A little IT Humor

On The Fastrack

Bill Holbrook

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Track Preference:

Windows of Opportunity

Presentation Title:

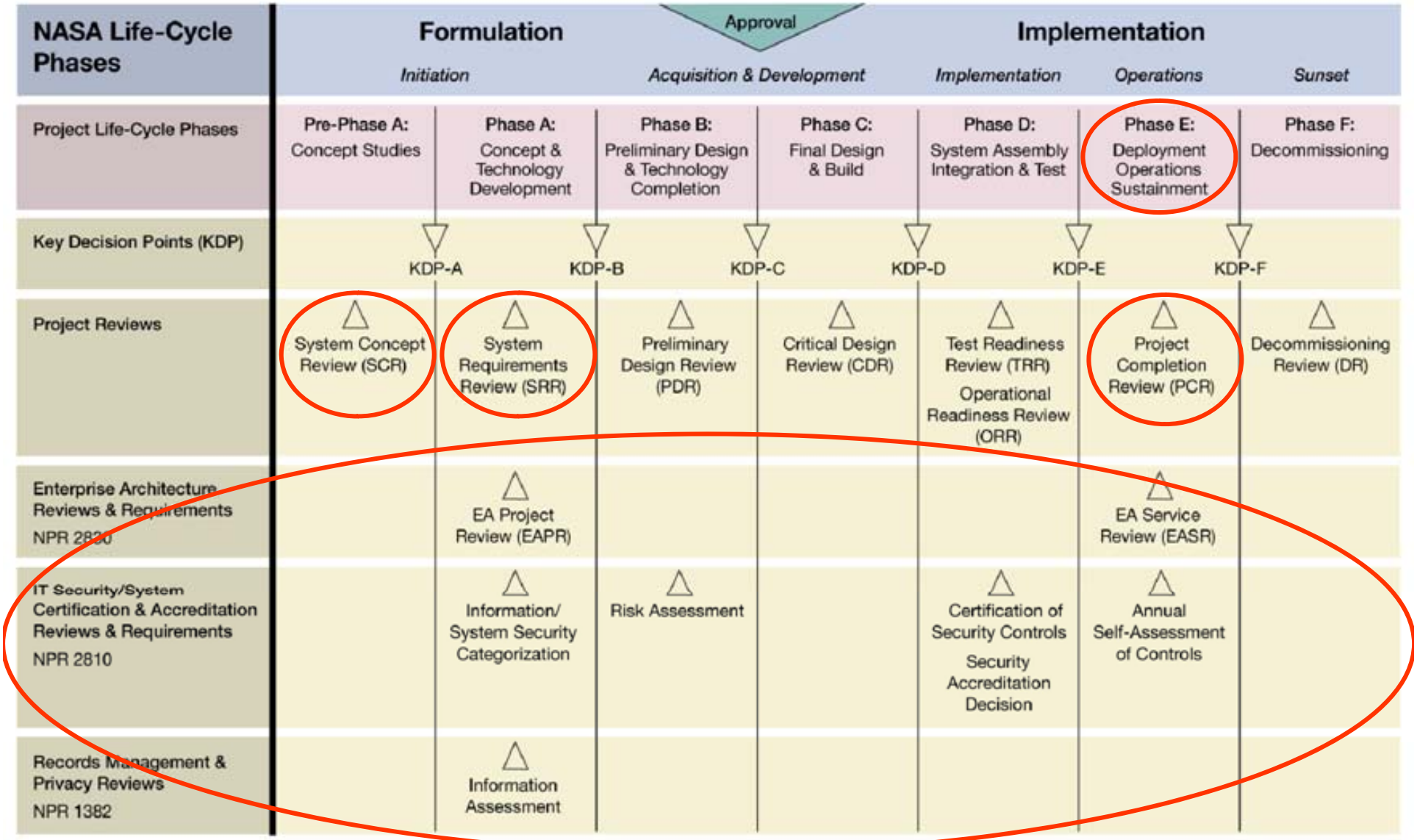
IT Project Success w\7120 & 7123 NPRs to achieve project success

Tina L. Walley

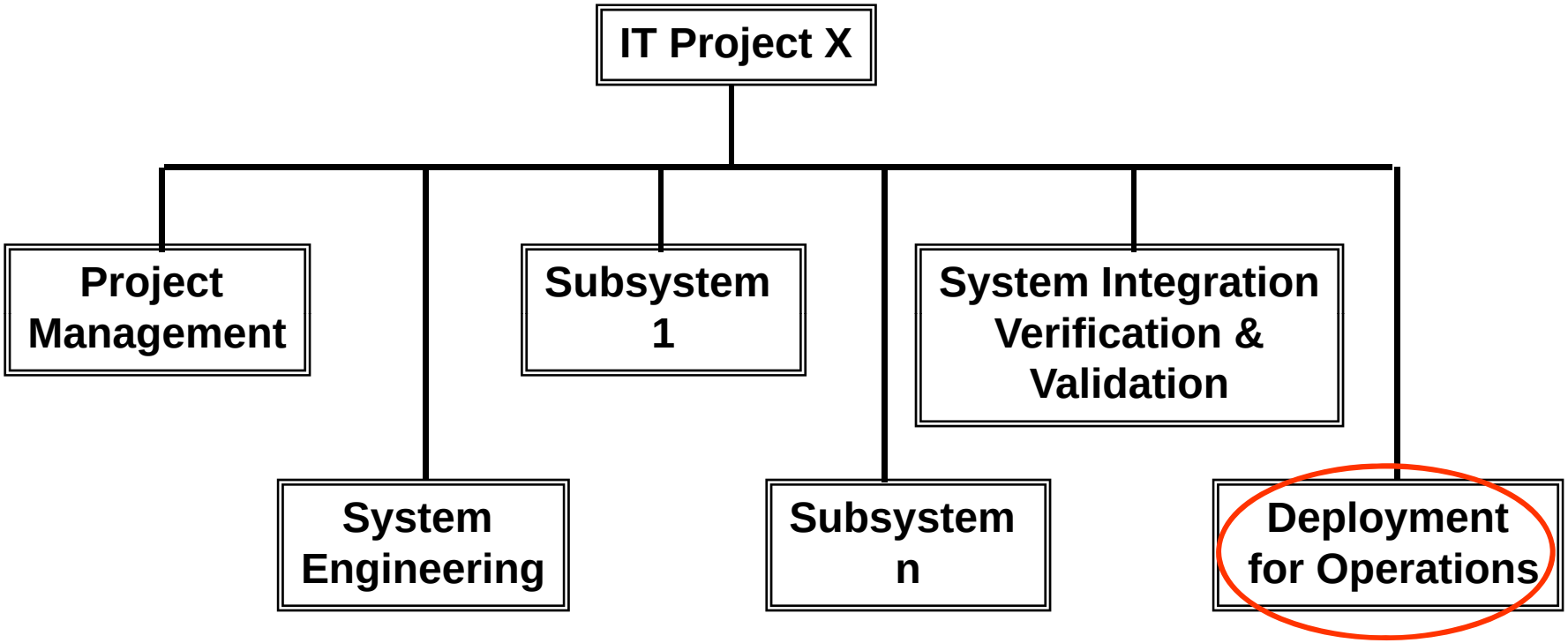
Outline

- Lifecycles
- Work Breakdown Structures (WBS)
- Work Products
- Stakeholder Outreach
- Timeline vs Schedules
- IT Project: NASA Consolidated Active Directory (NCAD)

Infrastructure IT Project Lifecycle - 7120.7

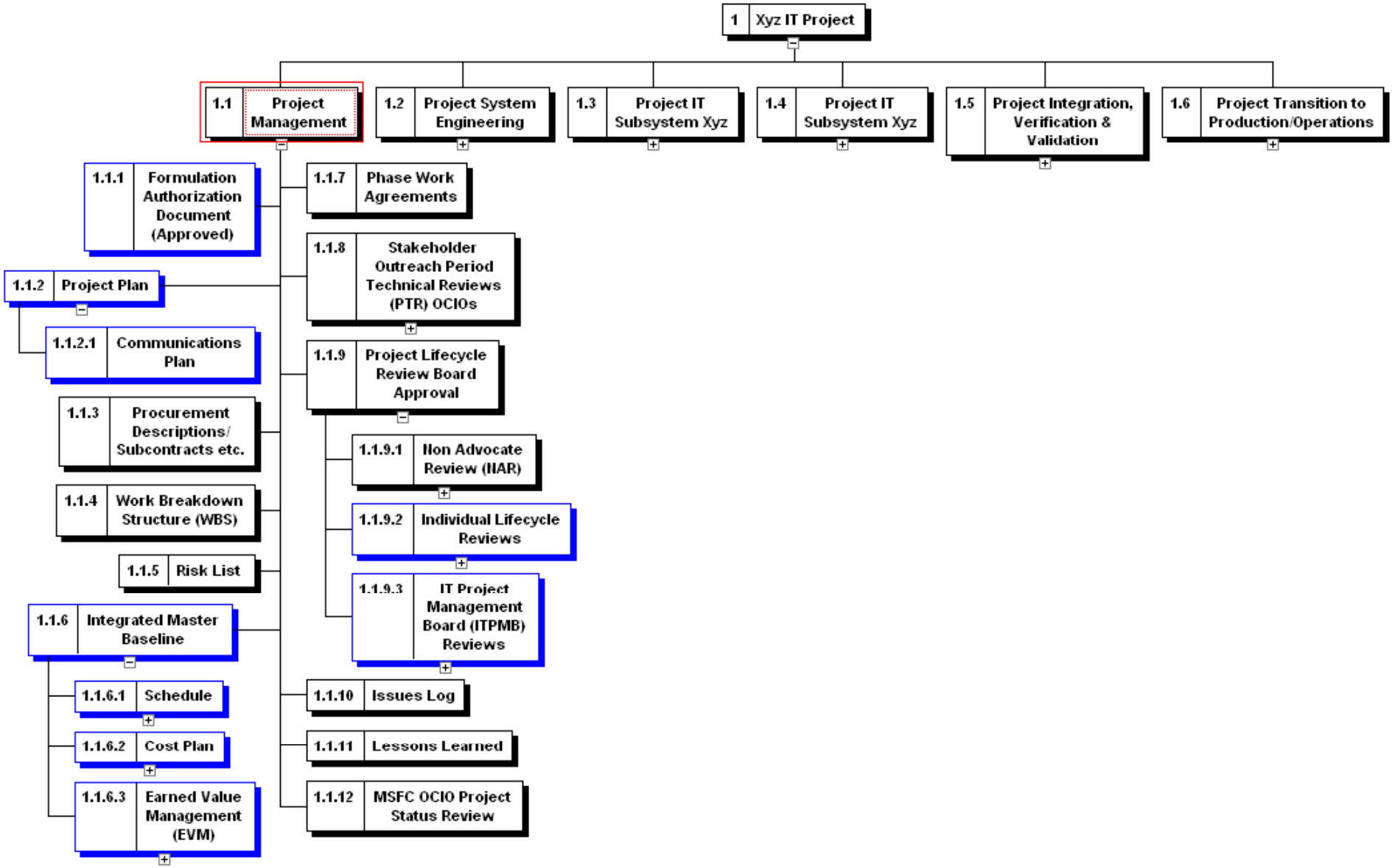


IT Project Work Breakdown Structure (WBS)

