



TechStat Training

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Office of Management and Budget
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IT Reform #21.2 – TechStat Rollout

AGENDA

- TechStat Overview
- TechStat Toolkit Materials
- TechStat Process Overview
- TechStat Process Deep Dive (Q&A throughout)





TechStat Overview

What is TechStat?

- TechStat is a face-to-face, evidence-based accountability review of an IT investment
- TechStat results in concrete actions to address weaknesses
- TechStat reduces wasteful spending by turning around troubled programs and terminating failed programs sooner

TECHSTAT IS:	TECHSTAT IS NOT:
Actionable: participants should leave the session armed with next steps to improve outcomes	Routine: sessions should not be used for routine, small impact change requests
A Spotlight: sessions should highlight problems areas and focus deeply on pain points	Comprehensive: not an IV&V, IBR, PIR (though these could be inputs or requested actions of a TechStat)
Prescriptive: sessions should be limited to 60 minutes and result in clear actions, with owners and deadlines	One-Size-Fits-All: the roles and responsibilities of the CIO, IRB, and TechStat will vary by agency
A Tool: sessions should be used when executive level influence is needed	A Review: sessions should not be used for cyclical control reviews (“business as usual”)





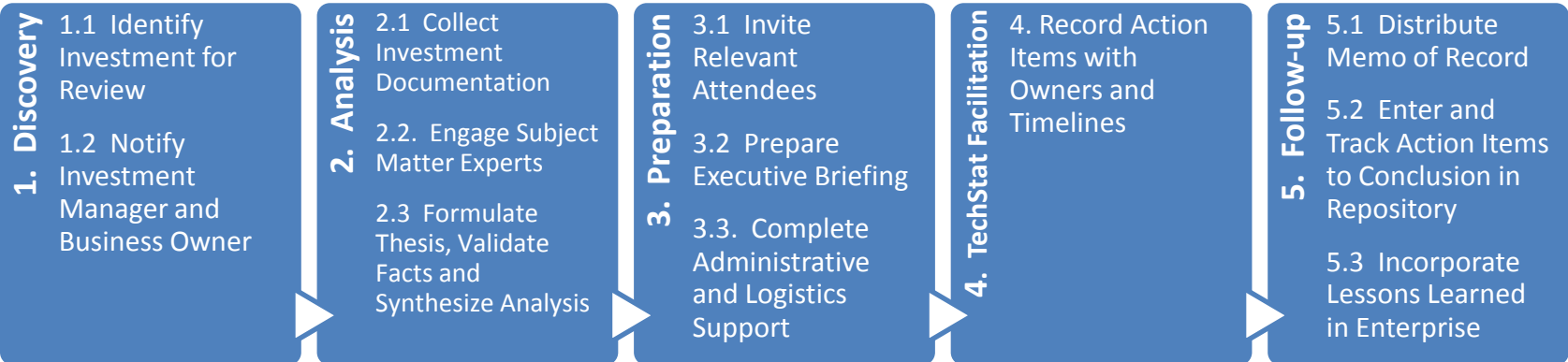
TechStat Toolkit Materials

ID#	Title
TOC	TechStat Toolkit Table of Contents
A	E-Gov TechStat TrainingDeck (this PPT)
B	TechStat Guide
C	One Page Summary
D	Questions List
E	Agency Training Deck
F	Briefing Deck
G	Follow Up Briefing Deck
H	Corrective Action Plan
I	Notifications
J	Agenda
K	Sign In Sheet
L	Meeting Logistics
M	Meeting Minutes
N	Follow Up Memo
O	Outcomes Briefing Deck





