

An Expanded View of Project Management

Austin Russ
Chief Enterprise Architect
austin.russ@robbinsgioia.com



ROBBINSGIOIA

About Robbins-Gioia

- ▲ Our mission:

We enable customers to achieve results and improve performance through program management disciplines

- ▲ Our mission statement defines why we exist and describes the value we bring to our customers

- ▲ The key concepts in our mission statement are:

- Enable customers: our mission begins with our customers, our focus is on their success
- Achieve results: the results that our customers need
- Improve performance: our goal is sustaining improvement for repeatable results
- Program management disciplines: encompasses a broad range of disciplines well beyond traditional project management and project control



Premise

- ▲ Traditional notions of project management – scheduling and control – are no longer sufficient to ensure project funding and success
- ▲ Project managers must develop a practical understanding of a broader set of disciplines to ensure their projects obtain funding and demonstrate results in an increasingly competitive budget environment
 - Strategic Planning,
 - Enterprise Architecture,
 - Information Security,
 - Business Case Development
 - IT Portfolio Management



Objectives

- ▲ Identify drivers and enablers expanding the scope of project management
- ▲ Present a perspective on how various planning and project disciplines interact
- ▲ Highlight strengths and weaknesses of the respective disciplines as a basis for improving project performance



Drivers & Enablers for Expanded PM

Drivers

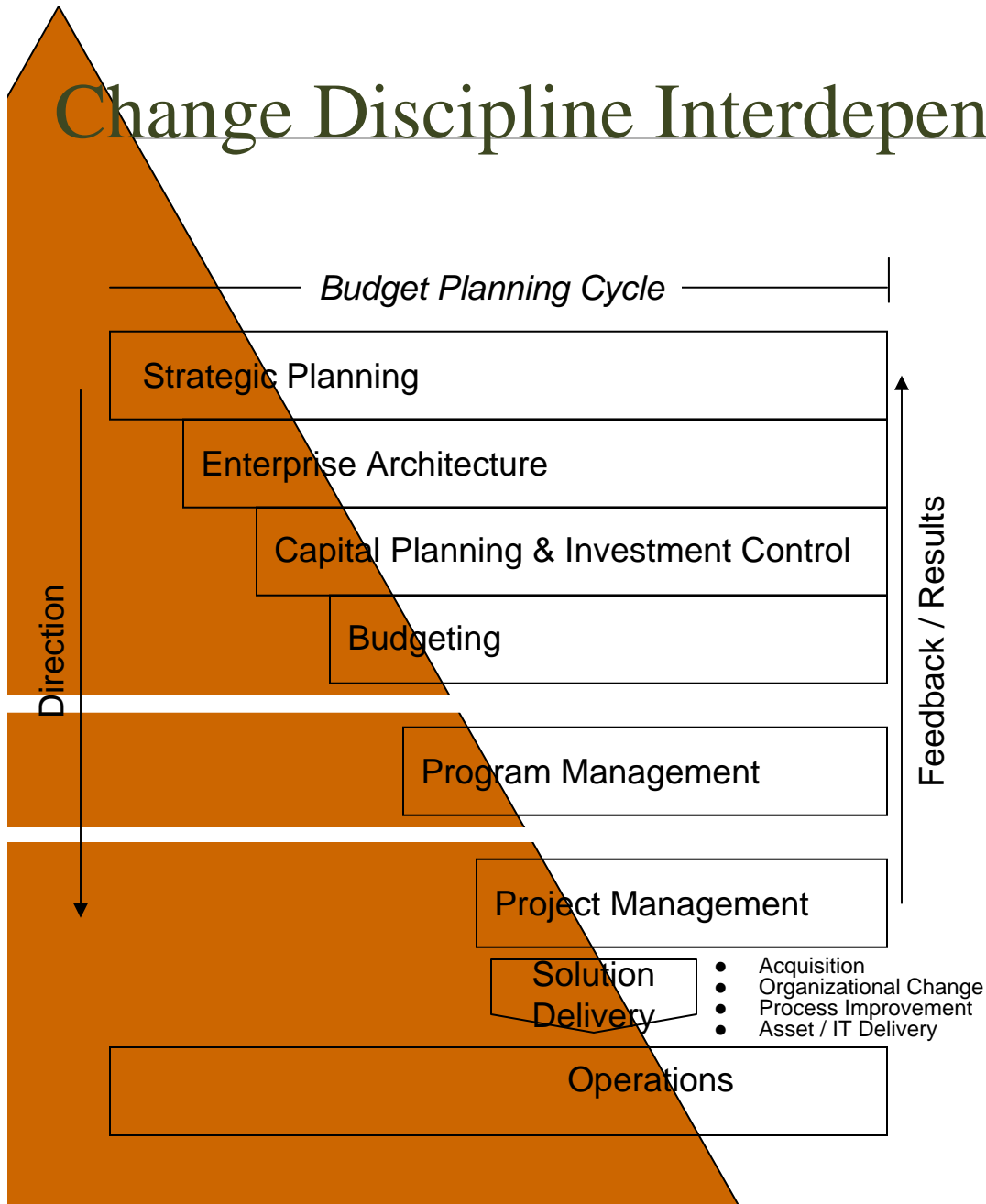
- ▲ 1993 – (GPRA) Government Performance and Results Act
- ▲ 1994 – (FASA) Federal Acquisition Streamlining Act Title V
- ▲ 1995 – (PRA) Paperwork Reduction Act
- ▲ 1996 – (FFMIA) Federal Financial Management Improvement Act
- ▲ 1996 - Clinger-Cohen
- ▲ 2002 - (FISMA) Federal Information Security Management Act
- ▲ 2002 - E-Government Act

