

IT Solutions Life Cycle Management



Pension Benefit Guaranty
Corporation

Dated: November 1, 2012 v1.2

IT Solutions Life Cycle Management

**Pension Benefit Guaranty Corporation
ITSLCM**

Information Technology Solutions Life Cycle Management (ITSLCM)



*Refer to OIT Policy & Process Library for Complete List

Need/Concept



Gates



ITIRB
(IT Portfolio
Registration
Review)

Reviews



Program Charter Review

Roles

- Business Program Manager
- IT Program Manager
- Chief Architect
- Business Owner/Sponsor

External Processes

- IT Risk Management

Deliverables

- Program Charter (PgC)

IT Standards & Guidance

- Program Charter (PgC) (S)
- IT Program/Investment Management (G)

Streams	Tasks
<p>Program/Investment Management</p>	<ul style="list-style-type: none"> • Analyze business need within the program solutions • Analyze business need across enterprise solutions <ul style="list-style-type: none"> ○ EXISTING: Obtain access to existing solution (STOP) ○ ENHANCE EXISTING: Develop Independent Government Cost Estimate (IGCE) to modify and use existing solution, inform ITIRB, and submit to Program CCB ○ NEW: Form Integrated Program Team (IPgT), Develop IGCE for performing Planning Phase tasks, finalize sponsorship and Program Charter (PgC), and submit for ITIRB Review
<p>Project Management</p>	<p>No Stream Tasks</p>
<p>Technology Solution Management</p>	<p>No Stream Tasks</p>
<p>Enterprise Information Security</p>	<p>No Stream Tasks</p>
<p>Acquisition</p>	<p>No Stream Tasks</p>

ITSLCM Phase 2: Planning (Pre-ITIRB Review & Recommendation)



Gates

Reviews

Roles

External Processes

Deliverables

IT Standards & Guidance



- Business Program Manager
- IT Program Manager
- Integrated Program Team (IPgT)
- Business Project Manager
- IT Project Manager
- Integrated Project Team (IPT)
- Business Owner/Sponsor
- IT Investment Owner
- Contracting Officer's Representative
- Contracting Officer
- Authorizing Official
- Information System Owner/Information Owner
- Information System Security Officer
- Privacy Officer

- Business Needs Analysis
- IT Risk Management
- Budget Formulation & Execution
- Configuration Management

- Program Management Plan (PgMP)
- Business Need Analysis Document (e.g. Segment Architecture, Architectural Analysis or White Paper)
- IT Program Release Plan
- IT Synopsis

- IT Program/Investment Management (G)
- Business Need Analysis (S)
- Total Cost of Ownership (G)

ITSLCM Phase 2: Planning (Pre-ITIRB Review & Recommendation)

Streams

Program/Investment Management

Tasks

- Build Program Management Plan (PgMP) 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 PgMP with IPgT
- Develop IT Program Release Plan
- Submit IT Synopsis for the Program/Investment
- Reflect IGCE in departmental budget formulation/request



Project Management

No Stream Activities

Technology Solution Management

No Stream Activities

Enterprise Information Security

No Stream Activities

Acquisition

Develop and submit Advanced Procurement Plan for planning tasks

ITSLCM Phase 2: Planning (Post-ITIRB Review & Recommendation)

Planning (Post-ITIRB Review & Recommendation)

Gates



TRB (Product Selection Review)

Reviews



PMP/Schedule/Cost Review

Roles

- Business Program Manager
- IT Program Manager
- Integrated Program Team (IPgT)
- Business Project Manager
- IT Project Manager
- Integrated Project Team (IPT)
- Business Owner/Sponsor
- IT Investment Owner
- Contracting Officer's Representative
- Contracting Officer
- Authorizing Official
- Information System Owner/Information Owner
- Information System Security Officer
- Privacy Officer

External Processes

- Business Needs Analysis
- IT Risk Management
- Budget Formulation & Execution
- Configuration Management

