



Monthly IT Investment Self-Assessments

Conducting Monthly Assessments of IT Investments to Formulate the CIO Evaluations
Published on the Federal IT Dashboard

April 5, 2011

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Executive Summary

The U.S. Office of Personnel Management (OPM) implemented a monthly self-assessment process for major information technology (IT) investments. Using a standardized self-assessment template developed by the Agency's IT Investment Management team, investment managers provide information about their investments to the CIO that supplements data published on the Federal IT Dashboard, including their perspectives on factors influencing investment performance. The CIO reviews the self-assessments and considers them in preparing his monthly scores and comments for the Federal IT Dashboard. In addition, subject matter experts review the self-assessments and provide the CIO and investment managers with their perspectives on IT security, privacy, Enterprise Architecture, project management and other factors addressed in the self-assessments and engage, as appropriate, in discussions with the managers to strengthen the investments. The result is a rich, multi-faceted dialogue that occurs at least monthly among investment managers, the CIO, and subject matter experts on matters related to IT investment success.

The self-assessment process facilitates clear communication within OPM between the CIO and investment managers about expectations for investment performance, and provides the CIO with early warning of factors affecting investment success, in time for the CIO to take pre-emptive action. It also provides an ongoing reminder to investment managers, through the self-assessment questions, of their responsibilities for implementing key regulatory and program management requirements that are sometimes overlooked in a focus on program needs.

As a result of the self-assessment process, the OPM CIO and Investment managers engage in frequent discussions to identify and correct pending problems. The process enables OPM to strengthen investment performance and to provide rich and timely updates and consistent messages about the status of OPM IT investments to the American public through the Federal IT Dashboard.

Challenge

With the inception of the Federal IT Dashboard in June 2009, Federal Agencies were required to update information about their IT investments monthly to include a CIO evaluation score and comments reflective of the CIO's perspective on the investment's status. At the same time, investment managers may be preoccupied with program planning and implementation and may overlook certain regulatory and IT management policy requirements in the press of business. OPM was challenged by the need to ensure the CIO is well-informed of business and technical matters affecting, or potentially affecting, investment performance. At the same time, the Agency was challenged to ensure that IT managers responsible for certain regulatory and oversight functions, such as IT security, privacy, enterprise architecture, and investment oversight, were kept aware of investments' compliance with mandates, and that program managers, themselves, were reminded of the requirements and the importance of addressing them in their plans.

Solution

OPM established a monthly self-assessment process through which investment managers are reminded, on a monthly basis, through questions on the self-assessment template, of regulatory and policy matters they must consider in planning and managing their investments. (See a copy of the template and instructions in the attachment.) In addition, through open-ended questions on the template, managers are given the opportunity to keep the CIO informed of business and technical factors that may affect their success.

As a result, the CIO's monthly evaluation published on the Dashboard reflects a strong understanding of factors affecting the investment's cost and schedule metrics on the Dashboard and business and technical matters that affect prospects for success. At the same time, internal communication within OPM is strengthened among IT managers and investment managers about matters such as IT security and privacy regulatory compliance, enterprise architecture planning, etc. which, if not addressed, may result in risks to investment success and inability to deliver business solutions.

The Questions and Process

OPM's self-assessment process requires IT investment managers to evaluate their investments in on factors established by OPM's CIO in addition to those established by OMB, such as risk management, requirements management, contractor oversight, historical performance, and human capital. For a list of the specific questions, see the attached questionnaire.

OPM-specific evaluation factors are summarized in the table below:

OPM CIO Evaluation Factor	Self-Assessment Sub-Factors
Performance Measurement	<ul style="list-style-type: none"> ▪ Performance measures and targets have been developed
Security and Privacy	<ul style="list-style-type: none"> ▪ Information system security plan (ISSP) is current ▪ Fully documented and tested contingency plans ▪ Completed security control testing ▪ Certified and accredited (C&A) ▪ A Privacy Impact Assessment (PIA) screening assessment approved by the CIO ▪ A Privacy Impact Assessment (PIA) ▪ A System of Records Notice (SORN)
Project Management	<ul style="list-style-type: none"> ▪ Project manager is FAC-P/PM certified ▪ Project Management Office (PMO) in place ▪ Performs an independent review and validation of cost, schedule, and performance information through a standard earned value (EV) tool set ▪ Follows the IT systems manager (ITSM) quality assurance process ▪ Conducted an independent verification and validation (IV&V)
Technology Management	<ul style="list-style-type: none"> ▪ Compliant with all enterprise architecture (EA) and technology standards ▪ Completed a segment architecture ▪ Not utilizing dated or aging technology ▪ Proposing new or leading edge technology
Investment Outlook	<ul style="list-style-type: none"> ▪ No existing or upcoming external or internal factors that would impact delivery of the investment within planned cost and schedule milestones