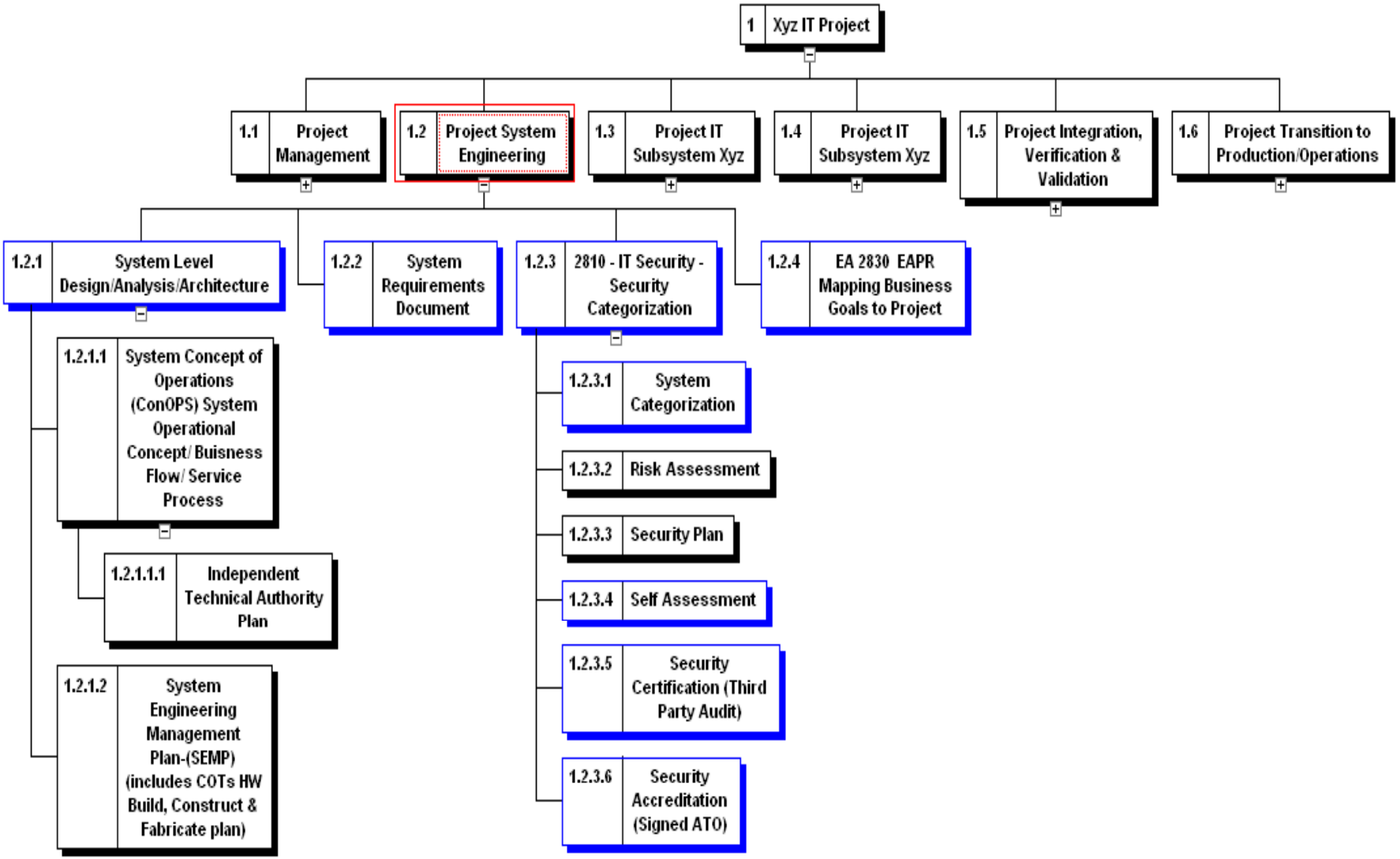


Fundamental and very similar to 7123

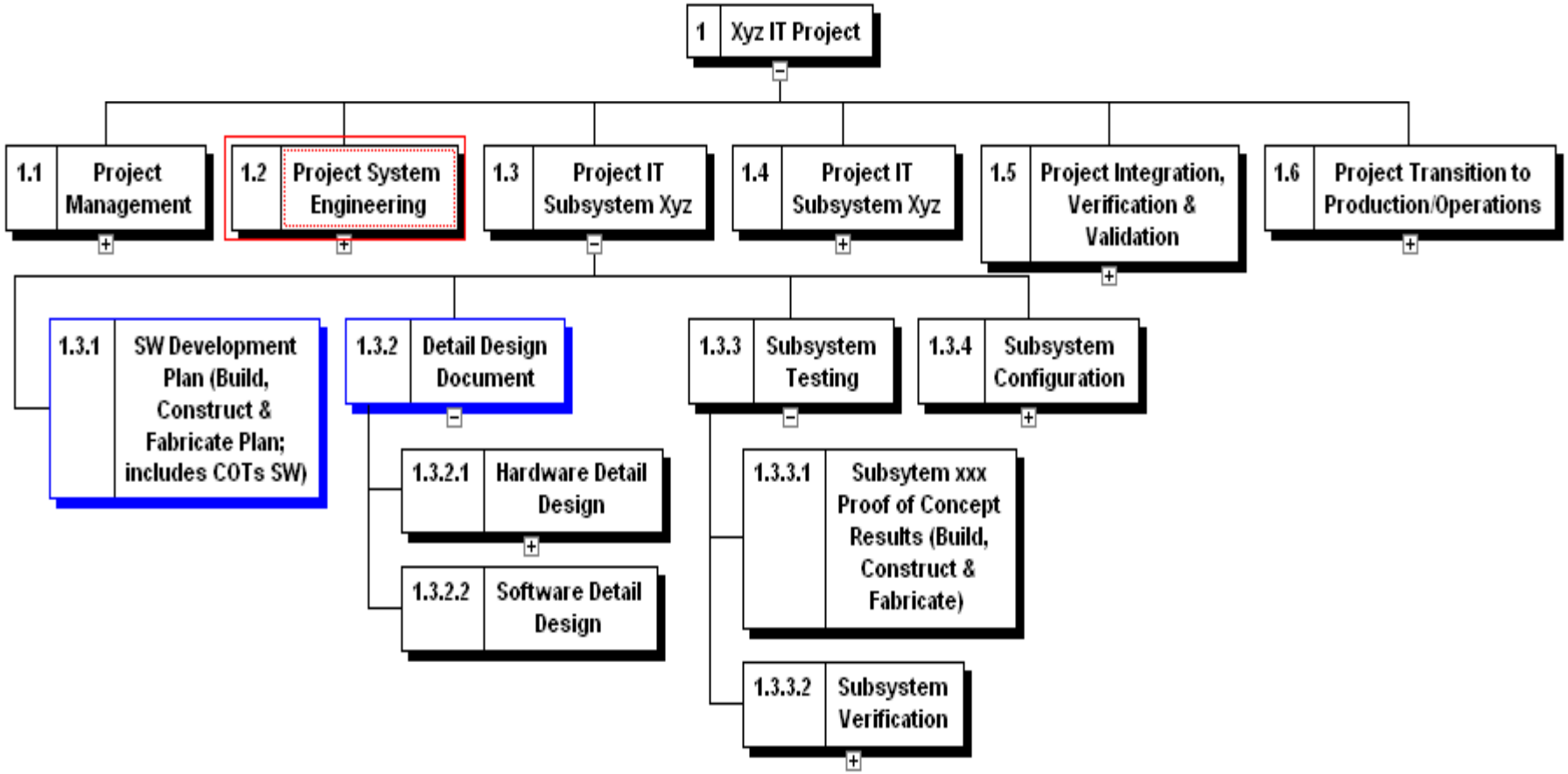
WBS 1.1 Project Management



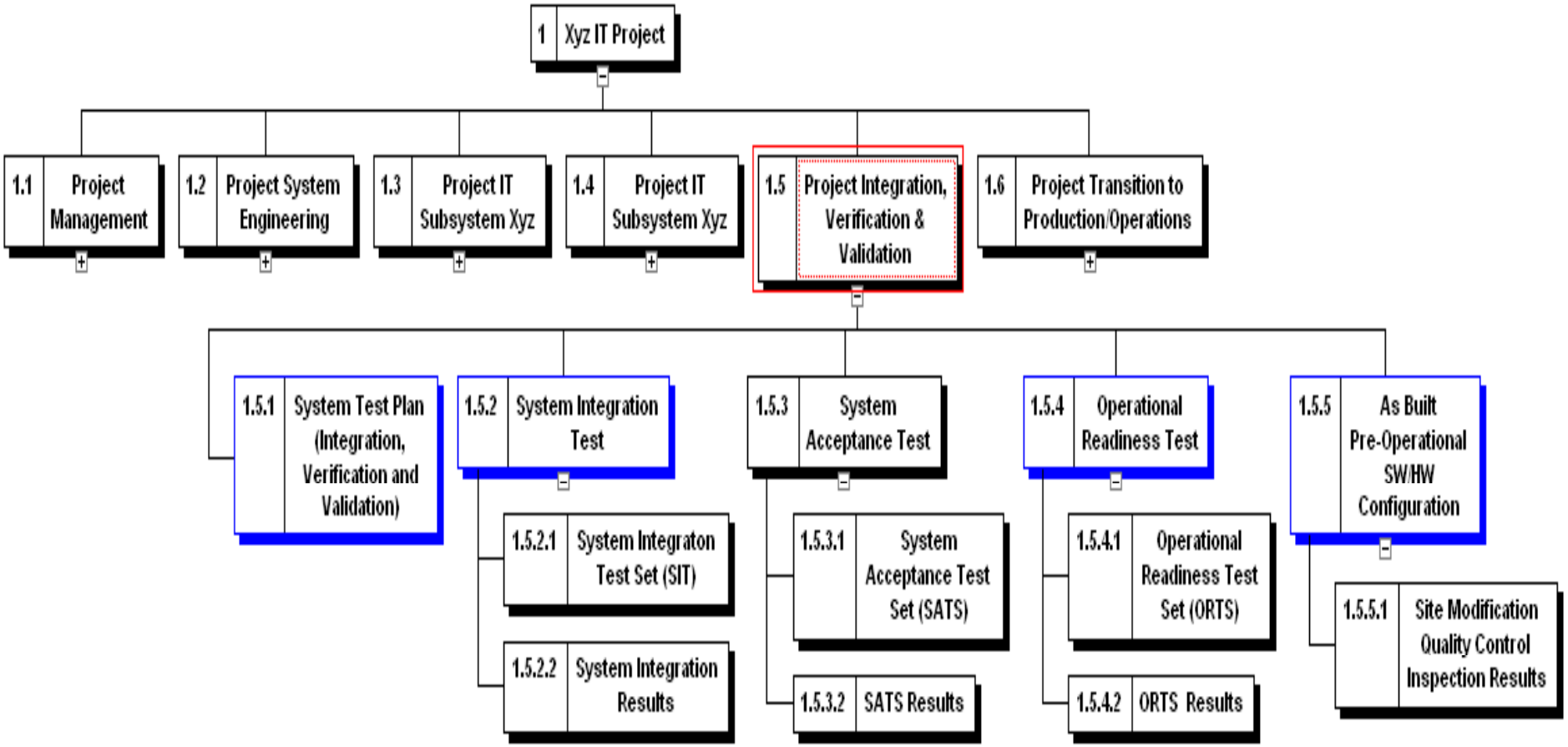
WBS 1.2 Project System Engineering



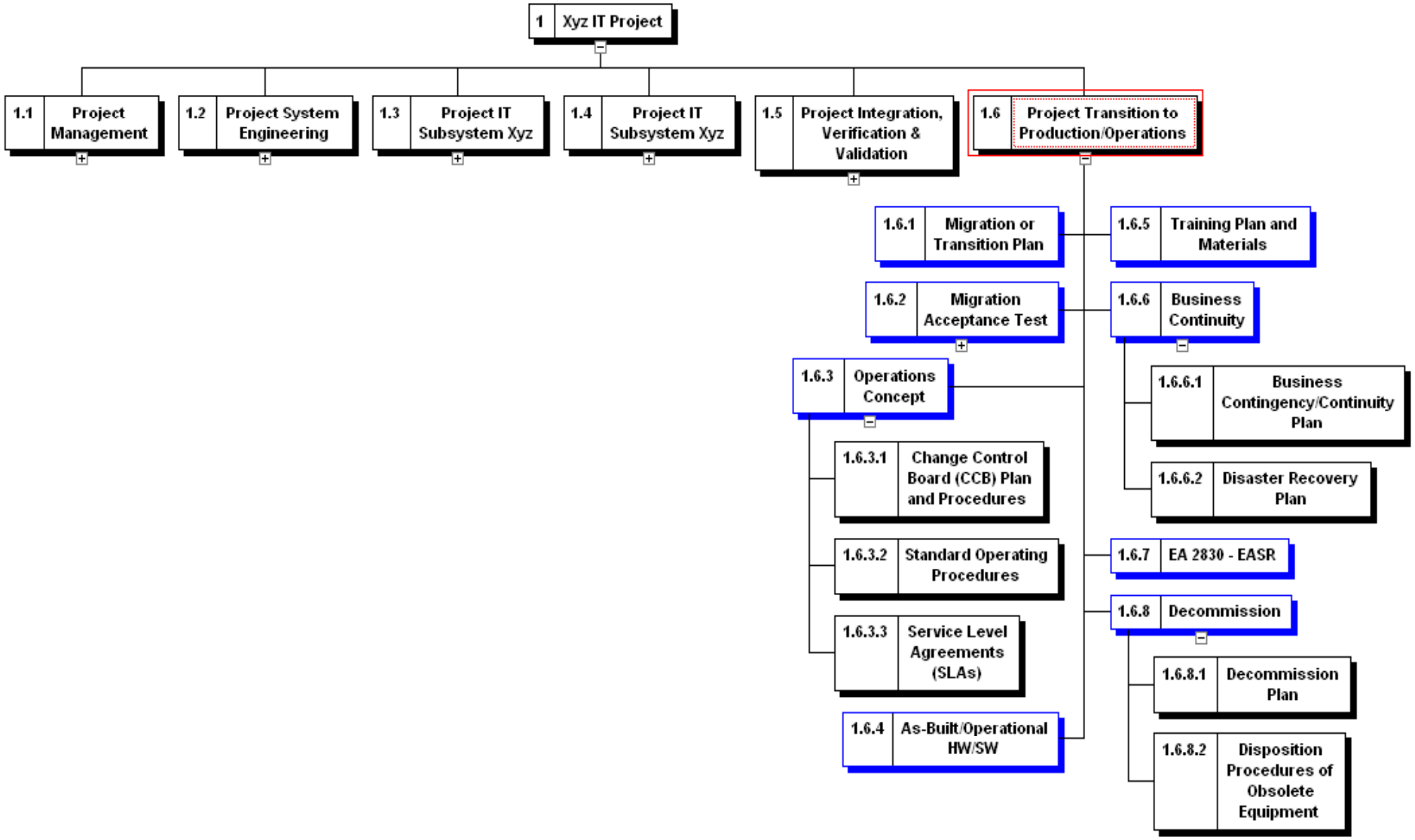
WBS 1.3/1.4 Project IT Subsystem n



WBS 1.5 Project Integration Verification & Validation



WBS 1.6 Project Transition to Production Operations



Work Products

WBS Element	Generic Work Products	
Project Mgmt	▪ Formulation Authorization Document (FAD) ▪ Project Plan ▪ Project Cost Structure ▪ Project Schedule ▪ OMB - Independent Validation for Reasonableness (IVR) Template ▪ OMB Integrated Baseline Review (EVM) (e.g. cost/schedule)	▪ Procurement Descriptions/Subcontracts etc. ▪ Project Lifecycle Review Board Report ▪ Review Presentations ▪ Customer Outreach - Periodic Technical Reviews (PTR) – CIOs ▪ Customer Outreach - Periodic Technical Reviews (PTR) – Programs/Key Customers ▪ Lessons Learned
System Engr	▪ System Concept of Operations (ConOPS) ▪ System Operational Concept/ Business Flow/ Service Process ▪ Independent Technical Authority Plan ▪ System Engineering Management Plan-(SEMP) (includes COTs HW Build, Construct & Fabricate plan) ▪ System Requirements Document ▪ EA 2830 EAPR Mapping Business Goals to Project	▪ System Security Categorization ▪ Risk Assessment ▪ Security Plan ▪ Self Assessment ▪ Security Certification (Third Party Audit) ▪ Security Accreditation (Signed ATO)

Project Plan sets the foundation -
Scope Statement, WBS, Work Products, Stakeholder, Timeline

Work Products

WBS Element	Generic Work Products	
Subsystem n	▪ SW Development Plan (Build, Construct & Fabricate Plan; includes COTs SW) ▪ System Level Design/Analysis/Architecture ▪ Detail Design Document ▪ Site Survey/Analysis	▪ Subsystem xxx Proof of Concept Results (Build, Construct & Fabricate) ▪ As-Built/To Be Deployed HW/SW Configuration Documentation
System IV&V	▪ System Test Plan (Proof of Concept, Integration, Verification and Validation) ▪ System Integration Test Set (SIT) ▪ System Integration Results ▪ System Acceptance Test Set (SATS) ▪ SATS Results	▪ Operational Readiness Test Set (ORTS) ▪ ORTS Results ▪ Site Modification Quality Control Inspection Results
Deployment & Operations	▪ Migration or Transition Plan (Post ORR preparation) ▪ Migration Acceptance Test Set (MATS) (A/R) ▪ MATS Results (A/R) ▪ Change Control Board (CCB) Plan and Procedures ▪ Standard Operating Procedures ▪ Service Level Agreements (SLAs) ▪ As-Built/Operational HW/SW (Configuration Documentation)	▪ Training Plan and Materials ▪ Business Contingency/Continuity Plan ▪ Disaster Recovery Plan ▪ EA 2830 - EASR Presentation Assess effectiveness of service implementation to business goals ▪ Decommission Plan ▪ Disposition Procedures of Obsolete Equipment

Project Plan sets the foundation -
Scope Statement, WBS, Work Products, Stakeholder, Timeline

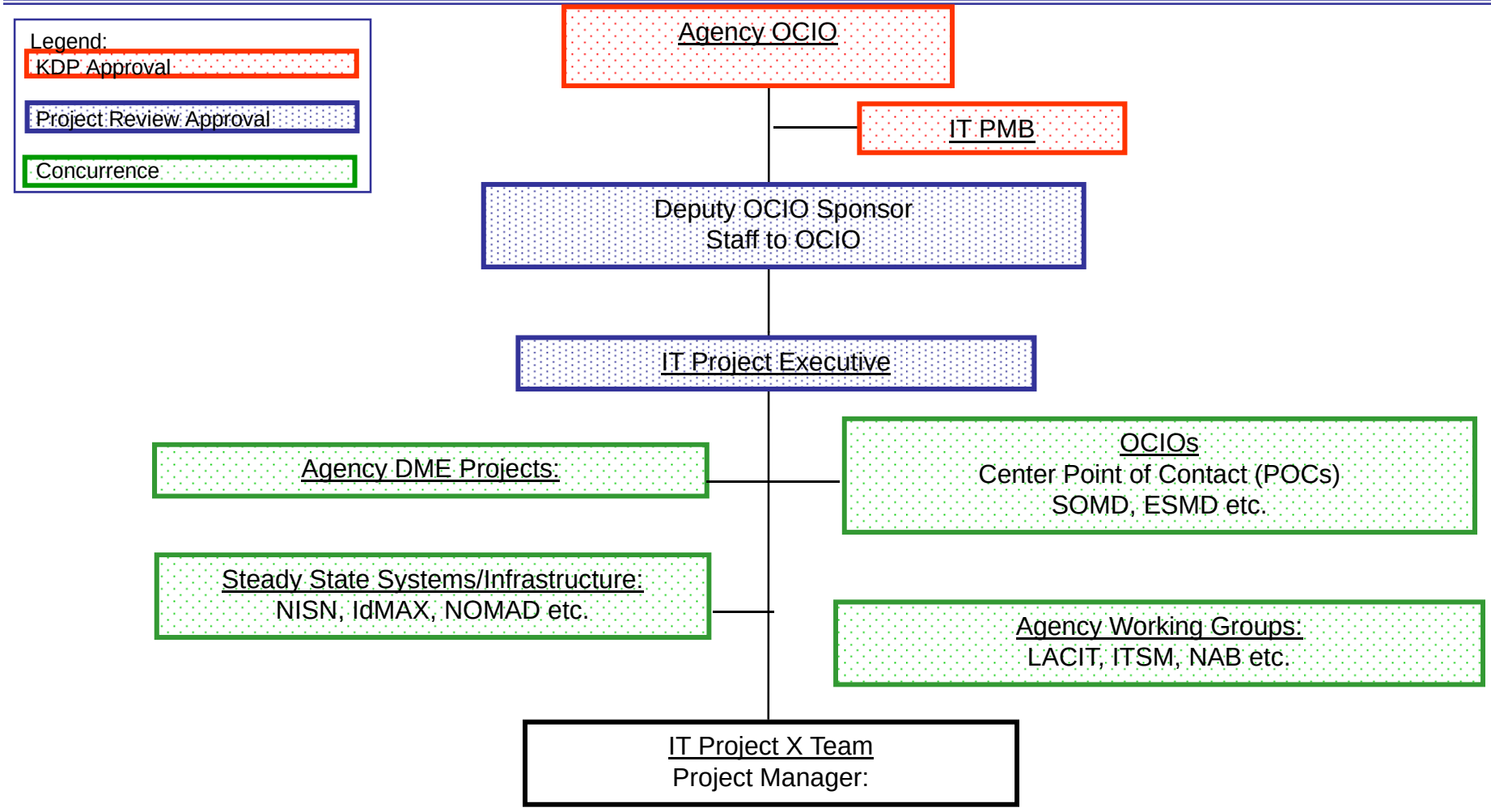
Time Phased Work Products

	Formulation			Implementation			
	Pre-Phase A	Phase A	Phase B	Phase C	Phase D	Phase E	Phase F
	KDP A	KDP B	KDP C	KDP D	KDP E	KDP F	n/a
Project Work Products	SCR	SRR/SDR	PDR	CDR	SIR/SAR/ORR	PCR	DR
Project Plan	Draft	Prelim	Baseline	Update	Update	Update	
Project Cost Structure	Draft	Prelim	Baseline	Update	Update	Update	
Project Schedule	Draft	Prelim	Baseline	Update	Update	Update	
