

IT INVESTMENT MANAGEMENT - SELECT PHASE (1.0)
INVESTMENT PROPOSAL STAGE (1.2)

Number	Phase/Stage/Task	Process Description
1.2	Investment Proposal Stage	<p>Entrance Criteria: <i>To enter this Stage the Project Proponent must have a Clearinghouse Registration Memorandum.</i></p> <p>Purpose: <i>The purpose of this Stage is to identify the Project Proponent as the principle author of the Investment Proposal document. Within this Stage the Project Proponent defines the proposed project's boundaries, qualitative benefits and architecture alignment.</i></p> <p><i>The Investment Proposal document is the first project planning document in the Investment Management Process. The Project Proponent identifies what work needs to be done to complete a business case, including the identification of major tasks and milestones, and the resources BLM and contractor labor and travel required.</i></p> <p><i>In addition to the above required information, the Project Proponent estimates the total life-cycle cost of the entire project at very high level or order of magnitude. These costs are estimated by FY costs and will identify both new funding required as well as re-directed funding. The total life cycle costs must include five years of operations and maintenance costs.</i></p> <p><i>Additionally, the Investment Proposal identifies the funding, duration and resources necessary to a complete business case.</i></p> <p><i>Depending on the availability of funding, the Sponsor may commit the necessary funding to complete a business case and merely notify the ITIB that a business case is being prepared and will be submitted through the normal IT investment management processes.</i></p> <p><i>The Sponsor contacts the SCO and identifies the funding source, and identifies and selects a Project Manager to develop the business case. The SCO will issue an Investment Proposal Decision Memorandum which includes; any stipulations, the funding sources by subactivity code(s) and who to contact to obtain a unique project number for tracking costs.</i></p> <p><i>If the Sponsor does not have the required funding to develop a business case and requires funding from the ITIB, the Sponsor directs the Project Proponent to submit the Investment Proposal through the SCO for their review and ITIB consideration. The SCO will conduct an analysis, provide it's recommendations and findings through the CIO to the ITIB for funding consideration.</i></p> <p>Exit criteria: <i>To exit this stage the Project Manager must have an Investment Proposal Decision Memorandum and a unique project number.</i></p> <p>Time Frames:</p> <p>Who's Involved:</p>

		<p>References:</p> <p><i>IT Investment Management Process , Version Control Number 0.99, February 01, 2001</i></p> <p><i>Washington Office Instruction Memorandum No 2000-187, September 11, 2000 and 2001-101, May 02, 2001.</i></p> <p>Clearinghouse web site : http://web.blm.gov/internal/wo-500/clearinghouse.htm</p>
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1.2.1	Project Proponent obtains template for an Investment Proposal (IP)	Purpose: <i>Using a standardized Investment Proposal template will ensure that the Project Proponent addresses all of the required information and puts it in a format where investment proposal can be more easily analyzed, compared and ranked against other investment proposals.</i>
		<i>An Investment Proposal template can be found on the System Coordination Office's web site at: http://web.blm.gov/internal/wo-500/sco/sco_procedures.htm</i>
		Deliverables:
		Time Frames: <i>Business driven</i>
1.2.2	Project Proponent completes IP	Purpose: <i>To communicate the scope, complexity and why their idea for business process improvement will benefit the Bureau. The Project Proponent should include other business users in the development and review of the Investment Proposal.</i>
		Deliverables:
		Time Frames: <i>Business driven</i>
		Who's Involved: <i>Project Proponent, Business Users</i>
1.2.2.1	Project Proponent contacts SCO for guidance (optional)	Purpose: <i>At the request of the Project Proponent, the SCO will provide guidance on the development of the Investment Proposal.</i>
		Deliverables:
		Time Frames: <i>Business driven</i>
		Who's Involved: <i>Project Proponent, Business Users</i>
1.2.3	Project Proponent submits completed IP to the Sponsor /SCO	Purpose: <i>Submitting a completed Investment Proposal as part of a briefing to the Sponsor documents the scope and support of the proposal, allows for a clear understanding of just what the Project Proponent and Sponsor have agreed to (once the Sponsor has approved and signed the document).</i>
		Deliverables:
		Time Frames: <i>Business driven</i>
		Who's Involved: <i>Project Proponent, Project Sponsor, SCO</i>

