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NARRATOR: Welcome to CMS IT Governance Training eXpedited Life Cycle to Target Life Cycle. What changed?

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NARRATOR: CMS is now operating under the Target Life Cycle IT Governance framework or TLC. However many systems now in operation were developed and began operating under the eXpedited Life Cycle or XLC.

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NARRATOR: In this video we'll explain the key differences between the XLC and the TLC and what that means for any of your systems that began operating under the XLC.

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NARRATOR: One of the first questions we get asked is what documentation do I need to provide with TLC?

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NARRATOR: The Target Life Cycle, among other things, is the agency's means of achieving federally required Capital Planning and Investment Control or CPIC, goals.

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NARRATOR: The goal of CPIC is to ensure that our IT investments are wise use of CMS resources, meeting business needs at acceptable costs and without duplication and that they deliver desired outcomes and continue to provide a reasonable Return on Investment over time.

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NARRATOR: Under the CPIC framework certain artifacts need to be developed and or updated periodically and submitted it in the appropriate system to record.

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NARRATOR: Those artifacts which also existed on the XLC include CMS IT intake Form.

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NARRATOR: Which is a short form that should be completed during the early planning stages for a new IT product or service idea or a planned contract action. It will help us route you properly to get assistance and CPIC approval as needed.

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NARRATOR: The Business Case, for new IT efforts with long term funding requirements, the Business Case is where you'll document your business needs and due diligence performed and selecting a preferred solution.

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NARRATOR: The Business Case is the decision document the CMS' IT Governance Board will use to approve and include your project in CMS' IT Capital Plan.

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NARRATOR: And finally, the Portfolio Management Tool Artifacts, the HHS Portfolio Management Tool or PMT is the place where IT investments provide up to date records of their project and investment performance and where the official IT budget request to OMB is submitted.

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NARRATOR: The CMS IT Investment Team can advise you on what's required, as well as ancillary documents that may need to be kept on file.

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NARRATOR: In addition to CPIC Artifacts, key system information characteristics must be provided by the annual CMS System Census conducted by Enterprise Architecture, which is also unchanged from the XLC.

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NARRATOR: CMS' Technical Review Board also has consult session slide decks that they'll ask you to prepare to ensure an informed discussion of your project and proper guidance for any needed Design under Operational Readiness consults. The slide decks began on the XLC but have been greatly pared down and simplified for the TLC.

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NARRATOR: And when it comes to decision to retire your system, the IT Disposition checklist needs to be tailored to your project particulars and completed and signed by the business owner, attesting that you have successfully decommissioned so your CMS FISMA Controls Tracking System and CMS System Census records can be retired. This document is new under the TLC and replaces the old XLC requirement for mandatory Disposition review.

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NARRATOR: What we've just discussed are the key required documents under the TLC. However, we also have a variety of optional project management templates that have been developed according to best practices, and which Product and Project managers can feel free to use as they manage their projects.

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NARRATOR: You may be familiar with these templates as they were developed in the XLC, they can now be found at CMG.gov/TLC and include plans, logs, schedules and other helpful documents that you can either opt to use, or, you can plan to use your own, in line with the best practices of your chosen system development methodology.

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NARRATOR: Finally, it should be noted that the Target Life Cycle runs in parallel to the CMS System Security Life Cycle, which also has some key changes from the XLC days.

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NARRATOR: Those IT Security and Privacy artifacts are submitted in the CMS FISMA Controls Tracking System or CFACTS, and are needed to be granted an Authority To Operate or ATO.

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NARRATOR: In addition to questions about Required Artifacts. We are also asked about the reviews that are required under the TLC as opposed to the XLC.

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NARRATOR: A number of the mandatory XLC stage gate reviews are now offered as optional project consults with the TRB and although not required are very valuable to project teams as they plan and begin development work.

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NARRATOR: Those reviews include the Architecture Review, the Requirements Review, Preliminary Design Reviews, Environment Readiness Reviews and the System Disposition Review.

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NARRATOR: Detailed Design Reviews and Operational Readiness Reviews may still be required based on the project particulars, but they are conducted as consulting sessions with the goal of project facilitation rather than gated reviews.

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NARRATOR: Certain CPIC reviews are also still conducted to ensure Capital Planning and Investment Control goals are achieved.

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NARRATOR: These include Investment Selection Reviews conducted early during the TLC Initiate Phase, Project Baseline Reviews handled through ongoing monitoring of PMT data and CIO approvals, Annual Operational Analysis Reviews completed by the IT Investment Management team and Post Implementation reviews, which are done as needed.

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NARRATOR: Now that we've discussed what artifacts and reviews are still required under the TLC. The question remains for systems that started under the XLC that now find themselves operating under the TLC. What do I need to do?

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NARRATOR: The answer in the vast majority of cases is DRUMROLL PLEASE, nothing.

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NARRATOR: For systems and applications that are already in production, you will continue to document according the best practices of your chosen system development methodology to include Agile, Lean, Waterfall, DevOps, etc.

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NARRATOR: You would then only contact IT Governance, when you're planning a significant change such as data center migration, you need access to new enterprise data, are adding new software components, are changing platforms, or adding new business functions, modernizing or the like.

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NARRATOR: The key to this is that you should also be contacting IT Governance early. If you are planning to request additional funding or undertake a new contract action. If you are unsure contact CMS IT Governance and we will route you as needed, based on your project particulars.

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NARRATOR: If you would like to learn more, please visit [CMS.gov/TLC](https://www.cms.gov/TLC).

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NARRATOR: And if you have any questions about your particular project or system simply contact IT_Governance@cms.hhs.gov, for guidance and we will review your changes with the appropriate technical SMEs to see what governance discussions might be needed.

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NARRATOR: Thank you.