



National Institute of Dental
and Craniofacial Research

A Case Study: EPLC and PM Support at NIDCR

PMCOE Presentation

April 14, 2010

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Agenda

- The business need
- Requirements / success criteria
- Options explored
- Why this solution
- Solution details

The Business Need

- The Mandate
 - Adopting EPLC is not a choice
- Managing Risk
 - Underperforming projects are a management risk
- Managing Change
 - How do we implement new processes successfully

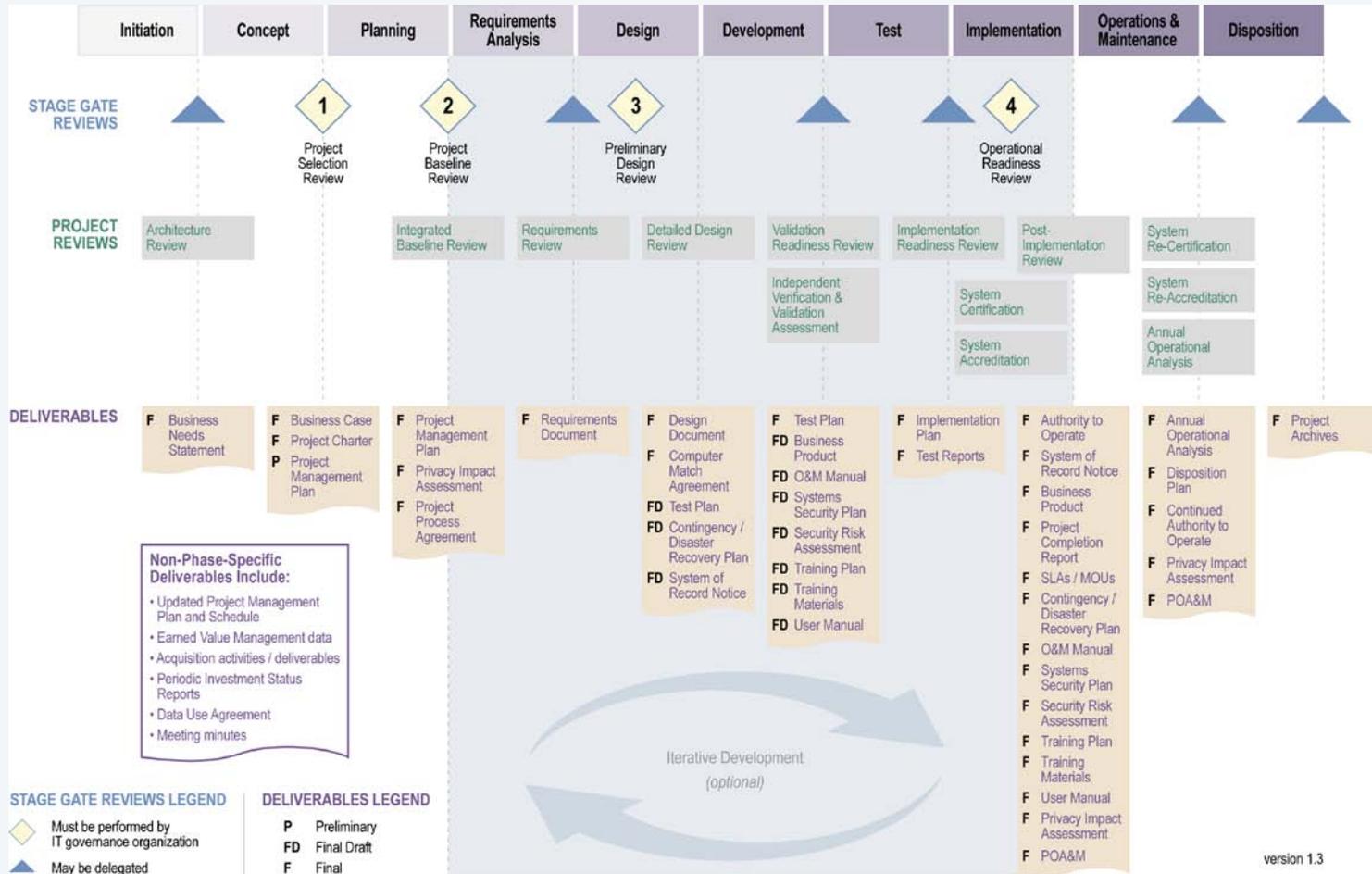
EPLC Framework - Overview Document

“Implementation of the EPLC framework will require significant training and guidance for the entire IT investment stakeholder community.”