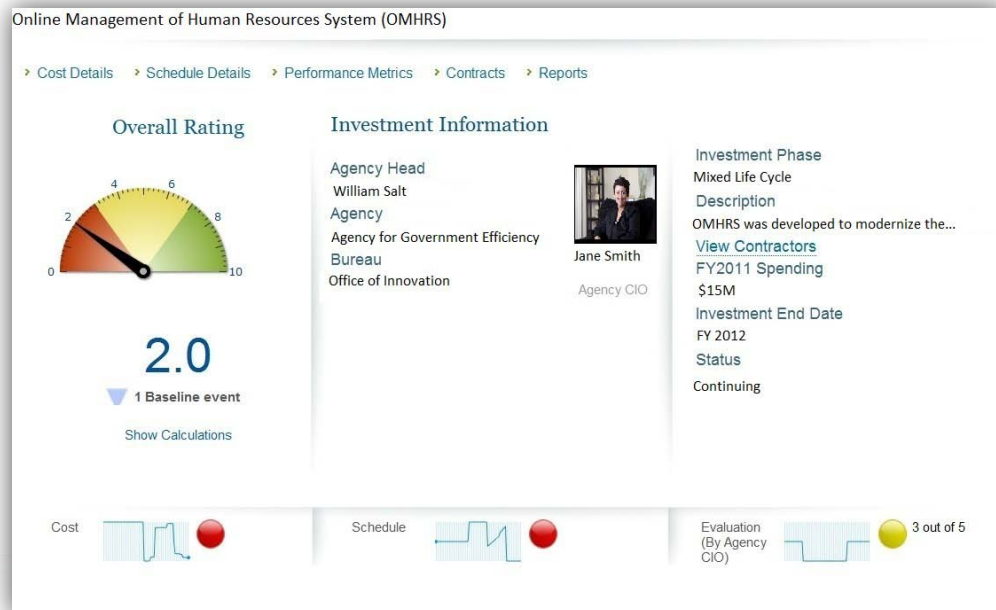
TechStat Process



Identify Investment for Review

STEP 1.1	DISCOVERY: Identify Investment for Review
Input	IT Dashboard, Investment Scoring, Cost, Schedule and Performance Data External sources – GAO, OIG, News, Human Intelligence
TechStat Toolkit	TechStat Guide (B), Questions List (D)
Activities	<ul style="list-style-type: none"> TechStat Team members conduct regular meetings to prioritize reviews CIO reviews input documentation to determine prioritization of investments for review; IRB may contribute to prioritization
Output	TechStat Review List Document (including justification for review)
Duration	Meetings are conducted regularly

Investment
flagged as red in
IT Dashboard





Notify Investment Manager and Business Owner

Step 1.2

STEP 1.2	DISCOVERY: Notify Investment Manager and Business Owner
Input	TechStat Review List Document
TechStat Toolkit	Questions List (D), Notifications (I), One Page Summary (C), Agency Training Deck (E)
Activities	<ul style="list-style-type: none">TechStat Team provides notification to the investment manager and business owner that the investment has been selected for a TechStatNotification should include what a TechStat is and why the investment has been chosen for a reviewNotification is provided through email with the date and time of the TechStat Meeting (to be no more than 1 month away from notifications) and the deadline for submitting relevant documentation and artifacts (to be no more than 1 week away from notification)
Output	Official Notification (email or memorandum) and list of relevant documentation and artifacts
Duration	1 business day

Send To... Investment Manager

CC...

Subject: Notification of TechStat

Dear Investment Manager:

The Agency IRB requests your attendance for a TechStat review of Online Human Resources Management System (OHRMS) on March 31st, 2011. The intent of the meeting is to gain a shared understanding of the objectives of the project and understand the risks associated with continued investment.

The IRB requests to be briefed with your best understanding to date on the plan forward for the project with a focus on risk management, and future cost and schedule estimates.

We request that the project team be ready to present on the following topics:

1. Program Overview – to include overall intent/purpose and measurable goals/objectives
2. Summary and status of validated costs, activities/tasks, and milestones
3. Rationale for variance from the original goals/performance measures
 - a. Describe any additional scope that may have been added including cost and schedule impact
 - b. Describe stakeholder impact to delayed implementation
4. Previous corrective action plans and outcomes and forward thinking plans to prevent subsequent variances
5. Presentation of significant risks with mitigation strategies and assignment of risk owners

Notification email should contain the date of the TechStat and clear next steps for data submission





Collect Investment Documentation

STEP 2.1	ANALYSIS: Collect Investment Documentation
Input	Official Notification (email or memorandum) with Checklist of appropriate documentation, GAO Reports, OIG Reports, News, and Human Intelligence
TechStat Toolkit	TechStat Guide (B)
Activities	Investment Manager reviews list of relevant documentation and artifacts, confirms currency of documentation to TechStat Team, and submits artifacts to TechStat Team
Output	Submission of current investment artifacts
Duration	5 business days

**Internal Evidence:**

- EVM reports
- Performance reviews
- Performance management system
- IT Dashboard

External Evidence:

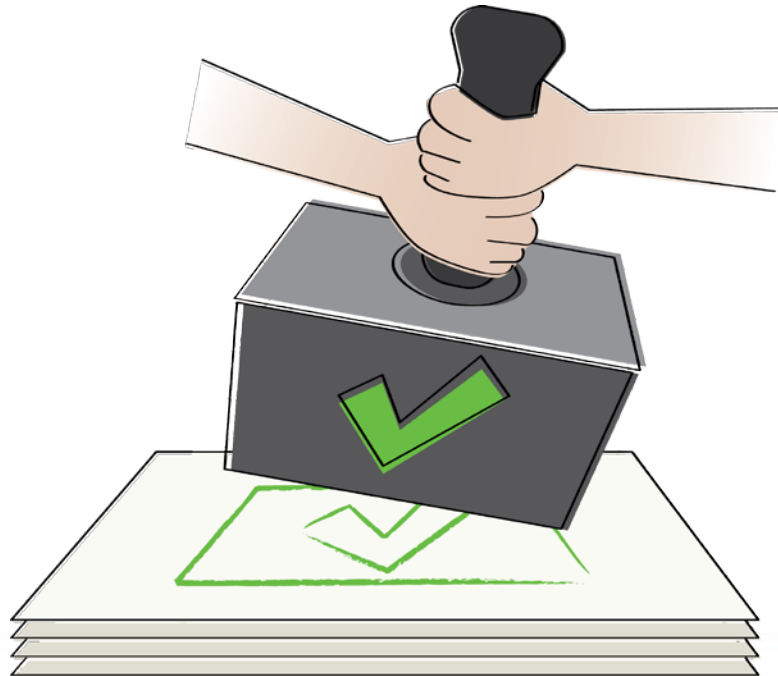
- GAO reports
- OIG reports
- News
- Human intelligence





