



# 2010 CDC Project Management Summit

## Project Reviews According to EPLC

10:45 – 12:00

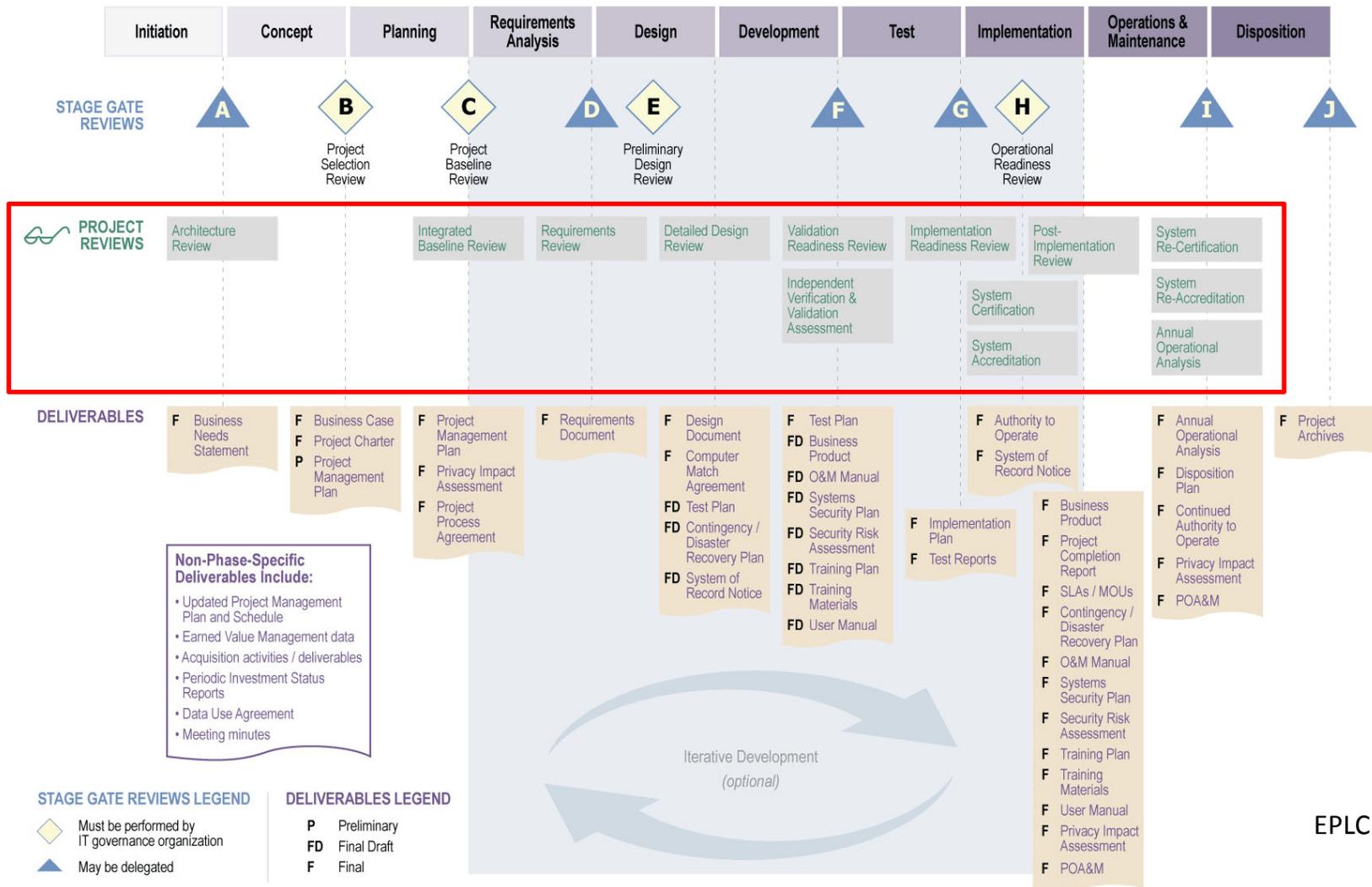
**Tim Mawhinney, NCIRD**  
**Kevin Lyday, OPHPR**  
**Delton Atkinson, NCHS**  
**Robin Eggleston, CPIC**  
**Joe O'Donald, MISO**  
**Latria Dolberry, NCHS**



U.S. Department of Health and Human Services

Centers for Disease Control and Prevention

# CDC Implementation of the HHS Enterprise Performance Life Cycle



EPLC Version 1.3

## Project Reviews – Why?

- You've carefully thought out all the angles.
- You've done it a thousand times.
- It comes naturally to you.
- You know what you're doing, its what you've been trained to do your whole life.
- Nothing could possibly go wrong, right ?