The process includes a monthly timeline for submission of the self-assessments, review of the assessments by the CIO and subject matter experts, drafting of the CIO monthly Dashboard ratings and comments, and review and comment on the draft comments by affected program managers before they are submitted to the Dashboard. The investment managers are reminded at the beginning of each month to update and submit their self-assessments for the CIO’s consideration in developing his comments and ratings for the IT Dashboard. OPM has automated the self-assessment document using the electronic Capital Planning and Investment Control (eCPIC) system (a GSA Cloud service for CPIC Management) for investment management and processing.

Results

Due to the monthly self-assessment process the CIO is able to provide evaluation scores and comments to the Federal IT Dashboard which reflect real-time information from investment managers about their investment stats and feedback from subject matter experts on critical factors affecting investment success. As a result, the comments and ratings published by the CIO on the Dashboard represent a meaningful assessment that is developed by the CIO with input from investment

managers and subject matter experts each month. The process provides the CIO and investment managers with a mutual understanding of program status in real-time.

Lessons Learned

- The CIO and investment managers benefit from timely intervention by subject matter experts, who are consulted at least monthly on the content of self-assessments
- CIO and investment managers can have a common understanding of the CIO evaluation process through a documented self-assessment process
- Communication about investment performance is enhanced through monthly reviews of investments, supported in part by the self-assessment process.

Hardware/Software

- eCPIC tool with a customized OPM template to be completed each month by investment managers

Disclaimer

References to the product and/or service names of the hardware and/or software products used in this case study do not constitute an endorsement of such hardware and/or software products.

Attachment

OPM ITDB Investment Monthly Self Assessment BY12: <<Investment Name>>

Project Information

Submission Information

Template Name

BY2012

Investment Name

Investment Revision Number

Is this investment a consolidated business case?

Point of Contact

Revision Comment

sa-1 Submission Month and Year (i.e. Month/YYYY):

sa-2 Submitted by:

sa-3 Date of Assessment

sa-4 Program/Project Manager Name

sa-5 Program/Project Manager E-mail

sa-6 What kind of investment will this be in this Budget Year?

sa-7 OMB Short Description

Additional Information

Introduction

sa-8 Each major IT investment manager must update this self-assessment and submit it to OCIO by the second week of every month. The CIO will review the self-assessment and consider it in the development of the final CIO Evaluation rating that is posted on the IT Dashboard by the end of the month.

Directions

- sa-9 (1) Complete the Submission Information section of the Self Assessment template.
- sa-10 (2) Update the responses in parts I and II of the Self-Assessment that have changed from the previous months submission. Provide an Overall Investment Self-Assessment rating and comments in part III of this template. Please include any mitigating factors, notable accomplishments, and planned activities you would like the CIO to consider in preparing his assessment of your investment for the Dashboard.
- sa-11 (3) After completion of all sections, please notify Margaret Miller (Margaret.Miller@opm.gov), and Stephen Schultz (Stephen.Schultz@opm.gov) via email that you have updated the current month's Self-Assessment in eCPIC.

