

ITSLCM Framework Components

- The ITSLCM is comprised of five phases:
 - 1. Need/Concept** – Requests are submitted and guided through a structured IT Program Authorization Review to determine if it should be classified as IT and if so, how it might impact PBGC's IT Portfolio. The Enterprise Target Architecture (ETA) for current and planned systems and technologies in comparison to planned projects is reviewed.
 - 2. Planning** – Detailed program and project planning tasks are conducted and documented.
 - 3. Solution Implementation** – The IT solution is developed, implemented, and deployed. Program and project performance is monitored and reported.
 - 4. Operations & Maintenance (O&M)** – IT solution monitoring and reporting.
 - 5. Disposition** – Disposal of the IT program or solution.
- Each phase incorporates tasks that satisfy requirements of applicable federal mandates and regulations related to enterprise architecture (EA), capital planning and investment control (CPIC), IT security, program and project management, and federal acquisition.
- Tasks are separated into three streams, which reflect the three levels of key roles and responsibility associated with effective ITSLCM:
 - 1. Program Management** – focused on achieving defined benefits, aligning to the Corporate and IT Strategic Plan, and managing program resources
 - 2. Project and Technology Management** – focused on planning and implementing solutions
 - 3. Cybersecurity** – focused on ensuring security standards and requirements compliance
- Each stream contains a list of associated roles, in addition to IT standards and deliverables for each phase.
- In addition to tasks, IT standards, and deliverables, the ITSLCM phases incorporate gov. gates and reviews to ensure that the solution conforms to the aforementioned IT standards and federal/agency requirements.
- For each phase, the ITSLCM also includes external processes critical to successful planning, development, and implementation.
- The inset provides a snapshot of the ITSLCM Framework with these key components highlighted.

CIO Programs Integration

The following three Chief Information Officer (CIO) Programs' requirements are integrated through the ITSLCM: Enterprise Architecture (EA), IT Portfolio Management (ITPfm), and Program Management Office (PMO). Together and in coordination with other CIO Programs (Cybersecurity and Infrastructure), EA, ITPfm, and PMO facilitate the OMB's Architect, Invest, and Implement paradigm and provide the requirements that comprise the Information Technology Solutions Life Cycle Management (ITSLCM).

PBGC's CIO Programs include the following:

- EA:** A management discipline focused on performance improvement through the alignment of strategic objectives, business needs, and information technology capabilities. EA facilitates the consensus and definition of the organizational future state.
- ITPfm:** The centralized management of a collection of IT Programs to achieve strategic objectives. Portfolio management focuses on ensuring that programs and projects are reviewed to prioritize resource allocation, and that the management of the portfolio is consistent with and aligned to organization strategies.
- PMO:** Provides consistent, standardized processes and best practices to both program and project managers to achieve more cost-effective, timely and successful IT results. With a focus on program management, the PMO supports and strengthens the ability to manage related projects in a complementary fashion to best utilize resources and take advantage of best practices, as well as cost and schedule efficiencies.



Frequently Asked Questions

❖ What is the role of the Program Management Office (PMO)?

PMO manages and facilitates changes to the ITSLCM Framework, offers advisory services through its membership on IT related governance boards, facilitates the IT Project Management Forum, and provides training to increase workforce knowledge of IT program/project management as well as evolving IT requirements. PMO also serves as a subject matter expert to the ITPRB regarding program/project viability and performance.

❖ Is there more to the ITSLCM than just the picture in this brochure?

The ITSLCM Intranet site (<http://intranet/it/itslcm/>) and ITSLCM Handbook contain more information about the ITSLCM framework and associated processes/artifacts.

❖ What are ITSLCM Reviews and Gov. Gates?

ITSLCM Reviews are internal assessments of deliverables by responsible business and IT organizations/divisions and IPTs, while Gov. Gates represent formal IT Governance reviews and decisions.

❖ What is the IT Program Plan?

The IT Program Plan is designed to eliminate the need for numerous artifacts that each require updating, and to consolidate project and program information needed for ongoing program review and management, within one tool. This artifact serves as the central repository that tracks project and program performance with regard to cost, schedule and scope. Information such as points of contact, acquisition strategy, and relationships/dependencies to other IT Programs are also maintained within this tool.