OMB - Independent Validation for Reasonableness (IVR) Template	Final						
OMB Integrated Baseline Review (EVM) (e.g. cost/schedule)	Draft	Preliminary	Baseline	Update	Update	Update	
Communications Plan		Draft	Preliminary	Baseline	Update		
Procurement Descriptions/Subcontracts etc.		Draft	Preliminary	Baseline			
Project Lifecycle Review Board Report	Final	Final	Final	Final	Final	Final	
Review Presentations	Final	Final	Final	Final	Final	Final	Final
Customer Outreach - Periodic Technical Reviews (PTR) - OCIOs	A/R	A/R	A/R	A/R	A/R	A/R	
Customer Outreach - Periodic Technical Reviews (PTR) - Programs/Key Customers	A/R	A/R	A/R	A/R	A/R	A/R	
Lessons Learned		Baseline	Baseline	Baseline	Baseline	Final	

Time Phased Work Products

	Formulation			Implementation			
	Pre-Phase A	Phase A	Phase B	Phase C	Phase D	Phase E	Phase F
	KDP A	KDP B	KDP C	KDP D	KDP E	KDP F	n/a
Project Work Products	SCR	SRR/SDR	PDR	CDR	SIR/SAR/ORR	PCR	DR
System Concept	Preliminary	Baseline					
Independent Technical Authority Plan	Draft	Preliminary	Baseline				
System Requirements Document	Draft	Preliminary	Baseline				
System Operational Concept/ Buisness Flow/ Service Process	Draft	Preliminary	Baseline				
System Engineering Plan- (includes COTs HW Build, Construct & Fabricate plan)		Draft	Preliminary	Baseline			
SW Development Plan (Build, Construct & Fabricate Plan; includes COTs SW)		Draft	Preliminary	Baseline			
System Level Design/Analysis/Architecture		Draft	Preliminary	Baseline			
Detail Design Document		Draft	Preliminary	Baseline			
System Test Plan (Proof of Concept, Integration, Verification and Validation)		Draft	Preliminary	Baseline			
Site Survey/Analysis		Draft	Preliminary	Baseline			
Training Plan and Materials		Draft	Preliminary	Baseline	Update		
Standard Operations Procedures Handbook			Draft	Preliminary	Baseline (ORR)		
COOP and Disaster Recovery Plan			Draft	Preliminary	Baseline (ORR)		
Site Modification Quality Control Inspection Results					Final (SAR)		
Subsytem xxx Proof of Concept Results (Build, Construct & Fabricate)					Final (pre-SIR)		
System Integration Results					Final(SIR)		
System Acceptance Test Set (SATS)			Draft	Preliminary	Baseline(SIR)		
SATS Results					Final (SAR)		
As-Built/To Be Deployed HW/SW Configuration Documentation			Draft	Preliminary	Baseline(ORR)		
Operational Readiness Test Set (ORTS)			Draft	Preliminary	Baseline(SAR)		
ORTS Results					Final (ORR)		
EA 2830 EAPR Mapping Business Goals to Project		Baseline					
EA 2830 - EASR Assess effectiveness of service implementation to business goals				Baseline			
2810 - IT Security - Security Categorization		Draft	Preliminary	Baseline			
2810 - IT Security -Risk Assessment		Draft	Preliminary	Baseline			
2810 - IT Security - Security Plan		Draft	Preliminary	Baseline			
2810 - IT Security - Self Assessment Report		Draft	Preliminary	Baseline			
2810 - IT Security - Third Party Assement Report					Final(pre-ORR)		
2810 - IT Security - Accreditation Package					Final (pre-ORR)		
Transition Acceptance Test Set (TATS) (A/R)				Draft	Preliminary (SAR) Baseline(ORR)		
TATS Results (A/R)						Final	
Decommission Plan					Draft (SAR) Preliminary (ORR)		Baseline
Inventory of obsolete equipment to Decommission					Draft (SAR) Preliminary (ORR)		Baseline
Disposition Plan for obsolete Equipment					Draft (SAR) Preliminary (ORR)		Baseline