Primary Stakeholders

- CIO
- PMs
- Governance Team
- Project Team Members
- Executive Management

EPLC Framework - Overview Document



NIDCR Requirements

- Provide intuitive, step-by-step EPLC project management guidance
- Create a central location where project managers can get the resources and guidance they need
- Integrate with existing processes and infrastructure

NIDCR Requirements (cont'd)

- Support additional processes as needed
- Do not require significant investment or support costs

Options Explored

- Enterprise software solutions
- COTs products
- Custom development

Why This Solution

- **Simplicity**
 - A good cultural fit
- **Return on investment**
 - Low initial investment
 - Low support costs
- **Integration with existing software plans**
 - i.e. SharePoint

Why This Solution (cont'd)

- Leverages existing hardware
- Quick to deploy
- Immediate ROI
- Uses beyond EPLC
- Adaptable as processes evolve

Why SharePoint?

- Document management and collaboration
- Integration with MS Office Suite
- Out of box SharePoint 2010 is really cool!

Process Overview

CPIC

- Funding Decisions

EPLC

- PM Framework

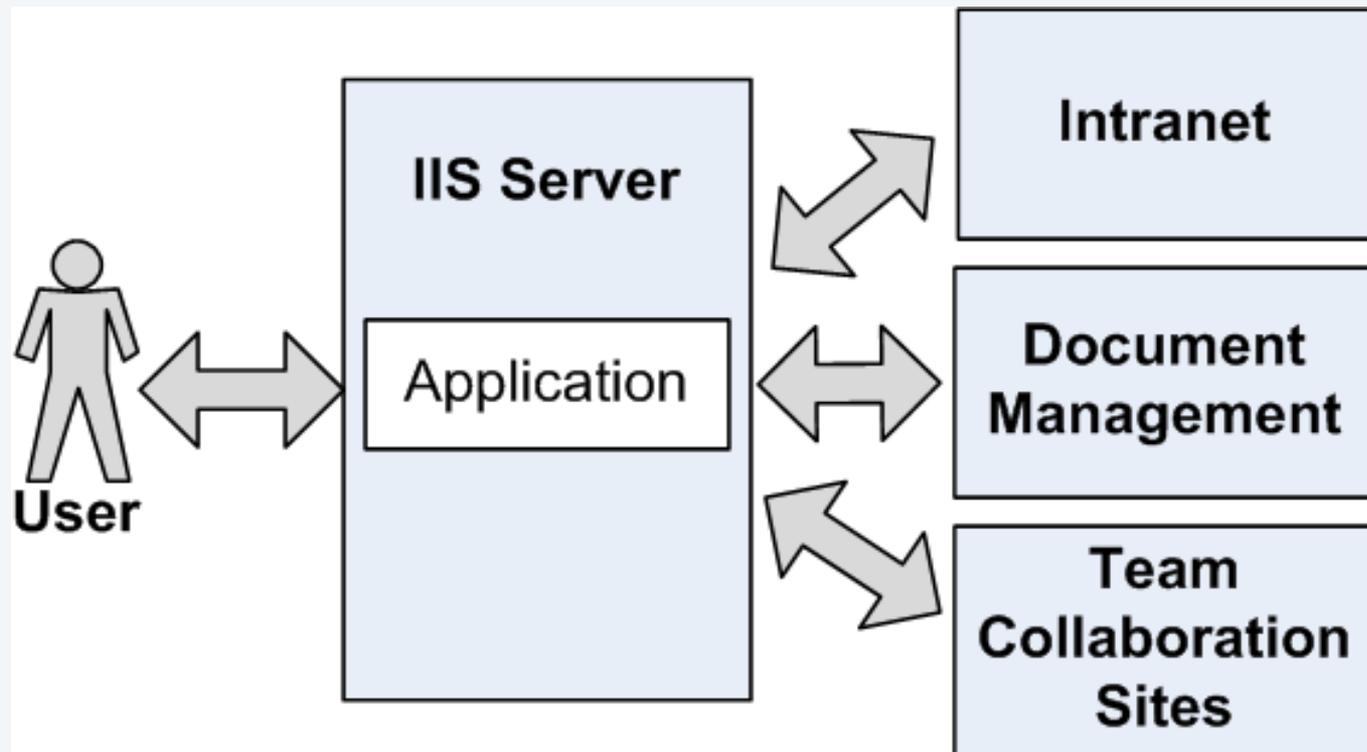
POD

- Process Guidance & Training

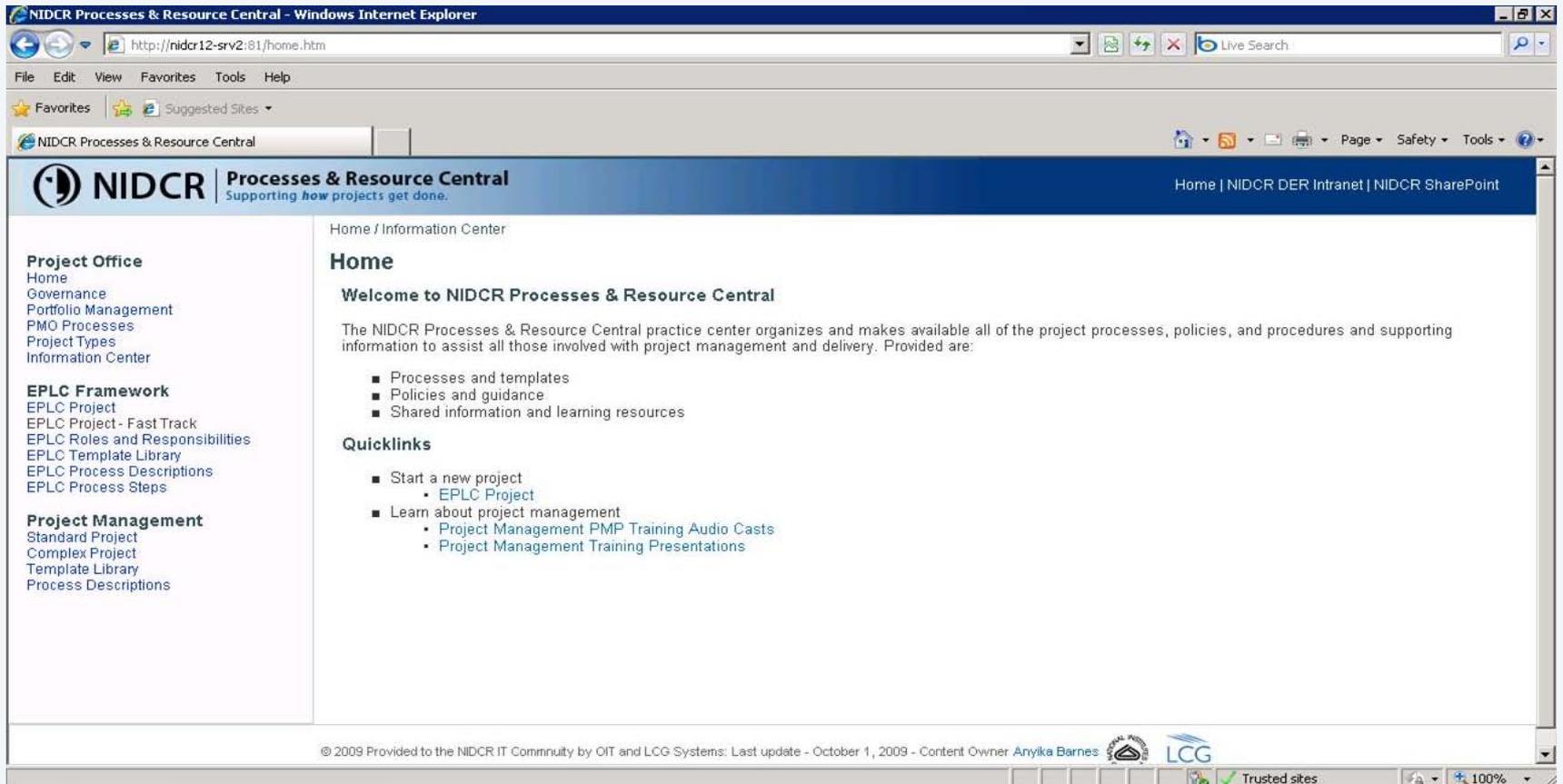
SP

- Project Management Workspace

Solution Architecture



Solution Details



Roles and Responsibilities

Roles and Responsibilities

Roles	Responsibilities