❖ What do I do if I or someone in my area have an idea that requires IT?

The ITSLCM promotes the spirit of sharing business solutions across the Corporation. Since there may already be a solution in place in the Corporation, contact the PMO to facilitate analysis of business needs across enterprise program solutions. This process is outlined in the Need/Concept phase of the ITSLCM.

❖ What happened to some of the ITSLCM documents, like the Project Charter?

The ITSLCM has matured to promote simplification of artifacts. Each Program's IT Program Plan authorizes projects within the Program. Projects can leverage the IT Program Plan to eliminate redundancy of deliverables. Project Managers should work with the Program Managers to ensure their projects have been clearly identified and chartered in the IT Program Plan. The Program and Project Managers can discuss and make collective decisions on what should be included in the IT Program Plan and what should be managed at the project level.

❖ Do I have to produce all of the deliverables or can I "tailor" the ITSLCM?

While all ITSLCM tasks should be addressed, individual artifacts can be combined, replaced by vendor documents, or designated as not applicable. IPgT/IPT members such as the Chief Architect, Contracting Officer (CO), Information System Security Officer (ISSO), and Release Manager will provide guidance to ensure compliance with IT Standards and passage through the Reviews/Gates.

❖ What should I do if I have a question about security?

Since the Enterprise Cybersecurity Division (ECD) has its own processes, ITSLCM users should contact the project Information System Security Officer (ISSO) for assistance.

Additional Resources

The references below provide additional details regarding the requirements of the ITSLCM Framework:

- [PBGC ITSLCM Intranet Site](#)
- [PBGC ITPfm Intranet Site](#)
- [PBGC EA Intranet Site](#)
- [PBGC Directive IM 05-07](#)

For additional assistance, contractor Project Managers (PM) and Program Managers (PgM) should contact their federal PM. Federal PMs should contact their respective IT and Business Program Managers. Federal PgMs should contact the OIT PMO.

For all other questions please contact: AskPMO@pbgc.gov

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IT Solutions Life Cycle Management

Office of Information Technology

PBGC relies on Information Technology (IT) to accomplish its work, whether it is preserving pensions, collecting premiums, paying benefits, responding to Discovery and FOIA requests, communicating with each other, or managing records and documents. The right application of IT can enable PBGC to deliver its mission better, faster, more accurately and efficiently.

What is ITSLCM?

"IT Solutions Life Cycle Management (ITSLCM)" is a governance framework designed to manage IT Programs and Projects through the identification, planning, implementation, maintenance, and disposition of IT solutions at PBGC. The ITSLCM, a component of the PMO's program, integrates the federally-mandated requirements of EA, ITPfm, Infrastructure, and Cybersecurity.

It is a streamlined way for PBGC to do IT, while balancing the challenges of pension regulatory changes, emerging technologies, doing more with less (reducing duplication of technology and better stewardship of IT costs), securing data and systems, and complying with federal mandates.



ITSLCM Benefits

- ✓ **Communication** – Business and IT roles are identified as partners to work collaboratively throughout a program's life cycle.
- ✓ **Simplification** – Deliverables and artifacts are carefully selected to capture outcomes of tasks performed and bring value. IT Program Management artifacts can be leveraged by project managers to avoid creation of unnecessary documents.
- ✓ **Flexibility** – Enables use of various development methodologies (e.g., Iterative, Agile) and types of solutions (e.g., Cloud, COTS, Hosted, new solutions and enhancements to existing ones).
- ✓ **Clarity** – "Streams" establish logical groupings of related tasks to be performed by the experts of the respective stream.
- ✓ **Transparency** – Clear communication of budget, risk, and schedule from the program level through to individual projects.
- ✓ **Compliance** – Facilitates compliance with federal IT laws, regulations, and PBGC IT Standards.

Key Definitions

"Information Technology" refers to any service, equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of PBGC's data or information, wherever located (internal or external).

