



Role of Critical Partners

ENGAGING FOR SUCCESS

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Introductions

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- ▶ Who am I?
- ▶ Why are you here?

What You Will Learn

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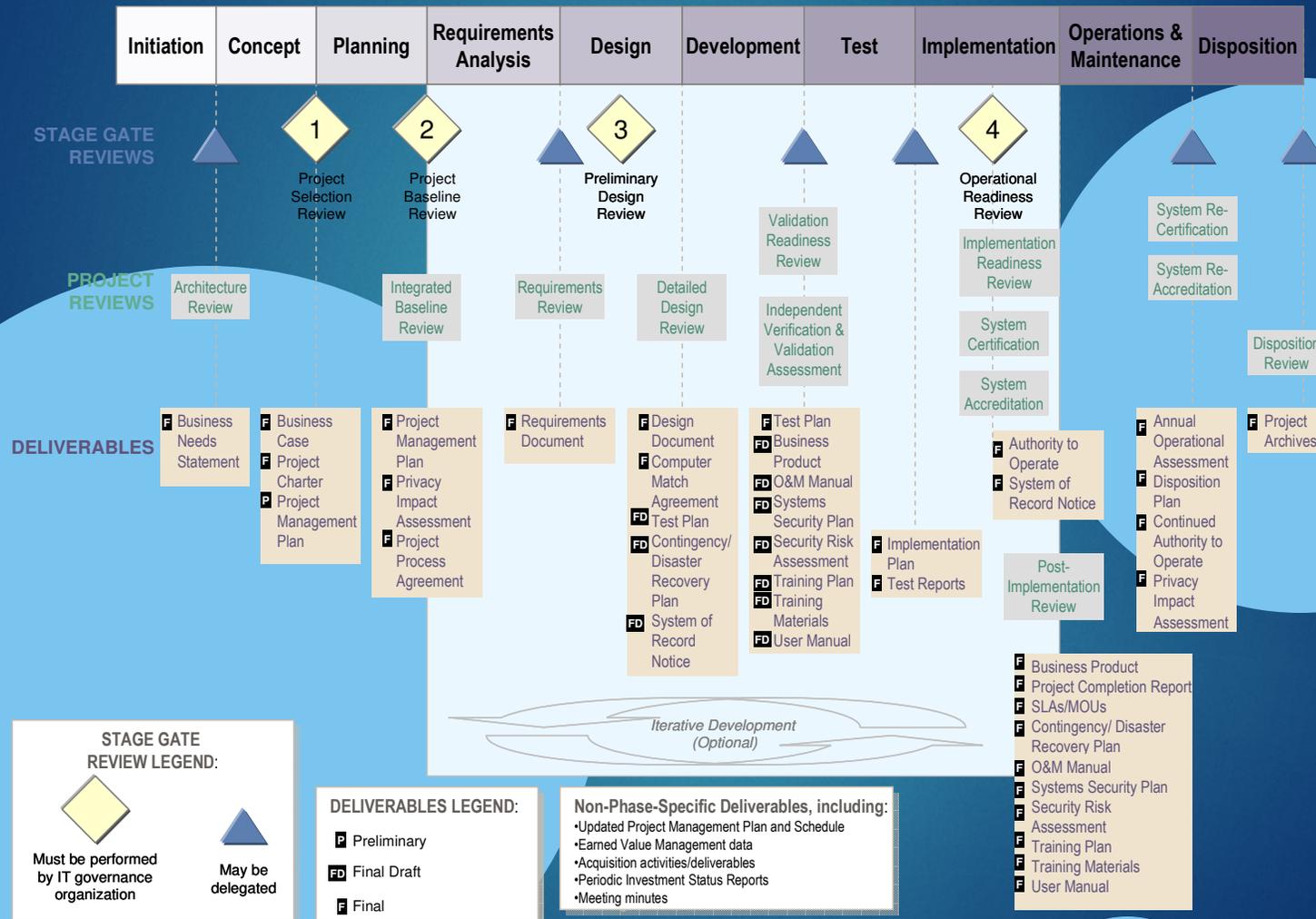
- ▶ What is a Critical Partner, really?
- ▶ Stage Gate Review Process within the EPLC
- ▶ Engagement vs. Checkboxing
- ▶ Artifacts: Documentation vs. Value

What You Will Learn

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- ▶ Example: 508 Critical Partner participation at each phase
- ▶ Iterative and Miniproject considerations
- ▶ Questions?