 <p>IT Governance</p>	<p>Responsible for ensuring that the investment is technically sound; follows established IT investment management practices; and meets the Business Owner's needs. Components of the IT governance organization are:</p> <ul style="list-style-type: none"> ■ Information Technology Investment Review Board (ITIRB) ■ CIO Council/Technical Review Board ■ Chief Information Officer (CIO)
 <p>CPIC</p>	<p>Responsible for coordination of the Critical Partners for Stage Gate Reviews.</p>
 <p>Critical Partners</p>	<p>Functional managers in the areas of: Enterprise Architecture (EA), Security, Acquisition Management, Finance, Budget, Human Resources, Section 508, CPIC, and Performance. The Critical Partners are considered expert participation roles in the IT project reviews and governance decisions to ensure compliance with policies in their respective areas and to make timely tradeoff decisions where conflicts arise during the planning and execution of an investment. Because organizational structures vary in HHS and the OPDIVs, the expertise for these Critical Partner roles may be fulfilled from a mixture of organizations, as appropriate.</p> <p>The CPIC Critical Partner Role is responsible for reviewing the Project documentation and cost and schedule as key measures of Project Management performance. Because the Performance Critical Partner is responsible for evaluating whether the investment meets the business objectives, this review would logically be done by the Business Owner.</p>