An "IT Portfolio" is a collection of IT Programs managed as a group to achieve PBGC strategic goals and objectives. The IT Programs are not necessarily interdependent or directly related.

An "IT Program" uses information technology resources to achieve efficient and effective business operations to meet PBGC's strategic goals, performance goals and priorities, and strategies. IT Programs include planning, development, modernization, enhancements, operations and maintenance, and managed services.

An "IT Project" is a temporary endeavor, with defined start and end dates, to develop, modernize, and/or enhance an IT solution that contribute to the IT Program's measurable benefits. An IT project may be delivered in one or more releases using various development approaches enabling modular development.

Phases
An IT solution may go through these various phases and some may be in multiple phases simultaneously. For example, while in O&M, enhancements may be underway in the Solution Implementation phase.

IT Solutions Life Cycle Management

Office of Information Technology

Legend		Phases		Solution Implementation (Development, Modernization, Enhancement)			Operations & Maintenance (Steady State & Managed Services)		Disposition	
Gov. Gate Reviews (G)	IPT Reviews (I)	IT Program (Authorization)	ITPRB (IT Portfolio Registration Review)	ITPRB (Prioritize Review)	ITPRB (Semi-Annual Program Review)	ITPRB (PIR & Annual OA)	ITPRB (Disposition Review)			
Program Management Roles: BUSINESS PROGRAM MANAGER IT PROGRAM MANAGER INTEGRATED PROGRAM TEAM (IPgT) > CHIEF ENTERPRISE ARCHITECT (CEA) > RELEASE MANAGER > CONTRACTING OFFICER > INFORMATION SYSTEM SECURITY OFFICER BUSINESS OWNER/SPONSOR STEERING/OVERSIGHT COMMITTEE	Need/Concept • Contact CEA with business need at AskEA@pbgc.gov • CEA reviews enterprise program solutions to determine resolution: ◦ EXISTING: Obtain access to existing solution (STOP)* ◦ ENHANCE EXISTING: Inform ITPRB, and submit to Program CCB* ◦ NEW: Finalize sponsorship and IT Program Plan (Section A - Charter), and submit for ITPRB Review • Reference TRM/ETA for current, planned, and approved technologies/systems	Planning • Update/Build IT Program Plan with IPgT: ◦ Identify IPgT and define Roles and Responsibilities ◦ Perform Business Needs Analysis (BNA), Business Process Assessment, and identify business and IT gaps, including system replacements ◦ Determine strategic alignment (e.g. Legislative, Audit, Strategic Plan, etc.) ◦ Conduct Alternatives Analysis and Cost Benefit Analysis (including Information Security considerations) ◦ Develop IGCE, including impacts to other programs ◦ Develop Acquisition Strategy ◦ Develop Risk, Issue, Quality, Configuration, Communication Plans and Matrices ◦ Define program reporting/oversight ◦ Prioritize program requirements and program schedule with IPgT stakeholders (Business, EA, IT Security, and Infrastructure, etc.) • Finalize IT Program Plan • Reflect IGCE in departmental budget formulation/request	Solution Implementation • Execute according to the IT Program Plan • Maintain IT Program Plan • Note: Information in IT Program Plan will be used for Semi-Annual Program Review ◦ Perform program monitoring and reporting ◦ For Major: Monthly steering committee reporting (cost and schedule performance using EV), recurring ◦ For Non-Major: Monthly steering committee reporting of cost and schedule	Operations & Maintenance • Perform program monitoring and reporting ◦ For Major & Non-Major: Monthly steering committee reporting of cost and schedule, ITPRB reporting • Conduct Operational Analysis (OA) ◦ Perform Post Implementation Review (PIR) ◦ Perform Annual Operational Analysis Review ◦ Update IT Program Plan with annual maintenance/steady state tasks including results Operational Analysis • Note: Info in IT Program Plan will be used for PIR, OA, and OMB Reporting	Disposition • Update IT Program Plan with authority to close out program and/or dispose of IT solution • Update Deployment and Disposition Plan • Close out program	Tasks Tasks satisfy requirements of applicable federal mandates and regulations related to enterprise architecture (EA), capital planning and investment control (CPIC), IT security, program and project management, and federal acquisition.	