Deliverables

- Project Management Plan (PMP)
- OMB Exhibit 300
- Deployment and Disposition Plan (P)
- Security Registration Document
- Security Risk Assessment (P)
- System Security Plan (P)

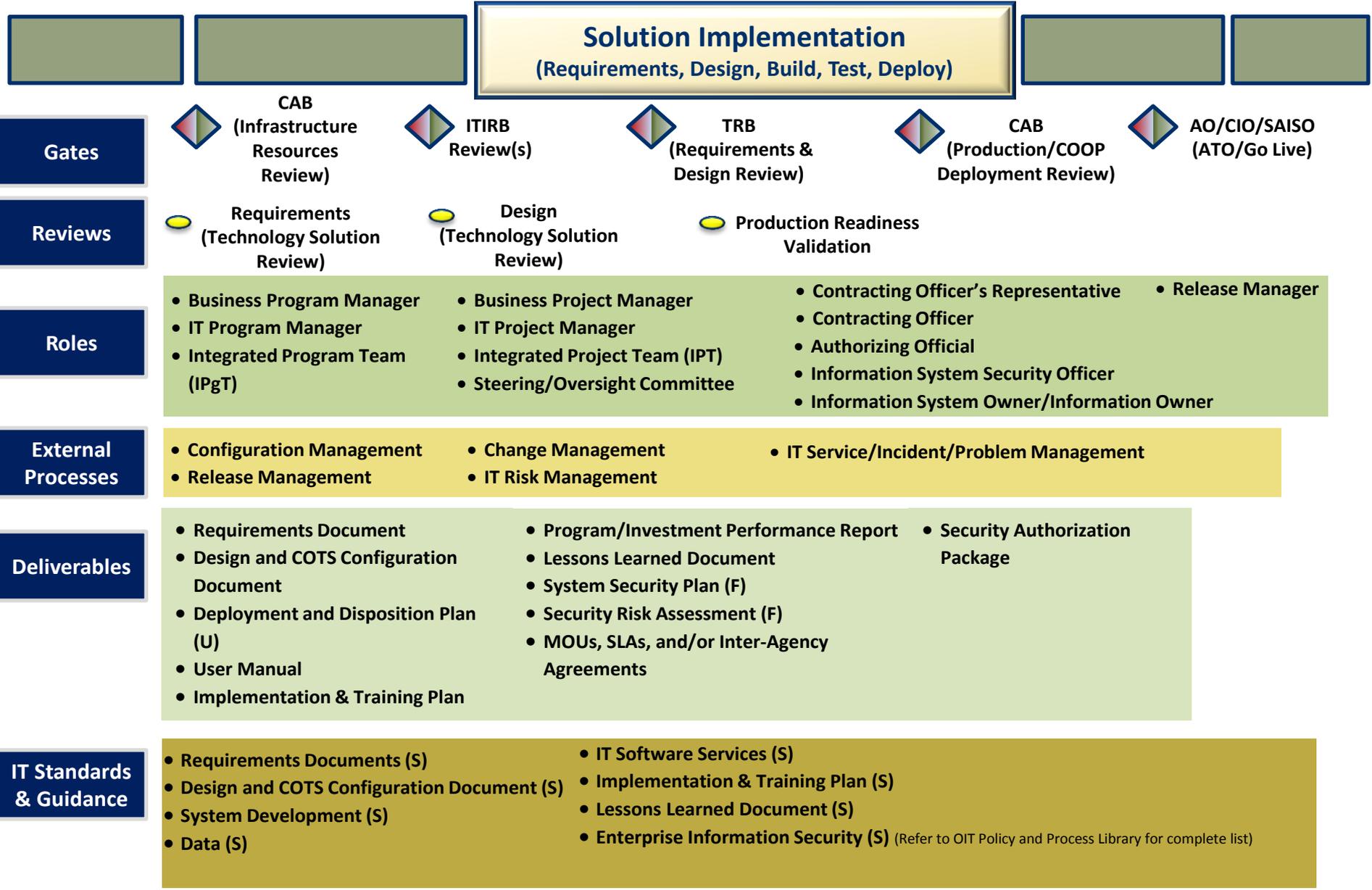
IT Standards & Guidance

- IT Product and Technology (S)
- Project Management Plan (S)
- IT Program Release Plan (S)
- Project Management (G)
- Solution Development Approach (G)
- Deployment and Disposition Plan (S)
- Enterprise Information Security (S) (Refer to OIT Policy and Process Library for complete list)