Background

- sa-12 The Office of Management and Budget (OMB) launched the Federal IT Dashboard on June 30, 2009. Through the Dashboard, Vivek Kundra, the Federal Chief Information Officer (CIO), has stated "Federal agencies and the public will have the ability to view details of Federal information technology investments online and to track their progress over time. The Federal IT Dashboard displays data received from Agency BY 2010 Exhibit 53 and 300 submissions, including general information of over 7,000 Federal IT investments in all stages of development (Planning, Acquisition, and Operations & Maintenance). The Dashboard also displays detailed data for nearly 800 of those investments agencies classified as "major". The Federal IT Dashboard can be viewed by visiting <http://it.usaspending.gov>.
- sa-13 Agency CIOs are responsible for evaluating and updating major IT investment data on a regular basis, which will be accomplished through interfaces provided on the website. The CIO Evaluation is one of three equally weighted component ratings driving the overall information technology (IT) investment score on the OMB's Federal IT Dashboard; the other two are "Cost" and "Schedule." Per OMB guidance, "the Cost rating is the degree to which the aggregated actual costs of an investment's completed milestones deviate from its aggregated planned costs for those milestones. The Schedule rating is the deviation, in days, between aggregated planned and actual dates for completed milestones. Future calculations will change as new schedule data elements are collected from IT investments. If the CIO Evaluation is lower than both Cost and Schedule ratings, it will entirely override those ratings and represent 100% of the Overall Rating."¹
- sa-14 The OPM's CIO will rate each major IT investment, included on the Federal IT Dashboard, based on a set of pre-defined criteria outlined in this document. The CIO Evaluation will be posted at the end of each month on the Federal IT Dashboard. The major IT investment evaluation will "reflect the CIO's assessment of the risk of the investment's ability to accomplish its goals. While cost and schedule reflect past and current performance, the CIO evaluation will consider these as only two of several key indicators of future investment success."¹
- sa-15 The OMB outlines five evaluation factors that should be used to inform the CIO evaluation: Risk Management, Requirements Management, Contractor Oversight, Historical Performance, and Human Capital.
- sa-16 The Office of the Chief Information Officer (OCIO) will use five additional evaluation factors to make up the "other" category which the CIO deems important to forecasting future success of OPM's major IT investments: Performance Measurement, Security and Privacy, Project Management, Technology Management, and Investment Outlook.
- sa-17 1 - Office of Management and Budget (OMB) Information Technology (IT) Dashboard Frequently Asked Questions (FAQ); June 26, 2009.

Part I: OMB Self-Assessment Evaluation Factors

1. Risk Management

sa-Part Is the Risk log current and complete?

1.a.

sa-18 Part 1.a. Comments for CIO consideration:

sa-Part Are risks clearly prioritized?

1.b.

sa-19 Part 1.b. Comments for CIO consideration:

sa-Part Are mitigation plans in place to address risks?

1.c.

sa-20 Part 1.c. Comments for CIO consideration:

sa-Part 'Risk Management Rating (For CIO consideration):

1.d.

sa-Part Did you change the Rating for Risk Management from last month?

sa-21 Additional Comments (Risk Management):

sa-Part Did you change the comments for Risk Management from last month?

sa-22 If you changed the comments for Risk Management from last month in your Self-Assessment, please provide a summary of the changes below.

2. Requirements Management

sa-Part Are requirements complete, clear, and validated?

2.a.

sa-23 Part 2.a. Comments for CIO consideration:

sa-Part Are the appropriate stakeholders involved in the requirements definition?

sa-24 Part 2.b. Comments for CIO consideration:

sa-Part 'Requirements Management Rating (For CIO consideration):

sa-Part Did you change the Rating for Requirements Management

2.d. from last month?

sa-25 Additional Comments (Requirements Management)

sa-Part Did you change the comments for Requirements
2.e. Management from last month?

sa-26 If you changed the comments for Requirements Management from last month in your Self-Assessment, please provide a summary of the changes below.

3. Contractor Oversight

sa-Part Does the Agency receive key reports, such as earned value
3.a. reports, current status, and risk logs?

sa-27 Part 3.a. Comments for CIO consideration:

sa-Part Is the Agency providing appropriate management of
3.b. contractors such that the government is monitoring, controlling, and mitigating the impact of any adverse contract performance?

sa-28 Part 3.b. Comments for CIO consideration:

sa-Part Contractor Oversight Rating (For CIO consideration)
3.c.

sa-Part Did you change the Rating for Contractor Oversight from
3.d. last month?

sa-29 Additional Comments (Contractor Oversight)

sa-Part Did you change the comments for Contractor Oversight
3.e. from last month?

sa-30 If you changed the comments for Contractor Oversight from last month in your Self-Assessment, please provide a summary of the changes below.