Enablers

- ▲ OMB Circular A-11
- ▲ 2001 - (PMA) President's Management Agenda / (EBMS) Executive Branch Management Scorecard
- ▲ 2001 - (ITIM) Information Technology Investment Management
- ▲ 2002 - (FEA) Federal Enterprise Architecture
- ▲ 2002 - (PART) Program Assessment Rating Tool



Change Discipline Interdependencies



- 1) Strategic Planning - establishes vision, mission, goals, objectives, & enterprise performance measures
- 2) Enterprise Architecture - aligns organization components, processes, systems, & technologies with plans & identifies transition dependencies
- 3) Capital Planning & Investment Control – Documenting, selecting, evaluating, & controlling investments supporting mission performance
- 4) Budgeting – Appropriating (and rescinding) resources
- 5) Program Management – Translates investments into action
- 6) Project Management – Delivers change to the operational environment
- 7) Scorecards communicate both direction and feedback



PM Knowledge, Skills, Abilities, and Competencies



▲ Strategic Planning

- a. Organizational Awareness

▲ Enterprise Architecture

- a. Information Resources Strategy and Planning
- b. Technology Awareness

▲ Capital Planning & Investment Control

- a. Capital Planning and Investment Assessment
- b. Cost-Benefit Analysis

▲ Budgeting

- a. Financial Management

▲ Program Management

- a. Planning and Evaluating

▲ Project Management

- a. Project Management
- b. Requirements
- c. Risk Management
- d. Quality Assurance

A project is a temporary endeavor undertaken to create a unique product, service, or result.

OMB and GAO require qualified Project Managers for major IT investments.

▲ Solution Delivery

- a. Contracting/Procurement
- b. Business Process Reengineering
- c. Systems Life Cycle
- d. System Integration
- e. IT Architecture
- f. Infrastructure Design
- g. IT Performance Assessment
- h. Data Management
- i. Info Systems/Network Security
- j. Configuration Management

▲ Operations

- a. Customer Service

▲ General K, S, A, C

- a. Legal, Government & Jurisprudence
- b. Oral Communication
- c. Writing
- d. Team Building
- e. Leadership
- f. Interpersonal Skills
- g. Flexibility
- h. Reasoning
- i. Problem Solving
- j. Decision Making

Source: U.S. Office of Personnel Management, "Interpretive Guidance for Project Management Positions," CG03-0001, August 2003.



PM “Certification” Guidance



Increasing Qualification

Level	Description/Complexity	Minimum Experience	Training Requirements
3	<ul style="list-style-type: none"> ▲ Large, inter-governmental or government-wide complex IT project ▲ High risk ▲ Example: High interest projects with Congress, GAO, OMB, or the general public, E-GOV 	<ul style="list-style-type: none"> ▲ 2-4 years combined previous, successful PM and technical experience ▲ Prior experience in managing a Level 2 IT Project 	<ul style="list-style-type: none"> ▲ Agencies are expected to identify specific organization and business area training required
2	<ul style="list-style-type: none"> ▲ Cross-cutting project or agency-wide system integration project across the Department ▲ High complexity and/or risk ▲ Example: Projects that are part of a portfolio of projects/systems that impact each other and/or impact mission activities, ERP 	<ul style="list-style-type: none"> ▲ 2-4 years combined previous, successful PM and technical experience depending on project complexity 	
1	<ul style="list-style-type: none"> ▲ Project within a division, bureau or agency ▲ Low-to-moderate complexity and risk ▲ Example: Stand-alone info system 	<ul style="list-style-type: none"> ▲ 1 year previous, successful technical or PM experience 	

Sources: (1) Federal IT Project Management Validation, (2) Federal IT Project Manager Guidance Matrix, OPM



PMBOK: A Source of Good Practices



Source: A Guide to the Project Management Body of Knowledge (PMBOK), 3rd edition, ANSI/PMI 99-001-2004