# Think Again.



U.S. Department of Health and Human Services  
Centers for Disease Control and Prevention

# Project Reviews

- **Formal Reviews conducted by the Project Manager with the Integrated Project Team**
- **Ensures that events have occurred and decisions have been made before continuing with the project**
- **Upon successful project review, documents may be baselined, i.e. Requirements document following the Requirements Analysis Review**



# Benefits of Project Reviews

- Increase the likelihood of success
- Reduce risk
- Verify that specific events in the project life cycle have occurred
- Ensure that decisions have been made before continuing on with the life cycle
- Ensure that the Project Baseline is in place
- Validate that the system and sub-system to be developed are completely defined and fully integrated
- Ensure that the system or sub-system is ready for implementation

# Who Participates in Project Reviews?

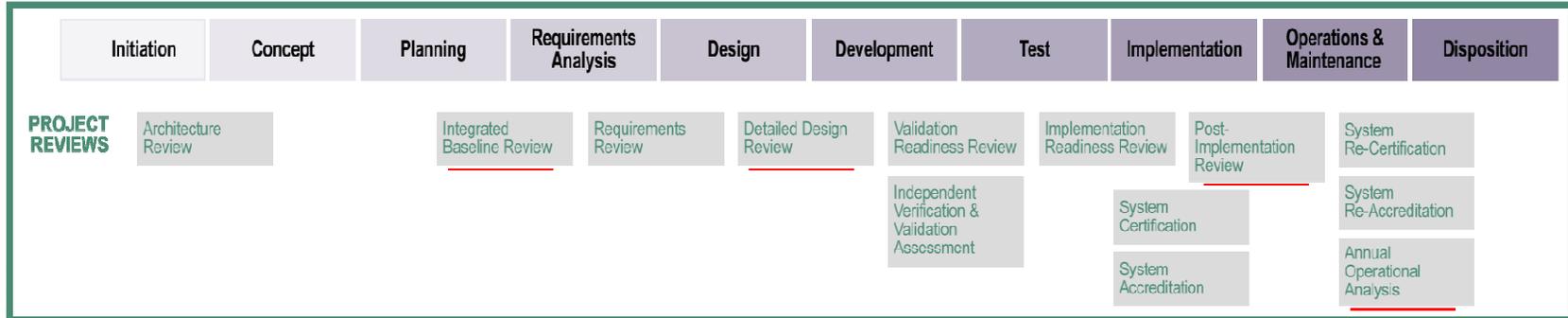
- Business Owner
- Project Manager
- Integrated Project Team (IPT)
- Critical Partners
- In-House Development and Operations Teams
- Contractors
- End Users
- Infrastructure Support Staff



## **“Seven Deadly Sins”**

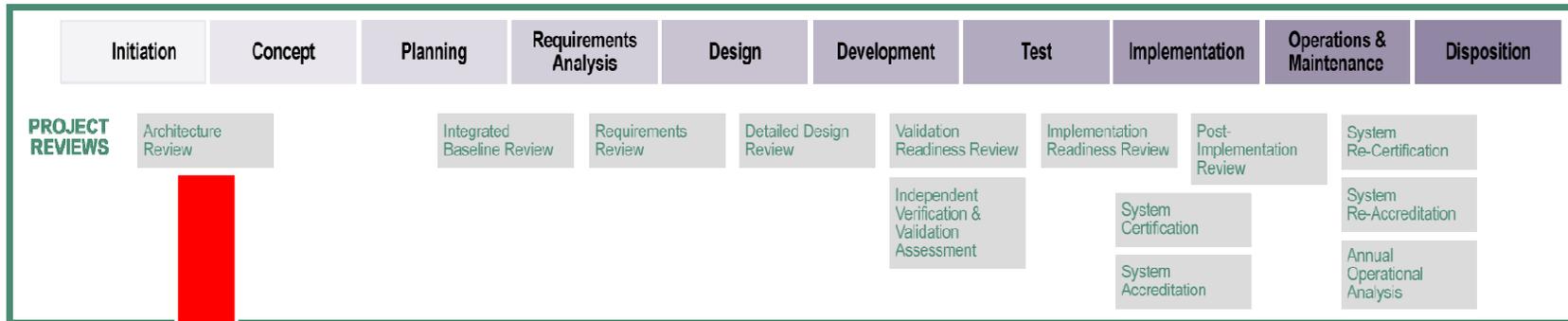
1. Participants Don't Understand the Review Process
2. Reviewers Critique the Producer, Not the Product
3. Reviews Are Not Planned
4. Review Meetings Drift Into Problem-Solving
5. Reviewers Are Not Prepared
6. The Wrong People Participate
7. Reviewers Focus on Style, Not Substance