4. Historical Performance

sa-Part Has the investment experienced significant deviations from
4.a. planned cost and schedule?

sa-31 Part 4.a. Comments for CIO consideration:

sa-Part How many rebaselines have been approved by the CIO in
4.b. the past 365 days?

sa-32 Part 4.b. Comments for CIO consideration:

sa-Part 'Historical Performance Rating (For CIO consideration)
4.c.

sa-Part Did you change the Rating for Historical Performance from
4.d. last month?

sa-33 Additional Comments (Historical Performance)

sa-Part Did you change the comments for Historical Performance
4.e. from last month?

sa-34 If you changed the comments for Historical Performance from last month in your Self-Assessment, please provide a summary of the changes below.

5. Human Capital

sa-Part Are qualified management and execution teams in place
5.a. for the IT investments and/or contracts supporting the
investment?

sa-35 Part 5.a. Comments for CIO consideration:

sa-Part Is there a low turnover rate for your investment?
5.b.

sa-36 Part 5.b. Comments for CIO consideration:

sa-Part Human Capital Rating (For CIO consideration)
5.c.

sa-Part Did you change the Rating for Human Capital from last
5.d. month?

sa-37 Additional Comments (Human Capital)

sa-Part Did you change the comments for Human Capital from last
5.e. month?

sa-38 If you changed the comments for Human Capital from last month in your Self-Assessment, please provide a summary of the changes below.

Part II: CIO Self-Assessment Evaluation Factors

6. Other - Performance Measurement

sa-Part Have performance measures and targets been developed
6.a. for the investment?

sa-39 Part 6.a. Comments for CIO consideration:

sa-Part Performance Measurement Rating (For CIO consideration)
6.b.

sa-Part Did you change the Rating for Performance Measurement
6.c. from last month?

sa-40 Additional Comments (Other - Performance Measurement)

sa-Part Did you change the comments for Performance
6.d. Measurement from last month?

sa-41 If you changed the comments for Performance Measurement from last month in your Self-Assessment, please provide a summary of the changes below.

7. Other - Security and Privacy

sa-Part Does the investment have a current information system
7.a. security plan (ISSP)?

sa-42 Part 7.a. Comments for CIO consideration:

sa-Part Are contingency plans fully documented and tested within
7.b. the past year?

sa-43 Part 7.b. Comments for CIO consideration:

sa-Part Has security control testing been completed within the
7.c. past year?

sa-44 Part 7.c. Comments for CIO consideration:

sa-Part Has the investment been certified and accredited (C&A)?
7.d.

sa-45 Part 7.d. Comments for CIO consideration:

sa-Part What percent of the total projected spending on this
7.e. investment for the current fiscal year is projected to be spent on IT security?

sa-46 Part 7.e. Comments for CIO consideration:

sa-Part What percent of the investment's total budget planned for
7.f. the next fiscal year is planned for IT security?

sa-47 Part 7.f. Comments for CIO consideration:

sa-Part Are IT Security requirements documented in the Project
7.g. Management Plan?

sa-48 Part 7.g. Comments for CIO consideration:

sa-Part Are IT Security requirements documented in the
7.h. investment's Acquisition Plan?

sa-49 Part 7.h. Comments for CIO consideration:

sa-Part Are IT Security requirements documented in the
7.i. investment's contract documents?

sa-50 Part 7.i. Comments for CIO consideration:

sa-Part Has the investment completed a Privacy Threshold
7.j. Assessment (PTA)?

sa-51 Part 7.j. Comments for CIO consideration:

sa-Part If so, has it been signed by the Chief Information Officer?
7.k.

sa-52 Part 7.k. Comments for CIO consideration:

sa-Part If the investment requires a PIA, does it have a PIA that
7.l. was signed in the last 36 months?

sa-53 Part 7.l. Comments for CIO consideration:

sa-Part How many IT security plans of action and milestones
7.m. (POAMs) have been closed in the last month?

sa-54 Part 7.m. Comments for CIO consideration:

sa-Part How many POAMs have been open more than 90 days?
7.n.

sa-55 Part 7.n. Comments for CIO consideration:

sa-Part How many POAMs have been open more than 120 days?
7.o.

sa-56 Part 7.o. Comments for CIO consideration:

sa-Part Does the investment require a System of Records Notice
7.p. (SORN) under the Privacy Act of 1974?

sa-57 Part 7.p. Comments for CIO consideration:

sa-Part If it requires a SORN, does it have one?
7.q.

sa-58 Part 7.q. Comments for CIO consideration:

sa-59 ** NOTE: Documentation may be requested for verification purposes***

sa-Part Security and Privacy Rating (For CIO consideration)
7.r.

sa-Part Did you change the Rating for Security and Privacy from
7.s. last month?

sa-60 Additional Comments (Other - Security and Privacy)

sa-Part Did you change the comments for Security and Privacy
7.t. from last month?

sa-61 If you changed the comments for Security and Privacy from last month in your Self-Assessment, please provide a summary of the changes below.