ITSLCM Phase 2: Planning (Post-ITIRB Review & Recommendation)

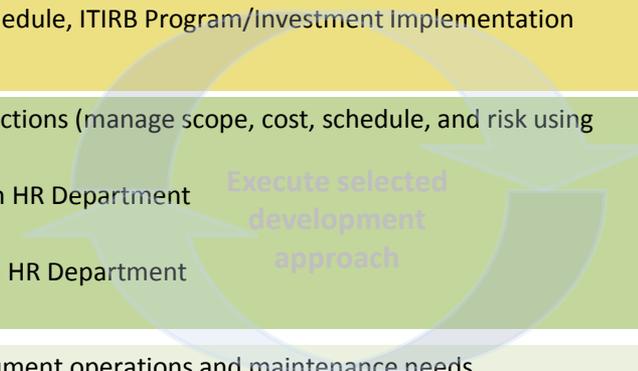
Streams	Tasks	
Program/Investment Management	<ul style="list-style-type: none"> • Establish Program CCB • Update IT Program Release Plan • Update PgMP with results of product selection and refined IGCE • Develop OMB Exhibit 300 for Major investment 	
Project Management	<ul style="list-style-type: none"> • Select development approach • Develop Project Management Plan (PMP), if necessary, to address exceptions in the PgMP 	
Technology Solution Management	<ul style="list-style-type: none"> • Conduct Product and Technology Selection • Document high level requirements in Deployment and Disposition Plan mapped to BNA results • Develop high level design from high level requirements, including integration with other systems, and submit for CAB review • Refine IGCE 	
Enterprise Information Security	<ul style="list-style-type: none"> • Perform Security Registration Process • Begin Security Assessment & Authorization (SA&A) 	
Acquisition	<ul style="list-style-type: none"> • Develop and submit Advanced Procurement Plans • Obtain products/services 	

ITSLCM Phase 3: Solution Implementation



ITSLCM Phase 3: Solution Implementation

Streams	Tasks
<p>Program/Investment Management</p>	<ul style="list-style-type: none"> • Execute according to the PgMP • Perform program and investment monitoring and reporting <ul style="list-style-type: none"> ○ For Major: Monthly steering committee reporting (cost and schedule performance using EV), recurring ITIRB Program/Investment Implementation Progress reviews OMB, IT Dashboard reporting ○ For Non-Major: Monthly steering committee reporting of cost and schedule, ITIRB Program/Investment Implementation Progress reviews
<p>Project Management</p>	<ul style="list-style-type: none"> • Execute according to the IT Program Release Plan, PMP and corrective actions (manage scope, cost, schedule, and risk using EVM) • Develop Implementation Strategy and Training Plan in coordination with HR Department • Obtain approvals from Reviews and Gates • Execute Implementation Strategy and Training Plan in coordination with HR Department • Document Lessons Learned and Project Closeout
<p>Technology Solution Management</p>	<ul style="list-style-type: none"> • 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
<p>Enterprise Information Security</p>	<ul style="list-style-type: none"> • Conduct Security Impact Analysis • Complete Security Assessment & Authorization (SA&A) • Obtain Authority to Operate
<p>Acquisition</p>	<ul style="list-style-type: none"> • Conduct ongoing acquisition management administration • Develop MOUs, SLAs, and Intra-Agency Agreements, as needed



*Alternate Project-Type "Solution Implementation" Views Available for:
COTS, Hosted, Enhancement*

