



***Vertex Information & Computer Consulting Services,  
Inc.***

***Program and Project  
Management Approach***

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## Program Management Introduction

In the course of managing and executing projects for customers, it is very important that a company has a defined process and methodology for managing projects and achieving results. VICCS follows a methodology that has been used on hundreds of projects with great success. This document describes the VICCS process and methodology, the basis behind our project methodology, its advantages and benefits to the customer and our process deliverables.

## Processes, Procedures, and Tools Supporting Program Management and Administration

The basis for the VICCS Team's processes and procedures for managing and administering projects is grounded in our common approach to project management no matter the type of project. This approach defines how VICCS's initiates, executes, monitors, controls, measures, assesses, improves, provides status or reporting, provides documentation of project data, and performs the project close out functions.

The basic project methodology follows the following steps:



The following provides a description of each of these areas :

### Initiation

At the initiation or project planning phase, the VICCS Team will select and populate all processes, procedures, templates, and tools needed to establish a baseline for the project or function. Working in collaboration, and with final approval from our client, the VICCS Team will:

- Perform a thorough review of the performance work statement;
- Identify all deliverables;
- Identify performance metrics to measure performance or key outcomes;
- Develop a work breakdown structure (WBS) and WBS dictionary;
- Create and/or update the master project schedule, including identifying dependencies and developing a resource loaded network;
- Create all basis of estimates, including estimates to complete and bills of materials; and
- Identify risks and develop mitigation strategies.

## Execution

At the execution phase, the VICCS Team will ensure that all defined processes are being followed for all development, maintenance, and operational aspects of the program.

## Monitor, Control, Measure, Assess, and Improve

The VICCS Team will monitor and control all aspects of the program by:

- Continually reviewing quality based on our proposed quality management approach, identifying root causes for quality deviations or near deviations, and adjusting processes, procedures, training, skill sets, and/or technology as a result of our continuous improvement processes;
- Ensuring the utilization of best practices as part of transition and systems maintenance development and system life cycle management;
- Ensuring configuration and change control are appropriately followed as defined within our Change Management Plan;
- Continually identifying possible risks and implementing risk mitigation activities as defined in our Risk Management Plan;
- Actively reviewing cost and schedule, as well as any variances, ensuring that corrective actions are planned and implemented if there are any unplanned variances as described in the VICCS Team's Performance Measurement Baseline (i.e., SLAs);
- Monitoring performance metrics and performance against these metrics, and taking corrective actions for any performance deviations; and
- Providing continuous update of the Project Management Plan and its attachments (as required) to reflect changes in the environment.

## Status and Reporting

During the status and reporting phase, the VICCS Team's activities will include:

- Daily status through morning Stand Up that are short sessions designed to review up-to-the-minute project status, assess the activities of the upcoming day, and identify any potential issues and risks;
- Discussions and meetings with the customer, as needed, to alert them to potential issues and risks as they are identified and continuously update them regarding resolution progress; and
- Monthly Status Reports to discuss status, potential risks, risk mitigation plans and status, schedules, costs, performance metrics, and issues.

## Document

The VICCS Team understands the importance of preserving the project artifacts that are managed under change and configuration management from their inception. The "locking down" of all documentation supports the close-out functions and maintains the project baseline for historical purposes should it ever be needed.

## Close Out

Effectively closing out a project or program is as important as the initiation step. The VICCS Team recognizes that this step includes planning the close-out, especially if a transition of any kind is involved; completing any remaining documentation and deliverables; re-using or disposing of project assets; finalizing all invoicing; identifying and documenting any lessons learned; and ensuring that all parties concur and formally assert to the project's completion.

As shown in Table 1 **Error! Reference source not found.**, the VICCS Team uses a standard toolset to facilitate collaboration and responsible management and administration of all aspects of the program/project.