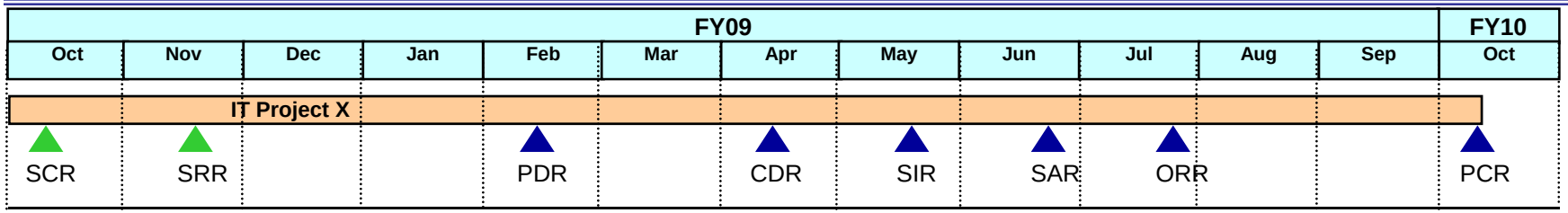
Stakeholders



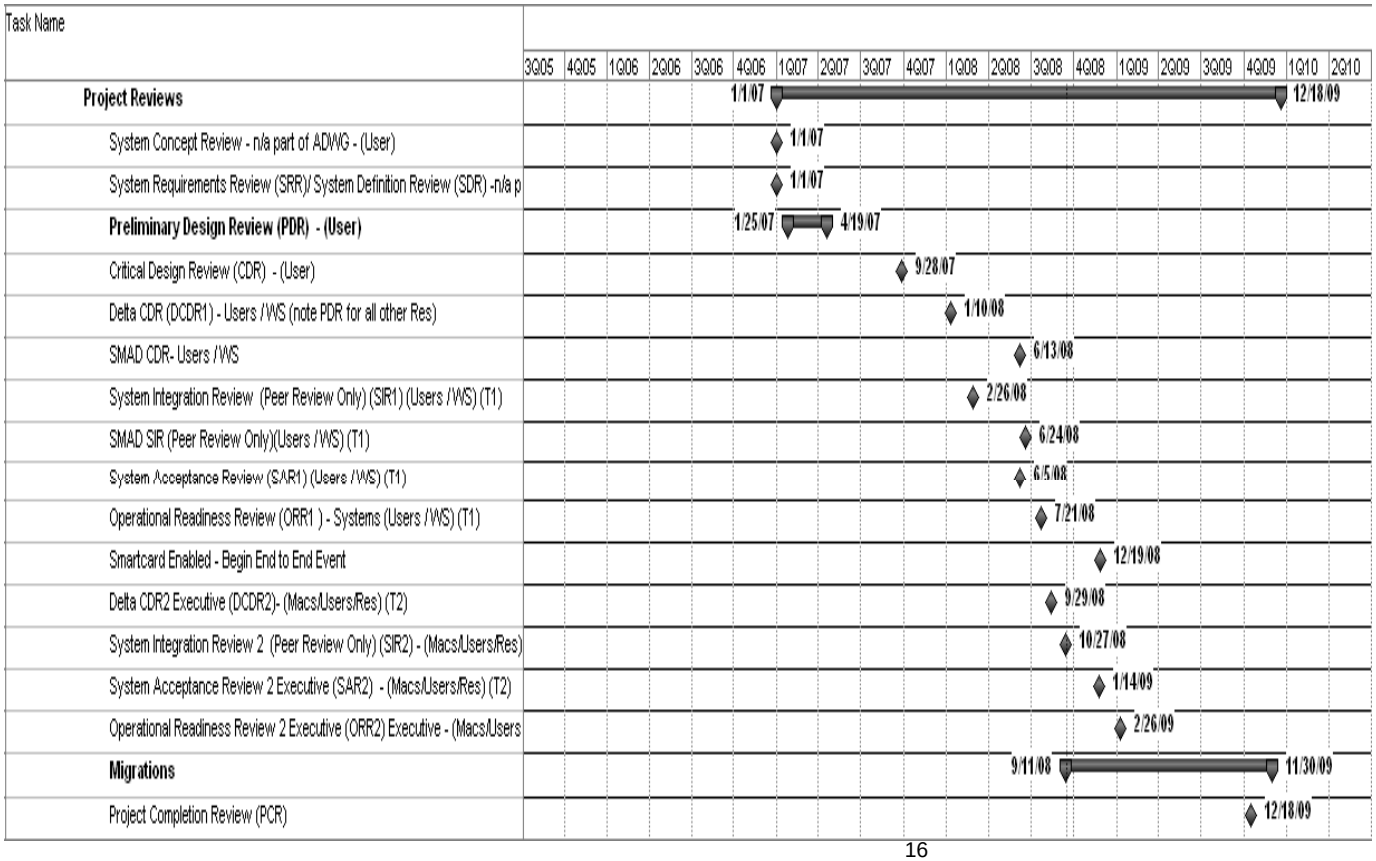
Project Plan sets the foundation; Stakeholders

15

Timeline vs. Schedules



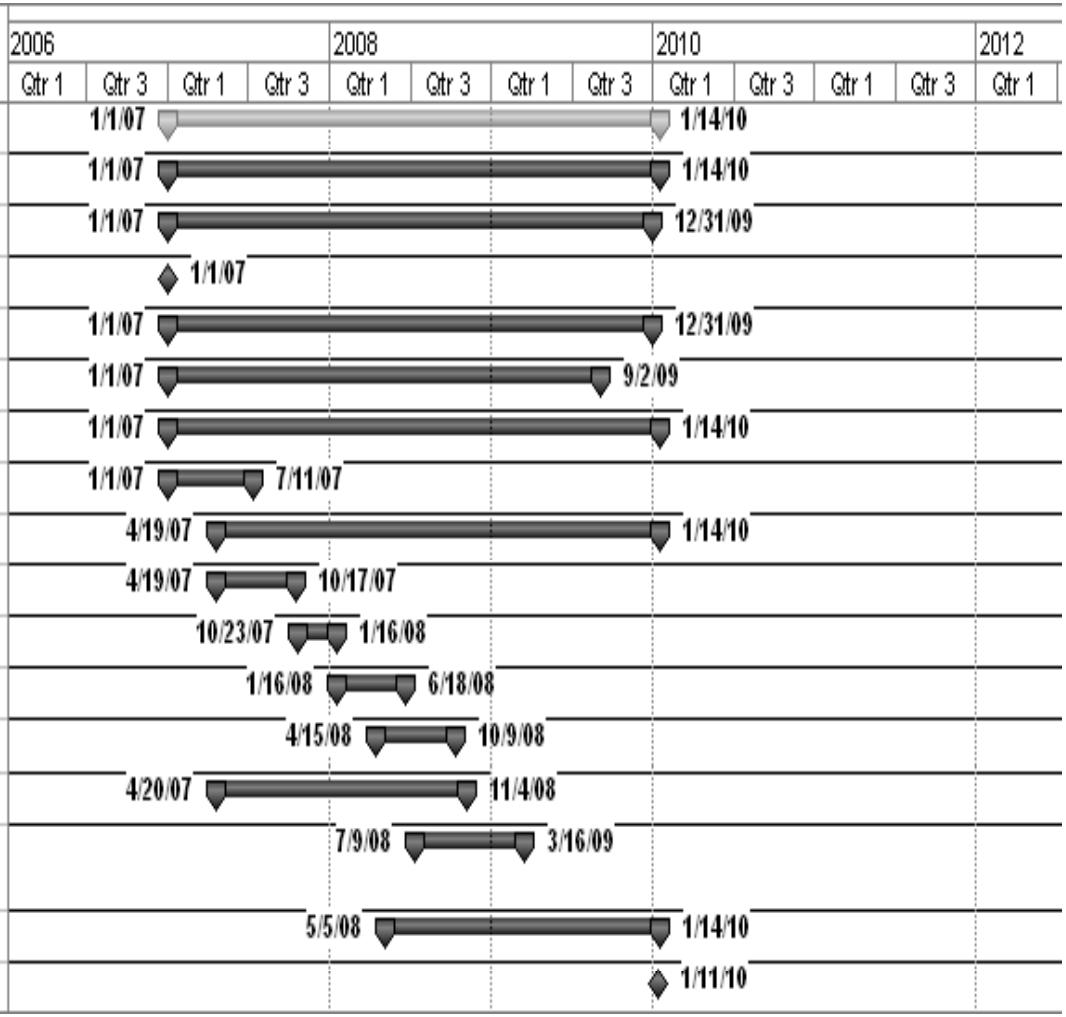
Timeline – Cartoon - Part of your Project Plan



Schedule – Activities linked together with predecessors and successors.

Schedule 7120.7-Outline

ID	Task Name
0	NASA HCAD Migration Schedule
1	NASA Consolidated Active Directory (HCAD) Project
2	Executive Summary
3	Schedule Start Date
4	Project Reviews
101	Key Activities/Tracking Milestones
248	Work Products (Deliverables)
715	FORMULATION Scheduled Tasks/Activities
751	IMPLEMENTATION Scheduled Tasks/Activities e.g. not milestones
752	PHASE C: Final Design & Build
881	PHASE C: Delta Final Design & Build (Users / WS) (T1)
1033	PHASE C: SMAD Final Design & Build (Users / WS) (T1)
1104	PHASE C: DeltaCDR2 Final Design & Build (Macs/Users/Res) (T2)
1430	PHASE D: System Assembly Integration & Test (Users / WS) (T1)
1965	PHASE D: System Assembly Integration & Test (Macs/Users/Res) (T2)
2252	PHASE E: Deployment, Operations and Sustainment
4051	PHASE F: Decommissioning - n/a



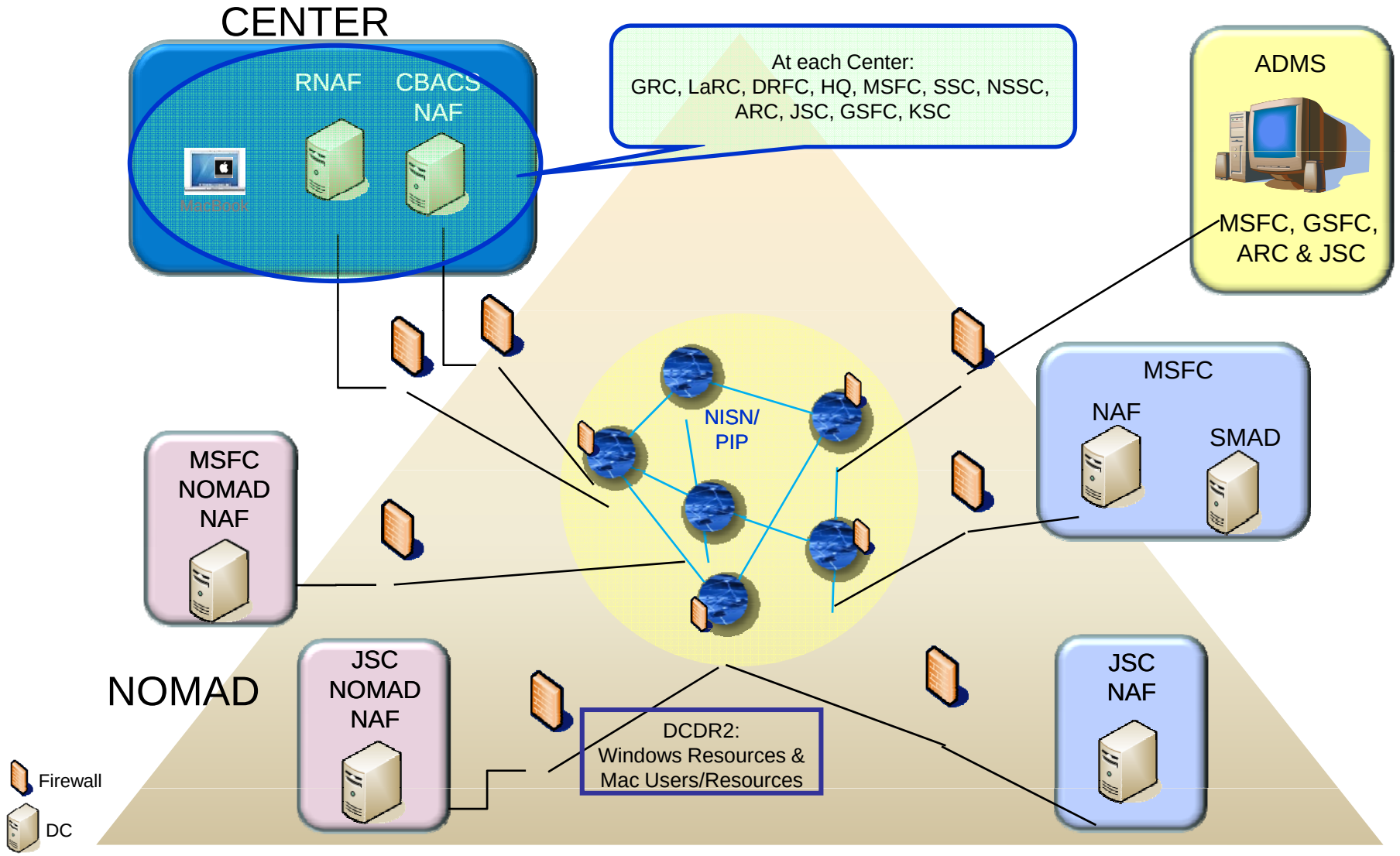
IT Project: NASA Consolidated Active Directory (NCAD)