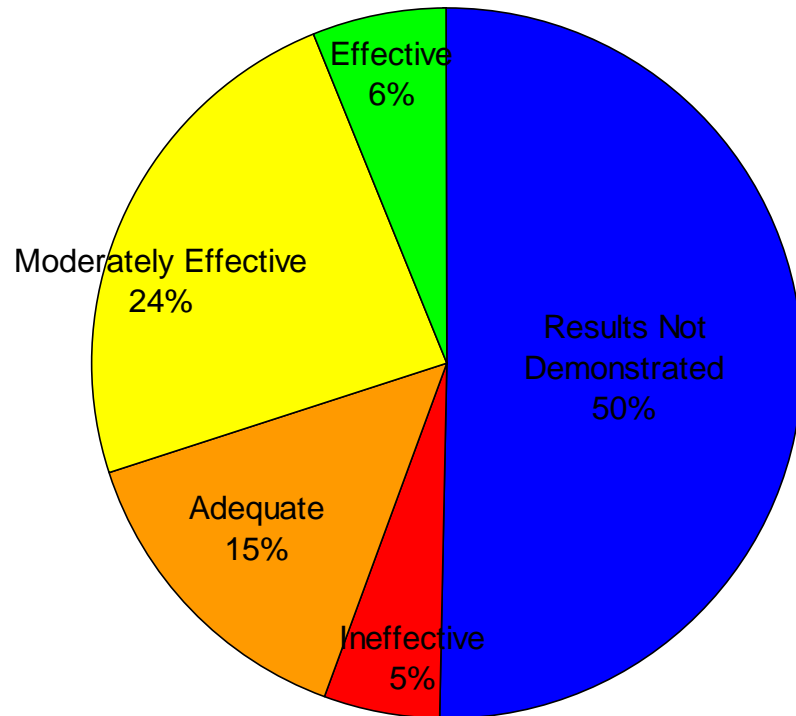
Project Management Process Groups & Processes												
Knowledge Areas	Initiating		Planning					Executing		Monitoring & Controlling		Closing
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Preliminary Project Scope Statement	4.3 Develop Project Management Plan					4.4 Direct and Manage Project Execution		4.5 Monitor and Control Project Work	4.6 Integrated Change Control	4.7 Close Project
5. Project Scope Management			5.1 Scope Planning	5.2 Scope Definition	5.3 Create WBS					5.4 Scope Verification	5.5 Scope Control	
6. Project Time Management			6.1 Activity Definition	6.2 Activity Sequencing	6.3 Activity Resource Estimating	6.4 Activity Duration Estimating	6.5 Schedule Development			6.6 Schedule Control		
7. Project Cost Management			7.1 Cost Estimating	7.2 Cost Budgeting						7.3 Cost Control		
8. Project Quality Management			8.1 Quality Planning					8.2 Perform Quality Assurance		8.3 Perform Quality Control		
9. Project Human Resource Management			9.1 Human Resource Planning					9.2 Acquire Project Team	9.3 Develop Project Team	9.4 Manage Project Team		
10. Project Communication Management			10.1 Communications Planning					10.2 Information Distribution		10.3 Performance Reporting	10.4 Manage Stakeholders	
11. Project Risk Management			11.1 Risk Management Planning	11.2 Risk Identification	11.3 Qualitative Risk Analysis	11.4 Quantitative Risk Analysis	11.5 Risk Response Planning			11.6 Risk Monitoring and Control		
12. Project Procurement Management			12.1 Plan Purchase and Acquisitions	12.2 Plan Contracting				12.3 Request Seller Responses	12.4 Select Sellers	12.5 Contract Administration		12.6 Contract Closure