1.2.4	SCO reviews IP for completeness and posts to the web	Purpose: <i>The review ensures that the Proponent has completed the IP and has supplied the required information so that an adequate analysis of the proposal can be conducted. The SCO will review the IP and develop findings and recommendations. This review will be an internal review and will not involve others outside of the SCO.</i>
		Deliverables:
		Time Frames: <i>SCO will within 5 working days after receiving the IP review it for completeness and post it to the SCO website.</i>
		Who's Involved: <i>SCO</i>
1.2.5	SCO develops findings and recommendations and forwards w/cc to Proponent / Sponsor / CIO	Purpose: <i>Based on the IP the SCO will develop findings and recommendations to the Project Proponent and Project Sponsor, with a courtesy copy to the CIO.</i>
		Deliverables: <i>A written document of the SCO findings and recommendations, that will be forwarded to the CIO, the Project Sponsor, the Project Proponent and placed in the SCO's project file.</i>
		Time Frames: <i>- 17 working days prior to the ITIB meeting, the SCO has 1 day to develop it's findings and recommendations.</i>
		Who's Involved: <i>SCO</i>
1.2.5.1	Actions items are tracked and reported to the SCO	Purpose: <i>The Project Proponent tracks and reports progress on incorporating recommendations into the IP.</i>
		Deliverables:
		Time Frames:
		Who's Involved: <i>Project Proponent and SCO.</i>
1.2.6	Sponsor Approves and Signs IP	Purpose: <i>Documenting Sponsor approval and support is critical in the investment / project management process. The Sponsor, by signing the Investment Proposal, has made the management commitment, to further explore that feasibility of the proposed business process re-engineering effort being suggested by the Project Proponent. If the Sponsor rejects the IP the IT Investment Management process stops and the Clearinghouse is updated to reflect the Sponsors decision.</i>
		Deliverables: <i>An approved Investment Proposal</i>
		Time Frames: <i>A minimum of -21 working days prior to the ITIB meeting.</i>
		Who's Involved: <i>ADs IRM Advisor, Sponsor</i>

1.2.7	Sponsor determines a need for ITIB funding sends IP to SCO	<p>Purpose: <i>If the Sponsor does not have the necessary funding or believes that the Investment Proposal should be submitted to the ITIB, through the normal SCO/CIO review process. The Sponsor transmits the completed and signed Investment Proposal to the SCO.</i></p> <p>Deliverables:</p> <p>Time Frames:</p> <p>Who's Involved: <i>Project Sponsor</i></p>
1.2.7.1	Sponsor provides funding to develop a Business Case, informs ITIB/SCO of intent to proceed (go to (1.2.13))	<p>Purpose: <i>If the Sponsor has the necessary funding to develop a business case, the Sponsor and Project Proponent may proceed to (1.2.12). This will require that the Sponsor identifies the funding source (sub-activity code(s) and a project code) that will be used to fund and track the development of the business case. Project Sponsor sends notification to the ITIB through the ITIB Executive Secretary with a courtesy copy to the SCO.</i></p> <p>Deliverables:</p> <p>Time Frames: <i>Business driven</i></p> <p>Who's Involved: <i>Project Sponsor, ADs IRM Advisor or ADs IT Portfolio Manager</i></p>
1.2.7.2	Sponsor likes IP but places it on hold	<p>Purpose: <i>If the Sponsor agrees in principle with the IP but for some reason (other priorities, funding, risks, timing, etc) places the IP on hold. Project Proponent updates Clearinghouse to reflect Sponsor's decision.</i></p> <p>Deliverables:</p> <p>Time Frames: <i>Business driven</i></p> <p>Who's involved: <i>Project Sponsor</i></p>
1.2.8	SCO briefs CIO on IP and CIO confirms it is ready for ITIB review	<p>Purpose: <i>The SCO has already reviewed the Investment Proposal for completeness and develop findings and recommendations. The SCO will brief the CIO on these findings and recommendations. The CIO will then determine if the IP is ready for ITIB review.</i></p> <p><i>The purpose of this step is to ensure that all items that come before the ITIB are staffed out, analyzed and conform to the Investment Management Process established by the ITIB.</i></p> <p>Deliverables:</p> <p>Time Frames: <i>-16 working days prior to the ITIB meeting, the CIO has 5 working days to review the IP.</i></p> <p>Who's Involved: <i>SCO, IMG and CIO</i></p>