Reviews and Gates Reviews represent the internal assessment of deliverables by responsible business and IT organizations or divisions. Gov. Gates Reviews are formal IT Governance reviews and decisions.	Deliverables Documents or outputs that capture the results of the tasks performed in the associated phase(s).	Roles Critical roles involved in performing the work within the applicable phase and stream.	IT Standards "Technical" and "non-technical" IT Standards by Phase. Standards are the accepted benchmark or criteria that have been approved by the appropriate governing authority and can be measured for compliance, quality, and usefulness.
	Project & Technology Management Roles: BUSINESS PROJECT MANAGER IT PROJECT MANAGER INTEGRATED PROJECT TEAM (IPT) > CONTRACTING OFFICER'S REPRESENTATIVE > ENTERPRISE ARCHITECT REPRESENTATIVE > IMPACTED PROJECT MANAGERS > RELEASE MANAGER/ANALYST (RM/A) > INFORMATION SYSTEM SECURITY OFFICER	• IT Program Plan (Section A - Charter) (U) [D] • IT Portfolio Registration Presentation [D]	• IT Program Plan (Sections B-F; H) (U) [D] • Business Need Analysis Document (e.g. Segment Architecture or Architectural Analysis) [D]* • Business Needs Analysis (S)	• IT Program Plan (Section C) (U) [D] • Program Performance Reports [D]	• IT Program Plan (Sections C and G) (U) [D]	• Deployment and Disposition Plan (F) [D] • IT Program Plan (Section C) (U) [D]	Execute selected Development Approach	Update & Maintain Iteratively	Continuous Monitoring	External Processes Pointers to applicable processes that are managed outside of ITSLCM.
	Cyber Security Roles: INFORMATION SYSTEM OWNER INFORMATION SYSTEM SECURITY OFFICER AUTHORIZING OFFICIAL CHIEF INFORMATION SECURITY OFFICER (CISO)	• TRB (Product Selection Review)	• Select development approach • Develop Cost Loaded Project Schedule • Conduct Solution Product and Technology Analysis • Develop high level design from high level requirements, including integration with other systems, and submit for CAB review • Refine IGCE	• Execute according to the IT Program Plan and corrective actions (manage scope, cost, schedule, and risk using EVM) • Perform project monitoring and reporting (i.e. provide updates to IT Program Plan) • Develop Implementation Strategy and Training Plan in coordination with HRD • Obtain approvals from Reviews and Gates	• Execute annual maintenance/steady state tasks • Perform project monitoring and reporting (i.e. provide updates to IT Program Plan) • Update Deployment and Disposition Plan	• Execute Deployment and Disposition Plan • Perform monitoring and reporting (i.e. provide updates to IT Program Plan) • Conduct solution disposition reviews	• Analyze and document detailed requirements (functional, technical, etc.) • Develop design specifications • Develop/configure solution • Conduct testing tasks (functional, system, performance) • Document operations and maintenance needs • Deploy solution to production/COOP	• Stabilize the solution • Grant access to users • Set up service desk support • Transition to O&M • Execute Implementation Strategy and Training Plan • Document Lessons Learned and Project Closeout	• Obtain Authority to Operate	• Cybersecurity and Privacy Catalog (S)*
	External Processes	• IT Risk Management	• Business Needs Analysis • IT Risk Management • Acquisition	• Budget Formulation & Execution • Configuration Management • Release and Deployment Management	• Configuration Management • Change Management • IT Service/Incident/Problem Management	• Configuration Management • Change Management • IT Risk Management • Acquisition	• Requirements Document [D] • Design [D] • Lessons Learned Document [D]	• User Manual [D] • Implementation & Training Plan [D] • Deployment and Disposition Plan (U) [D]	• Security Authorization Package [D]	• Configuration Management • Change Management • IT Risk Management • Acquisition

Streams: Major work streams to tackle the ITSLCM Phases a chunk at a time. Experts of each stream lead the tasks in their stream.