



SOCIAL SECURITY ADMINISTRATION

POST IMPLEMENTATION REVIEW  
TEMPLATE AND PROCEDURES

Revised March 31, 2016

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## 1 INSTRUCTIONS FOR USING THE PIR TEMPLATE

### 1.1 PIR Template Overview:

This template outlines the Social Security Administration's (SSA) approach to initiating, conducting, and completing PIRs. The template defines a PIR and provides PIR roles and responsibilities, a timeline, procedures, and supporting artifacts for conducting PIRs at SSA. Because each SSA project is different in nature, the PIR Procedures sections provide a wide range of possible source documents that the PIR Team can use to conduct its analysis.

### 1.2 Most Recent Changes to PIR Template:

Version	Date	Reason for Change
1.0	12/06/2012	Initial Outline for Working Group review and discussion
1.1	12/19/2012	Initial Template Content for Working Group review and discussion
1.2	12/21/2012	First draft
1.3	6/14/2013	Updated draft based on TSRP PIR Pilot
1.4	3/14/2014	Updated draft based on AFI and ASA PIRs
1.5	3/31/2016	Minor Updates based on subsequent PIRs

### 1.3 Description of a PIR:

The following is from the SSA Capital Planning and Investment Control (CPIC) Guide: "PIRs are assessments that help determine whether an IT investment has achieved its objectives...Overall a PIR is essential to determine: (1) an IT investment's impact on mission performance, stakeholders and customers; (2) the investment's ability to deliver results and meet baseline goals and performance measures, (3) whether any investment or project modifications are needed, and (4) whether SSA's CPIC Select and Control phases need to be revised based on lessons learned. The results of the PIR provide the Deputy Commissioner of Systems (DCS)/Chief Information Officer (CIO) and SITAR Board with a better understanding of the investment's performance, and help determine whether any actions need to be taken based on the results of the PIR, and whether the CPIC process needs to be revised based on lessons learned.

### 1.4 PIR Roles and Responsibilities:

Figure 1 provides a brief description of key PIR roles and responsibilities.

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**Figure 1: PIR Roles and Responsibilities**

Roles	Responsibilities
DCS/CIO	<ul style="list-style-type: none"> <li>• Approves IT investments/projects for a PIR</li> <li>• Approves final PIR findings</li> </ul>
Strategic Information Technology Assessment and Review (SITAR) Board	<ul style="list-style-type: none"> <li>• Recommends IT investments/projects for PIRs</li> <li>• Recommends process changes based on PIR lessons learned</li> </ul>
PIR Team	<ul style="list-style-type: none"> <li>• Conducts the PIR</li> <li>• Interviews Stakeholders</li> <li>• Collects and analyzes data</li> <li>• Creates the PIR report</li> </ul>
PIR Team Lead	<ul style="list-style-type: none"> <li>• Manages the PIR process</li> <li>• Establishes the PIR schedule</li> <li>• Leads the PIR kickoff</li> </ul>
IT Program/Project Manager and Team	<ul style="list-style-type: none"> <li>• Provides requested documentation and information to PIR Team</li> <li>• Provides PIR Team with information or with Points of Contact who can give feedback on mission, cost, benefit and other project criteria</li> <li>• Provides lessons learned that can be used for process improvements</li> <li>• Reviews draft PIR Summary and Recommendation Report and provides comments to the PIR Team</li> </ul>
Project Sponsor	<ul style="list-style-type: none"> <li>• Provides PIR Team with information or with Points of Contact who can give feedback on mission, cost, benefit and other project criteria</li> <li>• Validates the performance metrics used to assess the PIR</li> <li>• Provides lessons learned that can be used for process improvements</li> <li>• Provides comments and feedback on the final PIR</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Provide PIR Team with information or with Points of Contact who can give feedback on mission, cost, benefit and other project criteria</li> <li>• Provide lessons learned that can be used for process improvements</li> <li>• Validate performance metrics used to assess the PIR</li> </ul>