**Table 1: Project Management Tools.**

Tools / Templates / Processes	Phases							
	Initiate	Execute	Monitor and Control	Status or Report	Measure and Assess	Improve	Document	Close-Out Functions
*Microsoft Project for the EVMS			√	√	√	√		√
ClearQuest for tracking action and change requests.	√	√	√	√	√	√	√	√
Microsoft Project for scheduling and planning	√	√	√	√	√			√
*Deltek for time charging to capture labor hours daily	√	√	√	√	√	√	√	√
Microsoft Tools for recording, tracking, and resolving incidents and to monitor performance		√	√	√	√	√		

\*Provided at no direct cost to the customer

### Issue Management

During every project, it is important to address any issues that arise. Addressing project issues can mean taking corrective action, taking no action, or providing clarification. An issue can be loosely defined as one or more of the following:

- Any question about an aspect of the project that cannot be answered completely at the time that it is asked
- Anything that prevents, or potentially would prevent, the timely achievement of a delivery target
- A point of controversy
- Subject of discussion
- Item of uncertainty
- Area of concern

An issue is defined as a business or project question or dispute that cannot be resolved immediately and affects the progress of the project. Resolution of the issue is required for the project to continue successfully. VICCS has established Issue control procedures, to facilitate the resolution of all issues in a timely manner and with agreement from all affected parties.

Each issue will progress through the following steps:

- Capture
- Validate
- Track
- Resolve
- Escalate, if required
- Communicate resolution to all interested parties
- Close-Out

In most cases, accountability for issue ownership and resolution will belong to a project team member. The VICCS Program Manager and/or Project Manager will review the outstanding issue list daily to assign responsibility for resolution.

### Strategic Planning

The VICCS Team recognizes the need for Program Management to provide a proper strategic approach to the client in order to maintain best in class service. The VICCS Team's background and knowledge provides an opportunity for team sharing of new process improvement opportunities. The VICCS Team is committed to support, develop and help manage the capture and delivery of these strategic objectives. The VICCS Team is well positioned to provide consulting information on these objectives with our broad range of experience with previous small and large projects.

### Monitor and maintain a high level of customer satisfaction

The VICCS Team approach includes methods to gauge the satisfaction of the customer. The VICCS Project Management Office (PMO) and the client team will work to develop customer feedback methods that accurately reflect the client's level of satisfaction, and will communicate with the customer continuously to gather client suggestions and comments. The VICCS Team recognizes and supports the use of performance-based metrics evaluation as the method for determining overall performance. The VICCS Team will be aware of the importance of satisfying the performance criteria (SLAs) established by the client. The team will establish procedures to collect, store, validate, and report on the performance metrics related to the services provided.

### Industry Best in Practice Tools

The VICCS Team utilizes many program management tools to support overall project execution. An example of tools used include: Microsoft SharePoint, Deltek and the IBM Rational Suite. These tools help facilitate knowledge sharing and provide an effective vehicle for the teams to manage risk and monitor overall project performance. These tools help facilitate controlled process and information that further support risk mitigation strategies.

### Change Management

We understand that managing change is a critical element of the program. Changes to any aspect of the program (risks, scope and baselines associated with technical, cost, and schedule) must be monitored and tracked. Additionally, the VICCS team's strategy (i.e., policies, processes, products, roles and responsibilities, reviews, and reports) for controlling and managing changes will be defined as part of a define Change Management Program (CMP).

The VICCS Team believes that the integrity of our program requirements, as well as all work products derived from them, should be established and maintained through the configuration management process. Change Management (CM) is the discipline that applies technical and administrative direction to identify and document the functional and physical characteristics of a system. The configuration management process controls changes to the system's characteristics, and records and reports change processing and implementation status.

Change Management is a critical component to the on-going success of Business Operations and IT Project Development. Effective change management processes and tools are keys to maintaining and sustaining project objectives and goals. The VICCS team has developed effective repeatable processes to support overall change management. This success is driven by two key components. A change management governance process and documentation structure to report and track the changes.

The VICCS Team has significant experience in rolling out Change Control Management processes tools across the organization and with our clients. These documented management procedures include development and deployment of unique governance models along with the necessary program management and tools. These process and procedures can be applied universally across any project and are repeatable with each new request for change.

- **Governance Process:** The VICCS Team has developed a change management governance process. This process provides the management vehicle along with the operational processes necessary to control and manage change requests. The governance identifies key stakeholders, a Change Control Board (CCB) process along with key definitions for defining the change. This process provides detail regarding specific control gates through out the process that helps to ensure changes are worked in priority order and are warranted based on the requirements and business case presented for each change. These control gates mitigate risk to cost and schedule and help ensure the appropriate changes are made in accordance with the client's expectations and requirements.
- **Change Management Tracking:** In support of the Change Management governance model, the VICCS Team has developed expertise in the deployment of the IBM Rational Suite of tools to support this process. The VICCS Team has developed workflow with in the tool structure that allows for the on-going status and

reporting for the requested changes through out the life cycle of the change process. To further support the repeatable processes, the VICCS Team has also developed standardized templates for change requests and tracking through out the tool. The

VICCS Team has significant expertise in deploying this type of tool to not only support change requests, but it is also an effective tool to track Production issues that require immediate attention or that may not require a full change control lifecycle. Again, this approach allows for systematic repeatable approach to tracking, controlling and reporting against the changes.