Engage Subject Matter Experts

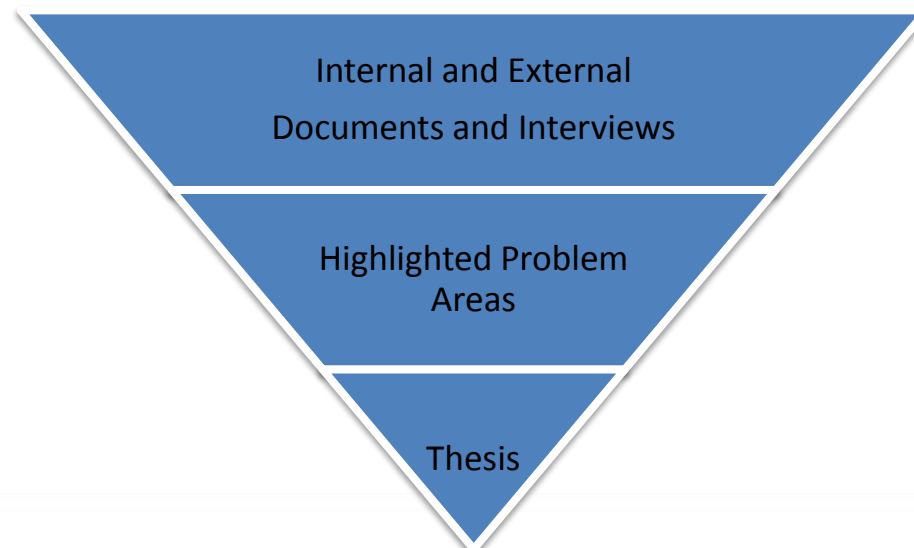
STEP 2.2	ANALYSIS: Engage Subject Matter Experts
Input	Relevant documentation and artifacts (both internal and external)
TechStat Toolkit	TechStat Guide (B)
Activities	<ul style="list-style-type: none">TechStat Team compiles questions, concerns, issues and documentation that require subject matter expertise for reviewTechStat team engages subject matter experts in analysis and processes their input
Output	Subject matter expert review
Duration	4 business days





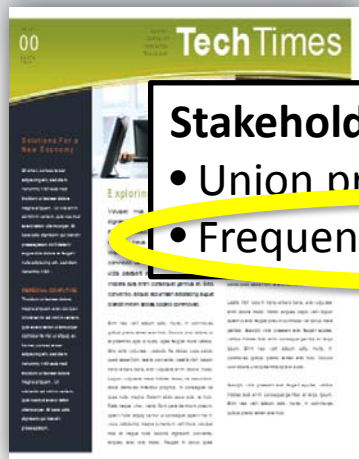
Synthesize Analysis

STEP 2.3	ANALYSIS: Validate Facts, Synthesize Analysis, and Formulate Thesis
Input	Relevant documentation and artifacts
TechStat Toolkit	Briefing Deck (F), Questions List (D), Corrective Action Plan (H)
Activities	<ul style="list-style-type: none">• TechStat Team engages Investment Manager to answer any follow-up questions and resolve any disputes of data, facts and assumptions• TechStat Team categorizes issues and root causes to determine those that rise to the level of needing executive intervention• Corrective action plan should be used to organize ideas about next steps; the degree to which this is completed prior to the session is investment dependent• TechStat Team develops thesis that concisely describes the reason why the investment was chosen for a TechStat
Output	Pre-Meeting Findings Compilation
Duration	5-10 business days





Synthesize Analysis



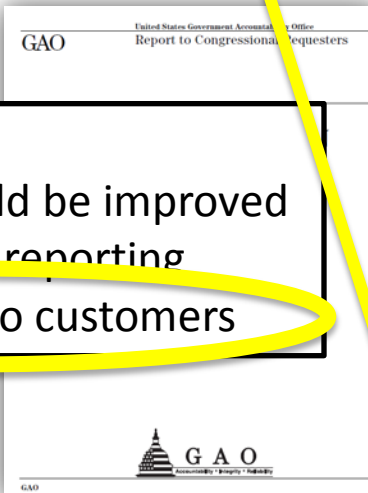
Stakeholder Communications

- Union problems
- Frequent changes in strategy

Project Earned Value Analysis											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Budget at Completion (BAC)	\$1,200	\$1,200	\$1,200	\$1,200	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	
Earned Value (EV)	\$800	\$200	\$300	\$450	\$750	\$800	\$1,025	\$1,200	\$1,400	\$1,400	
Actual Cost (AC)	\$100	\$205	\$215	\$600	\$900	\$1,000	\$1,200	\$1,250	\$1,475	\$1,525	
Planned Value (PV)	\$100	\$220	\$325	\$550	\$725	\$925	\$1,175	\$1,275	\$1,450	\$1,500	
Cost Variance (CV)	\$0	(\$5)	(\$15)	(\$150)	(\$150)	(\$200)	(\$175)	(\$50)	(\$75)	(\$125)	
Schedule Variance (SV)	\$0	(\$20)	(\$25)	(\$100)	(\$25)	(\$125)	(\$150)	(\$125)	(\$50)	(\$125)	
Cost Performance Index (CPI)	1.00	0.96	0.96	0.75	0.84	0.80	0.84	0.93	0.95	0.92	
Schedule Performance Index (SPI)	1.00	0.91	0.92	0.82	1.02	0.86	0.86	0.94	0.97	0.93	
Estimate to Completion (ETC)	\$1,150	\$1,094	\$977	\$1,040	\$692	\$750	\$625	\$625	\$0	\$0	
Estimate at Completion (EAC)	\$1,200	\$1,261	\$1,252	\$1,640	\$1,400	\$1,400	\$1,400	\$1,475	\$1,475	\$1,525	
CV	RED	RED	YELLOW	RED	YELLOW	YELLOW	YELLOW	YELLOW	YELLOW	YELLOW	
SV	RED	RED	YELLOW	RED	YELLOW	YELLOW	YELLOW	YELLOW	YELLOW	YELLOW	
ETC	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	
EAC	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	