8. Other - Project Management

sa-Part Is the investment manager certified under Federal
8.a. Acquisition Certification for Program and Project Managers
(FAC-P/PM)?

sa-62 Part 8.a. Comments for CIO consideration:

sa-Part Is there a project management office (PMO) in place that
8.b. oversees the implementation of this investment?

sa-63 Part 8.b. Comments for CIO consideration:

sa-Part Is the investment performing an independent review and
8.c. validation of cost, schedule, and performance information
through a standard earned value (EV) tool set?

sa-64 Part 8.c. Comments for CIO consideration:

sa-Part Has the investment followed the OPM IT Systems Manager
8.d. (ITSM) quality assurance process?

sa-65 Part 8.d. Comments for CIO consideration:

sa-Part 8.e. Has an independent verification and validation (IV&V) been conducted on your program or a program component?

sa-66 Part 8.e. Comments for CIO consideration:

sa-Part 8.f. Project Management Rating (For CIO consideration)

sa-Part 8.g. Did you change the Rating for Project Management from last month?

sa-67 Additional Comments (Other - Project Management)

sa-Part 8.h. Did you change the comments for Project Management from last month?

sa-68 If you changed the comments for Project Management from last month in your Self-Assessment, please provide a summary of the changes below.

9. Other - Technology Management

sa-Part 9.a. Is the investment currently compliant with OPM's enterprise architecture (EA) and technology standards?

sa-69 Part 9.a. Comments for CIO consideration:

sa-Part 9.b. Does the investment plan any requests for hardware/software business case exceptions within the next year?

sa-70 Part 9.b. Comments for CIO consideration:

sa-Part 9.c. Has the investment completed a segment architecture?

sa-71 Part 9.c. Comments for CIO consideration:

sa-Part 9.d. Does the investment's use of dated or aging technology present a risk to the investment's ability to accomplish its goals?

sa-72 Part 9.d. Comments for CIO consideration:

sa-Part 9.e. Does the investment currently utilize or have plans to utilize any innovative or leading edge technology?

sa-73 Part 9.e. Comments for CIO consideration:

sa-Part 9.f. If so, does the investment's use of innovative or leading edge technology present a risk to the investment's ability to accomplish its goals?

sa-74 Part 9.f. Comments for CIO consideration:

sa-Part 9.g. Has your investment made progress in evaluating cloud computing alternatives to enhance service delivery?

sa-75 Part 9.g. Comments for CIO consideration:

sa-Part 9.h. Technology Management Rating (For CIO consideration)

sa-Part 9.i. Did you change the Rating for Technology Management from last month?

sa-76 Additional Comments (Other - Technology Management)

sa-Part 9.j. Did you change the comments for Technology Management from last month?

sa-77 If you changed the comments for Technology Management from last month in your Self-Assessment, please provide a summary of the changes below.

10. Other - Investment Outlook

sa-Part 10.a. Are there existing or upcoming external or internal factors that could impact the planned project cost?

sa-78 Part 10.a. Comments for CIO consideration:

sa-Part 10.b. Are there existing or upcoming external or internal factors that could impact the planned project schedule?

sa-79 Part 10.b. Comments for CIO consideration:

sa-Part 10.c. Does the Investment currently have a pending rebaseline?

sa-80 Part 10.c. Comments for CIO consideration:

sa-Part 10.d. Investment Outlook Rating (For CIO consideration)

sa-Part 10.e. Did you change the Rating for Investment Outlook from last month?

sa-81 Additional Comments (Other - Investment Outlook)

sa-Part Did you change the comments for Investment Outlook
10.f. from last month?

sa-82 If you changed the comments for Investment Outlook from last month in your Self-Assessment, please provide a summary of the changes below.