# EPLC Project Reviews



- Architecture Review
- Integrated Baseline Review
- Requirements Review
- Detailed Design Review
- Validation Readiness Review
- Independent Verification & Validation Assessment
- Implementation Readiness Review
- System Certification
- System Accreditation
- Post Implementation
- System Re-Certification
- System Re-Accreditation
- Annual Operational Analysis

# Reviews

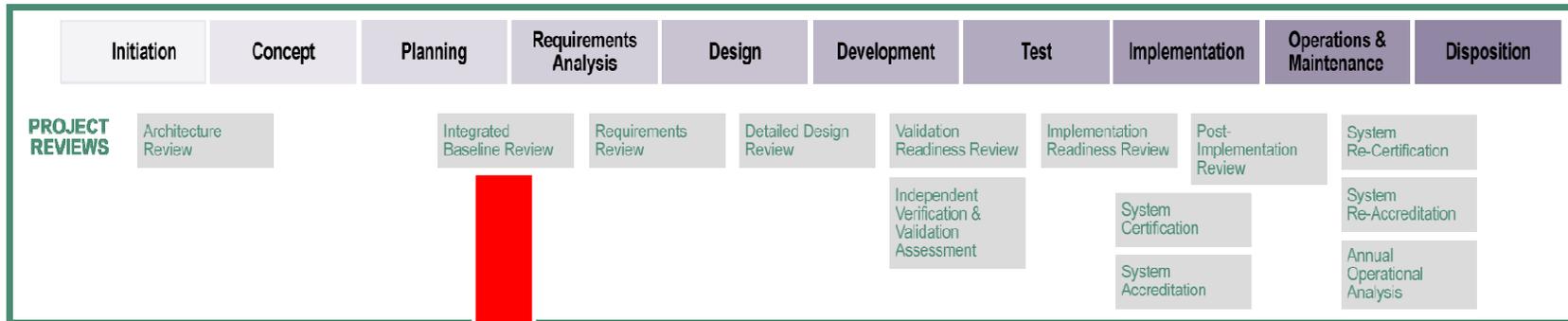


## Architecture Review

Determine if the Business Needs Statement is sound and consistent with Enterprise Architecture

- Does the project potentially duplicate, interfere or contradict another project?
- Can the project leverage another project (investment) effort?
- Does this other project already exist?
- Is another project already proposed, under development or planned for near-term disposition?

# Reviews



## Integrated Baseline Review

Internal inspection led by the Integrated Project Team (IPT)

Validates that the project baseline and a realistic budget exist to accomplish all planned work

Evaluates Performance Measurement Baseline for realism and inherent risks

Provides forum through which Government's team gains a sense of ownership and understanding of the contractor's management process