EPLC Overview



Phase	Stage Gate Review	Project Review	Deliverables
Initiation		Architecture Review	Business Needs Statement
Concept	1 (Must be performed)	Project Selection Review	Business Case, Project Charter, Project Management Plan
Planning	2 (Must be performed)	Project Baseline Review	Project Management Plan, Privacy Impact Assessment, Project Process Agreement
Requirements Analysis		Requirements Review	Requirements Document
Design	3 (Must be performed)	Preliminary Design Review	Design Document, Computer Match Agreement, Test Plan, Contingency/Disaster Recovery Plan, System of Record Notice
Development		Detailed Design Review	
Test		Validation Readiness Review, Independent Verification & Validation Assessment	Test Plan, Business Product, O&M Manual, Systems Security Plan, Security Risk Assessment, Training Plan, Training Materials, User Manual
Implementation	4 (Must be performed)	Operational Readiness Review	Implementation Plan, Test Reports
Operations & Maintenance		Implementation Readiness Review, System Certification, System Accreditation	Authority to Operate, System of Record Notice, Post-Implementation Review
Disposition		System Re-Certification, System Re-Accreditation, Disposition Review	Annual Operational Assessment, Disposition Plan, Continued Authority to Operate, Privacy Impact Assessment, Project Archives

What is a Critical Partner?

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- ▶ Critical Partners have the primary responsibility to review progress of IT projects at specified Stage Gate Reviews to ensure that the projects meets the Critical Partners' respective requirements.



Enterprise Architecture
Security
Acquisition Management
IT Infrastructure
Finance
Budget
Human Resources
CPIC
Section 508

What is a Critical Partner? REALLY???

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1. A second pair of eyes – as experts in their subject matter.
2. Resource to the Project Team.
3. Represent the agency in ensuring risk is mitigated and managed.
4. May be a gatekeeper.

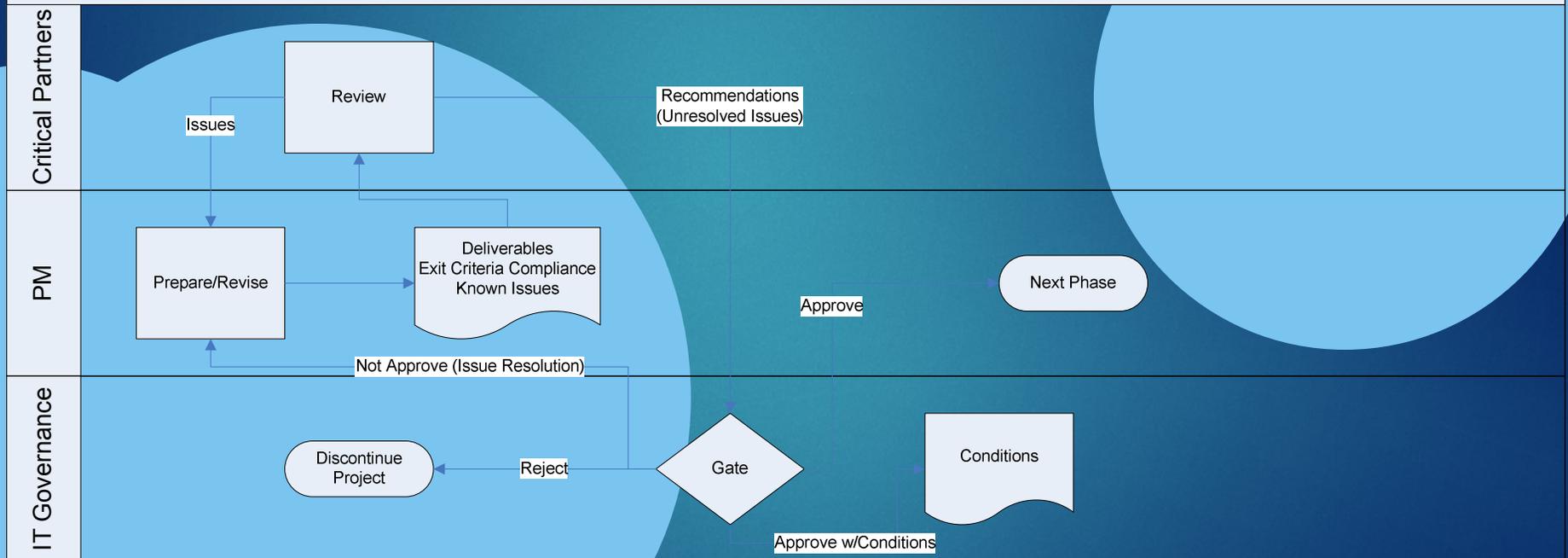
Stage Gate Reviews

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- ▶ What are they?
 - ▶ Do we Proceed?
- ▶ What is the purpose?
 - ▶ *Risk management*
 - ▶ *Project success*
- ▶ *Stage Gate Reviews consist of an independent confirmation by Critical Partners to the IT governance organization that*
 - ▶ *Project Managers satisfactorily produced all the required deliverables and*
 - ▶ *adequately met all exit criteria for the phase to permit advancement to the next phase.*

