



CDC UNIFIED PROCESS PRACTICES GUIDE



PROJECT PROCESS AGREEMENT PRACTICES GUIDE

Document Purpose

The purpose of this document is to provide guidance on the practice of **Project Process Agreement** and to describe the practice overview, requirements, best practices, activities, and key terms related to these requirements. In addition, templates relevant to this practice are provided at the end of this guide.

Practice Overview

The Department of Health and Human Services (HHS) Enterprise Performance Life Cycle (EPLC) is a framework to enhance Information Technology (IT) governance through rigorous application of sound investment and project management principles and industry's best practices. The EPLC provides the context for the governance process and describes interdependencies between its project management, investment management, and capital planning components. The EPLC framework establishes an environment in which HHS IT investments and projects consistently achieve successful outcomes that align with Department and Operating Division goals and objectives.

Project management is accomplished using project management knowledge, skills, tools, and techniques, such as project planning, risk management, communication, issue management, etc. The HHS EPLC, in its entirety, contains 31 project deliverables and 10 Stage Gate reviews directly related to, and supporting, project management activities throughout the life cycle of an investment/project (I/P).

In order for I/Ps to be successful, it is important for the I/P teams to follow the project management practices and processes outlined by the EPLC, and complete their associated documentation. However, this information, and artifacts, can be applied with varying degrees of rigor, depending on project requirements that best promote success. Project managers have the option of tailoring the EPLC Framework to the needs of any individual I/P through the use of a Project Process Agreement (PPA) document.

A PPA is used to authorize and document the justifications for using, not using, or combining specific EPLC Stage Gate Reviews and the selection of specific deliverables applicable to the I/P, including the expected level of detail to be provided. Completion of a PPA takes place in the planning phases of the project life cycle and may be included as part of the Project Management Plan (PMP). Whether part of the PMP or a stand alone document, the completed PPA should be approved by the project manager/sponsor. Once approved by a governance committee this document authorizes the project to proceed according to agreed upon EPLC approach outlined within this document.

Project risk, complexity, and dollars may be used as inputs to determine the appropriate levels of project management and documentation rigor required. The greater a project's risk, complexity, or dollar/budget value, the greater degree of project management and documentation rigor will be necessary. In such a case, the full EPLC may be most appropriate. However, the project manager, in collaboration with the project team, is always responsible for determining the appropriate level of project management and documentation rigor necessary for effective project management and project success.

Best Practices

The following best practices are recommended for **Project Process Agreement** development:

- **Risk** - The more risk an I/P has the more project documentation and management rigor may be required. To what level this rigor is applied is at the discretion of the project manager.
- **Complexity** - The more complex an I/P is the more project documentation and management rigor may be required. To what level this rigor is applied is at the discretion of the project manager.
- **Dollars/Budget** - The greater an I/P's budget or the more dollars at risk, the more documentation and management rigor may be required. To what level this rigor is applied is at the discretion of the project manager.



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- **More is Better** - When in doubt as to what level of rigor to apply to an I/P, in most cases, more is better than less.

Practice Activities

For projects the following practice activities are appropriate:

- Determine the appropriate level of project and documentation rigor required for success
- Document justification for using, not using, or combining specific EPLC Stage Gate Reviews and the selection of specific deliverables in the form of a PPA
- Obtain PPA authorization to proceed as requested

Practice Attributes

This section provides a list of practice attributes to help project teams determine the extent to which **Project Process Agreement** impacts their project.

Practice Owner	CDC UP Project Office – NCPHI
Criteria	All projects requesting to deviate from HHS EPLC requirements should complete a Project Process Agreement
Estimated Level of Effort	Minimal
Prerequisites	N/A
Practice Dependencies	N/A
Practice Timing in Project Life Cycle	Completion of a Project Process Agreement is an activity performed in the early stages of a project life cycle and presented at the 2 nd EPLC Stage Gate Review.
Templates/Tools	CDC UP Project Process Agreement Template
Additional Information	N/A

Key Terms

Follow the link below to for definitions of project management terms and acronyms used in this document.
<http://www2.cdc.gov/cdcup/library/other/help.htm>

Related Templates/Tools

Below is a list of template(s) related to this practice. Follow the link below to download the document(s).
<http://www2.cdc.gov/cdcup/library/matrix/default.htm>

- CDC UP Project Process Agreement Template