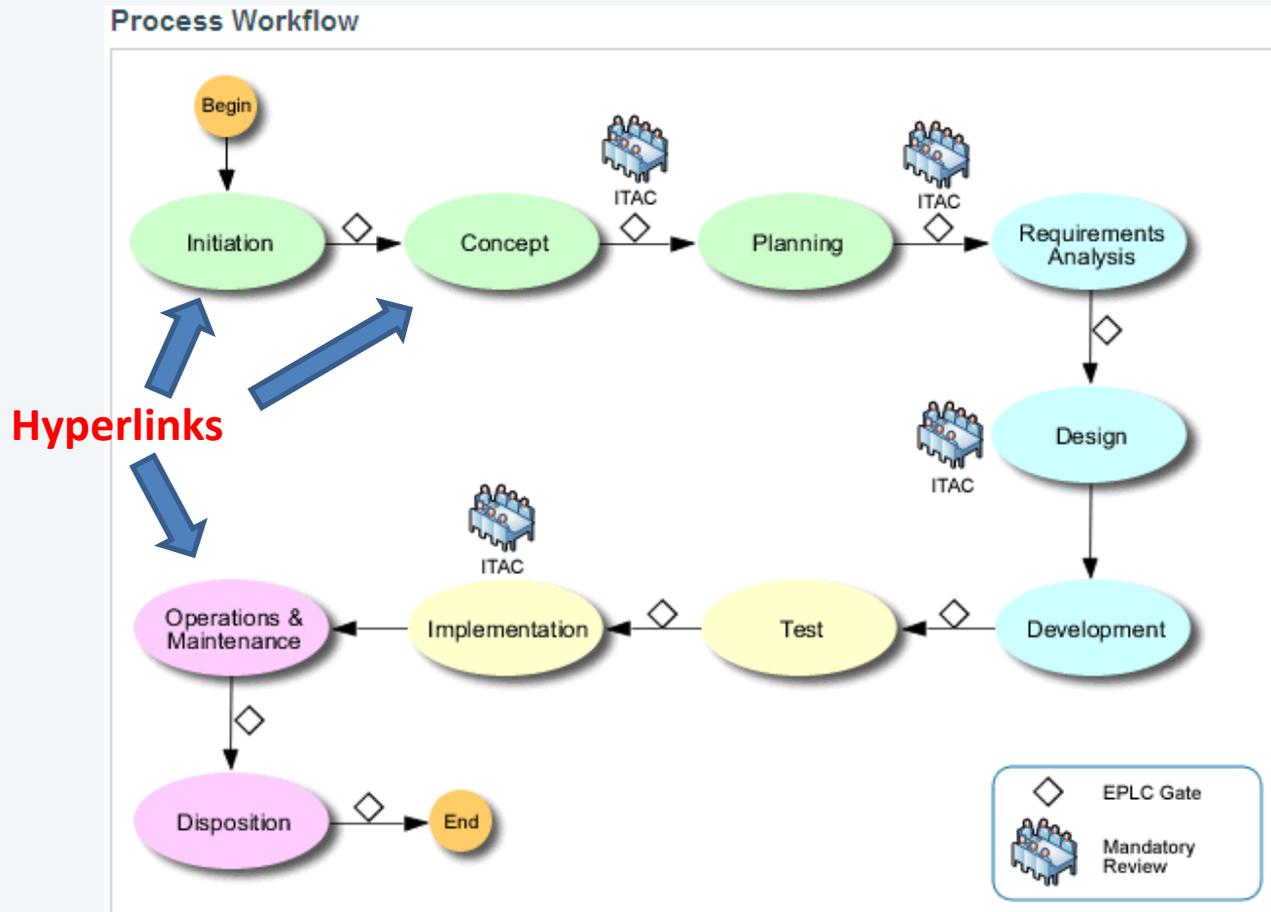
Process Descriptions

Enterprise Performance Life Cycle Framework Processes

Process Step Descriptions

Process Step	Process Description
Step 1 - Initiation Phase	Identifies the business need, Rough Order of Magnitude (ROM) cost and schedule, and basic business and technical risks. The outcome of the Initiation Phase is the decision to invest in a full business case analysis and preliminary project management plan.
Step 2 - Concept Phase	Identify the high level business and functional requirements required to develop the full business case analysis and preliminary Project Management Plan for the proposed investment. The outcomes of the Concept Phase are selection to the HHS IT investment portfolio; approval of initial project cost, schedule and performance baselines; and issuance of a Project Charter.
Step 3 - Planning Phase	Complete development of the full Project Management Plan – and refinement of project cost, schedule and performance baselines as necessary. Outcome of the Planning phase is complete and adequate project planning and sufficient requirements determination to validate the planning and project baselines.
Step 4 - Requirements Analysis Phase	Develop detailed functional and non-functional requirements and the Requirements Traceability Matrix (RTM) and award contracts if needed. The outcome of the Requirements Analysis Phase is award of required contracts and approval of the requirements.
Step 5 - Design Phase	Develop the Design Document. The outcome of the Design Phase is completion of Business Product design and successful completion of Preliminary and Detailed Design Reviews.