Stage Gates Process

Stage Gate Review Process



Engagement vs. Checkboxing

- ▶ Engagement: working with your CP throughout the Project.
 - ▶ Benefit: No “gotcha”s – risk is managed fluidly throughout the project.
 - ▶ Cost: requires ongoing communications and feedback
- ▶ Checkboxing: waiting until the Stage Gate.
 - ▶ Benefit: no need for communications
 - ▶ Cost: last minute scrambling and possible timetable wreckage

Artifacts: Documentation vs. Value

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- ▶ **Artifacts** are the resources you put in front of the CPs to help them evaluate the risk.
- ▶ They are NOT the whole story, and usually don't contain enough information to make an effective decision.
- ▶ They have value as supplements to a briefing and constant engagement, as a written-down version of the things you've already worked out with the CP.

Stage Gates

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- ▶ Initiation Phase – Project Review: Architecture
 - ▶ Will this be an EIT Project?
- ▶ Concept Phase – **Stage Gate 1:** Project Selection Review
 - ▶ First List of Applicable Provisions,
 - ▶ Examine technology options in alternatives analysis
- ▶ Planning Phase – **Stage Gate 2:** Project Baseline Review
 - ▶ Applicable provisions, needs statement includes 508?

Example: 508 Stage Gates

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- ▶ Requirements Analysis Phase – Project Review: Requirements
 - ▶ Check Acquisition Plan/solicitation language, technology platforms, ensure 508 in risk log and requirements docs.
- ▶ Design Phase – **Stage Gate 3:** Preliminary Design Review
 - ▶ HHS PAT for system, review platforms, 508 training for dev team

Example: 508 Stage Gates

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- ▶ Development Phase – Project Review: Validation Readiness & Independent Verification
 - ▶ Acceptance checklists, 508 risk check, test plan review
- ▶ Test Phase – Project Review: Test
 - ▶ Oversee test results. Audits, acceptance checklist review. Risk check.

Example: 508 Stage Gates

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- ▶ Implementation Phase – **Stage Gate 4:** Operational Readiness Review
 - ▶ Go-No Go. Have all 508 issues been resolved or is a remediation plan in place?
- ▶ Operations & Maintenance Phase – Project Review: System Re-certification, System Re-accreditation
 - ▶ Does the Annual Operations Analysis include a check on the 508 compliance of the changes/updates to the system?
- ▶ Disposition Phase – Project Review: Disposition
 - ▶ What's coming next?

How CPs Make the call

- ▶ Recommend
 - ▶ No issues OR
 - ▶ Issues have been remediated OR
 - ▶ Issues cannot be fixed and that's OK (exception, remediation plan)
- ▶ Recommend with Conditions
 - ▶ Issues, but the Project is working on it.
 - ▶ Should be phrased as "X" will be done by "DATE".
- ▶ Not Recommended
 - ▶ Presents a clear and significant risk to the agency and the project is not working on the issues.

Special Circumstances – Tailored projects

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- ▶ Tailoring
 - ▶ Combine or skip Project reviews
 - ▶ Stage gates may be combined, but not skipped
- ▶ Conduct project reviews as part of the next stage gate in the cycle.

Special Circumstances – Iterative (Agile) process

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- ▶ Iterative Development
 - ▶ Quick proof of concept, followed by iterative “sprints” or quick cycles.
 - ▶ REQUIRES CP engagement and communication through each sprint.
 - ▶ CPs will likely need to create validation “Check Points” after a number of sprints or features development to ensure risks are still being addressed.

Special Circumstances – MiniProjects

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- ▶ Short timelines and low resources
- ▶ Early engagement is key!
- ▶ Still has to meet all the requirements, but stage gates are quick and often add less value.
- ▶ The 10 minute “update” briefing every 2 weeks is invaluable.

Doing it right: Best Practices

▶ DO:

- ▶ Include CPs in kickoff briefings
- ▶ Schedule regular check-ins with CPs, either as a group or individually
- ▶ Include CPs in team meeting invites
- ▶ ASK if they have any concerns or questions!

▶ DON'T:

- ▶ Wait until the stagegate to engage
- ▶ Make vague commitments to address issues
- ▶ Stuff the artifacts in a zip file the day before the Stagegate

Questions?

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