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Roles	Responsibilities
Exhibit 300 Project Management Office (E300 PMO)	<ul style="list-style-type: none"><li>• Provides artifacts and background for planned and actual IT costs, systems development schedule, risk, Exhibit 300s, and performance measures</li></ul>

### 1.5 Project Selection Criteria:

Projects or a logical grouping of interdependent projects (see Project definitions in PRIDE Glossary) are applicable for selection for PIRs if they have recently been implemented and fulfill one or more of the following criteria:

- Office of Management and Budget (OMB) Majors; or
- Agency Priority Projects; and/or
- Terminated Projects

**Note:** Exceptions for selecting a project outside of these criteria is subject to the discretion of the SITAR Board.

**Criteria for Tailoring a PIR:** The standard PIR process, criteria and procedures can be tailored for specific projects; due to the wide variety of projects at SSA, each situation will be handled on a case-by-case basis. Tailoring of the criteria used in the PIR (e.g., eliminating use of one or more criterion) should be identified by the PIR Team, and communicated to, and approved by the DCS/CIO.

### 1.6 Evaluation Criteria:

To complete a PIR at SSA, project information and insight must be gathered, analyzed and documented. The following criteria should be evaluated during a PIR:

- Business Assumptions
- Cost, Benefit, and Return on Investment (ROI)
- Schedule
- Mission Impact
- Requirements
- Risk Management
- Enterprise Architecture (EA)

### 1.7 PIR Timing and Schedule

Once the DCS/CIO determines that an IT Investment or project requires a PIR, the PIR must be completed 6 to 12 months after the implementation of the project or the project's module or release. Per executive decision, exceptions can be made for projects that fall outside this window. However, if the project is terminated or

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canceled, the PIR is conducted immediately to ensure the project's artifacts and lessons learned are collected before team members are assigned to another IT project and institutional knowledge about the project is lost. Once initiated, the PIR effort should take approximately four to six weeks to complete before circulating PIR findings to SSA stakeholders. Responses to comments and requisite revisions to the PIR report based on those comments may extend beyond the four to six week window. The PIR will follow the process below:

- Identify project for review and notify program/project team
- Create PIR Team
- Hold Kickoff Meeting
- Collect and analyze data
  - Request data and artifacts
  - Conduct interviews with stakeholders
  - Conduct data analysis
- Complete and submit PIR Report

### **1.8 How to use this Template:**

- Refer to Section I of this Template, "PIR PROCEDURES", for guidance on conducting PIRs
- Refer to Section II of this Template, "PIR ARTIFACTS", for a listing of artifacts used in completing the PIR process

### **1.9 When the document is approved:**

The completed and approved PIR Final Report is stored on the IT Investment Management SharePoint site Final PIR.

## **2 PIR PROCEDURES**

### **2.1 Select project for review and notify project team and sponsor**

The IT Investment Review Board can recommend projects that are candidates for a PIR. Projects eligible for a PIR include terminated projects, and implemented projects designated as part of an Major IT Investment (Exhibit 300), or Agency Priority Projects. The DCS/CIO will make the final selection and the PIR Team will notify the project team and project sponsor. To ensure buy-in, the executives overseeing the PIR effort should communicate expectations with the executives and PMs who managed the selected project.

### **2.2 Create PIR Team**

The PIR Team should be comprised of individuals who were not directly involved in development and/or implementation of the selected project. This allows for the PIR Team to conduct a more objective analysis. PIR Team members should have an appropriate level of expertise to conduct a PIR. Specifically members of the PIR Team should possess:

- Familiarity with SSA's CPIC and budgeting processes
- Familiarity with SSA's Systems Development Lifecycle (SDLC)
- Sufficient expertise to analyze the various data points gathered during a PIR
- Availability to support the PIR process from beginning to end
- Skills that align to at least one of the PIR Criteria (for further information, see the PIR Skills Matrix, part A, Section II)