Step by Step Guidance

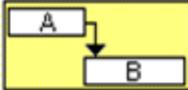
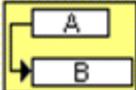
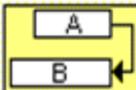
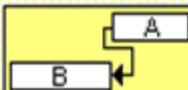


Training Materials

- Over 40 hours of videos and podcasts
- PM glossary
- Just-in time training
- PMP exam prep

Training Materials

- Activity Sequencing - Task Dependency Types

Task dependencies		
The nature of the dependencies between linked tasks. You link tasks by defining a dependency between their finish and start dates. For example, the "Contact caterers" task must finish before the start of the "Determine menus" task. There are four kinds of task dependencies in Microsoft Project:		
Task dependency	Example	Description
Finish-to-start (FS)		Task (B) cannot start until task (A) finishes.
Start-to-start (SS)		Task (B) cannot start until task (A) starts.
Finish-to-finish (FF)		Task (B) cannot finish until task (A) finishes.
Start-to-finish (SF)		Task (B) cannot finish until task (A) starts.

Templates by Phase

- Blank
- Completed Versions from Other Projects

Step 2 - Concept Phase
Step Guidance

Finished Work	Available Resources	Work to be Completed
Business Needs Statment	Meetings, Reviews, Checklists Tools: Microsoft Word, Excel	Business Case (F) Project Charter (F) Project Management Plan (P) Completed document samples
Step Overview	Step Owner	Management Guidance
Identify the high level business and functional requirements required to develop the full business case analysis and preliminary Project Management Plan for the proposed investment. The outcomes of the Concept Phase are selection to the HHS IT investment portfolio; approval of initial project cost, schedule and performance baselines; and issuance of a Project Charter.	Anyika Barnes Sr. Business Analyst NIDCR Office of Information Technology (OIT) Office: 301-984-4004 barnesa@nidcd.nih.gov	Sufficient requirements detail is developed to support the detailed cost and schedule estimates, alternatives analyses, and other elements of the Business Case and preliminary Project Management Plan. See Detailed Step Guidance

Step 2 of 10

Project Sites

- Form driven site requests
- Team collaboration
- Phase selection
- Document libraries

Project Sites

NIPMM National Institute of Project Management Medicine
 SP Implementation
This Site: SP Implementation

PM Process Governance EPLC Projects Site Actions

View All Site Content

Documents

- Initiation Phase
- Concept Phase
- Planning Phase
- Requirements Analysis Phase
- Design Phase
- Development Phase
- Test Phase
- Implementation Phase
- Operations/Maintenance Phase
- Disposition Phase

Lists

PM Process > EPLC Projects > SP Implementation

Announcements

Requirements Phase Review Deadline Marked ! NEW 4/12/2010 6:16 PM
by Jayapaul, Jude

Add new announcement

Stage Gate Review

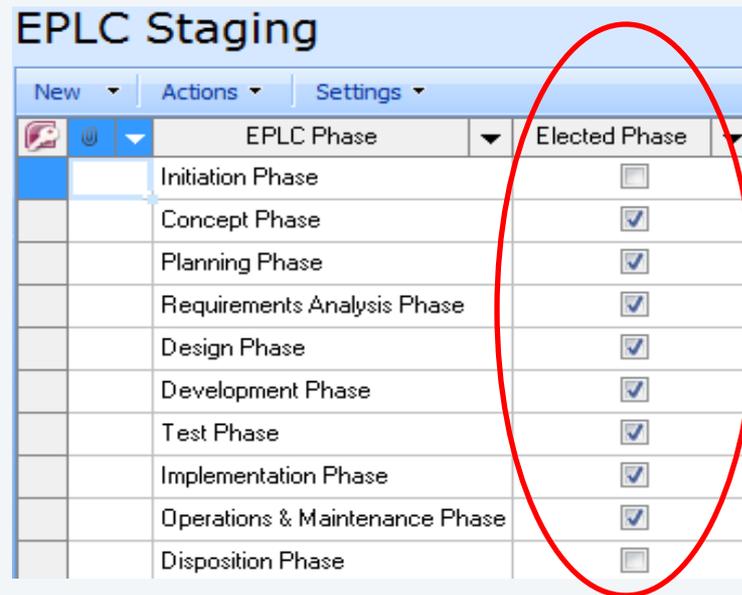
EPLC Phase	Deliverables status	Ready for Review	Deadline for Review
Concept Phase	Complete	4/6/2010	4/9/2010
Planning Phase	Complete	4/7/2010	4/9/2010
Design Phase	Pending		
Implementation Phase	Pending		