- **NASA Agency Forest (NAF)**
  - Single Agency forest for users, workstations and resources
  - Distributed to all Centers for high availability
  - All users, workstations and resources have the ‘same’ directory
    - Purposes for NAF domain controllers
      - Authentication
      - MSFC NDC & JSD NDC (NAF – Replication Hub)
      - Distributed to each Center: Remote NAF (RNAF)
    - Enterprise Application Specific
      - NOMAD: NAF NOMAD and CBACS: NAF CBACS

- **Active Directory Management System (ADMS)**
  - NAF administrative management
  - Located at four centers for high availability
    - MSFC, JSC, GSFC and ARC

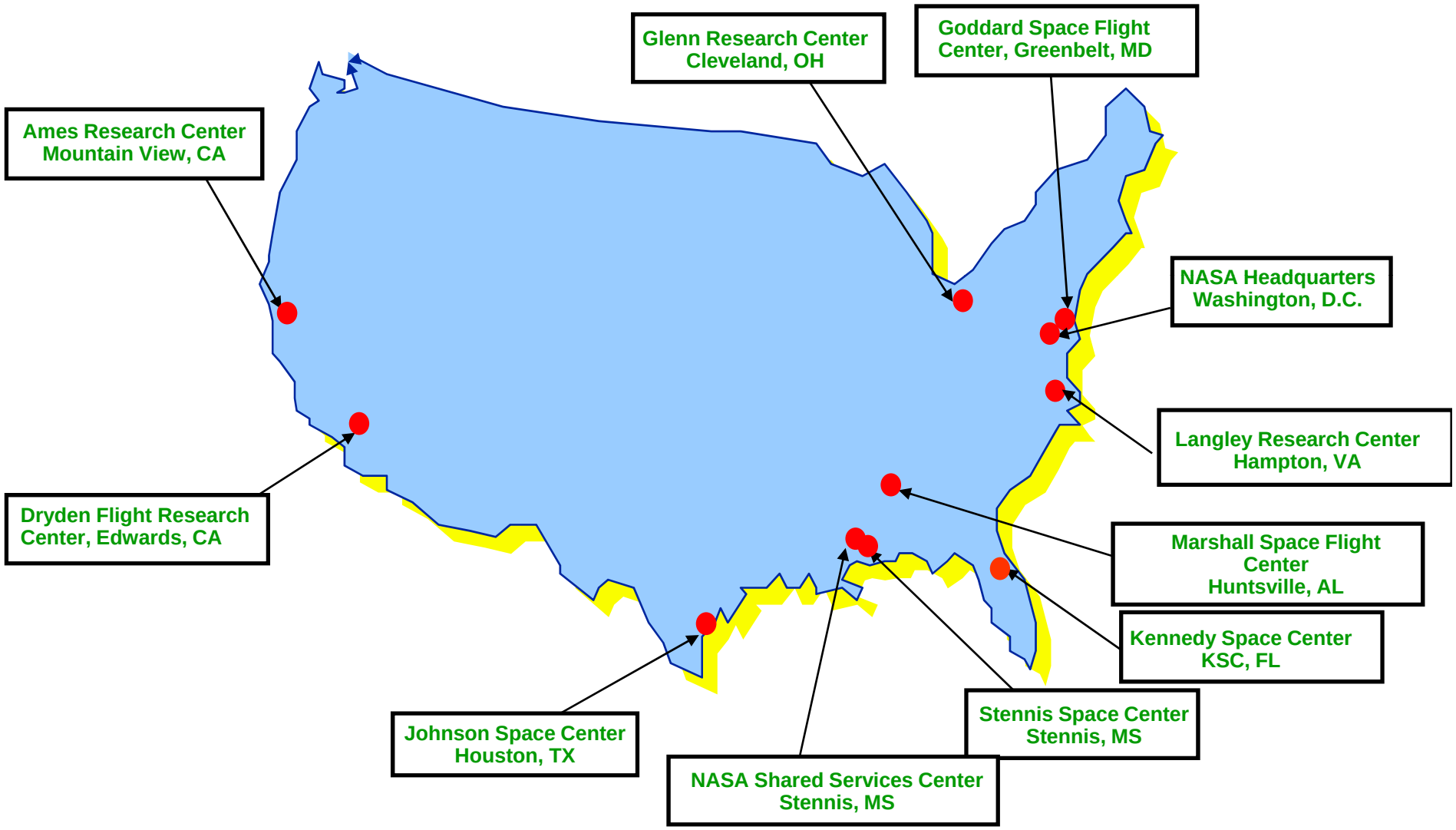
User Benefit – Step toward Single Sign On

