist | | Optional | | |



Execution & Control Phase

- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 3.1. Initiate, Update and Submit – Project Status Report
 - » 3.2. Initiate, Update and Submit – Issue Management Log
 - » 3.4. Initiate, Update and Submit – > CPGA Change Control Request
 - » 3.5. Initiate, Update and Submit – Project Execution and Control Transition Checklist
- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Project Status Reporting

- Developed and submitted monthly through CTP.
- Establishes a consistent, common framework for agency, Secretariats, CIO, and Sec. Tech. to update project activity, monitor progress, and assess risks.
- Enhances ability to respond to project changes in a timely manner.
- Increases accountability.
- Improves project management capabilities.
- Provides data for public view on project status report.



Monthly Project Status Report

- Project Status Report due dates:
 - Project Status forms are prepared at the beginning of each month, based on the previous month's activity. By the:
 - 6th business day:
 - The PM drafts the monthly version of the form.
 - 9th business day:
 - The agency sponsor approves the form.
 - 12th business day:
 - The proponent Secretary evaluates the approved status form.
 - 15th business day:
 - PMD conducts review of Project Status Reports.
 - 18th business day:
 - CIO evaluates Project Status Reports.
 - End of the month:
 - Snapshot of the project status is captured.



Documentation: Project Status Report

- Project Status Report – Step 1:
 - Update Project Plan as necessary; Are there any changed baselines?
 - Review/Update Project Plan Information – ‘Open’ version
 - Project Schedule
 - Adjust Milestone dates as necessary
 - Initiate Change Control Request process as necessary
 - Budget Plan
 - Adjust Budget as necessary
 - Initiate Change Control Request process as necessary
 - Risk Management Plan
 - Update top five risks
 - Performance Plan
 - Adjust Measures of Success as necessary
 - Initiate Change Control Request process as necessary



Documentation: Project Status Report

- Project Status Report – Step 2:
Complete the Project Status Report
 - Summary Tab: Key Status Indicators (KSI's)
On Track / Warning / Problem
 - Project Background Tab:
 - Update Approval Information as needed
 - Planned & Actual Costs Tab:
 - Enter Costs to Date
 - Baseline & Milestones Tab:
 - Enter Total (entire project) Percent Complete
 - Enter Milestone Actual Start, Completion & Percent Complete
 - Risk Assessment Tab:
 - Detail the changes, and update the Risk review date
 - Change Control Description Tab:
 - If Latest Approved baselines have changed since the last reporting period, briefly describe the reason and impact.



Documentation: Project Status Report

- Project Status Report – Step 3:
 - Submit Project Status Report
 - Approval/Submission fields are on the Project Status Report - Summary Tab (at the bottom of the page)
 - Update approval/submit date field with the latest date.
 - Use CTP e-mail to request Agency Head approval
 - **Oops!** I messed up: Can I have a do-over?
 - Yes
 - The system saves the latest information on that day
 - However,
 - You cannot back-date project metrics



Commonwealth Technology Portfolio

Investor

Scorecard

Workbook

Forms

Dashboards

To-Do

Form: Project Status

Item: Women, Infants, and Children (WIC) Electronic Benefits Transfer ...

Form | Item | Clipboard | Collaborate | View | User | Setup | Help

Trend Graph Period: All data

SUMMARY

PROJECT BACKGRO...

MEASURES OF SUCC...

PLANNED & ACTUA...

BASELINE & MILEST...

SCOPE

RISK ASSESSMENT

Project Information

| | |
|-----------------------------|---|
| *Working Title: | e-WIC |
| *Item Classification: | Category 1: High/High |
| *Proponent Secretary: | 188 Secretary of Health & Human Resources |
| *Proponent Agency: | 601 Department of Health |
| *Category: | Project Initiation Approval |
| Planned Start Date: | 1/8/2009 |
| Planned Completion Date: | 8/26/2013 |
| Budget at Completion (BAC): | 6,619,018.00 |
| *Project Manager: | Project Coordinator / Sylvia Henshaw / Virginia Department of Health Division of WIC and Community Nutrition Services |
| *Project Manager Phone: | (804) 864-7812 |
| *Project Manager Email: | Sylvia.Henshaw@vdh.virginia.gov |