PART Rating Summary

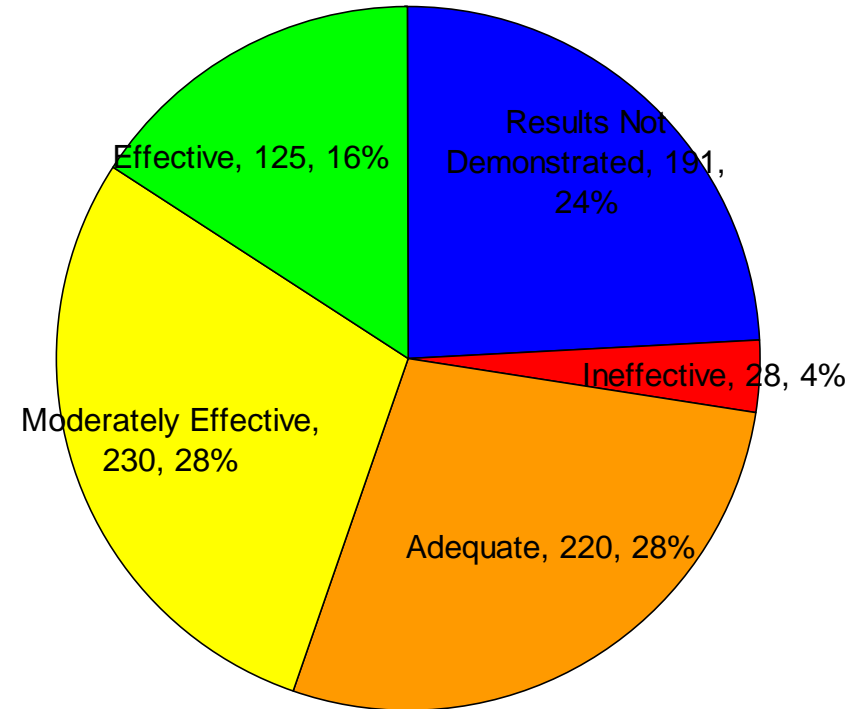


Source: Program Assessment Rating Tool, <http://www.whitehouse.gov/omb/part/index.html>

FY2003 PART Ratings Distributions



FY2005 PART Ratings Distribution



*Programs are ongoing operations that normally provide goods and/or services to the public.
72% of the 794 programs evaluated through FY 2005 are performing.*



Program Assessment Rating Tool



Source: Guidance for Completing the Program Assessment Rating Tool (PART), OMB, March 2005.

Program Purpose & Design	Strategic Planning	Program Management	Program Results
<p>1.1 Is the program purpose clear?</p> <p>1.2 Does the program address a specific and existing problem, interest, or need?</p> <p>1.3 Is the program designed so that it is not redundant with any other Federal, State, local or private effort?</p> <p>1.4 Is the program design free of major flaws that would limit the program's effectiveness or efficiency?</p> <p>1.5 Is the program design effectively targeted so that resources will address the program's purpose directly and will reach intended beneficiaries?</p>	<p>2.1 Does the program have a limited number of specific long-term performance measures ...?</p> <p>2.2 Does the program have ambitious targets and timeframes for its long-term measures?</p> <p>2.3 Does the program have a limited number of specific annual performance measures...?</p> <p>2.4 Does the program have baselines and ambitious targets for its annual measures?</p> <p>2.5 Do all partners commit to and work toward the annual and/or long-term goals ...?</p> <p>2.6 Are independent evaluations of sufficient scope and quality conducted on a regular basis...?</p> <p>2.7 Are budget requests explicitly tied to the ...annual and long-term goals...?</p> <p>2.8 Has the program taken meaningful steps to correct its strategic planning deficiencies?</p>	<p>3.1 Does the agency regularly collect timely and credible performance information...and use it to manage the program and improve performance?</p> <p>3.2 Are Federal managers and program partners held accountable for cost, schedule and performance results?</p> <p>3.3 Are funds obligated in a timely manner and spent for the intended purpose?</p> <p>3.4 Does the program have procedures to measure and achieve efficiencies and cost effectiveness in program execution?</p> <p>3.5 Does the program collaborate and coordinate effectively with related programs?</p> <p>3.6 Does the program use strong financial management?</p> <p>3.7 Has the program taken meaningful steps to address its management deficiencies?</p>	<p>4.1 Has the program demonstrated adequate progress in achieving its long-term performance goals?</p> <p>4.2 Does the program (including program partners) achieve its annual performance goals?</p> <p>4.3 Does the program demonstrate improved efficiencies or cost effectiveness in achieving program goals each year?</p> <p>4.4 Does the performance of this program compare favorably to other programs, including government, private, etc. with similar purpose and goals?</p> <p>4.5 Do independent evaluations of sufficient scope and quality indicate that the program is effective and achieving results?</p>

PART is another tool to understand: (1) Is the program serving a priority need? (2) Does it have a reasonable chance of success? (3) Is the program ready to execute? (4) Does it deliver?



Program Accountability



- ▲ Performance management involves employees in improving organizational effectiveness in the accomplishment of the mission and goals
- ▲ Part of the President's Management Agenda calls for agencies to demonstrate they have performance appraisal and awards systems
 - For all SES and managers
 - More than 60% of the workforce
 - That effectively: link to agency mission, goals, and outcomes;
 - Hold employees accountable for results appropriate for their level of responsibility
- ▲ Additional guidance appears in GAO-03-488, Results-Oriented Cultures: Creating a Clear Linkage Between Individual Performance and Organizational Success

Programs advocates are responsible for demonstrating program performance.