Project Overview



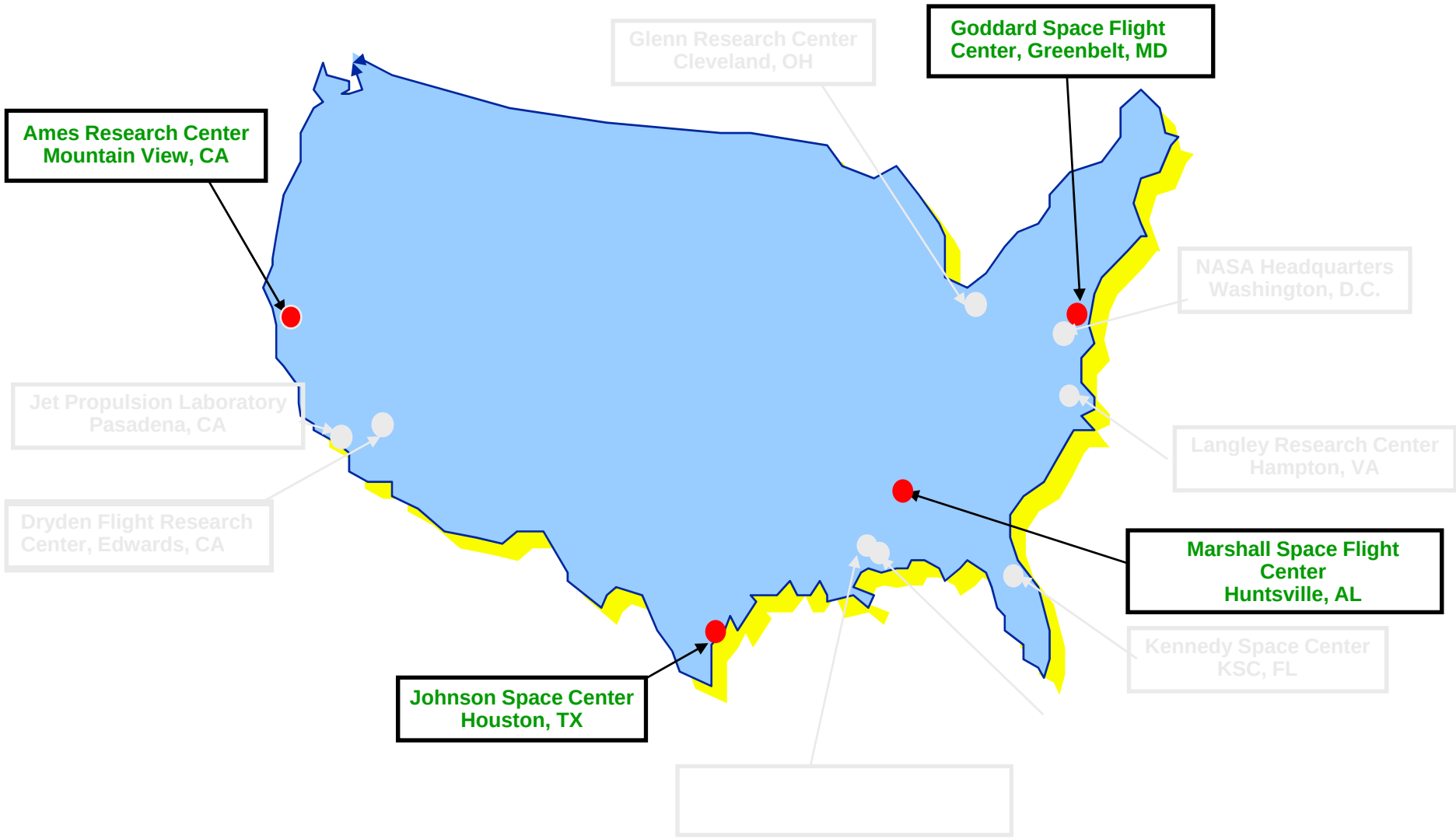
Eleven (11) NAF Sites

NAF collocated at each Center

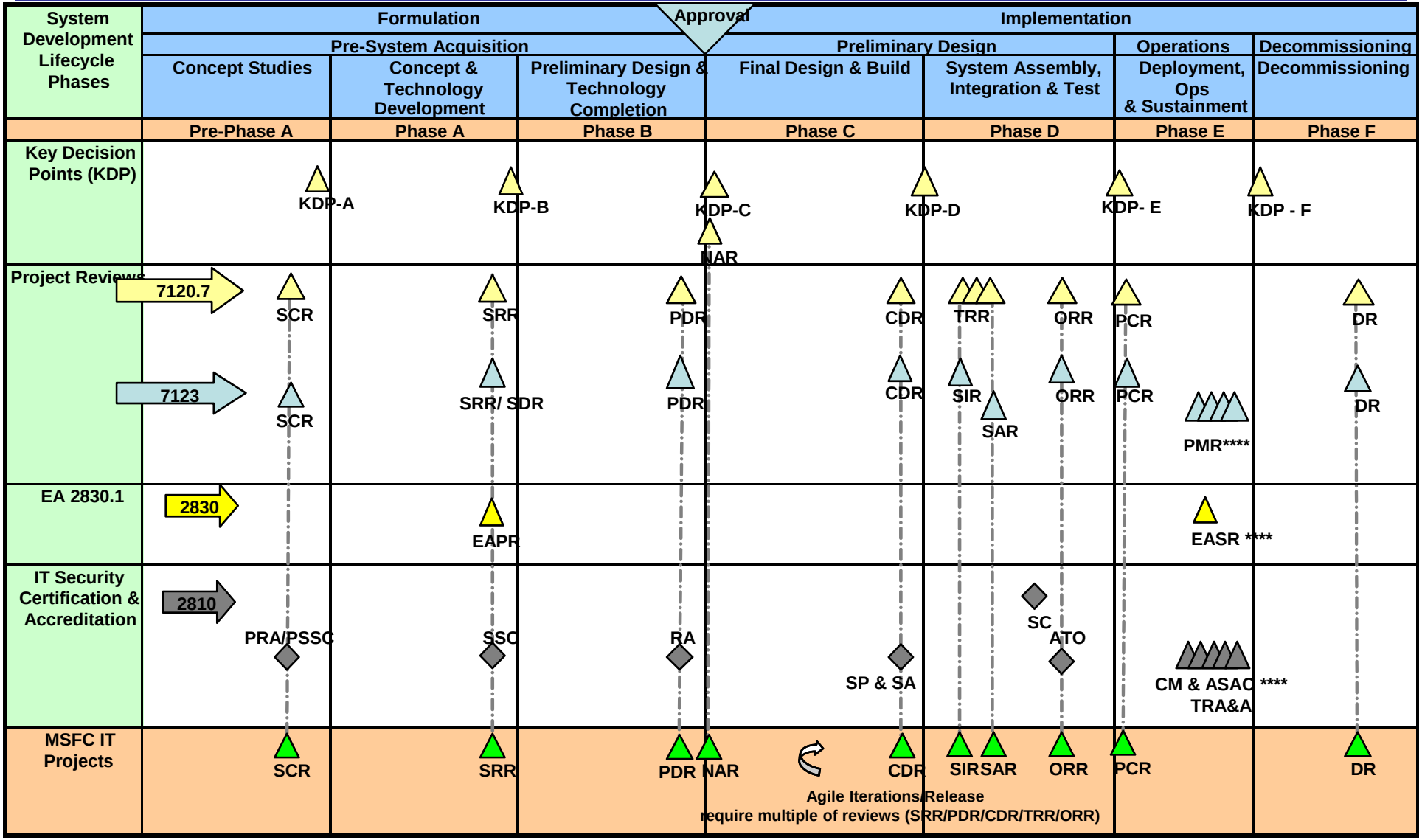


Four (4) ADMS Sites

Available to all NAF Administrators



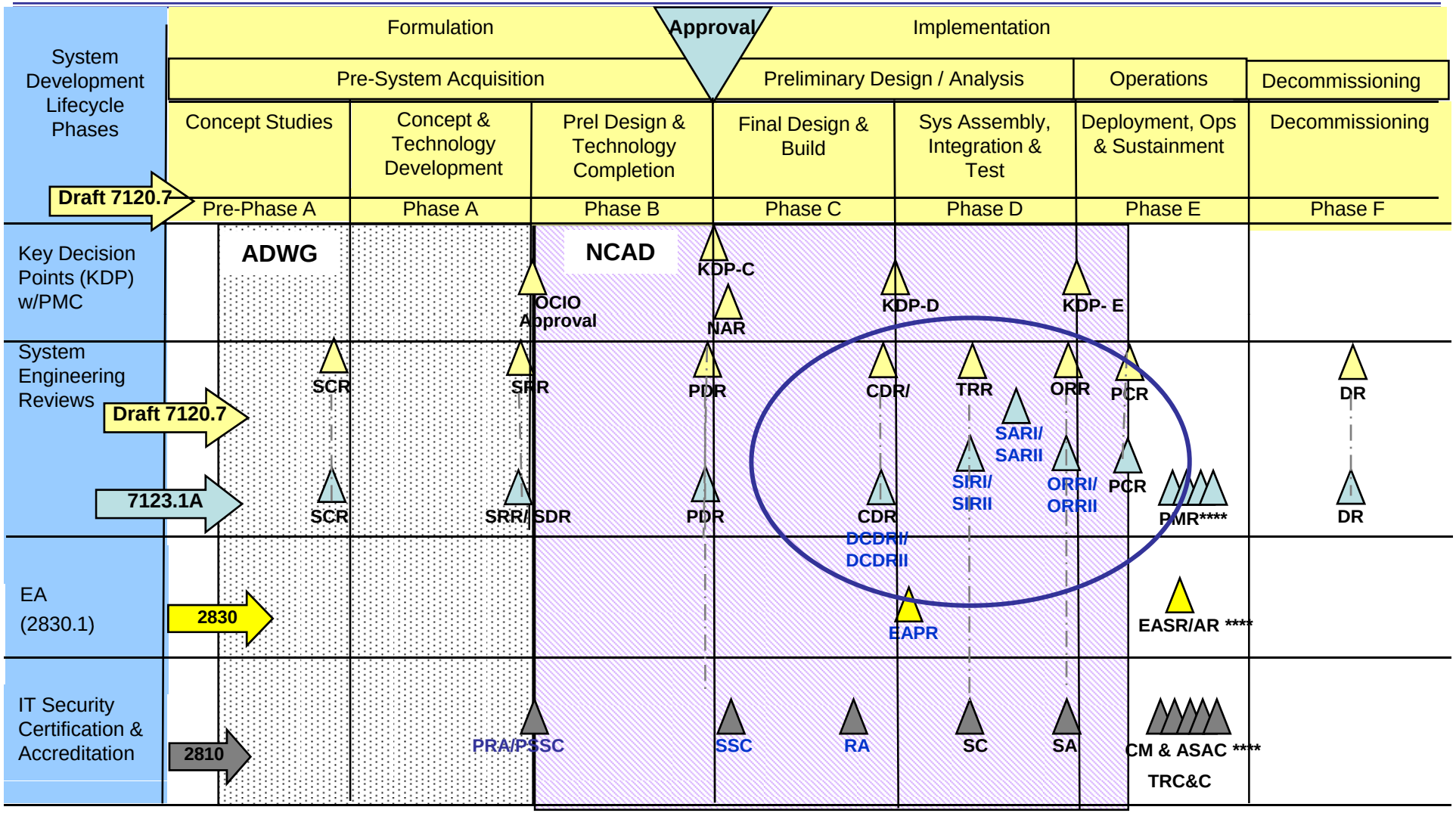
MSFC IT Project Lifecycle



See notes for legend

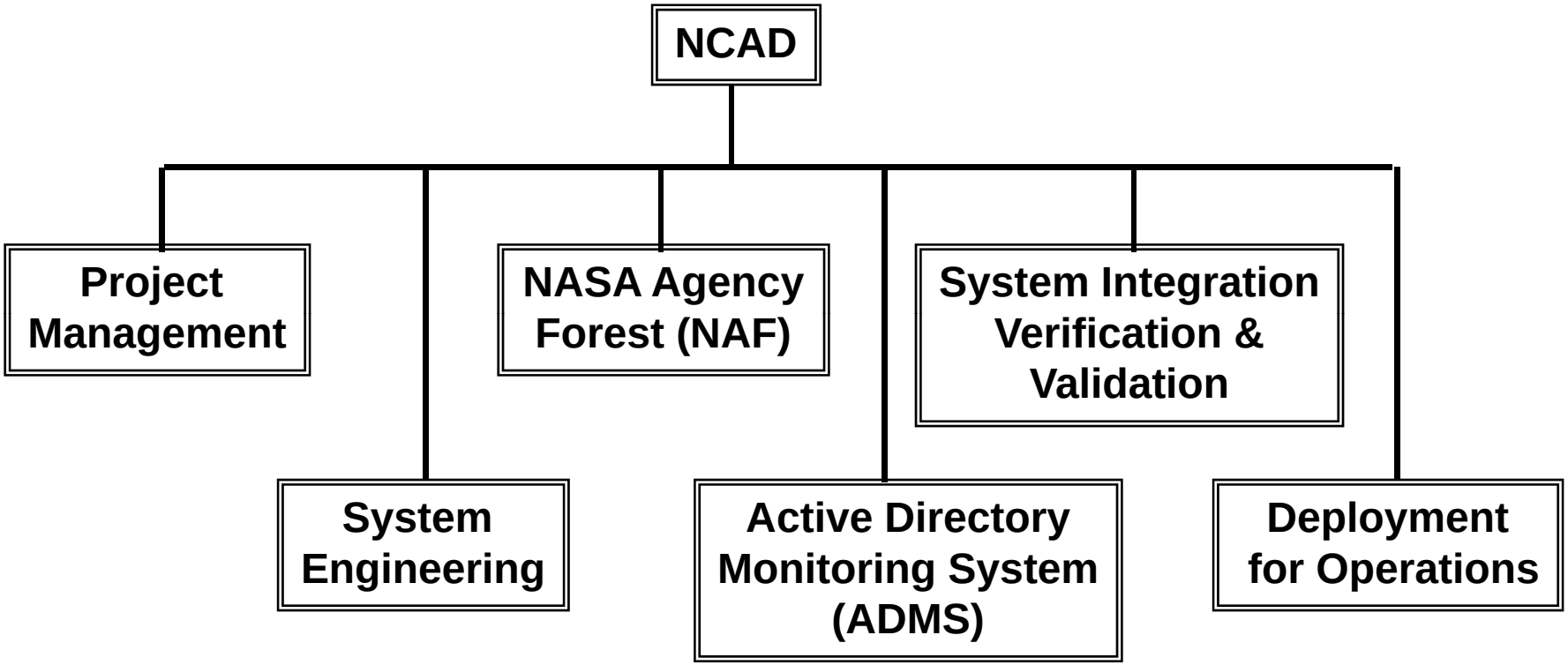
Project Management is not “cook book”

NCAD Project Life Cycle - Iterations



Project Management is not “cookbook”

IT Project: NCAD WBS



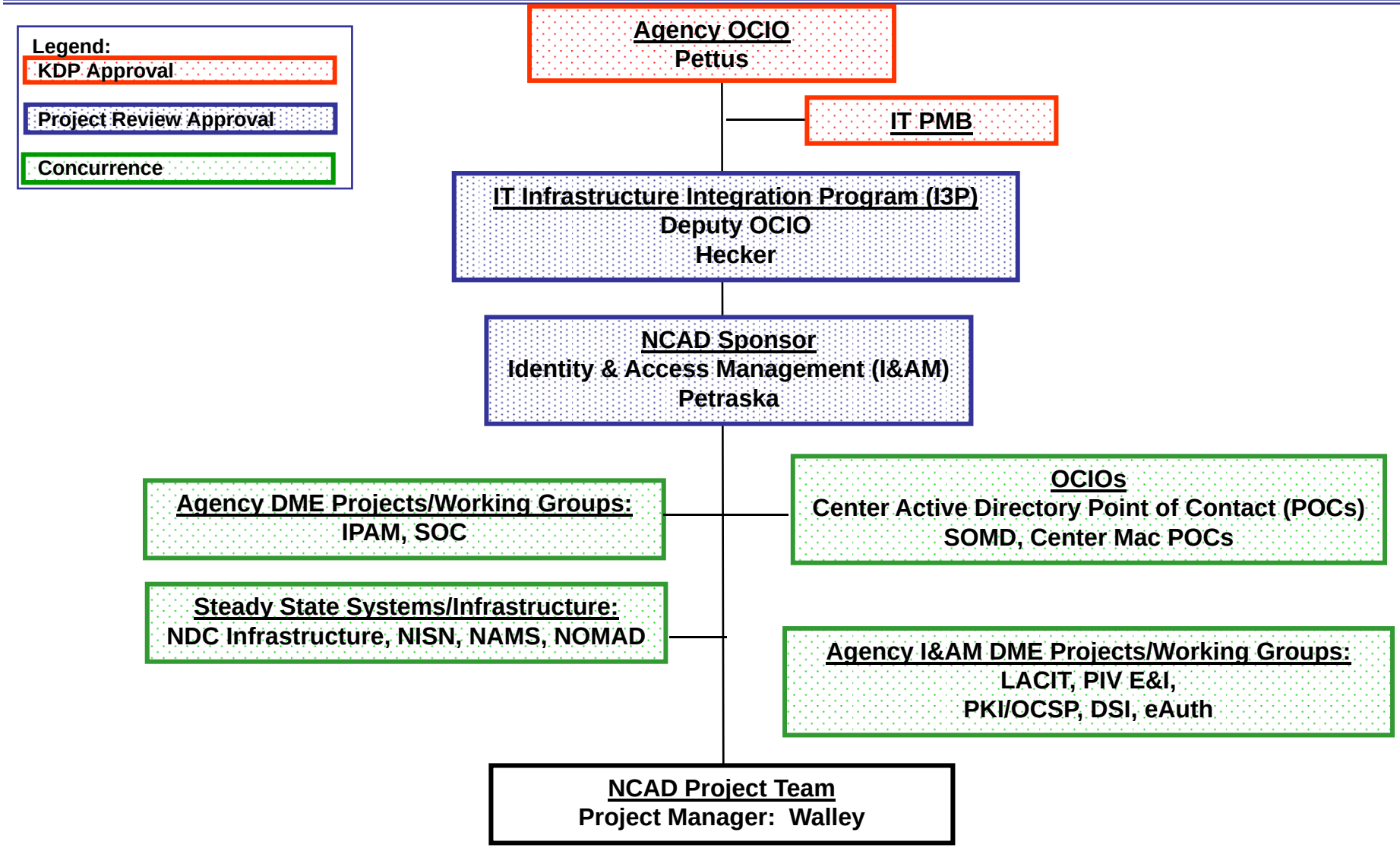
WBS fundamental to making sure you get "it" all done