Ensures that earned value management practices are in place

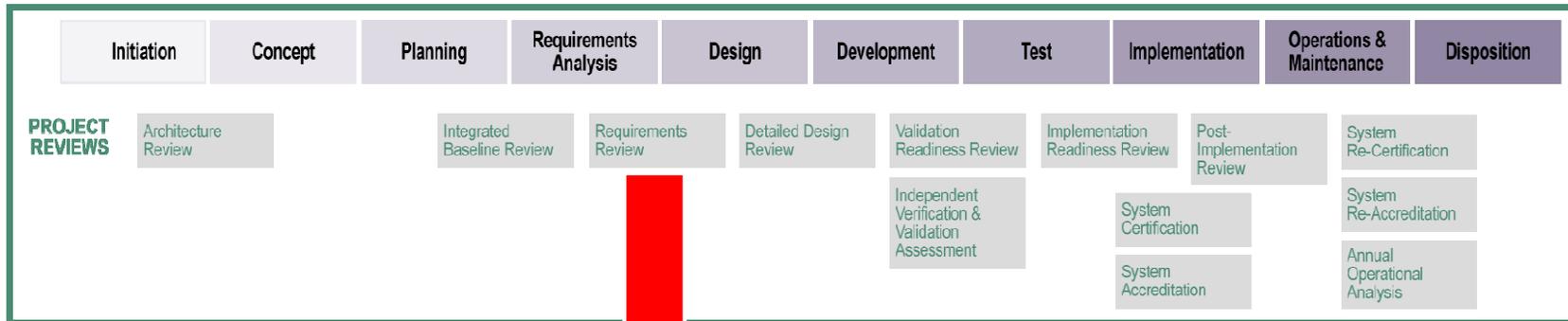
# Integrated Baseline Review OPHPR

## CDC Experiences

- Educate/Train
- Meet/Discuss
- Practice
- Get EVMS decided
- Prepare
- Just do it
- Celebrate, now you get to do the EPLC stage gate



# Reviews



## Requirements Review

Requirements are complete, accurate, consistent and problem-free

Requirements are a suitable basis for subsequent design activities

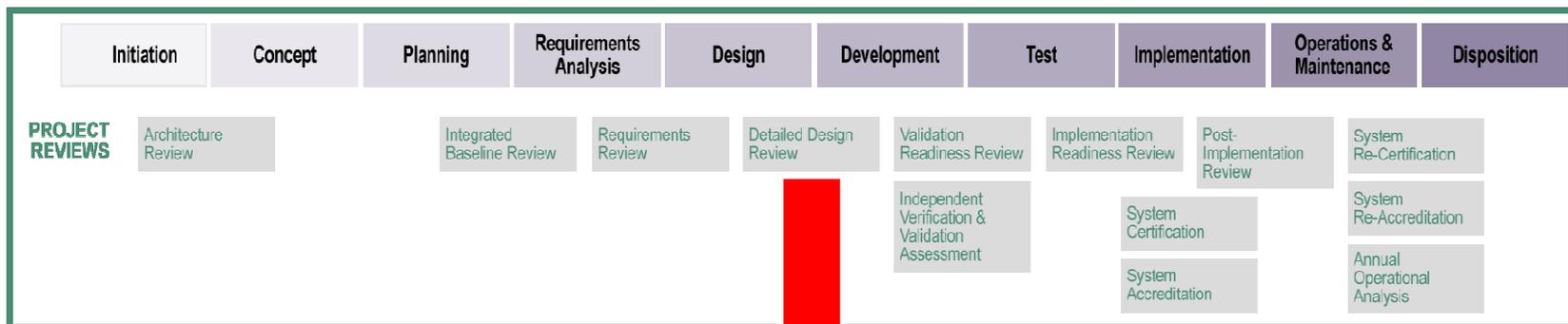
Traceability within the requirements and between the design documents is appropriate

Requirements are properly aligned to the business requirements

Content of the Requirements Document is agreed to by stakeholders

Result of successful completion of this review: Requirements are baselined

# Reviews



## Detailed Design Review (DDR)

Conducted subsequent to a Preliminary Design Review

Ensures individual design components (units/modules) of an automated system/application are completely defined and documented in sufficient detail

Verifies how they interface with one another

Ensures design of the automated system/application is complete, fully integrated, and ready to move to the Development Phase

Ensures identified issues have been resolved

Upon successful completion of this review, the Design Document and other adjunct documents are baselined

# Detailed Design Review NCHS

## Detail Design Review(DDR)

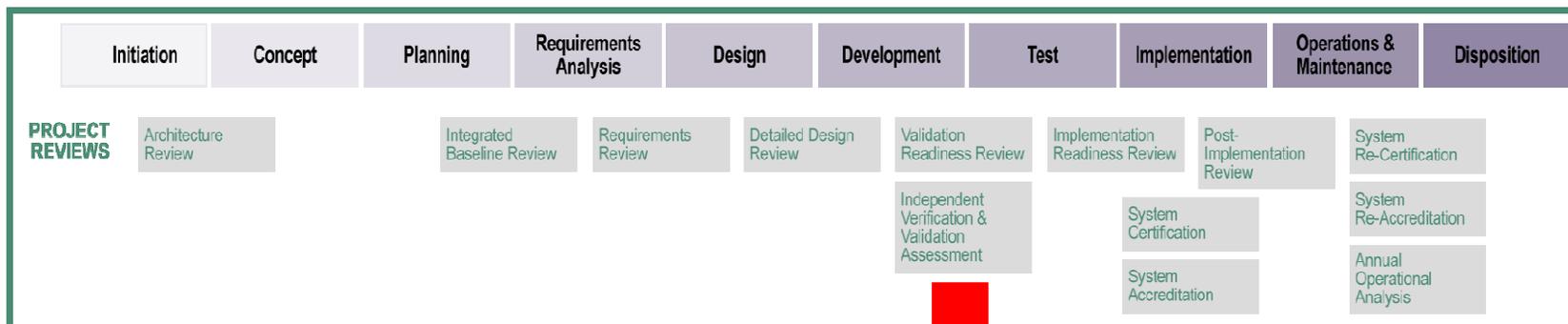
Ensures identified and resolve open issues regarding:

- System-wide or subsystem-wide design decisions
- Architectural design of a software system or subsystem
- Architectural and software-wide design decisions
- Detailed design of a software item or portion thereof (such as a database)

### CDC Experiences

- Project: Medical Mortality Coding Sub-system of the NVSS
- Phased process to design
- Planning Study (alternative approaches examined)
  - Re-design of the sub-system?
  - Alternative approaches/designs?
- Architectural Review for the high-level alternative design selected
- Business Review and decisions
- Preliminary/detailed design----upcoming

# Reviews



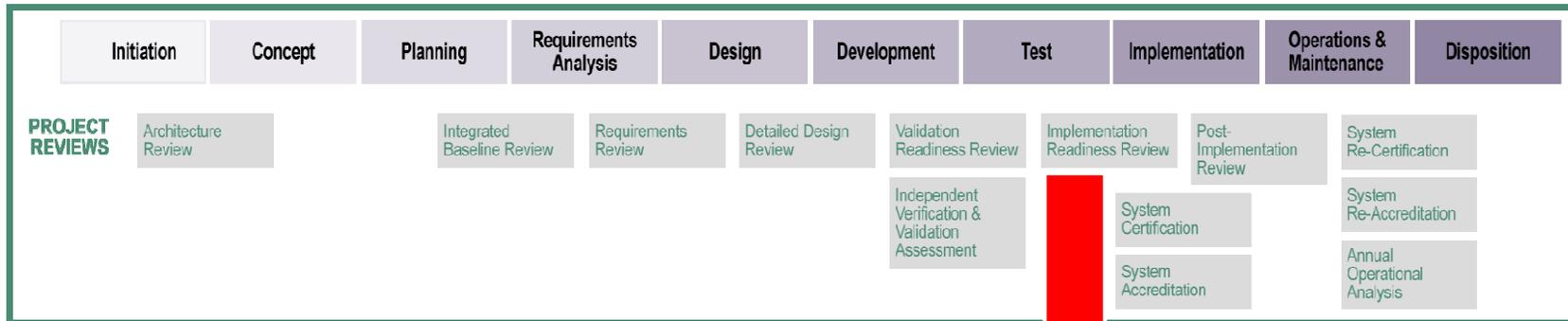
## Validation Readiness Review (VRR)

Ensures that the software that is about to enter validation (system) testing has completed thorough unit/module/software integration testing during the development of the automated system/application and is ready for turnover to the formal, controlled test environment where validation testing will be conducted

## Independent Verification & Validation Readiness (IV&V) Assessment

Conducted by an independent third party to identify potential improvements that may not be apparent to those working directly on a project, or identify problems before they occur and thus avoid loss and minimize the cost of any necessary corrective action