EPLC Staging

EPLC Phase	Indicator
Concept Phase	😊
Planning Phase	😊
Requirements Analysis Phase	😐
Design Phase	😞
Development Phase	😞
Test Phase	😞
Implementation Phase	😞
Operations & Maintenance Phase	😞

Project Tailoring

- Phase selection
- Deliverable reviewer selection



The screenshot shows the 'EPLC Staging' interface. It features a table with two columns: 'EPLC Phase' and 'Elected Phase'. The 'Elected Phase' column contains checkboxes for each phase. A red oval highlights this column. The phases listed are: Initiation Phase, Concept Phase, Planning Phase, Requirements Analysis Phase, Design Phase, Development Phase, Test Phase, Implementation Phase, Operations & Maintenance Phase, and Disposition Phase.

EPLC Phase	Elected Phase
Initiation Phase	<input type="checkbox"/>
Concept Phase	<input checked="" type="checkbox"/>
Planning Phase	<input checked="" type="checkbox"/>
Requirements Analysis Phase	<input checked="" type="checkbox"/>
Design Phase	<input checked="" type="checkbox"/>
Development Phase	<input checked="" type="checkbox"/>
Test Phase	<input checked="" type="checkbox"/>
Implementation Phase	<input checked="" type="checkbox"/>
Operations & Maintenance Phase	<input checked="" type="checkbox"/>
Disposition Phase	<input type="checkbox"/>

Document Management

- Templates by phase
- Versioning, workflow, check-in/check-out

The image shows a software interface for document management. On the left, a sidebar titled "Documents" lists various project phases: Initiation Phase, Concept Phase, Planning Phase, Requirements Analysis Phase, Design Phase, Development Phase, Test Phase, Implementation Phase, Operations/Maintenance Phase, and Disposition Phase. A blue arrow points from the "Concept Phase" entry in this list to a larger window on the right titled "Concept Phase". This window has a menu bar with "New", "Upload", "Actions", and "Settings". Below the menu, there are four options for creating new items: "Document" (Create a new document), "Business Case" (Create a new Business Case), "Project Charter" (Create a new Project Charter), and "Folder" (Add a new folder to this document library). Each option is accompanied by a small icon representing the document or folder type.

Project Dashboards

- Project status at a glance

EPLC Staging	
EPLC Phase	Indicator
Concept Phase	
Planning Phase	
Requirements Analysis Phase	
Design Phase	
Development Phase	
Test Phase	
Implementation Phase	
Operations & Maintenance Phase	

Stage Gate Review			
EPLC Phase	Deliverables status	Ready for Review	Deadline for Review
Concept Phase	Complete	4/6/2010	4/9/2010
Planning Phase	Complete	4/7/2010	4/9/2010
Design Phase	Pending		
Implementation Phase	Pending		

EPLC Phase Status			
Indicator	Goal	Value	Status
Initiation Phase	100%	100%	
Concept Phase	100%	50%	



Project Central

PM Process

Welcome Jayapaul, Jude | My Site | My Links

NIPMM National Institute of Project Management Medicine **EPLC Projects**

This Site: EPLC Projects

PM Process Governance **EPLC Projects** Site Actions

View All Site Content

Documents

- Shared Documents
- Budget Analysis

Lists

- Calendar
- Tasks
- Project Status
- Budget

Discussions

- Team Discussion

Sites

- SP Implementation
- SAN Deployment
- NIPMM SP 2010
- EPLC Templates
- Project3
- People and Groups
- Recycle Bin

PM Process > EPLC Projects

Announcements

There are currently no active announcements. To add a new announcement, click "Add new announcement" below.

Add new announcement

Project	Initiation	Concept	Planning	Requirements Analysis	Design	Development	Test	Implementation	Operations / Maintenance	Disposition
SP Implementation	●	●	●	●	●	●	●	●	●	●
SAN Deployment	●	●	●	●	●	●	●	●	●	●