Federal Budget Process

Source: OMB Circular A-11, June 2005



Month	Formulation Phase (BY-2)	Congressional Phase (BY-1)	Execution Phase (BY)
Oct		<ul style="list-style-type: none"> ▲ OMB reviews proposals ▲ OMB briefs President ▲ Passback 	<ul style="list-style-type: none"> ▲ Agencies submit apportionment requests within 10 days of appropriation ▲ OMB approves/modifies apportionment
Nov			<ul style="list-style-type: none"> ▲ Agencies incur obligations and make outlays to carry out the funded programs ▲ Agencies record obligations and outlays pursuant to administrative control of funds procedures, report to Treasury, and prepare financial statements
Dec		▲ Agencies may appeal passback	
Jan		▲ Agencies prepare & OMB reviews congressional budget justifications	
Feb		▲ President transmits budget to Congress	
Mar		▲ Committees submit "views & estimates" to House & Senate Budget Comm.	
Apr		▲ Congress passes budget resolution	
May	▲ OMB issues spring planning guidance		
Jun			
Jul	▲ OMB issues A-11		
Aug			
Sep	▲ Agencies submit budget proposals	▲ Appropriation or continuing resolution	

Program proponents must adjust to impacts from passback, rescission, reprogramming.

Capital Asset Plan/Business Case



Source: U. S. Government Accountability Office, “Agencies Need to Improve the Accuracy and Reliability of Investment Information.” GAO-06-250, January 2006.

OMB 300 Outline

Screening Questions

Summary of Spending

Part I – Capital Asset Plan and Business Case

A. Description

B. Justification

C. Performance Goals and Measures

D. Project Management

E. Alternatives Analysis

F. Risk Inventory & Assessment

G. Acquisition Strategy

H. Project and Funding Plan

Part II – Additional Criteria for IT

A. Enterprise Architecture

B. Security and Privacy

C. Government Paperwork Elimination Act

GAO Findings

- ▲ “The weaknesses in the 29 exhibit 300s raise questions regarding the sufficiency of the business cases for these major investments and the quality of the projects’ management”
- ▲ All exhibit 300s had documentation weaknesses:
 - Lack of supporting documentation or
 - Supporting material did not match information in the 300
- ▲ Failure to provide evidence of compliance with Federal requirements and policies
- ▲ Cost data supporting business cases were unreliable
- ▲ Sections populated just to fulfill reporting requirement

The exhibit 300 is a format for the integrated project team (IPT) to demonstrate to agency management & OMB that it has employed the disciplines of good project management.

Portfolio Management



Source: Information Technology Investment Management – A Framework for Assessing and Improving Process Maturity, v1.1, GAO, March 2004.

Maturity\Process	Analyze	Select	Control	Evaluate
	Inventory and baseline investments	Choose investments that best meet mission needs	Ensure investments meet needs within cost/risk parameters	Compare actual to expected results
Stage 5 Leveraging IT for Strategic Outcomes	▲ Using IT to Drive Strategic Business Change			▲ Optimizing the Investment Process
Stage 4 Improving the Investment Process	▲ Managing the Succession of Information Systems			▲ Improving the Portfolio's Performance
Stage 3 Developing a Complete Investment Portfolio		▲ Defining the Portfolio Criteria ▲ Creating the Portfolio	▲ Evaluating the Portfolio	▲ Conducting Post-implementation Reviews
Stage 2 Building the Investment Foundation	▲ Meeting Business Needs ▲ Capturing Investment Information	▲ Instituting the Investment Board ▲ Selecting an Investment	▲ Providing Investment Oversight	

Programs compete for resources and funds. Agencies are responsible for maximizing the value and managing the risks of their major information systems initiatives.