# Reviews

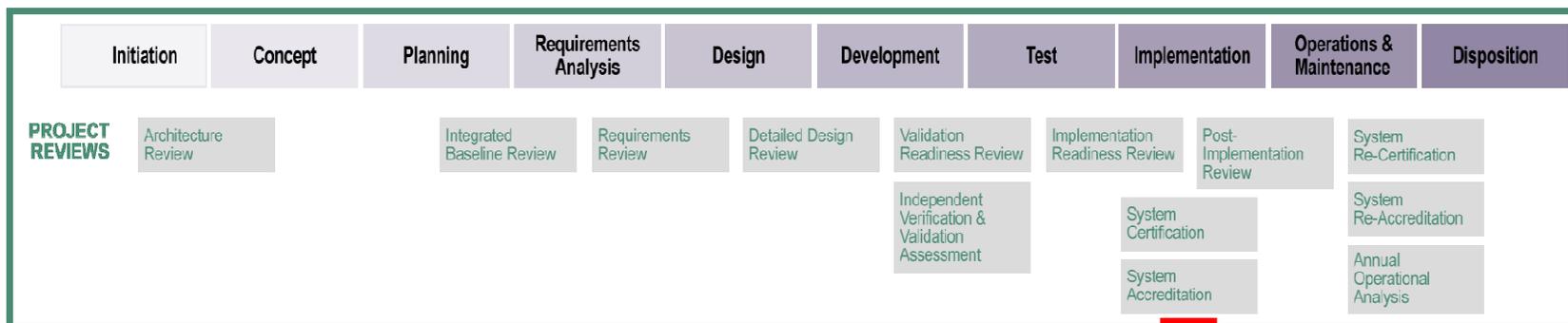


## Implementation Readiness Review (IRR)

Ensures that the developed IT solution or automated system/application is ready for implementation activities

Required system hardware, networking and telecommunications equipment; COTS, GOTS, and/or custom-developed software; and databases can be installed and configured in the production environments.

# Reviews



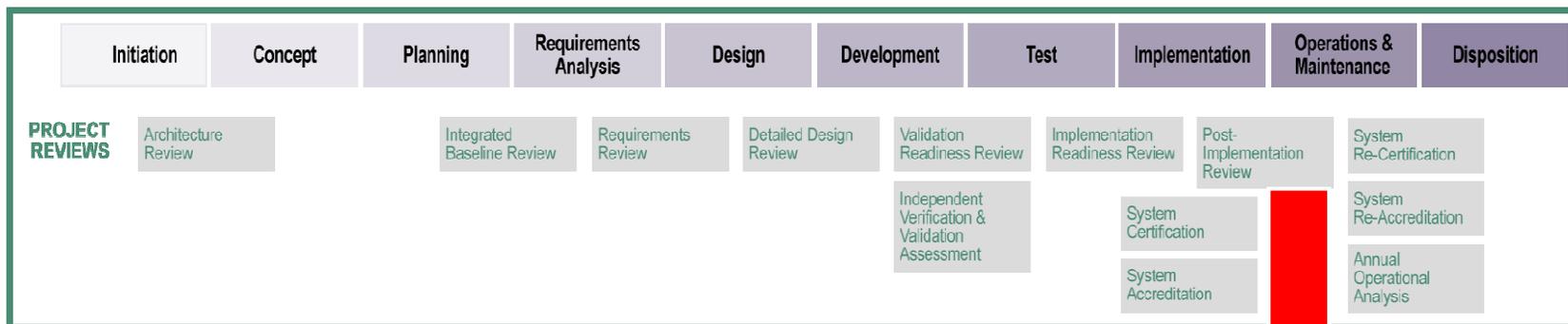
## System Certification

Evaluation of the management, operational, and technical security controls implemented for an information system to ensure compliance with information security requirements

## System Accreditation

System Accreditation is the official management decision to authorize operation of an information system

# Reviews



## Post-Implementation Review (PIR)

Conducted after a period of sustained operation (after at least one full processing and reporting cycle has been completed and all end users have been trained and are comfortable with the operation)

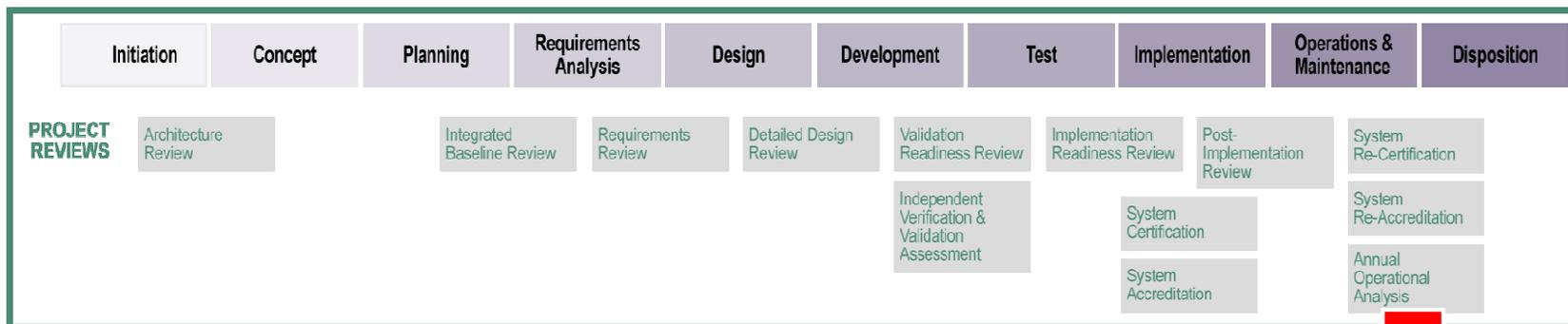
Determines if the IT system is operating as expected