Documentation: Issue Management

- Issue Management in CTP
 - Used mainly for archiving
 - PMD recommends you use your own spreadsheet for dynamic issue management
 - Upload a dated issue log monthly (use upload tab)
- Issue Management Log (tab)
 - Optional use
 - Enables use of Issue Management Scorecard
- Issue Management Scorecard
 - Optional use
 - Use only if Issue Management Log is maintained



Focus On:

CPGA Operations & Maintenance Costs Estimate

- 3 months prior to the scheduled completion of the Execution & Control phase...
- The PM shall document planning for the system operation & maintenance in the CPGA O&M Costs Estimate form
- The PM will coordinate with the agency **financial, information technology** and **operational** agency managers to ensure that they are prepared to support the system from a **budgetary, staffing, technology** and **operational** perspective.
- The PM may be required to assist with the preparation of a Budget Decision Package or Strategic Planning documents to describe funding, staffing or other resources to support the system.
- The PM will review this plan with the IAOC and Project Sponsor, and notify PMD for review/comment.



Documentation: Change Control > 10%

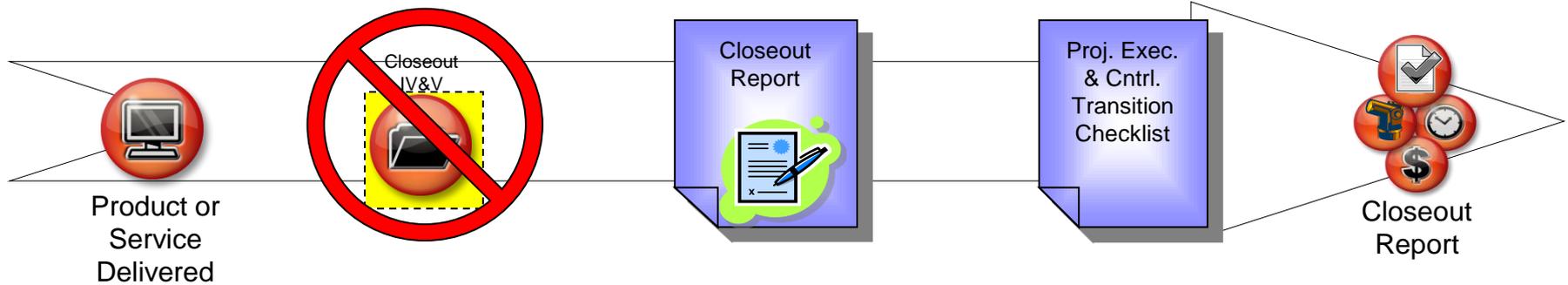
- Cumulative baseline changes that exceed 10% (Cat. 4: 20%)
 - Must be approved by the IAOC and
 - Must be approved by the Secretariat Oversight Committee and
 - Submitted to PMD for recommendation to
 - CIO
- Draft a CPGA Change Control Request form
- Approvals are captured in CTP form
 - Email or export form to approval party
 - PMD will enter approval information upon receipt
- PMD will key in new scope, schedule & budget baselines.
 - New baselines (Open version) will become “Latest Approved” baselines.
 - Contact your PMD Project Management Analyst for assistance.



Closeout Phase Summary

- Takes the project from...
 - Implementation Rollout to...
 - Completion of the Closeout Report
- **Required documentation** is identical for all CPGA categories
- Phase Deliverables:
 - Project Closeout Report
 - Document Lessons Learned
 - Schedule Post-Implementation Review

Control: Closeout



| Category >>>> | 1 | 2 | 3 | 4 |
|--|-------------------------------------|---|---|---|
| Project Closeout Report | Required | | | |
| Project Closeout Transition Checklist | Optional | | | |
| <i>Review/Approval of Closeout Report</i> | IAOC > Sponsor > AgcyHd > PMD > CIO | | | |



Closeout Phase

- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 4.1. Updating and Submitting - Project Closeout Report
 - » 4.2. Update Lessons Learned on PMDP Website
 - » 4.3. Archive Project Documentation
 - » 4.4. Complete Project Closeout Transition Checklist

- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Documentation: Project Closeout Report

- Documents project deliverables
- Gives final report on baselines vs. actuals
 - Variances and explanations
 - Scope
 - Schedule
 - Budget
 - Operations & Maintenance
- Links to PMD Best Practices & Lessons Learned website
 - Link within CTP form
- Document Schedule for Post-Implementation Review (PIR)
- Captures mandatory Sponsor/Oversight/CIO approvals.



