



CDC UNIFIED PROCESS PRACTICES GUIDE



BUSINESS NEEDS STATEMENT PRACTICES GUIDE

Document Purpose

The purpose of this document is to provide guidance on the practice of **Business Needs Statement** and to describe the practice overview, requirements, best practices, activities, and key terms related to these requirements. In addition, templates relevant to this practice are provided at the end of this guide.

Practice Overview

The Department of Health and Human Services (HHS) Enterprise Performance Life Cycle (EPLC) is a framework to enhance Information Technology (IT) governance through rigorous application of sound investment and project management principles and industry's best practices. The EPLC provides the context for the governance process and describes interdependencies between its project management, investment management, and capital planning components. The EPLC framework establishes an environment in which HHS IT investments and projects consistently achieve successful outcomes that align with Department and Operating Division goals and objectives.

The Enterprise Performance Life Cycle (EPLC) Initiation Phase identifies the business need, rough order of magnitude cost and schedule, and basic business and technical risks. The activities during the Initiation Phase are designed to determine whether or not the proposed investment/project (I/P) aligns with the mission of the organization, supports the achievement of a short term and/or long term goal(s), and justifies development of a full Business Case and preliminary PMP. The outcome of the Initiation Phase is the decision to invest in a full business case analysis and preliminary Project Management Plan (PMP).

During the Initiation Phase, a Business Owner identifies a business need for which a technological solution is required and a preliminary Enterprise Architecture (EA) review is conducted to determine if there is sufficient justification to proceed into the Concept Phase of the EPLC. The Initiation Phase may be triggered as a result of business process improvement activities, changes in business functions, advances in information technology, or may arise from external sources, such as public law or the general public. When an opportunity to improve business/mission accomplishments or to address a deficiency is identified, the Business Owner and the Project Manager (if already assigned) document these opportunities in the Business Needs Statement.

The Business Needs Statement identifies the business need for a proposed I/P. It includes a brief description of the proposed project's purpose, goals, and scope. The Business Needs Statement provides sufficient information to justify a decision whether or not the organization should move forward with the development of a full business case. The preliminary EA review examines whether the proposed project potentially duplicates, interferes, contradicts, or can leverage another I/P that already exists, or is proposed, under development, or planned for near-term disposition. Sufficient high-level functional requirements are required to understand what the project is intended to do and how it supports the business need. The EA review is performed to ensure that the Business Needs Statement is sound and is consistent with the EA.

The Business Owner is the principal authority on matters regarding the expression of business needs, the interpretation of functional requirements language, and the mediation of issues regarding the priority, scope, and domain of business requirements. The Business Owner must understand what constitutes a requirement and must take ownership of the requirements and inputs and output. The Business Sponsor is also responsible for ensuring that adequate financial and business process resources are made available to support the I/P once approved. Critical Partners participate in the EA review and review the Business Needs Statement.



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Best Practices

The following best practices are recommended for **Business Needs Statement** development:

- **Leverage** - Look for ways to extend the benefits of the I/P beyond the immediate problem being addressed. Leveraging the work to resolve multiple needs increases the likelihood of sponsorship
- **Soft Benefits** - Include soft benefits even if not directly quantifiable. Soft benefits may include influences on employee behavior, increased client satisfaction, etc
- **K.I.S.S** - Keep the content of the Business Needs Statement simple. Present concepts in business terms and limiting the use of technical jargon and ambiguous acronyms
- **Review** - Present the completed Business Needs Statement document for final review, preferably to cross-functional team, prior to presenting to the prospective business sponsor
- **EA** – Ensure alignment of the Business Need
- **Goals/Objectives** - Align business need with CDC Health Protection Goals (<http://www.cdc.gov/osi/goals/goals.html>)

Practice Activities

For projects the following practice activities are appropriate:

- Contact the CPIC office for assistance (if applicable)
- Assess the organization
- Identify the agency’s performance goals
- Define a strategy for development of the Business Needs Statement
- Consider enterprise architecture and business processes
- Perform segment architecture development
- Consider risks and issues
- Finalize the business needs statement document
- Present the needs statement document for review approval

Practice Attributes

This section provides a list of practice attributes to help project teams determine the extent to which **Business Needs Statement** impacts their project.

Practice Owner	CDC UP Project Office – NCPHI
Criteria	All projects, regardless of type or size, should provide value to the CDC and justify expenditure of resources. Document this information in the form of a Business Needs Statement to first gain funding approval to proceed with the development of a full Business Case.
Estimated Level of Effort	Minimal
Prerequisites	N/A
Practice Dependencies	N/A
Practice Timing in Project Life Cycle	Development of a Business Needs Statement is required by all projects prior to the completion of CPIC Project Prospectus or the development of a full Business Case. This activity is performed in the very early stages of a project life cycle before any significant amount of resources is expended on any project efforts.
Templates/Tools	CDC UP Business Needs Statement Template
Additional Information	http://intranet.cdc.gov/cpic/



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Key Terms

Follow the link below to for definitions of project management terms and acronyms used in this document.
<http://www2.cdc.gov/cdcup/library/other/help.htm>

Related Templates/Tools

Below is a list of template(s) related to this practice. Follow the link below to download the document(s).
<http://www2.cdc.gov/cdcup/library/matrix/default.htm>

- Business Needs Statement Template