ITIM Assessment



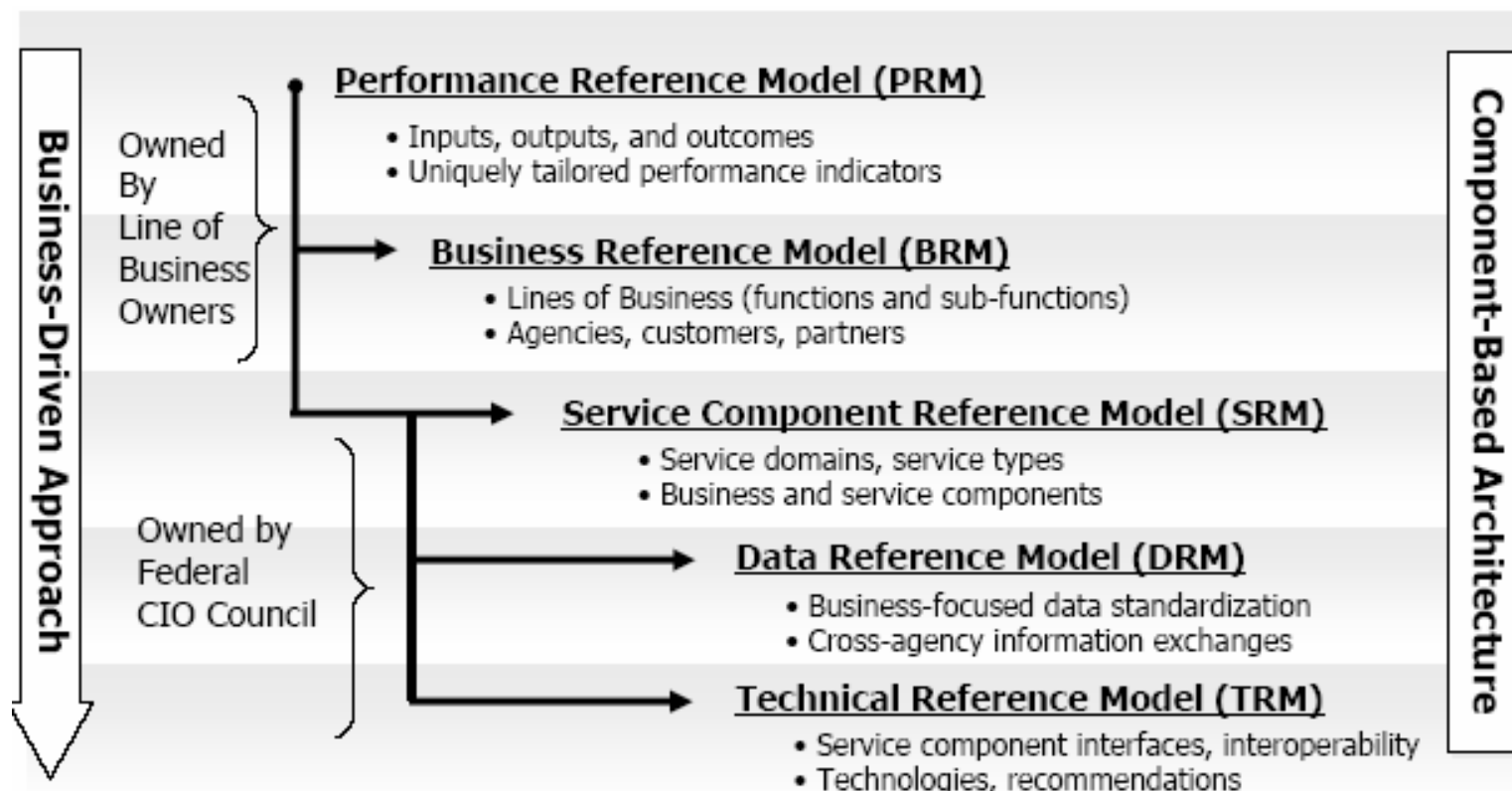
- ▲ Collectively agencies have less than 50 percent of the information technology investment management (ITIM) practices fully in place
- ▲ While most agencies have IT investment management boards, no agency has the practices associated with oversight of IT investments fully in place
- ▲ Agency efforts to improve their IT portfolio management capability should consider:
 - Assessing gaps in existing capabilities relative to ITIM criteria (GAO-04-394G)
 - Leveraging strategic goals and performance measures and EA transition plans to establish criteria for investment selection and portfolio creation
 - Leveraging CPIC tools to automate portfolio reporting and evaluation
 - Leveraging the enterprise program management office (EPMO) to promote awareness and education regarding project stage reviews and earned value management necessary to provide input to portfolio control activities

Source: U. S. Government Accountability Office, “Information Technology Management: Improvements Needed in Strategic Planning, Performance Measurement, and Investment Management Government-wide.” GAO-04-478T, 3 March 2004.

FEA Reference Models



- ▲ The Federal Enterprise Architecture (FEA) provides a common language and framework to describe and analyze IT investments.
- ▲ As of 3Q FY05, OMB determined 24 of 25 agency enterprise architectures are “effective” (the average score was 3.19 / 5)



Strategic Planning



- ▲ Agencies generally have IT strategic plans and goals
 - Goals are not always linked to specific performance measures that are tracked
- ▲ About half of the agencies had fully documented their strategic planning processes
 - A defined strategic planning process allows an agency to clearly articulate its strategic direction and establish linkages among planning elements such as goals, objectives, and strategies
- ▲ Exhibit 300s require programs to demonstrate how they contribute to agency strategic goals and objectives
 - I.B. Justification
 - I.C. Performance Goals and Measures

“Without strong strategic management practices, it is less likely that IT is being used to maximize improvement in mission performance” - GAO

Source: U. S. Government Accountability Office, “Information Technology Management: Improvements Needed in Strategic Planning, Performance Measurement, and Investment Management Government-wide.” GAO-04-478T, 3 March 2004.