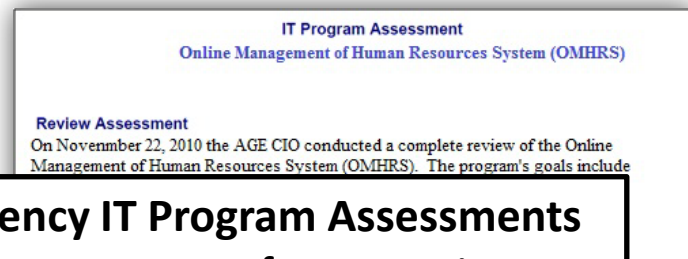
EVM Reports

- EVM errors
- Cost overruns



GAO Reports

- Processes could be improved
- Lack of timely reporting
- Late delivery to customers



Agency IT Program Assessments

- Contractor performance issues
- Rebaselines delay delivery

\$35 million over budget with no customer-facing deliverables



Invite Relevant Attendees

STEP 3.1	PREPARATION: Invite Relevant Attendees
Input	Pre-Meeting Findings
TechStat Toolkit	Notifications (I)
Activities	<ul style="list-style-type: none"> TechStat Team ensures IRB meeting is scheduled and a sufficient number of the members (or their designees) will be present for voting TechStat Team ensures Investment Manager, Program Manager / Business Owner, and Executive Sponsor will be in attendance TechStat Team ensures subject matter experts are available to attend the session should the IRB have questions during the session that require their input (may include acquisition, legal, human resources, enterprise architecture, etc.). As a general rule, contractors are not present at TechStat sessions to ensure open communication about vendor performance and any decisions that may impact the acquisition strategy. TechStat Team should obtain prior approval from the CIO should the Investment request to have contract staff at the meeting.
Output	<ul style="list-style-type: none"> Meeting Invitations Guest List / Sign-In Sheet
Duration	2 days

Subject: OHRMS TechStat

Location: WHCC, Lincoln Room

Start time: Thu 3/31/2011 2:00 PM ☐ All day event

End time: Thu 3/31/2011 3:00 PM

The Investment Review Board requests your attendance (as well as relevant project management staff) for a TechStat project review of the Online Human Resources Management System (OHRMS) program on March 31st 2011 in the Lincoln Room, White House Conference Center.

The intent of this meeting is to gain a shared understanding of the objectives of the project and understand the risks associated with continued investment. The IRB requests to be briefed with your best understanding to date on the plan forward for the project with a focus on risk management, and future cost and schedule estimates.

Since this meeting will be held in WHCC, no security information is needed for entry, but please note that only government employees will be allowed in the meeting (no contract staff will be permitted).

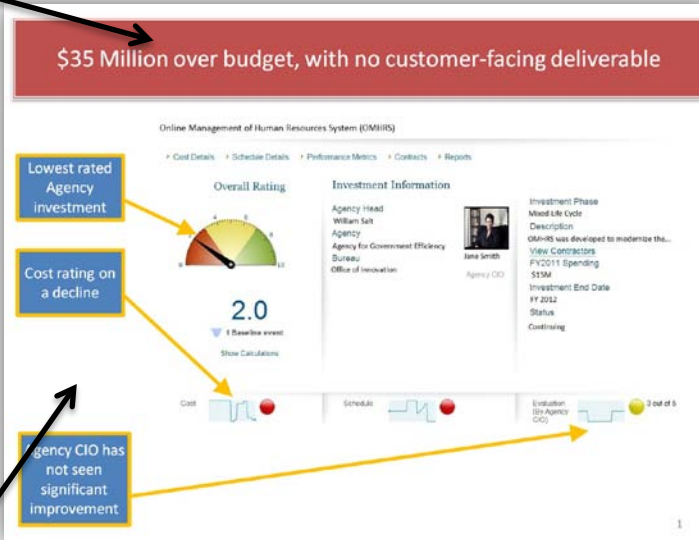
Government employees only

Prepare Executive Briefing

STEP 3.2	PREPARATION: Prepare Executive Briefing
Input	<ul style="list-style-type: none"> Relevant Investment Documentation Pre-Meeting Findings
TechStat Toolkit	Briefing Deck (F) or Follow Up Briefing Deck (G)
Activities	TechStat Team should prepare slides that are heavy on data and clearly explain why the investment was brought in for the TechStat. Slides should have an easily communicated thesis statement describing the interest of the review.
Output	Draft Executive Briefing
Duration	1-3 business days

