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CASE STUDY: IMPLEMENTING EARNED VALUE MANAGEMENT THROUGH ADVOCACY AND ENTERPRISE-WIDE COMPLIANCE

SITUATION

The Office of the CIO (OCIO) at the Department of Justice (DOJ) recognized their need for increased confidence in how they measured and tracked progress and results for 20+ programs reported on the Federal IT Dashboard. The major IT investment programs included programs that spanned multiple divisions at DOJ. With administrative acts, including the Federal Information Technology Acquisition Reform Act (FITARA), Government Performance and Results Modernization Act (GPRA-MA), and Federal Information Security Modernization Act (FISMA), it became imperative to manage their portfolio investments more accurately.

DOJ manages its portfolio of IT and non-IT programs by aligning investments with mission priorities and monitoring performance from the top down. Integrating data is difficult since it is necessary to have standardized data across the organization in order to provide a uniform method for planning, executing, monitoring, controlling, reporting, and improving projects, programs, and portfolio investments.

Never having utilized earned value management (EVM) but knowing they needed a robust solution, the OCIO turned to Edwards, a trusted partner already supporting the OCIO organization, for help.

SOLUTION

After consulting with key stakeholders and reviewing existing data, systems, and processes, Edwards developed a plan to implement an earned value management system (EVMS).

Using our CMMI-appraised processes and PMI PMBOK®-based approaches, we developed and tailored procedures to be flexible and scalable to fit DOJ's needs—increasing productivity without becoming burdened by processes. Key to our procedure development success was partnering with DOJ in developing a holistic performance management system which is fully compliant with legislation and the federal Office of Management and Budget (OMB) executive directives. We captured the DOJ-approved financial process and standardized it across the Justice Management Division (JMD)—including developing templates at the enterprise levels—to support DOJ's goal to have greater insight and tracking of program status through process improvement.

Edwards helped DOJ implement the EVMS to manage 21 major IT investments totaling $1.1B. Due to looming deadlines, we initially prepared and helped rapidly implement an abbreviated EVMS to

DEPARMENT OF JUSTICE (DOJ)

> "Edwards' support to the DOJ OCIO ESS [Enterprise Solutions Staff Support] demonstrated an ability to successfully transform business processes in a large federal agency to successful IT implementations that support DOJ's mission and strategic goals. Their approach to partnering with the DOJ OCIO in developing a holistic performance management system that is fully compliant with legislative and OMB executive directives is the key to our success. This work is performed in a dynamic environment and Edwards successfully accommodates changing customer needs."
>
> **DOJ Contracting Officer Representative (COR)**

SOLUTION | CONTINUED

achieve OMB compliance. We later built out the system to a more mature level to fulfill all DOJ and other reporting requirements. We also designed enhancements to the OCIO Portfolio Dashboard to incorporate EVM data and converted the legacy DOJ Investment OCI dashboard to the eCPIC dashboard.

Edwards also developed the *DOJ IT Investment Baseline Management Guide* to implement the EVM system and conducted compliance and surveillance reviews to monitor adherence.

BENEFIT

By tying projects to budgets and mission execution via a dashboard, DOJ gained increased insight into cost, scope, resources, acquisition, and risk. Benefits included the following:

- Compliance with ANSI/EIA-748 guidelines
- Submission of OMB Exhibit 300 and 53 process filings on time
- Confidence preparing for GAO and OMB audits
- Real-time insight into program performance and pain points
- Increased management confidence in project data and reporting
- Better management of federal and contractor resources, focusing efforts where the needs were most urgent
- Monetary savings due to more efficient and accurate dashboards

By documenting our implementation plans, training key stakeholders, and conducting compliance and surveillance reviews, we ensured understanding and adoption of these new processes and tools.

TAKE NOTE

ANSI 748A compliance standards guided Edwards' design and implementation of the DOJ OCIO EVMS.

Training and mentoring on EVM processes and practices were crucial to organizational acceptance and improving change management.

Reviewing and providing comments on the DOJ EVM and management best practice handbook helped refine processes and ensure more widespread, uniform adoption.