### **2.3 Initiate Kickoff Meeting**

The PIR Team will reach out to the Project Management (PM) team to schedule the official PIR Kickoff Meeting. The Kickoff Meeting will address the following items:

- Set PIR goals
- Review PIR schedule and milestones
- Review PIR criteria and the data required for each criterion
- Begin working with the PM team to determine data available, and the most effective means of collecting said data
- Determine the stakeholders with which focus group meetings will be conducted and from whom data will be collected

The PIR Team lead should use the Kickoff Meeting Email Template (part B, Section II) for drafting an email to the project PM and other stakeholders. The team lead should also use the Kickoff Meeting Brief Template (part C, Section II) as a guide for developing the contents of the meeting agenda.

### 2.4 Conduct Data Collection and Analysis

After the Kickoff Meeting, the PIR Team will begin to request, collect and analyze data. Data collection techniques may include:

- Data requests to key SSA stakeholders. (Earned Value Reports, Cost Benefit Analysis (CBA) Models, Risk Registers, Management Information, Exhibit 300s, and the Annual Performance Plan are just a few examples of data that may be requested)
- Document reviews (e.g., PSV report, Architecture Review Board (ARB) minutes, project team meeting minutes)
- Project Team Interviews (frequently interviewed roles listed below)
  - Associate Commissioner (AC) from project component
  - PM
  - Lead developer
- Stakeholder Interviews (frequently interviewed roles listed below)
  - Business Sponsor AC
  - Business Sponsor PM/project lead
  - Business Sponsor liaisons between Headquarters and Regional Offices
  - End-Users and/or End-User representatives
- Stakeholder Questionnaires

Once all data is received, it is reviewed to ensure that it is in the format appropriate for the analysis. If the data is insufficient, follow-up must be performed to obtain the most appropriate data.

The collected data must then be analyzed by comparing what was performed against what was planned, the extent to which the project was implemented, and if the project was successful. The following sections provide guidance to assess the nine criteria of the SSA PIR process: 1) Assumptions, 2) Cost, 3) Benefits, 4) ROI, 5) Schedule, 6) Mission Impact, 7) Functional Requirements, 8) Risk Management, and 9) Enterprise Architecture.

For more detailed instructions and examples on data gathering, the PIR Team should refer to the Documentation Tracker (part G, Section II) and Data Collection Overview (part H, Section II); for detailed instructions and examples on data analysis, the PIR Team should refer to the Data Analysis Overview (part I, Section II). For templates to use in announcing, conducting, and recording Stakeholder Interviews, the PIR Team should refer to parts D, E, & F, respectively, in Section II.

#### 2.4.1 Assumptions

This section provides guidance for validating the assumptions that underlie the (1) IT investment and (2) the project and provides guidance for identifying whether these assumptions positively or negatively impacted the project's performance. The PIR identifies two types of assumptions and defines each as follows:



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- **Business Assumptions:** business drivers underlying the decision to invest in the IT solution that are considered true, real, or certain
- **Project Assumptions:** factors underlying the IT project planning that are considered true, real, or certain

**Documentation:** The PIR Team must collect artifacts that contain both sets of assumptions used during inception. The PIR Team must also collect any artifacts or interview stakeholders who can provide the updated assumptions of the project at completion or assumptions made by the project (if the PIR Team cannot identify documented assumptions). This analysis will help inform the PIR Team of any major assumptions that changed during the project, providing insight into why cost, schedule or other major variances took place. Possible documents include (all may not be available for every project):

- Project Scope Agreement (PSA)
- Proposal documentation
- Exhibit 300
- Investment Analysis (IA) /Cost Benefit Analysis
- Alternatives Analysis (AA)
- Business Case
- Performance Baseline Change Request documents
- SSA Inspector General (IG) Audit
- General Accountability Office (GAO)/Office of Management and Budget (OMB) directives

**Preliminary Analysis:** Review documented assumptions to ensure that each statement can be classified as a either a business or project assumption as opposed to a requirement. If assumptions cannot be found in documentation, then identify assumptions through stakeholder interviews. If the PIR Team does identify assumptions in the documentation, then the team should review the documentation that holds the original and updated assumptions and compare both sets of assumptions, noting all changes.