Challenges slide details problem

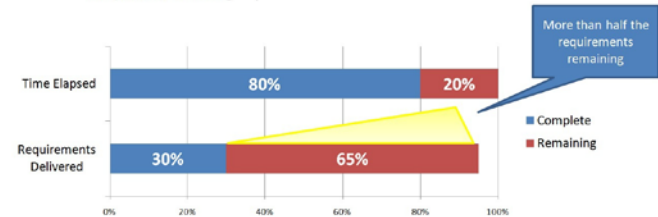
Plain language problem



Challenge highlights

Requirements Management Needs Improvement

- ☐ All customer-facing requirements will remain incomplete at the end FY11
- ☐ It took 3 year to complete requirements gathering and only 2 more years are budgeted to complete the remaining requirements

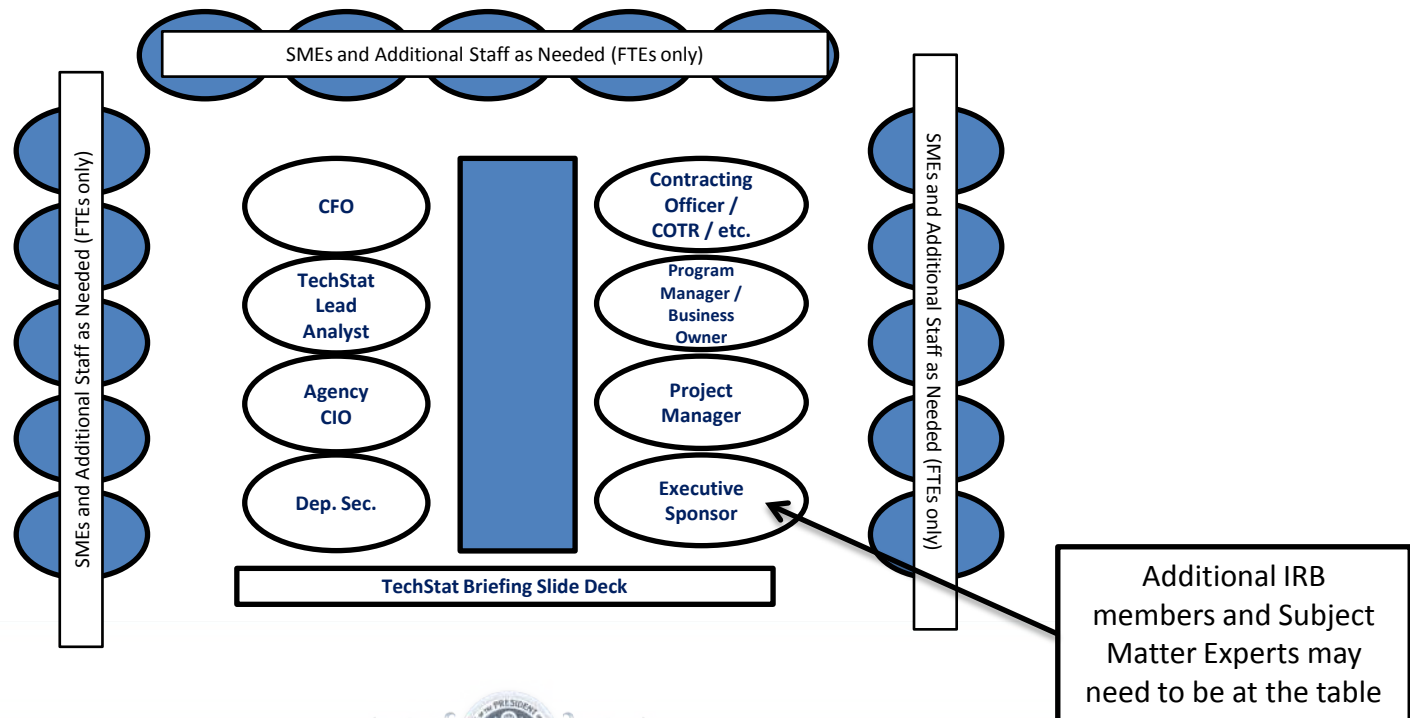


Data Source: ITDB, January 5, 2011

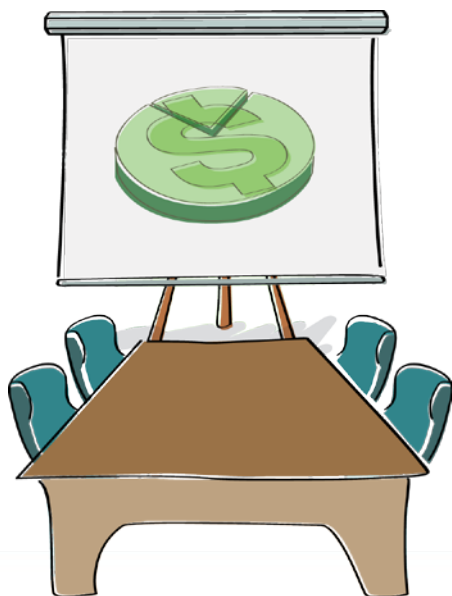


Complete Administrative and Logistics Support

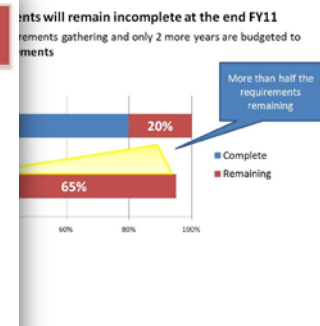
STEP 3.3	PREPARATION: Complete Administrative and Logistics Support
Input	Guest List
TechStat Toolkit Resources	Notifications (I), Agenda (J – optional), Sign In Sheet (K), Meeting Logistics (L), Meeting Minutes (M)
Activities	<ul style="list-style-type: none">• Confirm room and audio-visual reservations• Prepare name cards and determine seating arrangement• Make copies of the briefing material and ensure electronic version is available for projection
Output	Sign In Sheet
Duration	1-3 business days



STEP 3.4	PREPARATION: Pre-Brief CIO
Input	Draft Executive Briefing
TechStat Toolkit Resources	Briefing Deck (F) or Follow Up Briefing Deck (G)
Activities	<ul style="list-style-type: none"> • TechStat Team schedules pre-brief with CIO to outline the thesis and major issues of the investment to be presented to the IRB (pre-brief should occur at least 3 business days prior to the IRB) • CIO provides feedback to improve the briefing and may request additional analysis to supplement the brief • TechStat Team coordinates response to CIO feedback and adjusts brief as required
Output	Final Investment Review Board Briefing
Duration	1 business day



Session strategy discussion between
TechStat Facilitator and TechStat Chair





TechStat Facilitation

STEP 4	TECHSTAT FACILITATION
Input	Final Investment Review Board Briefing
TechStat Toolkit	Notifications (I), Agenda (J – optional), Sign In Sheet (K), Meeting Logistics (L), Meeting Minutes (M)
Activities	<ul style="list-style-type: none"> TechStat Team, with Investment Manager, brief IRB on findings TechStat Team facilitates the meeting ensuring that the 1 hour meeting timeframe is managed, probing questions are asked, and conversation drives towards action items TechStat Team recounts and records action items including action owner and deadlines
Output	<ul style="list-style-type: none"> Sign-In Sheet Meeting Minutes Action Items