ITSLCM Phase 4: Operations & Maintenance



Gates



Reviews

Roles

- Business Program Manager
- IT Program Manager
- Integrated Program Team (IPgT)
- Business Project Manager
- IT Project Manager
- Integrated Project Team (IPT)
- Contracting Officer's Representative
- Contracting Officer
- Steering/Oversight Committee
- Authorizing Official
- Information System Owner/Information Owner
- Information System Security Officer
- Release Manager

External Processes

- Configuration Management
- IT Risk Management
- Change Management
- IT Service/Incident/Problem Management

Deliverables

- Operational Analysis
- Deployment and Disposition Plan (U)

IT Standards & Guidance

- Operational Analysis (S)
- Enterprise Information Security (S) (Refer to OIT Policy and Process Library for complete list)

ITSLCM Phase 4: Operations & Maintenance

Streams

Tasks

Program/Investment Management

- Perform program and investment monitoring and reporting
 - For Major: Monthly steering committee reporting (cost and schedule performance), ITIRB reporting, OMB IT Dashboard reporting
 - For Non-Major: Monthly steering committee reporting of cost and schedule, ITIRB reporting
- Conduct Operational Analysis
 - Perform Post Implementation Review to validate that the solution aligns with business needs and closes performance gaps
 - Perform Annual Operational Analysis Review to determine whether solution should be continued, modified, or terminated
- Update PgMP with annual maintenance/steady state tasks including results of Operational Analysis



Project Management

No Stream Tasks

Technology Solution Management

- Execute annual maintenance/steady state tasks
- Update Deployment and Disposition Plan



Enterprise Information Security

Continuous Monitoring

Acquisition

- Conduct ongoing acquisition management administration

ITSLCM Phase 5: Disposition



Disposition

Gates



ITIRB
(Deselect IT Program
from Portfolio)

Reviews



Disposition Review

Roles

- Business Program Manager
- IT Program Manager
- Integrated Program Team (IPgT)
- Authorizing Official
- Information System Owner/Information Owner
- Contracting Officer's Representative
- Contracting Officer

External Processes

- Change Management
- Configuration Management
- IT Risk Management

Deliverables

- Deployment and Disposition Plan (F)

IT Standards & Guidance

- Enterprise Information Security (S) (Refer to OIT Policy and Process Library for complete list)

ITSLCM Phase 5: Disposition

Streams

Tasks

Program/Investment Management

- Receive authorization to dispose of solution
- Update Deployment and Disposition Plan
- Close out program/investment

Project Management

No Stream Tasks

Technology Solution Management

- Execute Deployment and Disposition Plan
- Conduct solution disposition reviews

Enterprise Information Security

No Stream Tasks

Acquisition

No Stream Tasks

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**ADDITIONAL Solution/Project
TYPE VIEWS
(Used in the Solution Implementation Phase)**



Gates

Reviews

Roles

External Processes

Deliverables

IT Standards & Guidance



- Business Program Manager
- IT Program Manager
- Integrated Program Team (IPgT)
- Business Project Manager
- IT Project Manager
- Integrated Project Team (IPT)
- Steering/Oversight Committee
- Contracting Officer's Representative
- Contracting Officer
- Authorizing Official
- Information System Security Officer
- Information System Owner/Information Owner
- Release Manager

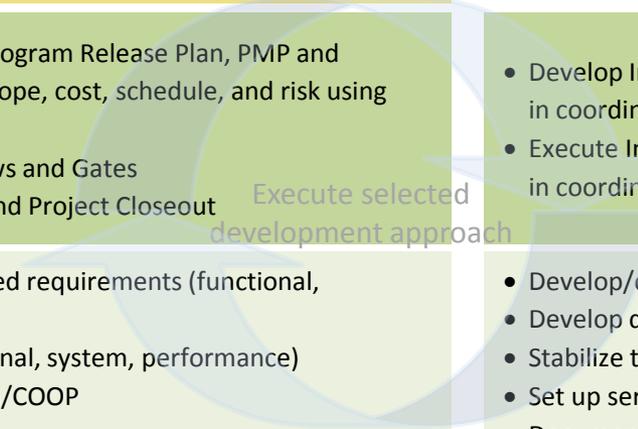
- Configuration Management
- Release Management
- Change Management
- IT Risk Management
- IT Service/Incident/Problem Management