Wrap-up

Change Discipline	Example “Tools”
Strategic Planning	<ul style="list-style-type: none"> ▲ Agency strategic goals include long-term and annual performance measures (PMA) ▲ OMB 300 I.B Justification score (A-11) ▲ OMB 300 I.C Performance Goals and Measures score (A-11)
Enterprise Architecture	<ul style="list-style-type: none"> ▲ OMB 300 II.A EA score (A-11) ▲ OMB 300 II.B Security and Privacy score (A-11)
Capital Planning & Investment Control	<ul style="list-style-type: none"> ▲ OMB 300 Score (A-11) ▲ Program performance relative to portfolio (ITIM)
Budgeting	<ul style="list-style-type: none"> ▲ Impacts of budget passback, rescission, reprogramming (A-11)
Program Management	<ul style="list-style-type: none"> ▲ Program manager performance goals tied to agency strategic goals/objectives (PMA) ▲ Program Assessment Rating Tool score (PART)
Project Management	<ul style="list-style-type: none"> ▲ OMB 300 Score I.D Project Management (A-11) ▲ Project Manager Certification Level / Project Level (OPM) ▲ Earned Value Management (A-11) ▲ Operational Analysis (A-11)
Solution Delivery	<ul style="list-style-type: none"> ▲ % standard competitions completed in 12-months (PMA) ▲ % streamlined competitions completed in 90-days (PMA)
Operations	<ul style="list-style-type: none"> ▲ Agency-specific

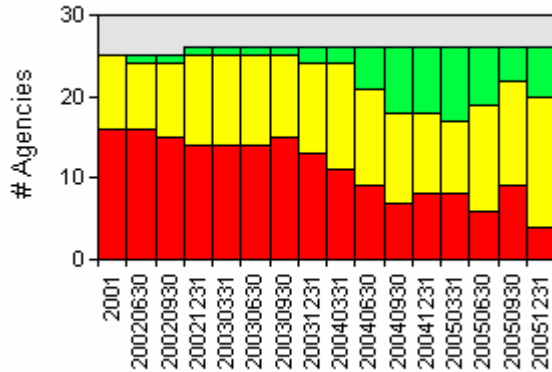
A variety of OMB, GAO, OPM “tools” exist that can facilitate program success.