Duration	1 business day



Agenda:

- 2 minutes: Introductions
- 10-15 minutes: Briefing of findings
- 30-35 minutes: IRB discussion of potential corrective actions
- 5-15 minutes: Decisions on corrective action items, owners and reasonable deadlines



Distribute Memo of Record



STEP 5.1	FOLLOW-UP: Distribute Memo of Record
Input	<ul style="list-style-type: none"> Action Items Draft Follow Up Memo
TechStat Toolkit	Follow Up Memo (N)
Activities	<ul style="list-style-type: none"> TechStat Team drafts memo of record and distributes draft to CIO, IRB Co-Chair and Investment Manager TechStat Team finalizes memo and distributes to Investment Manager, Business Owner and all others identified as necessary to copy on the distribution TechStat Team finalizes meeting minutes and maintains with additional records of the IRB
Output	<ul style="list-style-type: none"> Final Follow Up Memo Meeting Minutes
Duration	2 business days

Sent from the CIO or IRB co-chair

Addressed to the project / investment manager

April 1, 2011

MEMORANDUM FOR Donald Johnson
Project Manager
Online Management of Human Resources System (OMHRS)

FROM: Jane Smith
Chief Information Officer
Agency for Government Efficiency

SUBJECT: OMHRS Improvement Plan Online Management of Human Resources System (OMHRS)

At a TechStat session held March 31, 2011 OCIO and the IRB reviewed the OMHRS. Based on <Program's> reports to OCIO, OMHRS is over cost and behind schedule. As documented in <Program's> reports at the meeting, the investment has had past issues with <insert challenge items>. While the project has a challenging road ahead, past issues can be addressed when the OMHRS executes a new strategy, breaking outcomes into 6-month deliverables, identifying a dedicated program manager.

At the TechStat session, OCIO and OMHRS agreed on the importance of OMHRS taking decisive corrective action so that OMHRS will succeed. As OCIO and OMHRS have discussed, the new approach will allow the OMHRS to achieve the following key outcomes, as committed to by OMHRS in its Improvement Plan:

- Module 1 full delivery. *Deadline: June 12, 2011*
- 100% functionality. *Deadline: October 1, 2011*
- 100% usage. *Deadline: October 31, 2011*
- Outcome 4. *Deadline: Month XX, 20XX*

We greatly appreciate OMHRS' commitment to improving OMHRS, so that the project will become a success. My staff and I look forward to working with you, the project manager, in this endeavor in the coming months.