1.2.9	ITIB Executive Secretary obtains IP from SCO	Purpose: <i>The ITIB Secretary is the official point of contact for all correspondence with the ITIB. The SCO will provide the completed Investment Proposal along with it's findings and recommendation to the Executive Secretary. ITIB members have asked that only a complete briefing package be sent to them for review. The ITIB Executive Secretary will hold all ITIB correspondence until the briefing package is complete.</i>
		Deliverables:
		Time Frames: <i>a minimum of -12 working days prior to the ITIB Meeting, the Executive Secretary has 1 day to gather the ITIB briefing package.</i>
		Who's Involved: <i>ITIB Executive Secretary, SCO</i>
1.2.10	ITIB Executive Secretary sends IP to ITIB as part of Briefing Package	Purpose: <i>The ITIB Secretary has waited until the briefing package is complete. Once it is complete it is transmitted or sent to all ITIB members.</i>
		Deliverables:
		Time Frames: <i>a minimum of -11 working days prior to the ITIB Meeting, the Executive Secretary has 1 day to transmit the ITIB briefing package.</i>
		Who's Involved:
1.2.11	ITIB Members reviews IP prior to Meeting	Purpose: <i>ITIB members will review the Investment Proposal prior to the meeting to be prepared to make a decision on the request for funding to proceed with the project in general and specifically fund the development of a business case.</i>
		Deliverables:
		Time Frames: <i>-10 working days prior to the ITIB meeting, the ITIB and assigned staff have 10 days to review the IP prior to the meeting</i>
		Who's Involved: <i>ITIB members, ADs IRM Advisors and other staff (if necessary)</i>
1.2.12	ITIB Approves IP	Purpose: <i>This is a formal go/no-go decision point where the ITIB decides to fund the development of a Business Case based on the Investment Proposal. The ITIB at this point while understanding the potential total life cycle cost, is only approving the further development of the feasibility of the proposal, by authorizing the development of a business case. If the IP is rejected the re-engineering process ends. The IP may be approve with specific stipulations placed on the development of the Business Case or the IP may be returned for further analysis and re-submission.</i>

		<p>Deliverables:</p>
		<p>Time Frames: <i>the ITIB conducts regularly scheduled meetings, meeting dates need to be established for their next two meetings so that Project Proponents, Managers and Sponsor can plan their work</i></p>
		<p>Who's Involved: <i>ITIB</i></p>
1.2.13	SCO issues an IP Decision Memorandum	<p>Purpose: <i>The SCO formally acknowledges that the ITIB has approved; approved with stipulations, returned the IP for further analysis and re-submission or rejected the Investment Proposal by notifying the Sponsor (in some cases the Sponsor may not be a member of the ITIB) that the ITIB has approved the Investment Proposal and that they have authorized the development of a business case.</i></p> <p><i>The SCO also notifies the Assistant Director's IRM Advisor, the IMG, the CIO, Contracting (BC-660), Washington Office Budget Group (WO-880) and the ADs IT Portfolio Manager.</i></p> <p><i>To document that the ITIB has "officially" made a decision to further investigate the business re-engineering effort with authorization to proceed to the Business Case Stage. The Investment Proposal Decision Memorandum serves as the exit criteria document for the Investment Proposal Stage (1.2) and the entrance criteria to the Business Cases Development Stage (1.3).</i></p>
		<p>Deliverables: <i>An IP Decision Memorandum</i></p>
		<p>Time Frames: <i>+ 5 working days after the ITIB meeting the SCO will formally notify the Project Sponsor of the ITIB decision. Courtesy copies of the IP Decision Memorandum will be sent to the IRM Advisor, the IMG, BC-660 (Contracting) and WO-880 (Washington Office Budget Group to confirm which project have been approved by the ITIB that will need project numbers).</i></p>
		<p>Who's Involved: <i>SCO and IMG</i></p>
1.2.14	Project Sponsor identifies/selects Project Manager	<p>Purpose: <i>The complexity of Information Technology (IT) investment management and its dependency for improved project management, supports the need to use only trained or experienced project managers to develop a business case, as well as subsequent project planning documents, and manage the project should the business case be approved by the ITIB. Since Bureauwide IT investments at this level are viewed as major capital investment commitments, it is imperative that each project be led by a trained or experienced project manager.</i></p>
		<p>Deliverables:</p>
		<p>Time Frames: <i>Business driven</i></p>
		<p>Who's Involved: <i>Project Sponsor, SCO, and NHRMC</i></p>

1.2.15	Project Manager contacts WO-880 and requests a Project Number	Purpose: <i>Before any work begins on the development of the Business Case the project manager obtains a unique project number so as to track the cost of development of their respective Business Case. The WO-880 also notifies the IMG and the SCO when a unique project number has been assigned to a project.</i>
		Deliverables: <i>A unique project number that will allow for project control activities.</i>
		Time Frames: <i>The WO-880 contact person has 2 working days to respond to the request to provide a project number</i>
		Who's Involved: <i>Project Manager, WO-880 representative (to provide a unique project number within the Management Information System (MIS), the SCO and IMG.</i>