Part III. Overall Investment Self-Assessment

Overall Investment Self-Assessment

sa-Part Based on the ten IT Dashboard Self-Assessment criteria,
11.a. select a "RED - High Risk", "YELLOW - Medium Risk", or
"GREEN - Low Risk" overall investment self-assessment
rating.

sa-83 Previous month's CIO Ratings and Comments are provided for reference. Please note any updates to milestones, action items, etc. for CIO consideration in generating current month's CIO Ratings and Comments.

sa-84 CIO Rating

sa-85 CIO Rating Comment

sa-86 In the box below, provide detailed comments for the CIO to consider when drafting the IT Dashboard CIO Evaluation. Please include any mitigating factors, notable accomplishments, and planned activities you would like the CIO to consider in preparing his rating (e.g., funding or scope changes, major milestones and tasks accomplished, major upcoming activities/tasks, etc.)

sa-87 Additional Comments (Overall Investment Self Assessment)

sa-Part Did you change the Rating for Overall Investment Self-
11.b. Assessment from last month?

sa-Part Did you change the comments for Overall Investment Self-
11.c. Assessment from last month?

sa-88 If you changed the comments for Overall Investment Self-Assessment from last month in your Self-Assessment, please provide a summary of the changes below.

Part IV. Monthly Summary of Self-Assessment

Self Assessment Summary

1 Risk Management Rating (For CIO consideration):

Did you change the Rating for Risk Management from last month?

Did you change the comments for Risk Management from last month?

If you changed the comments for Risk Management from last month in your Self-Assessment, please provide a summary of the changes below.

2 Requirements Management Rating (For CIO consideration):

Did you change the Rating for Requirements Management from last month?

Did you change the comments for Requirements Management from last month?

If you changed the comments for Requirements Management from last month in your Self-Assessment, please provide a summary of the changes below.

3 Contractor Oversight Rating (For CIO consideration)

Did you change the Rating for Contractor Oversight from last month?

Did you change the comments for Contractor Oversight from last month?

If you changed the comments for Contractor Oversight from last month in your Self-Assessment, please provide a summary of the changes below.

4 Historical Performance Rating (For CIO consideration)

Did you change the Rating for Historical Performance from last month?

Did you change the comments for Historical Performance from last month?

If you changed the comments for Historical Performance from last month in your Self-Assessment, please provide a summary of the changes below.

5 Human Capital Rating (For CIO consideration)

Did you change the Rating for Human Capital from last month?

Did you change the comments for Human Capital from last month?

If you changed the comments for Human Capital from last month in your Self-Assessment, please provide a summary of the changes below.

6 Performance Measurement Rating (For CIO consideration)

Did you change the Rating for Performance Measurement from last month?

Did you change the comments for Performance Measurement from last month?

If you changed the comments for Performance Measurement from last month in your Self-Assessment, please provide a summary of the changes below.

7 Security and Privacy Rating (For CIO consideration)

Did you change the Rating for Security and Privacy from last month?

Did you change the comments for Security and Privacy from last month?

If you changed the comments for Security and Privacy from last month in your Self-Assessment, please provide a summary of the changes below.

8 Project Management Rating (For CIO consideration)

Did you change the Rating for Project Management from last month?

Did you change the comments for Project Management from last month?

If you changed the comments for Project Management from last month in your Self-Assessment, please provide a summary of the changes below.

9 Technology Management Rating (For CIO consideration)

Did you change the Rating for Technology Management from last month?

Did you change the comments for Technology Management from last month?

If you changed the comments for Technology Management from last month in your Self-Assessment, please provide a summary of the changes below.

10 Investment Outlook Rating (For CIO consideration)

Did you change the Rating for Investment Outlook from last month?

Did you change the comments for Investment Outlook from last month?

If you changed the comments for Investment Outlook from last month in your Self-Assessment, please provide a summary of the changes below.

11 Based on the ten IT Dashboard Self-Assessment criteria, select a "RED - High Risk", "YELLOW - Medium Risk", or "GREEN - Low Risk" overall investment self-assessment

rating.

Did you change the Rating for Overall Investment Self-Assessment from last month?

Did you change the comments for Overall Investment Self-Assessment from last month?

If you changed the comments for Overall Investment Self-Assessment from last month in your Self-Assessment, please provide a summary of the changes below.