cc: Sophia George
Executive Director

Action items with deadlines

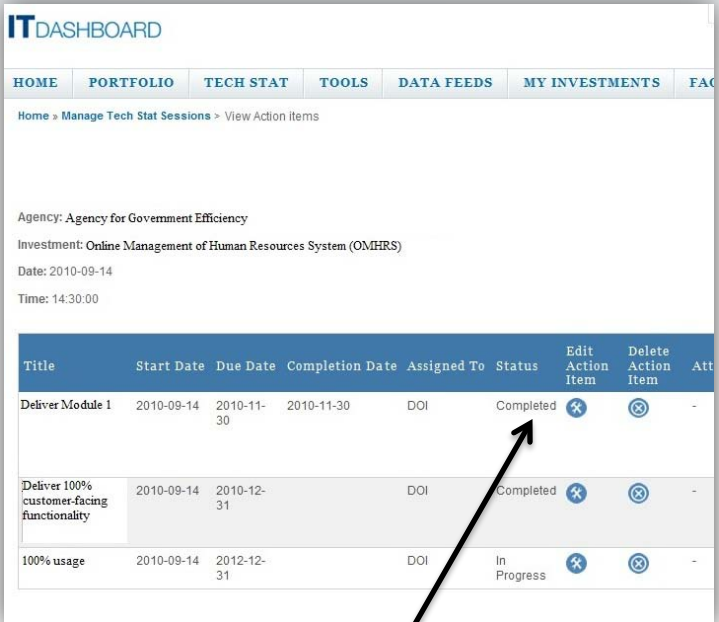
cc: the executive sponsor / business / program owner





Enter and Track Action Items to Conclusion in TechStat Repository

STEP 5.2	FOLLOW-UP: Enter and Track Action Items to Conclusion in TechStat Repository
Input	Follow Up Memo
TechStat Toolkit	TechStat Guide (B), Corrective Action Plan (H), Follow Up Briefing Deck (O)
Activities	<ul style="list-style-type: none">• TechStat Team enters action items, action owners and deadlines into repository for transparent monitoring• TechStat Team follows-up with Investment Manager to ensure action items are completed, reviews documentation as evidence that intent of corrective action item was achieved and resulted in improved performance• TechStat Team serves as conduit between Investment Manager and CIO to resolve issues where an action item may need to be revised, deadline extended, or eliminated because it is no longer applicable
Output	Updated Repository
Duration	2 hours – end of action plan



Title	Start Date	Due Date	Completion Date	Assigned To	Status	Edit Action Item	Delete Action Item	Att
Deliver Module 1	2010-09-14	2010-11-30	2010-11-30	DOI	Completed			-
Deliver 100% customer-facing functionality	2010-09-14	2010-12-31		DOI	Completed			-
100% usage	2010-09-14	2012-12-31		DOI	In Progress			-

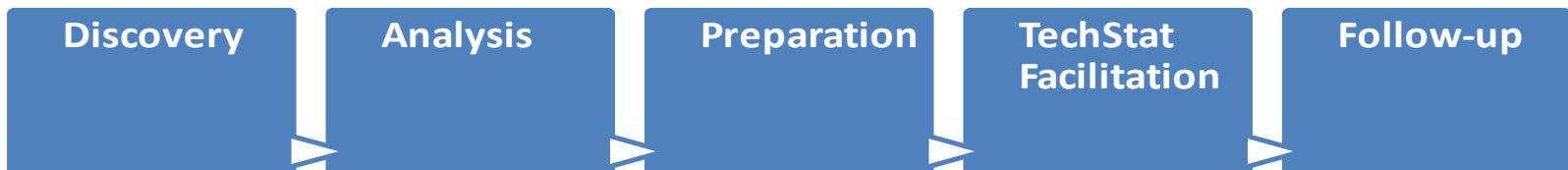
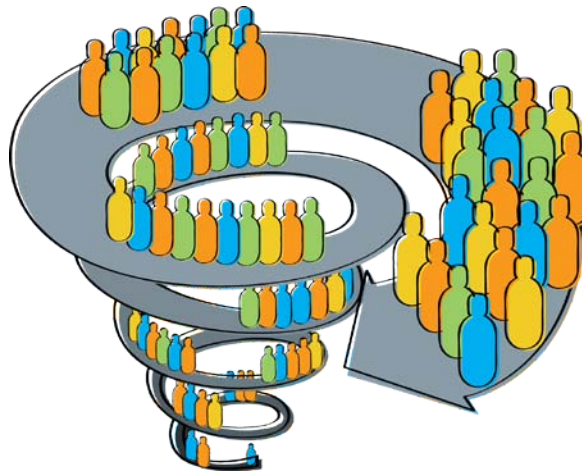
Status should be visible to all stakeholders