## Software Development Life Cycle (SDLC) and Change Management Plan

The VICCS Team has adopted a standard SDLC approach that is in alignment with industry and government standards. To further complement the 'request' for change through the change management process and the use of the Rational Suite, the VICCS Team has significant expertise in integrating these changes into the overall SDLC. The VICCS Team has developed and deployed a complete Requirements Management approach. This approach includes a standardized collection process along with template to support the documentation of the requirements along with on-going tracking of changes. The VICCS Team's approach is to fully integrate the storage and tracking of requirements in a centralized repository.

The methodology provides for repeatable generation of past requirements and significantly improves the efficiency of requirements gathering and reviews. The reviews are improved as the stakeholders can review the complete set of business requirements for a given business process even when only a single requirement is changed.

The VICCS Team's expertise with the Rational Suite of tools has allowed us to develop and build into our overall SDLC the creation and validation of a Requirements Traceability Matrix (RTM). The RTM is a critical component for the validation of changes made in response to change in requirement requests and represents a key milestone in the change management process and SDLC. The RTM provides a stored tracing for each requirement produced during the requirements phase of the process to a document test script. This is necessary to ensure all requirements have been thoroughly tested and validated. This process approach further allows for re-use and the ability to repeat these test conditions should an individual requirement change later in the program period. This approach builds in on-going efficiency and repeatability as the program matures.

The VICCS Team's expertise in this area continues to improve our overall performance and success related to software development projects and initiatives. This methodology and approach has long-term benefit for knowledge transfer, maintenance, and storage of change management artifacts and allows for repeatability of Program Management and Software Development activities.

Other key components of the Change Management Plan include:

- **Change Management Roles and Responsibilities:** Describes the CM roles and responsibilities for the system.
- **Process Flow Management Roles and Responsibilities:** Identifies and describes the teams and their roles and responsibilities in moving information through the process.
- **Communications:** Describes the methods used to share information that relate to CM.
- **System Change Baseline:** Describes the architecture, characterization, control of hardware, system software, and application software.
- **Change Control Process:** Describes the Change Control Request process and software deployment control.
- **Change Management Tools Environment:** Describes CM tools and access control to the CM tools environment.
- **Documentation Management Control:** Describes file -naming convention and version control methods.
- The purpose of our Change Management Plan is to get a shared understanding about the approach for configuration management. The Change Management Plan is maintained throughout the life cycle of the program. Without a well-defined Change Management Plan, the client may encounter increased risk of problems with implementation and maintenance throughout the program.

## **Risk Management**

Risk management plans are used to identify risks that may affect the project and define plans to control, mitigate, or eliminate the risks. The VICCS Team's approach to risk management includes defined processes for risk identification, risk assessment, prioritization, and quantification/qualification; risk mitigation development, and risk mitigation implementation and control. This process is applied to risks that can be identified before the project starts as well as throughout the entire project. The resulting Risk Management Plan is monitored, maintained, and enhanced on an ongoing basis throughout the life of the project. Existing risks are monitored and addressed as needed, new risks are pro-actively identified and added to the plan.

The VICCS team project management will have overall responsibility for establishing and managing the risk management process and coordinating the results with the team members. The VICCS Team is fully aware of client concerns in identifying and controlling risks that, if left unmanaged, may result in project failure. Clean audits, financial integrity, timely reconciliation, on time delivery of changes, control mitigation and management, and checklists for required changes by adhering to the following responsibilities of this role:

- Developing, implementing, and maintaining the risk management plan;
- Identifying and analyzing cost, schedule, and performance risks that can impact project success;
- Recommending proactive risk mitigation or contingency strategies
- Ensuring issue escalation for production and development and maintenance; and
- Identifying risks for escalation that have not responded to the defined mitigation strategy.

The risk review process includes all members of our team. Project management will be responsible for monitoring risks and developing the mitigation plan, in addition to reporting any changes in conditions that may affect the probability that a risk may occur and for raising any new potential risks. Project management will also be responsible for approving the mitigation plan and for ensuring that the resources required to execute the mitigation plan are available.