- REQUIRED**
- Requirements Document
 - Deployment and Disposition Plan (U)
 - Program/Investment Performance Report
 - Lessons Learned Document

- IF APPLICABLE**
- Design and COTS Configuration Document
 - User Manual
 - Implementation & Training Plan
 - MOUs, SLAs, and/or Inter-Agency Agreements
 - System Security Plan (F)
 - Security Risk Assessment (F)
 - Security Authorization Package

- Requirements Documents (S)
- Design and COTS Configuration Document (S)
- System Development (S)
- Data (S)
- IT Software Services (S)
- Implementation & Training Plan (S)
- Lessons Learned Document (S)
- Enterprise Information Security (S) (Refer to OIT Policy and Process Library for complete list)

Streams	REQUIRED Tasks	IF APPLICABLE Tasks
<p>Program/Investment Management</p>	<ul style="list-style-type: none"> • Execute according to the PgMP • Perform program and investment monitoring and reporting <ul style="list-style-type: none"> ○ For Major: Monthly steering committee reporting (cost and schedule performance using EV), ITIRB reporting, OMB IT Dashboard reporting ○ For Non-Major: Monthly steering committee of cost and schedule recurring ITIRB Program Investment Implementation Progress Reviews. 	
<p>Project Management</p>	<ul style="list-style-type: none"> • Execute according to the IT Program Release Plan, PMP and corrective actions (manage scope, cost, schedule, and risk using EVM) • Obtain approvals from Reviews and Gates • Document Lessons Learned and Project Closeout 	<ul style="list-style-type: none"> • Develop Implementation Strategy and Training Plan in coordination with HR Department • Execute Implementation Strategy and Training Plan in coordination with HR Department
<p>Technology Solution Management</p>	<ul style="list-style-type: none"> • Analyze and document detailed requirements (functional, technical, etc.) • Conduct testing tasks (functional, system, performance) • Deploy solution to production/COOP • Grant access to users 	<ul style="list-style-type: none"> • Develop/configure solution • Develop design specifications • Stabilize the solution • Set up service desk support • Document operations and maintenance needs • Transition to O&M
<p>Enterprise Information Security</p>	<ul style="list-style-type: none"> • Conduct Security Impact Analysis 	<ul style="list-style-type: none"> • Complete Security Assessment & Authorization (SA&A) • Obtain Authority to Operate
<p>Acquisition</p>	<ul style="list-style-type: none"> • Conduct ongoing acquisition management administration 	<ul style="list-style-type: none"> • Develop MOUs , SLA and Inter agency Agreement as needed



ITSLCM Phase 3: Solution Implementation

HOSTED VIEW



Gates



Reviews



Roles

- Business Program Manager
- IT Program Manager
- Integrated Program Team (IPgT)
- Business Project Manager
- IT Project Manager
- Integrated Project Team (IPT)
- Steering/Oversight Committee
- Contracting Officer's Representative
- Contracting Officer
- Authorizing Official
- Information System Security Officer
- Information System Owner/Information Owner
- Release Manager

External Processes

- Configuration Management
- Release Management
- Change Management
- IT Risk Management
- IT Service/Incident/Problem Management