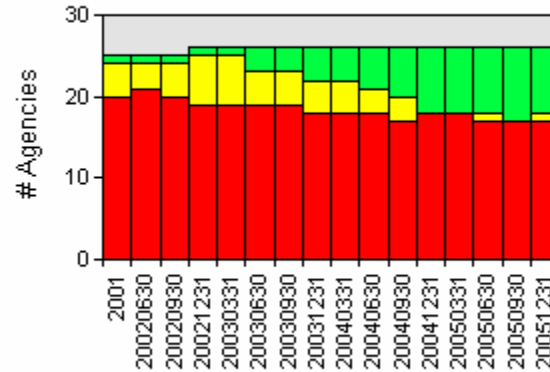
President's Management Agenda



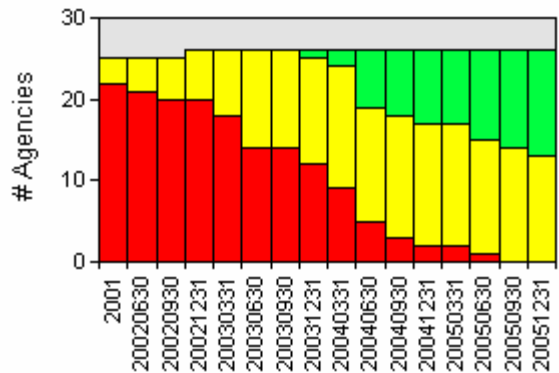
Expanded Electronic Government



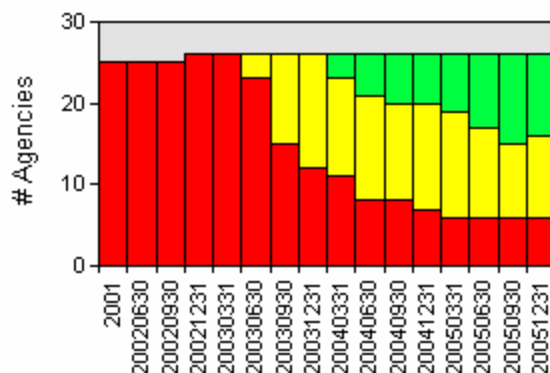
Financial Performance



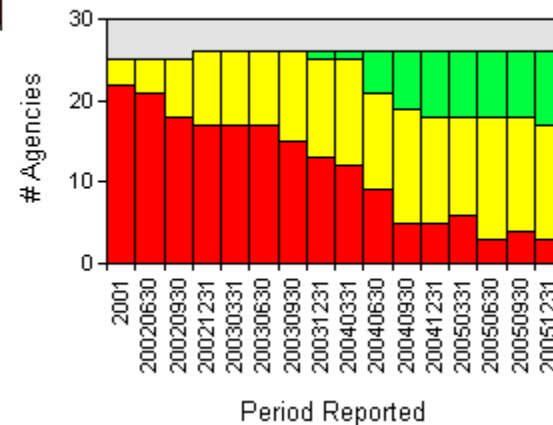
Human Capital Management



Competitive Sourcing



Budget/Performance Integration

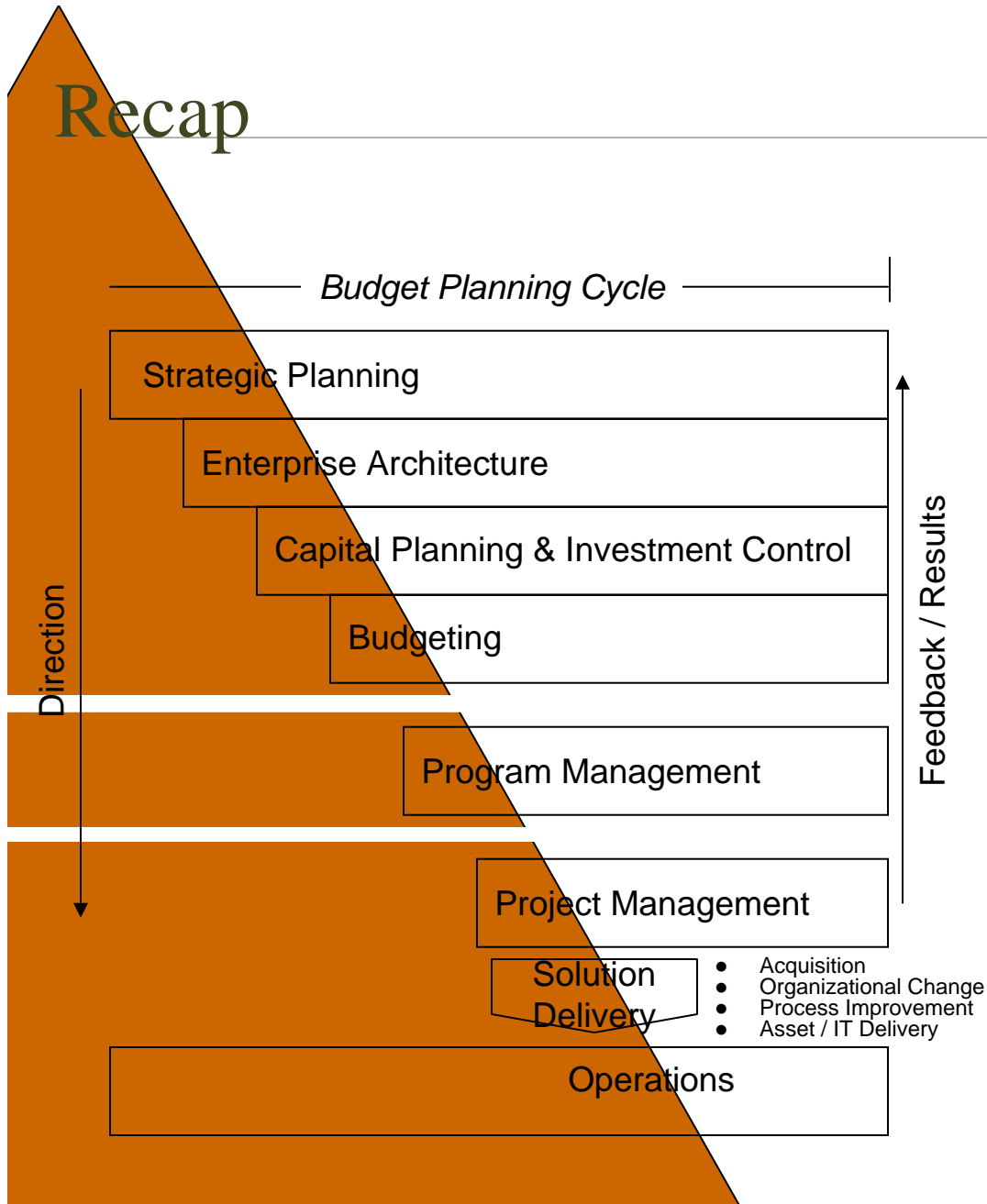


Strategy
Improve the management and performance of the Federal Government

Capabilities measured by the PMA help create an environment for program success.



Recap



Objectives

- ✓ Identify drivers and enablers expanding the scope of project management
- ✓ Present a perspective on how various planning and project disciplines interact
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Questions?



Thank You