Documentation: Evaluation Phase

- PMs normally do not do this phase.
- However, the Project Sponsor is responsible for the PIR, and you might be involved in this.
- As always, follow the directions in “Processes”
- Evaluation phase consists of conducting Post-Implementation Review, (PIR) and uploading results into CTP.

Evaluate



PIR - Post
Implementation
Review

| Category >>>> | 1 | 2 | 3 | 4 |
|----------------------------|----------|---|---|---|
| Post Implementation Review | Required | | | |



Post-Implementation review:

Post-Implementation review

...the agency analyzes the value obtained by implementing the IT project...

- Conducted by the agency 6-12 months after project closeout
- Seeks to quantify the tangible benefits, based on chartered business objectives
- Seeks to verify intangible benefits
- Findings, lessons learned shared with business sponsor



More Information

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

- Peers – let’s talk!

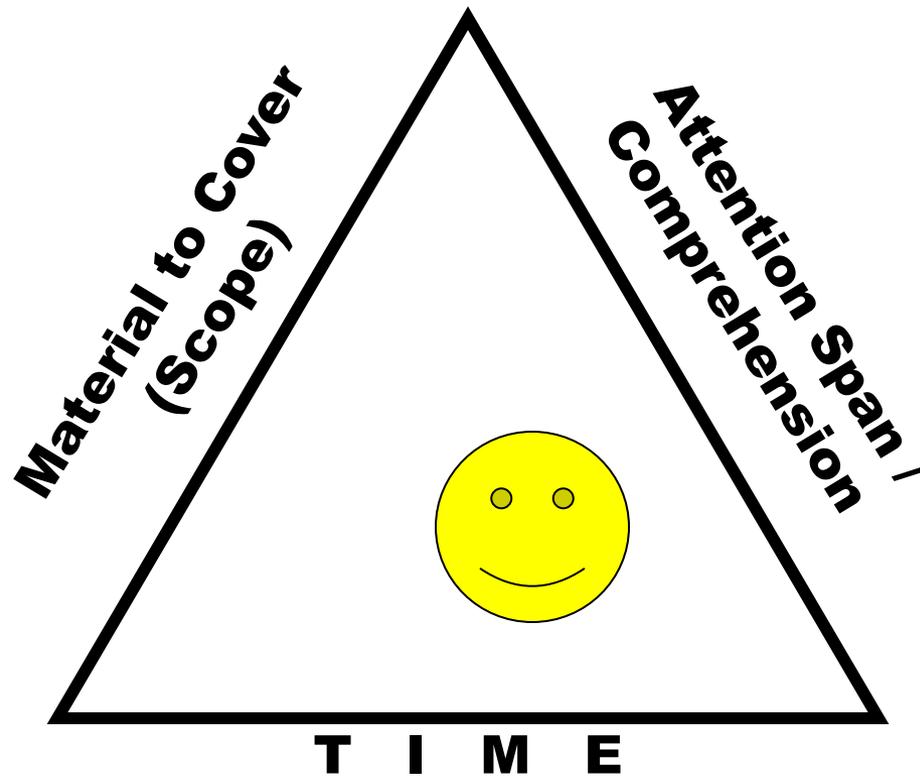


In Conclusion...

- “Big Picture:” = “Just Right” amount of Governance & Oversight
- CTP forms: same look & feel throughout
- Increased analysis and justification in Project Initiation phase
- We **WANT** your project to be:
 - WELL-GROUNDED
 - WELL MANAGED
 - SUCCESSFUL!

--- Maximize IT Value to the Commonwealth ---

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Questions and Answers