Deliverables

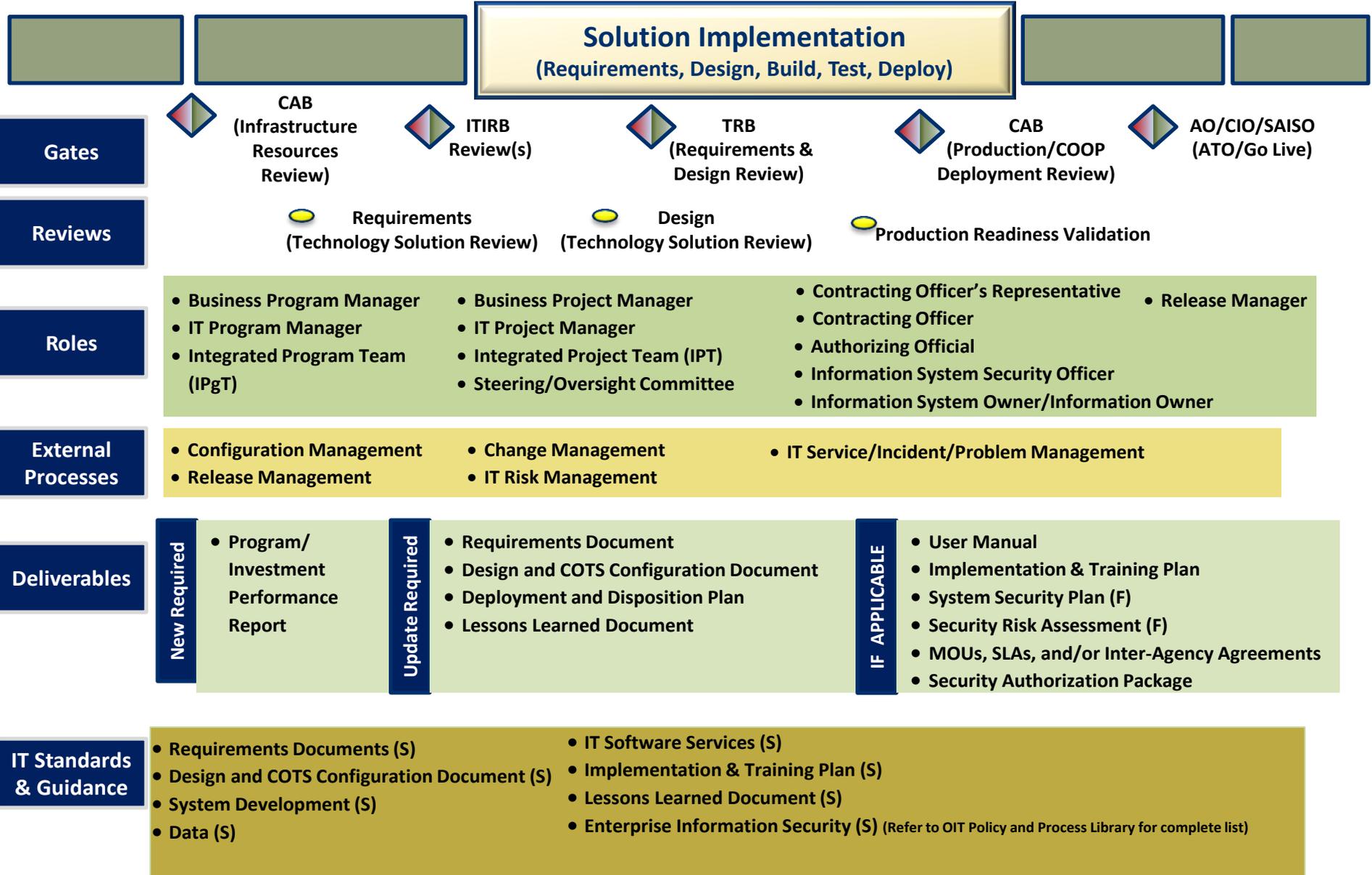
- | | | | | |
|-----------------|---|----------------------|---|--|
| REQUIRED | <ul style="list-style-type: none"> • Requirements Document • Deployment and Disposition Plan (U) • Program/Investment Performance Report • Lessons Learned Document | IF APPLICABLE | <ul style="list-style-type: none"> • Design and COTS Configuration Document • User Manual • Implementation & Training Plan • MOUs, SLAs, and/or Inter-Agency Agreements | <ul style="list-style-type: none"> • System Security Plan (F) • Security Risk Assessment (F) • Security Authorization Package |
|-----------------|---|----------------------|---|--|

