



CIT/OCIO Pilot Implementation of HSPD-12: A PM's Insights

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Presentation Goals

- Provide a quick scope overview of the CIT/OCIO pilot implementation of HSPD-12
- Present key project management aspects of the pilot
- Offer a brief summary of lessons learned



Pilot Project Scope

- CIT & OCIO staff using Windows machines connected to the NIH Network
- Small group of technically savvy users
- ITAS requirement drove focus to Federal staff – Phase 1
- Remaining staff – Phase 2
- Implementation date: July 18



Technical Aspects

- Login script chosen
- Test groups targeted incrementally
- AD group policy developed



Change Management

- NIH HSPD-12 Program Logical Access Group
- Organizational focus
- Setting context and expectations
- Providing resources & support expertise



Communication Management

- Targeted audiences
- Messaging – clear, concise, complete
- Communication plan developed & executed

Communication & Technical Action Timeline

	Desktop Message	DCS date	CIT-wide date sent	OCIO date sent
A	Exec. Leadership ← (sent preferably from Acting CIO/CIT Director email box administered by PECO) (both ITAS & Smart Card ref. – use modified G) (includes “Get Ready” msg. components – testmysmartcardurl)	<u>Not applicable</u>	6/6	6/6
B	Exempt user & computer request (email #3) (both ITAS & Smart Card ref.) Sent to CIT Div. Dir. <u>asap</u> after Exec Leadership email sent.	<u>Not applicable</u>	6/6	6/12
C	Certificate or badge issue (email #4 or #5) Goal to engage DPSAC & CIT <u>AMO</u> in long-term coordinated activity.	<u>Not applicable</u>	6/14 + on going	6/14 + on going
D	No certificate issue (email #7)	<u>Not applicable</u>	6/14 + on going	6/14 + on going
E	“Required login coming” / Warning “Smart Card Login Required!” message (Modified G – clear, concise content focused on actions needed from user.)	5/30	Warning email sent 6/21 & 6/28. Implement Warning banner 7/3.	Warning email sent 6/21 & 6/28. Implement Warning banner 7/3.
F	“It is required” message (email #10 & #11)	6/4 -- reminder	Required email 7/10 & 7/17(a.m.) Required implemented 7/18	Required email 7/10 & 7/17(a.m.) Required implemented 7/18

	ITAS Message	DCS date	CIT-wide date	OCIO date
G	“Required login coming” / Warning “Smart Card Login Required!” message (Sent 5/30 by Chris O to DCS)	5/30	See A above	See A above
H	Targeted email as required to address specific user type issues – badge or certificate expiring etc.		6/6 + on going	6/6 + on going ... 6/13
I	Targeted email ITAS reminder. Sent by ITAS coordinators.		6/7 & 6/14	6/7 & 6/14

Communication & Technical Action Timeline

Message templates to be used. (Reference document: *CIT Pilot – Communications Plan*)

Communication/Event Name	Audience	Objective/Key Messages	Communication Vehicle
email #3 Targeted Email - Exemption Request	CIT Managers	*Request for names of users/computers to be exempt	Email
email #4 Targeted Email - What you need to do (certs)	CIT Global with Expired/Expiring Certificates	*Reminder about pilot *What you need to do *Do you know your PIN? (LWS) *Do you have a card reader? (SD) *Definition of certificates *Your certificates are expired/expiring soon *How to renew your certs (LWS? DCU? Either?)	Email
email #5 Targeted Email - What you need to do (certs over 1 yr)	CIT Global with Expired Certificates over 1 year	*Reminder about pilot *What you need to do *Do you know your PIN? (LWS) *Do you have a card reader? (SD) *Definition of certificates *Your certificates are expired *How to renew your certs (DPSAC)	Email
email #7 Targeted Email - What you need to do (certs)	CIT Global with Expired/Expiring Certificates	*Reminder about pilot *What you need to do *Do you know your PIN? (LWS) *Do you have a card reader? (SD) *Definition of certificates *Your certificates are expired/expiring soon *How to renew your certs (LWS? DCU? Either?)	Email
email #10 Card Readiness #2	All CIT employees	*Reminder about pilot *Why is this important? *OR Renewing digital certificates	Email
email #11 Requirement Message Reminder	All CIT employees	*Reminder of "Requirement" script starting the next day *What to do if you get locked out	Email



NIH-wide HSPD-12 Coordination

- Pilot project worked closely with Change Management
- Participated in initial planning sessions
- CIT/OCIO pilot used to test methods and tools

Lessons Learned

- Communicate often with end users & repeat the reminders.
- Template emails very helpful – reusable.
- Start deployment with a test group and expand it incrementally.
- Begin early gathering of exempt group information.
- Point technical team to Knowledge Base. Much valuable information there – easily accessible. First source.

Lessons Learned (cont.)

- Communications need to be open and ongoing.
- Keep the documentation – technical, administrative, managerial – updated and in a central location accessible to team.
- Do not schedule other deployments at same time. Manage maintenance & deployment calendar across IC to avoid potential conflicts.
- Keep an updated risk management log accessible to all.

Final Thoughts

- Change management & Communication management key components of project success.
- Project management rigor scaled appropriately. What absolutely is needed?
- Scaled deployment used as risk management tool.



Questions ?

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