Mandy/Beth/John

IT Project: NCAD Work Products

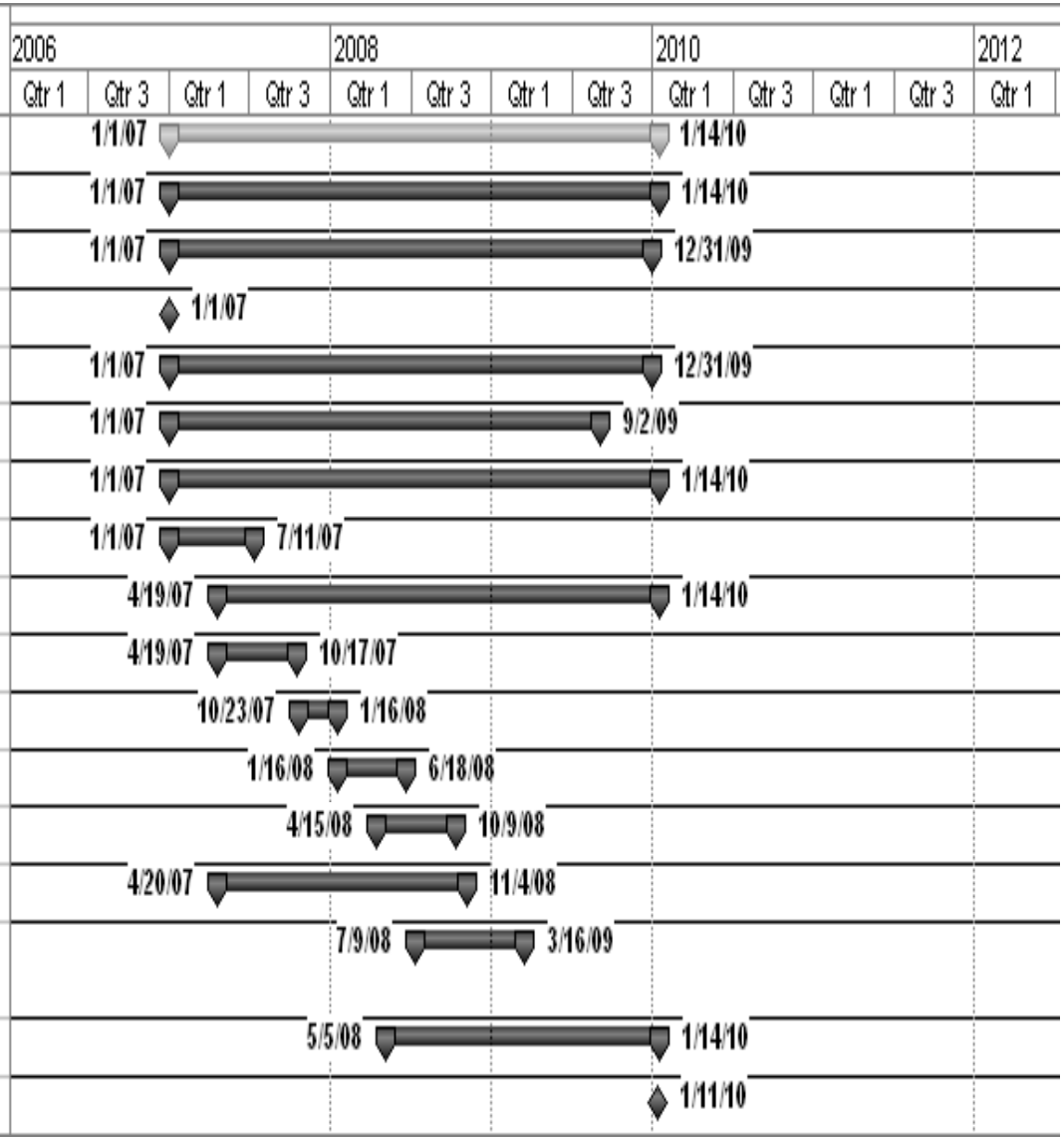
WBS Element	Work Products
Project Mgmt	Project Plan w/ Communications Plan, Project Schedule, Project Cost, Project Review Presentations
System Engr	Requirements Document, Deviations, System Security Classification, Risk Assessment, Security Plan, Security Assessment, Security Certification, Authority To Operate
NAF	Design Document, Hardware, Software, Configuration Document
System IV&V	System Test Plan, System Acceptance Test (SATS), Operational Readiness Test (ORTS)
Deployment & Operations	Migration Acceptance Test (MATS), Migration Readiness Checklist, Standard Operating Procedures

IT Project: NCAD Stakeholders

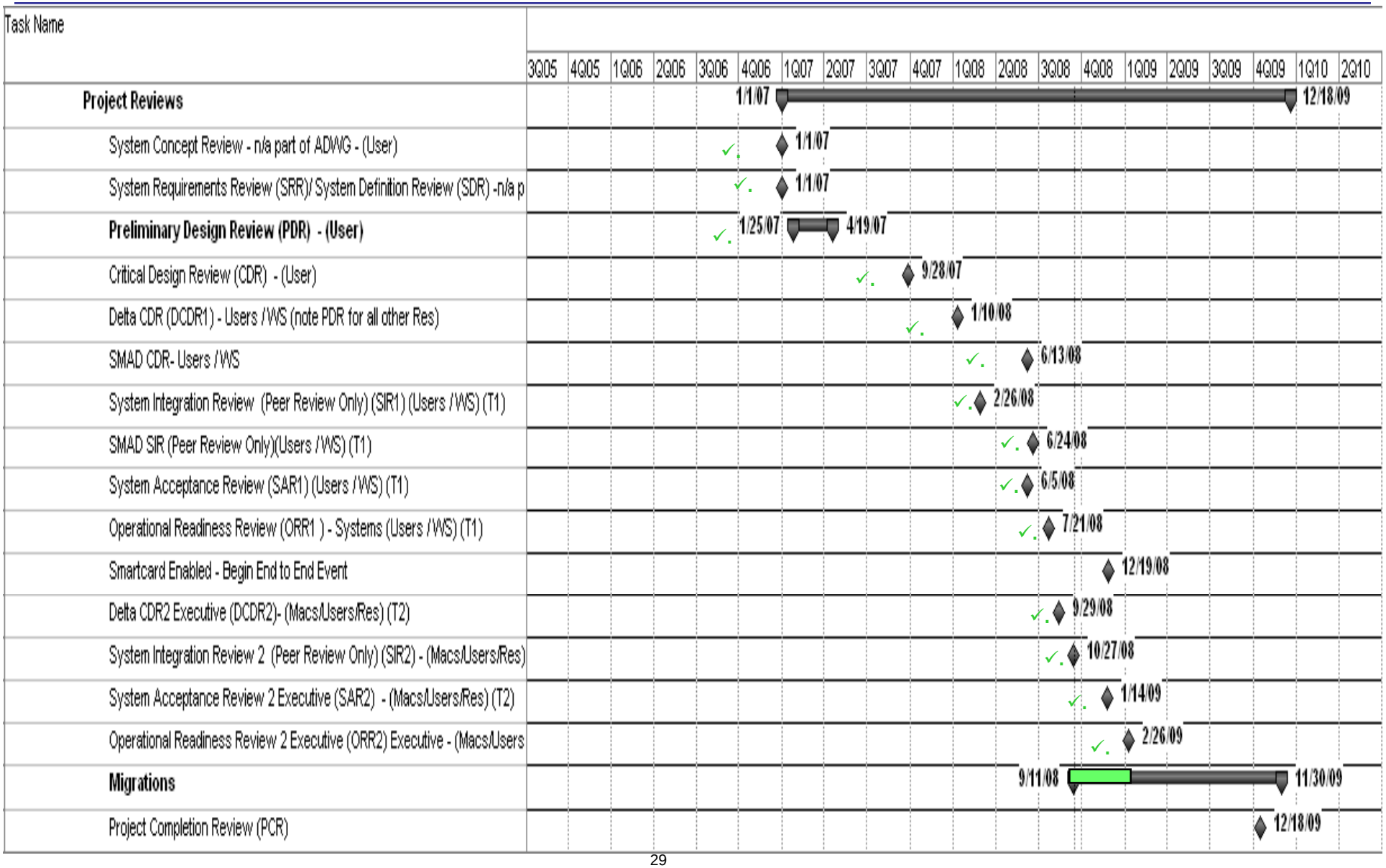


IT Project: NCAD Schedule

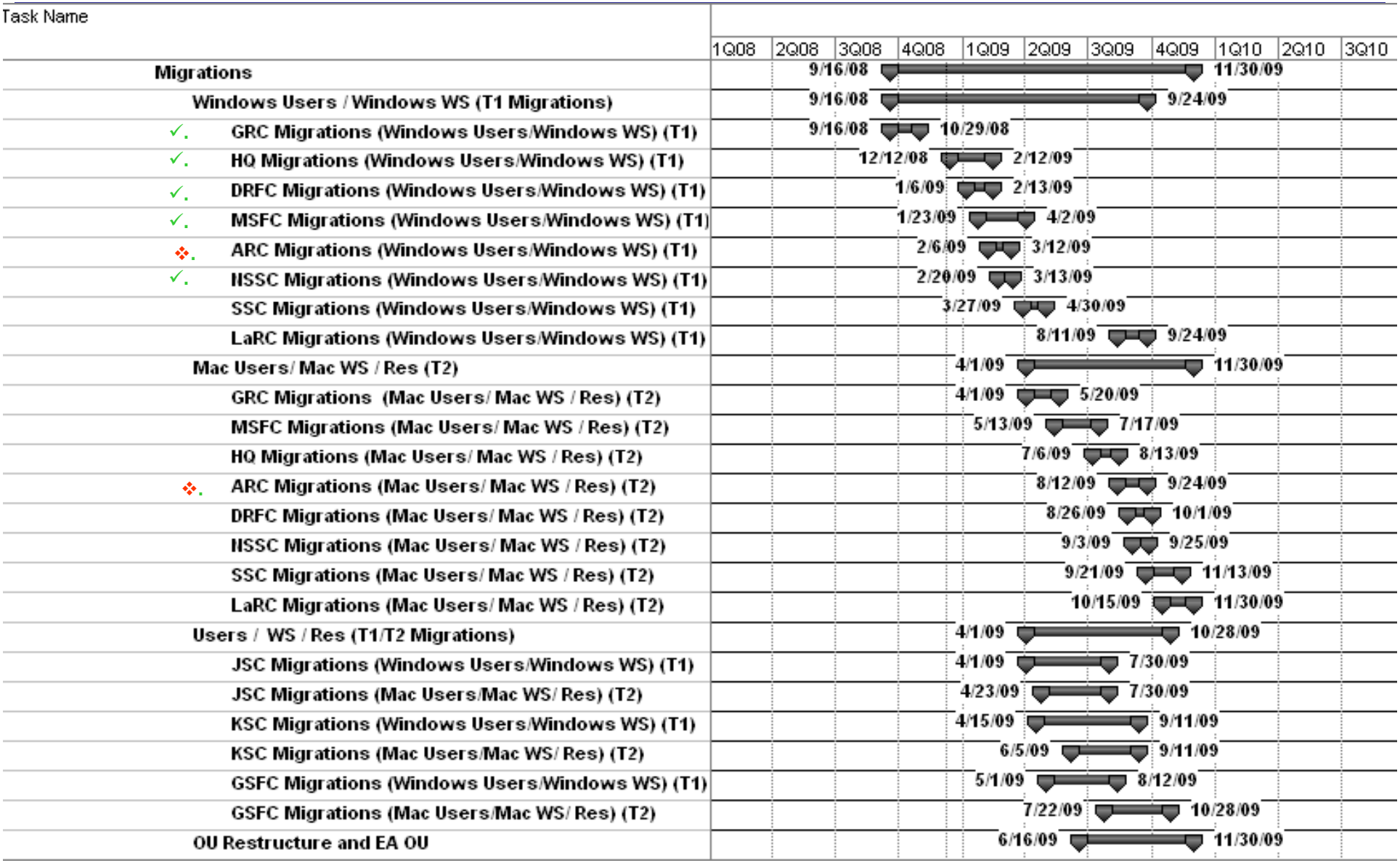
ID	Task Name	Start	Finish
0	NASA NCAD Migration Schedule	1/1/07	1/14/10
1	NASA Consolidated Active Directory (NCAD) Project	1/1/07	1/14/10
2	Executive Summary	1/1/07	12/31/09
3	Schedule Start Date	1/1/07	
4	Project Reviews	1/1/07	12/31/09
101	Key Activities/Tracking Milestones	1/1/07	9/2/09
248	Work Products (Deliverables)	1/1/07	1/14/10
715	FORMULATION Scheduled Tasks/Activities	1/1/07	7/11/07
751	IMPLEMENTATION Scheduled Tasks/Activities e.g. not milestones	4/19/07	1/14/10
752	PHASE C: Final Design & Build	4/19/07	10/17/07
881	PHASE C: Delta Final Design & Build (Users / WS) (T1)	10/23/07	1/16/08
1033	PHASE C: SMAD Final Design & Build (Users / WS) (T1)	1/16/08	6/18/08
1104	PHASE C: DeltaCDR2 Final Design & Build (Macs/Users/Res) (T2)	4/15/08	10/9/08
1430	PHASE D: System Assembly Integration & Test (Users / WS) (T1)	4/20/07	11/4/08
1965	PHASE D: System Assembly Integration & Test (Macs/Users/Res) (T2)	7/9/08	3/16/09
2252	PHASE E: Deployment, Operations and Sustainment	5/5/08	1/14/10
4051	PHASE F: Decommissioning - n/a	1/11/10	



IT Project: NCAD Schedule Executive (MSProject)