Standards & Guidance

- Requirements Documents (S)
- Design and COTS Configuration Document (S)
- System Development (S)
- Data (S)
- IT Software Services (S)
- Implementation & Training Plan (S)
- Lessons Learned Document (S)
- Enterprise Information Security (S) (Refer to OIT Policy and Process Library for complete list)

Streams	REQUIRED Tasks	IF APPLICABLE Tasks
<p>Program/Investment Management</p>	<ul style="list-style-type: none"> • Execute according to the PgMP • Perform program and investment monitoring and reporting <ul style="list-style-type: none"> ○ For Major: Monthly steering committee reporting (cost and schedule performance using EV), ITIRB reporting, OMB IT Dashboard reporting ○ For Non-Major: Monthly steering committee reporting of cost and schedule, ITIRB reporting 	
<p>Project Management</p>	<ul style="list-style-type: none"> • Execute according to the IT Program Release Plan, PMP and corrective actions (manage scope, cost, schedule, and risk using EVM) • Obtain approvals from Reviews and Gates • Document Lessons Learned and Project Closeout 	<ul style="list-style-type: none"> • Develop Implementation Strategy and Training Plan in coordination with HR Department • Execute Implementation Strategy and Training Plan in coordination with HR Department
<p>Technology Solution Management</p>	<ul style="list-style-type: none"> • Analyze and document detailed requirements (functional, technical, etc.) • Conduct testing tasks (functional, system, performance) • Grant access to users 	<ul style="list-style-type: none"> • Develop design specifications • Develop/configure solution • Document operations and maintenance needs • Deploy solution to production/COOP • Stabilize the solution • Set up service desk support • Transition to O&M
<p>Enterprise Information Security</p>	<ul style="list-style-type: none"> • Conduct Security Impact Analysis 	<ul style="list-style-type: none"> • Obtain Authority to Operate • Complete Security Assessment & Authorization (SA&A)
<p>Acquisition</p>	<ul style="list-style-type: none"> • Conduct ongoing acquisition management administration 	<ul style="list-style-type: none"> • Develop MOUs, SLAs, and Intra-agency Agreements, as needed

Execute selected development approach



Streams	REQUIRED Tasks	IF APPLICABLE Tasks
<p>Program/Investment Management</p>	<ul style="list-style-type: none"> • Execute according to the PgMP • Perform program and investment monitoring and reporting <ul style="list-style-type: none"> ○ For Major: Monthly steering committee reporting (cost and schedule performance using EV), recurring ITIRB Progress Investment Implementation Program Reviews, OMB IT Dashboard reporting ○ For Non-Major: Monthly steering committee reporting of cost and schedule, recurring ITIRB Progress Investment Implementation Program Reviews. 	
<p>Project Management</p>	<ul style="list-style-type: none"> • Execute according to the Release Plan, PMP and corrective actions (manage scope, cost, schedule, and risk using EVM) • Obtain approvals from Reviews and Gates • Document Lessons Learned and Project Closeout 	<ul style="list-style-type: none"> • Develop Implementation Strategy and Training Plan in coordination with HR Department • Execute Implementation Strategy and Training Plan in coordination with HR Department
<p>Technology Solution Management</p>	<ul style="list-style-type: none"> • 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 • Transition to O&M • Grant access to users 	<ul style="list-style-type: none"> • Set up service desk support
<p>Enterprise Information Security</p>	<ul style="list-style-type: none"> • Conduct Security Impact Analysis 	<ul style="list-style-type: none"> • Complete Security Assessment & Authorization (SA&A) • Obtain Authority to Operate
<p>Acquisition</p>	<ul style="list-style-type: none"> • Conduct ongoing acquisition management administration 	<ul style="list-style-type: none"> • Develop MOUs, SLAs, and/or Intra-agency Agreements