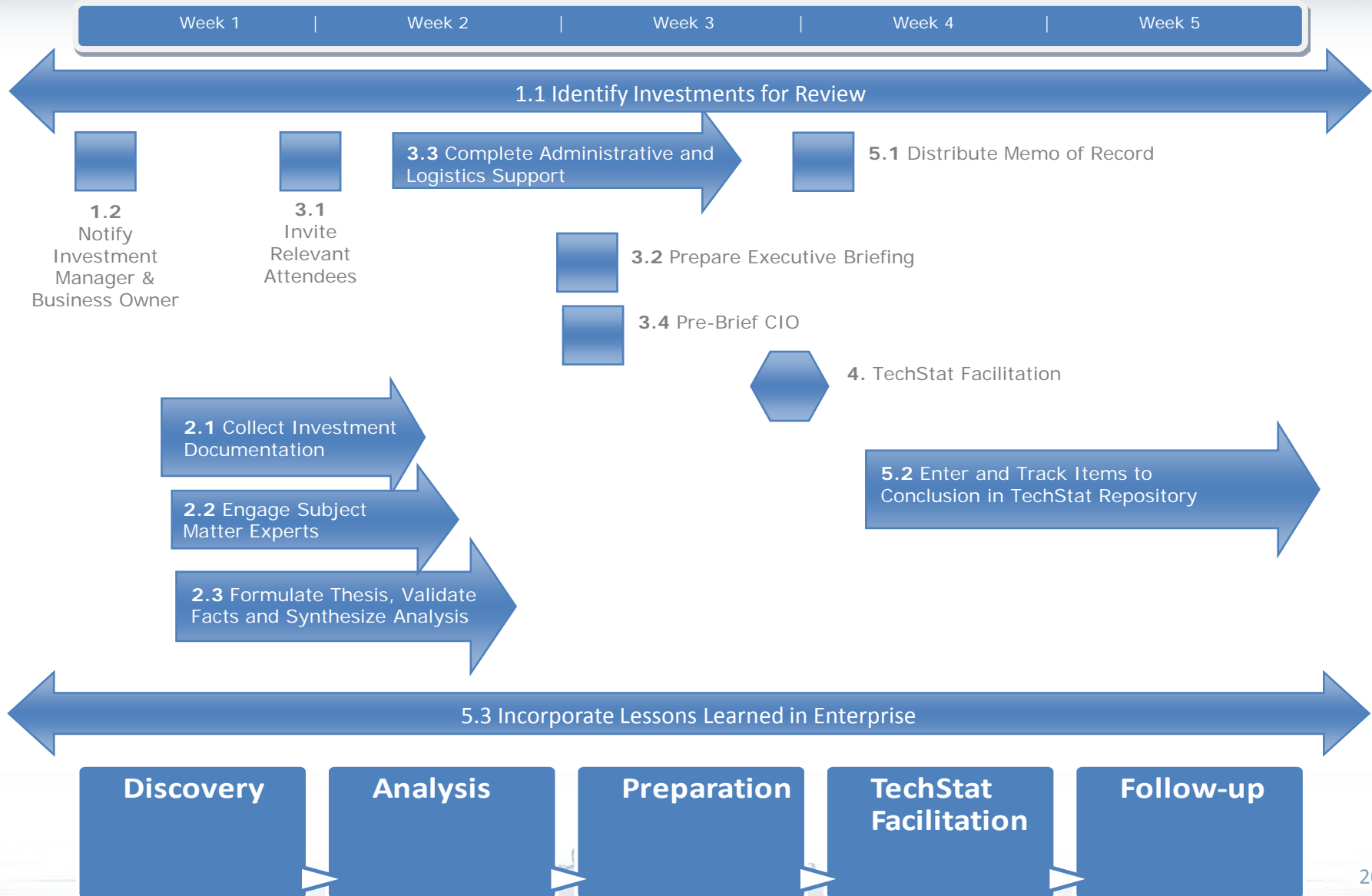
Incorporate Lessons Learned in Enterprise

STEP 5.3	FOLLOW-UP: Incorporate Lessons Learned in Enterprise
Input	Investment Action Plans, Responses, and Outcomes
TechStat Toolkit	TechStat Guide (B), Corrective Action Plan (H), Outcomes Briefing Deck (O)
Activities	Meticulous tracking of follow up action items through completion
Output	Detailed lessons learned shared within agency; high-level best practices shared with CIOC; outcomes shared with OMB
Duration	Continuous





TechStat Process





Roles and Responsibilities

Responsibility	TechStat (CPIC) Team	CIO	Investment / Project Manager	Business Owner	IRB Chair	IRB Membership
Identify investments for TechStat	Primary	X				X
Lead the documentation review, perform critical analysis, and provide briefing materials to the IRB prior to the meeting	Primary					
Support documentation review	Primary	X				X
Track and monitor action items resulting from TechStats	Primary					
Brief leadership (CIO, etc.) prior to the meeting	Primary		X	X		
Provide full and complete documentation to support a given review			Primary	X		
Coordinate staffing necessary to support a review		Primary				
Execute Action Plan resulting from TechStat Reviews			Primary	X		
Present findings to IRB	Primary		X			
Coordinate and facilitate TechStat meeting	Primary					
Lead TechStat meeting and ask probing questions		Primary			X	
Provide expert advice and objective recommendations that assist the IRB in decision-making	X	X				
Ensures decisions are consistent with the Agency and IT strategic plans, policies and guidelines		X			X	
Notify Investment of TechStat	Primary					
Document decisions and action plan resulting from TechStat	Primary					
Attend TechStat and contribute to group decisions	X	X	X	X	X	X





TechStat Implementation Requires Organizational Change

- **Training**
 - Leadership
 - Project and Program Staff
- **Governance**
 - Revised Investment Review Board Charter
- **Amended Roles and Responsibilities**
 - TechStat Team, IRB, CIO, Investment Manager and Business Owner, IRB

Your E-Gov Analyst and TechStat Toolkit will enable you to quickly implement this accountability tool within your agency.





Next Steps

- Visit <http://CIO.gov/TechStat> for more information
- Contact EGov@omb.eop.gov “TechStat” with any questions
- By March 31, 2011, hold at least one TechStat session