Budget Chart

Approved Funding	Actuals
2100000	1.30M
1800000	1.85M

Local intranet | Protected Mode: Off | 100%



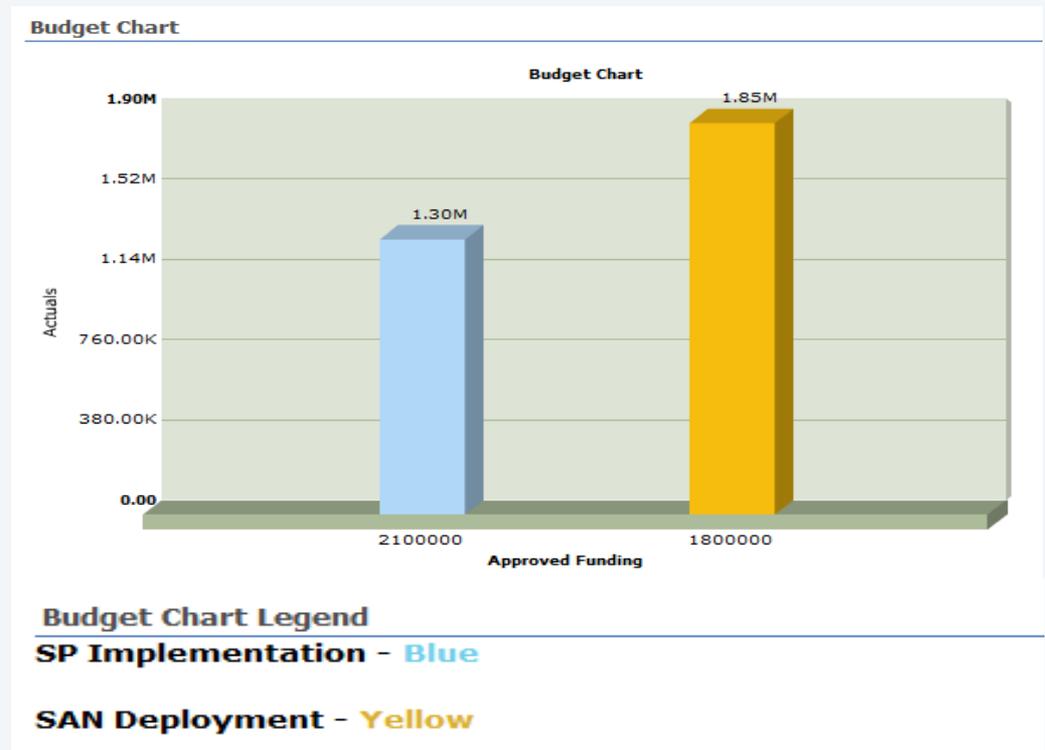
Projects Dashboard

- Indicate “Phase” status at a glance

Project	Initiation	Concept	Planning	Requirements Analysis	Design	Development	Test	Implementation	Operations / Maintenance	Disposition
SP Implementation	●	●	●	●	●	●	●	●	●	●
SAN Deployment	●	●	●	●	●	●	●	●	●	●

Project Budget

- Projects budget overview charts



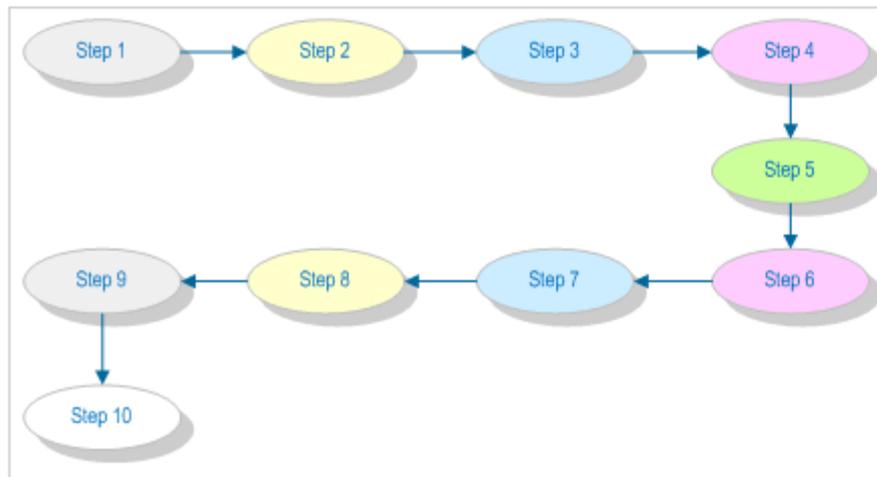
EPLC Framework - Overview Document

“The EPLC framework
does not
preclude OPDIVs
from requiring more rigor.”

Process Builder

- Build custom linked workflows

New Process Shell



New Process Shell

The New Process Shell is a ready to use process shell. It can be used to quickly setup any defined process to provide a visual process workflow, process narration, step guidance, and resource suggestions.

* Click on a process step to view guidance and templates.

Design Flexibility

Project Management Best Practices
Home | OCTA Today
octa

Project Office
[Home](#)
[Roles and Responsibilities](#)
[Governance](#)
[Portfolio Management](#)
[PMO Processes](#)
[Project Types](#)
[Information Center](#)

Executive Dashboards
[Active Projects Summary](#)
[Active Projects Documents](#)

Project Management
[Standard Project](#)
[Complex Project](#)
[Template Library](#)
[Process Descriptions](#)
[Process Steps](#)
[Knowledge Area Descriptions](#)
[Knowledge Area Steps](#)

Other Processes
[Change Management](#)
[IT Procurement](#)
[Continuous Improvement](#)

Home / Information Center

Home

Welcome to Project Management Best Practices

The Project Management Best Practices framework organizes and makes available all of the PMO processes, policies, and procedures and supporting information to assist all those involved with project management and delivery. Provided are:

- Processes and templates
- Policies and dashboards
- Integration to supporting tools and repositories

Quicklinks

[Start a Project](#)
[View New Project Guidelines](#)

[Learn about Project Management](#)
[Project Management PMP Training Audio Casts](#)
[Project Management Training Presentations](#)

Design Flexibility

Seeds RDIS PMO
Home | Seeds RDIS PMO SharePoint
syngenta
GLOBAL

Project Office
[Home](#)
[Information Center](#)
[Roles and Responsibilities](#)

Projects and Reporting
[Active Projects](#)
[Reporting Template](#)
[Important Dates](#)
[Dashboards](#)

Project Management
[Project Lifecycle](#)
[Stage Descriptions](#)
-- (1) Idea
-- (2) Concept
-- (3) Solution
-- (4) Build/Test
-- (5) Implement
-- (6) Close
[Template Library](#)
[PMBOK Guide to PM](#)
[PMBOK Podcasts](#)
[Change Lead Onboarding](#)

Home / Information Center

Home





Welcome to Seeds RDIS PMO Intranet Site

The Seeds R&DIS PMO falls under the Seeds R&DIS Projects Function, which consists of three main areas:

- Project Management

Design Flexibility

BlueCross BlueShield BCBSA EPMO Association Home | Project Server | SharePoint

- Project Office**
 - Home
 - Roles and Responsibilities
 - Governance
 - Portfolio Management
 - PMO Processes
 - Project Types
 - Information Center
- Executive Dashboards**
 - Active Projects Summary
 - Active Projects Documents
- Project Management**
 - Standard Project
 - Complex Project
 - Template Library
 - Process Descriptions
 - Process Steps
 - Knowledge Area Descriptions
 - Knowledge Area Steps
- SDLC**
 - SDLC
 - SDLC Template Library
 - SDLC Phases
- Other Processes**
 - Change Management
 - IT Procurement
 - Continuous Improvement

Home / Information Center

Home

Welcome to Processes On Demand

Processes On Demand organizes and makes available all of the PMO processes, policies, and procedures and supporting information to assist all those involved with project management and delivery. Provided are:

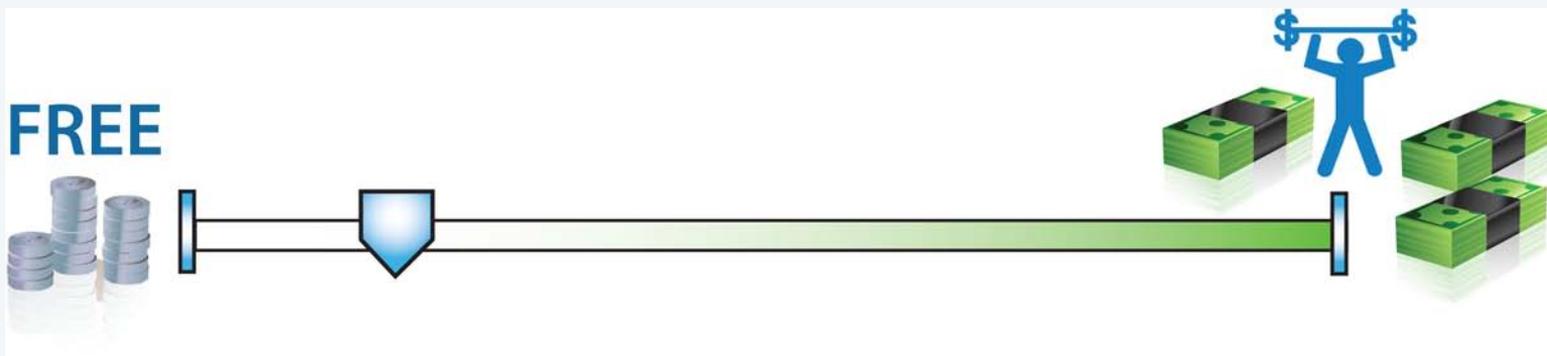
- Processes and templates
- Policies and dashboards
- Integration to supporting tools and repositories
- Features for administration and on-going improvement

Quicklinks

- Start a Project**
 - View New Project Guidelines
- Learn about Project Management**
 - Project Management PMP Training Audio Casts
 - Project Management Training Presentations

Solution Benefits

- Within NIDCR budget constraints...



Solution Benefits

- **Integrates with existing processes** and infrastructure
- Creates a **central location** where project managers can get the resources and guidance they need
- Provides **intuitive, step-by-step EPLC project management guidance**

Solution Benefits (cont'd)

- Supports additional processes as needed
- Does not require significant investment or support costs
- Deployed in three days
- Easy incremental improvements
- Simplicity fosters adoption

Follow Up Information

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Contractor: Program Manager, NIDCD, NIDCR

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A couple of my projects...