Ascertains the degree of success from the project (in particular, the extent to which it met its objectives, delivered planned levels of benefit, and addressed the specific requirements as originally defined)

Examines the efficacy of all elements of the working business solution to see if further improvements can be made to optimize the benefit delivered

Learn lessons from the project that can be used to improve future project work and solutions

# Reviews



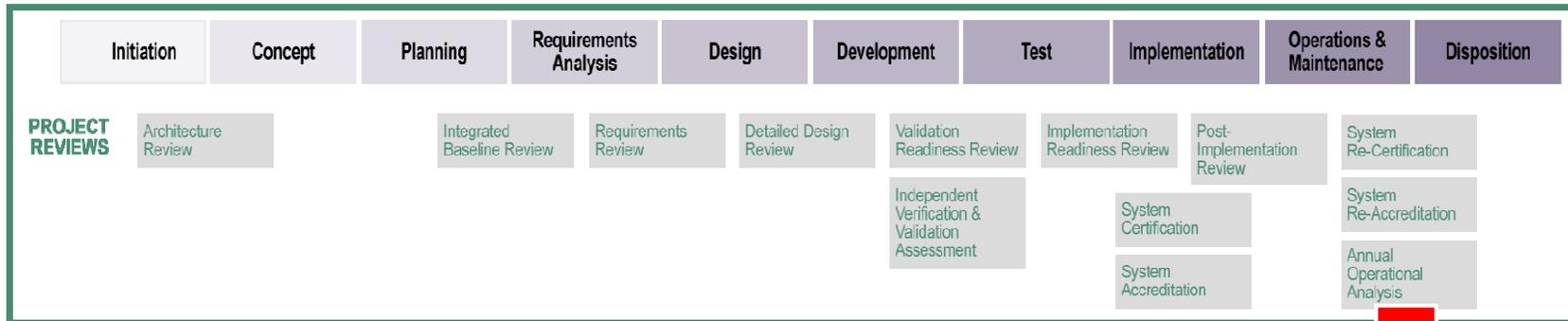
## Annual System Re-Certification

System Re-Certification is the comprehensive re-evaluation of the management, operational, and technical security controls implemented for an information system that is performed during the Operations & Maintenance Phase to ensure that the system is continuing to operate at an acceptable risk level

## Periodic System Re-Accreditation

System Re-Accreditation is the official management decision to authorize continued operation of an information system after acceptable System Re-Certification and any necessary adjustments have been completed

# Reviews



## Annual Operational Analysis

Evaluates system performance

- Determines End User satisfaction with the system
- Determines adaptability to changing business needs
- Identifies new technologies that might improve the system

Ultimately determines whether the IT Investment should continue or be modified or terminated

# Annual Operational Analysis

## CDC Experiences

### Large Projects

- ❑ Planning for the OA should start in the EPLC Initiation Phase.
  - ❑ The IT solution should achieve a strategic objective that will aid in the achievement of a strategic goal.
  - ❑ The Business Needs Statement (BNS) should include the performance gap (quantitatively measured) to be mitigated by the IT solution.
    - ❑ Ex., Mean duration of current manual process is 15 business days
    - ❑ New current state: Mean duration of the automated process is 2 days.
    - ❑ What is the % change?

# Annual Operational Analysis

## CDC Experiences

### Small Projects

- ❑ NCHS has conducted several Annual Operational Analysis
- ❑ Lessons Learned:
  - ❑ Provides an opportunity to evaluate all aspects of a project/system
  - ❑ Essential to have key participants of a project/system involved in OA
  - ❑ Can lead to improvements and re-design efforts of a project/system

# Summary

- Formal Reviews conducted by the Project Manager with the Integrated Project Team
- Benefits
  - Increase the likelihood of project success
  - Reduce risk
  - Reduce rework
- Should be tailored to the project depending upon size, complexity, risk, & mission criticality



**LUNCH**

**SMALL PROJECTS SESSION  
BEGINS AT 1:15**