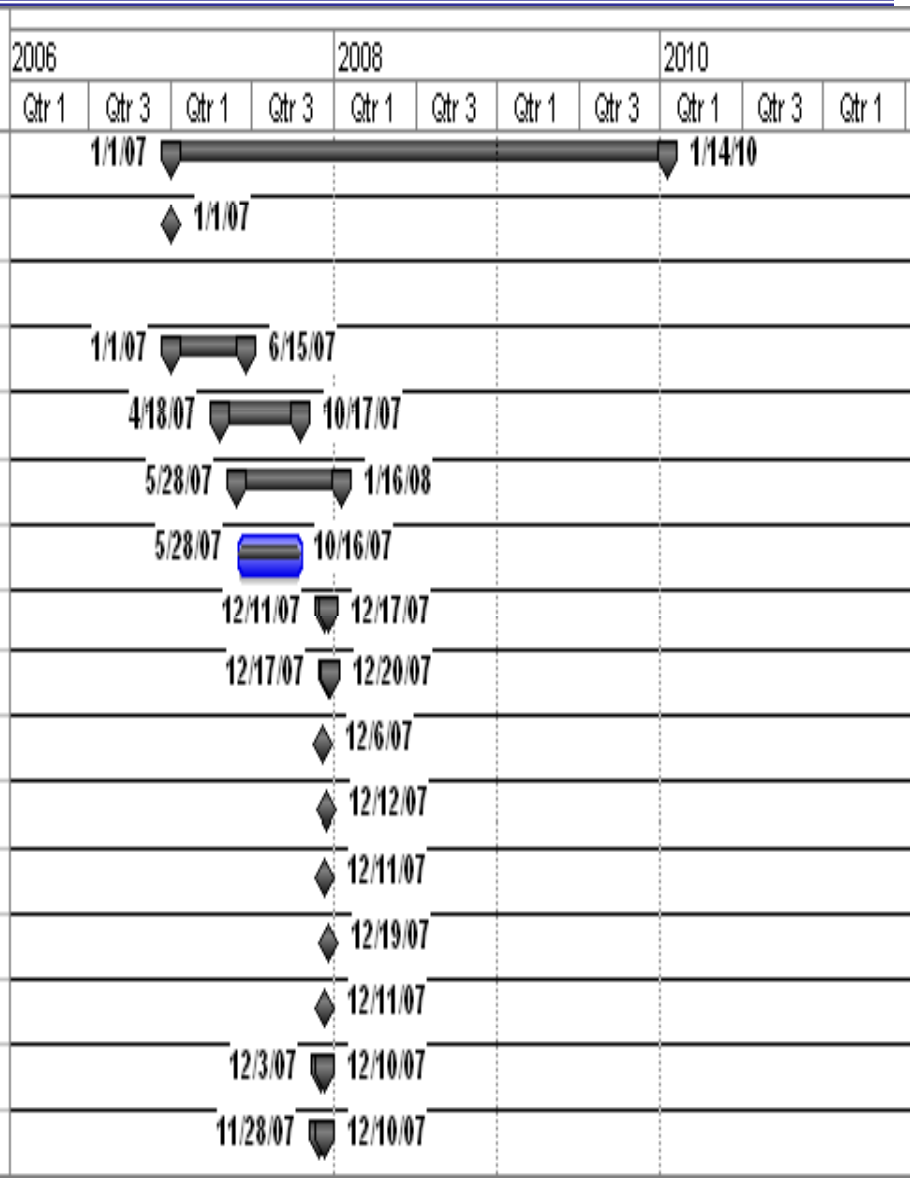


NCAD Schedule – Migrations (MSProject)



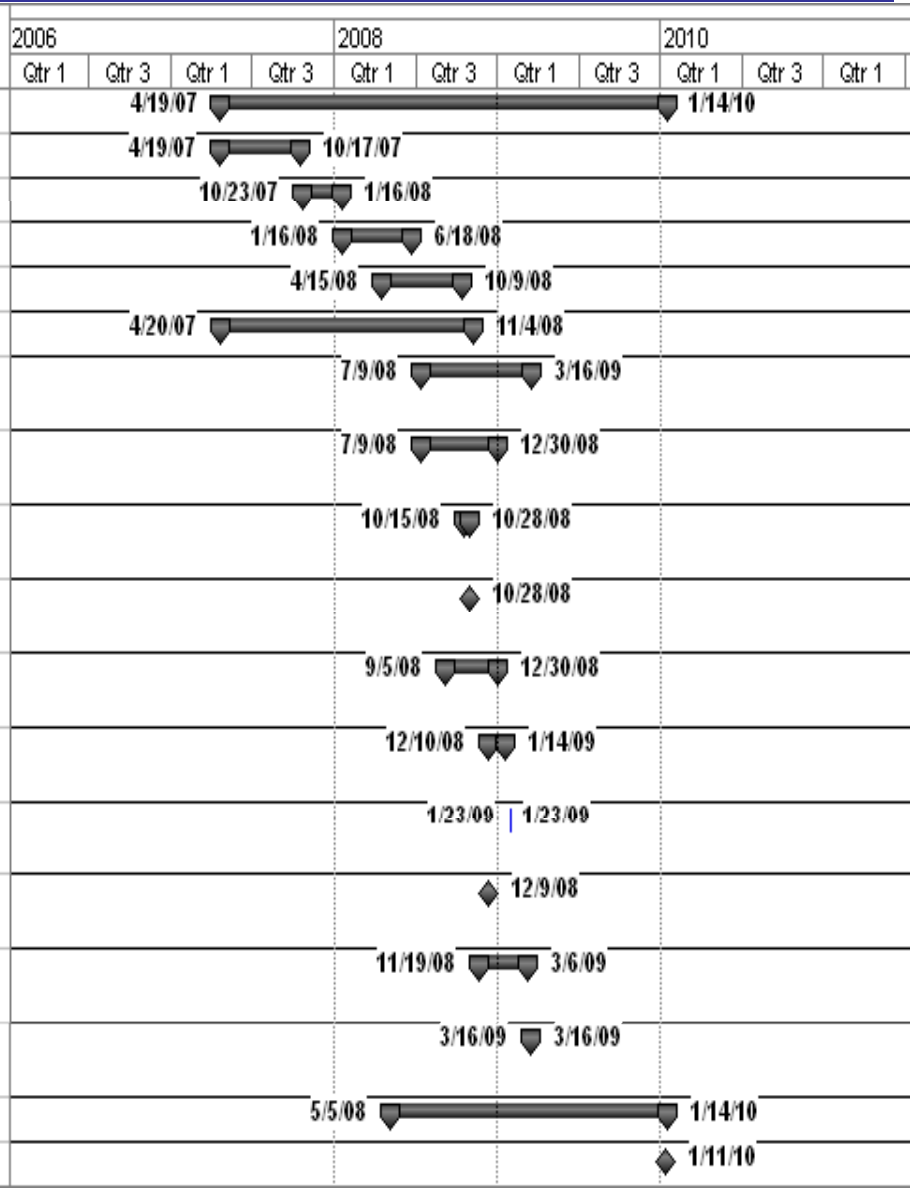
Schedule 7123 – Work Product Deliverables

ID	Task Name
248	**Work Products (Deliverables)**
249	SCR - Work Products Completed n/a part of the ADWG
250	**SRR/SDR - Work Products Completed n/a part of the ADWG**
273	**PDR - Work Products Completed**
302	**CDR - Work Products Completed**
345	**Delta CDR - Work Products Completed (Users / WS) (T1)**
346	Work Agreements for next phase - JP Decision
347	**DCDR IT Security Documentation (2810)**
352	**DCDR BL Detail Design Document**
355	Update BL System Test Plan (Integration, Verification and Validation)
356	Update Draft Training Plan and Materials
357	Update Draft Operations Concept
358	Update Draft Migration and AADI Standard Operations Procedures
359	Update Draft Business Continuity Plan and Disaster Recovery Plan
360	**Update DCDR Preliminary System Acceptance Test Set (SATS)**
366	**Update DCDR Draft Operational Readiness Test Set (ORTS)**



Schedule 7120.7 – Implementation Phases

ID	Task Name	Start	Finish
751	**IMPLEMENTATION Scheduled Tasks/Activities e.g. not milestones**	4/19/07	1/14/10
752	**PHASE C: Final Design & Build**	4/19/07	10/17/07
881	**PHASE C: Delta Final Design & Build (Users / WS) (T1)**	10/23/07	1/16/08
1033	**PHASE C: SMAD Final Design & Build (Users / WS) (T1)**	1/16/08	6/18/08
1104	**PHASE C: DeltaCDR2 Final Design & Build (Macs/Users/Res) (T2)**	4/15/08	10/9/08
1430	**PHASE D: System Assembly Integration & Test (Users / WS) (T1)**	4/20/07	11/4/08
1965	**PHASE D: System Assembly Integration & Test (Macs/Users/Res) (T2)**	7/9/08	3/16/09
1966	**Perform DCDR2 to SIR2 Activities (Macs/Users/Res) (T2)**	7/9/08	12/30/08
2026	**System Integration Review (SIR2) w/PSC only - not PE review but a peer review only. (Macs/Users/Res) (T2)**	10/15/08	10/28/08
2032	Obtain SIR2 Project Approval from Review Board (Macs/Users/Res) (T2)	10/28/08	10/28/08
2033	**SIR2 to SAR2 Activities (Macs/Users/Res) (T2)**	9/5/08	12/30/08
2148	**System Acceptance Review (SAR2) - (Macs/Users/Res) (T2)**	12/10/08	1/14/09
2155	Obtain SAR2 Project Approval (Macs/Users/Res) (T2)	1/23/09	1/23/09
2156	**DRFC ORR for SMS OBE**	12/9/08	12/9/08
2158	**SAR2 to ORR2 Activities (Macs/Users/Res) (T2)**	11/19/08	3/6/09
2250	**ORR2 to PCR Activities (Macs/Users/Res) (T2)**	3/16/09	3/16/09
2252	**PHASE E: Deployment, Operations and Sustainment**	5/5/08	1/14/10
4051	PHASE F: Decommissioning - n/a	1/11/10	1/11/10



Schedule 7120.7 – Phase Activity

ID	Task Name	2008 Qtr 3	2008 Qtr 1	2008 Qtr 3	2009 Qtr 1	2009 Qtr 3	2010 Qtr 1	2010 Qtr 3	2011 Qtr 1	2011 Qtr 3	2012 Qtr 1	2012 Qtr 3
2158	SAR2 to ORR2 Activities (Macs/Users/Res) (T2)		11/19/08		3/6/09							
2159	Prepare Work assignments for ORR2		1/15/09		1/15/09							
2160	Respond to SAR2 RIDs -		1/15/09		2/4/09							
2161	T2 Deploy ADMS Test Hardware				1/15/09							
2164	T2 ORR2 Activities (Windows Res)		11/19/08		2/4/09							
2204	T2 ORR2 Activities (Mac Users/WS/Res)		11/19/08		2/4/09							
2241	DAR Testing <placeholder> (Windows Workstations)		1/16/09		1/30/09							
2242	Operational Readiness Review 2 (ORR2)			2/5/09		2/26/09						
2249	Prepare ORR2 Project Lifecycle Review Board Report (OCIO PMC)			3/6/09		3/6/09						

Schedule 7120.7 - Activity Details

ID	Task Name	Owner	% Complete	Duration	Start	Finish	Free Slack	Total Slack
2158	**SAR2 to ORR2 Activities (Macs/Users/Res) (T2)**		**16%**	**71 d**	**Wed 11/19/08**	**Fri 3/6/09**	**191 d**	**191 d**
2159	Prepare Work assignments for ORR2	Tina	0%	1 d	Thu 1/15/09	Thu 1/15/09	0 d	0 d
2160	Respond to SAR2 RIDs -	Mandy	0%	14 d	Thu 1/15/09	Wed 2/4/09	0 d	0 d
2161	**T2 Deploy ADMS Test Hardware**	**ODIN**	**0%**	**0 d**	**Thu 1/15/09**	**Thu 1/15/09**	**25 d**	**25 d**
2162	T2 Analyze GRC Deployment Readiness	ODIN	0%	0 d	Thu 1/15/09	Thu 1/15/09	25 d	25 d
2163	T2 Analyze JSC Deployment Readiness	ODIN	0%	0 d	Thu 1/15/09	Thu 1/15/09	25 d	25 d
2164	**T2 ORR2 Activities (Windows Res)**		**16%**	**50 d**	**Wed 11/19/08**	**Wed 2/4/09**	**212 d**	**212 d**
2165	**T2 BL Migration Plan (Windows Res)**	**Paul**	**0%**	**13 d**	**Fri 1/16/09**	**Wed 2/4/09**	**0 d**	**0 d**
2166	T2 BL Migration Plan - Write/Distribute for Team Review (Windows Res)	Les	0%	9 d	Fri 1/16/09	Thu 1/29/09	0 d	0 d
2167	T2 BL Migration Plan - Perform Team Review BL Standard Operations Procedures (Windows Res)	Mandy	0%	2 d	Fri 1/30/09	Mon 2/2/09	0 d	0 d
2168	T2 BL Migration Plan - Perform Team Review BL Standard Operations Procedures (Windows Res)	Tina	0%	2 d	Fri 1/30/09	Mon 2/2/09	0 d	0 d
2169	T2 BL Migration Plan - Perform Team Review BL Standard Operations Procedures (Windows Res)	Rob	0%	2 d	Fri 1/30/09	Mon 2/2/09	0 d	0 d
2170	T2 BL Migration Plan - Perform Team Review BL Standard Operations Procedures (Windows Res)	Vonda	0%	2 d	Fri 1/30/09	Mon 2/2/09	0 d	0 d
2171	T2 BL Migration Plan - Perform Team Review BL Standard Operations Procedures (Windows Res)	Beth	0%	2 d	Fri 1/30/09	Mon 2/2/09	0 d	0 d
2172	T2 BL Migration Plan - Incorporate Redlines/Distribute /Ready for Project Review - (Windows Res)	Les	0%	2 d	Tue 2/3/09	Wed 2/4/09	0 d	0 d

ABILITY

is what you are capable of doing;

MOTIVATION

determines what you do;

but

ATTITUDE

determines how well you do it!