**Stakeholders:** Identify stakeholders who can provide insight into what (and why) assumptions may have been added, deleted or modified, and the effects of these changes. Suggested sources:

- Project Team
- Project Sponsor

Frequently Used Questions:

- Why did the noted assumptions change?
- What effect did these changes have on the project?
- What other environmental changes (e.g., demographic, economic, workforce) occurred that impacted the project?

**Final Analysis:** Review the assumptions and note all changes, reasons for these changes and the effects they had on the project. Additionally, document all lessons learned and recommendations that will help future projects better document and/or use assumptions.

### 2.4.2 Costs

This section provides guidance for collecting the data on and assessing the difference between estimated and actual costs, and explaining variances.

**Documentation:** Collect the documentation that holds the original baseline cost estimate for the project and any documentation that holds the overall actual cost of the project after implementation. Because each project is different in nature, projects may have differing documents that capture this information. The following is a list of possible source documents that may hold estimated and/or actual cost information:

- Official Sources of Planned Costs
  - SSA Full-Time Equivalents (FTEs) and Contractor Work Years (WYs): PRISM
- Special Expense Items (SEIs): Budget Execution Report (BER)
- In BER, Planned Costs = "Revised Budget" column
- Other Objects: Project team
- Official Sources of Actual Costs
- SSA FTEs and Contractor WYs: Resource Accounting System /Mainframe Time and Attendance System (RAS/MTAS)
- SEIs: Automated Purchase Requisition System (APRS)
  - Other Objects: Project team

The PIR Team should consolidate the data in a manner that will provide an initial project baseline against which to compare the final costs of the program. If the data above are not available, the PIR Team must attempt to obtain secondary cost information directly from SSA accounting systems. Secondary data may include:

- Exhibit 300 Cost Tables
- Social Security Online and Accounting Reporting System (SSOARS)
- IA/CBA
- AA
- EVM Contract Performance Reports (CPR) Format 1
- EVM CPR Format 5 (Variance Reports)
- Performance Baseline Change Requests
- Contractor Actuals Reporting System (CARS)
- SSA Streamlined Acquisition System (SSASy)

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If applicable, collect all data that captured the estimated and actual cost of non-Systems support used during the project's lifecycle.

**Preliminary Analysis:** Ensure that the cost elements captured in the baseline cost estimate are consistent with the cost elements captured in the actual cost data. This will ensure a consistent comparison. If anomalies are identified, or if similar data is not available, attempt to reconcile the data sources. If reconciliation is not possible, take note of this in the overall analysis of costs. Work with the project team to identify ways to determine the estimated level of program staff costs, as well as the actual support provided by program staff during the project lifecycle.

Review the original cost estimate with the actual costs of the program, noting the total variance in dollars and the total variance percentage.

**Stakeholders:** In order to obtain more insight into the cost data, interview the following stakeholders:

- Project Manager
- Project Team
- Project Sponsor

**Frequently Used Questions:** In order to understand project costs, ask the Project Manager and Project Team the following questions:

- What caused the variance?
- Did any change(s) in project assumptions cause the overall variance?
- What project activities could have been done to mitigate the variance?
- What SSA institutional activities could have mitigated the variance?
- How did the use of project management systems such as EVM, CBA, iCBA, AA impact the project's ability to manage costs?
- Were contractors used to contribute to the project and how did the contract impact costs?

**Final Analysis:** Note the total actual cost, original estimated cost, total variance, variance percentage, and variance explanations. Additionally, document all lessons learned and recommendations that will help future projects capture estimated costs, track actual costs and mitigate all reasons for project variances.

### 2.4.3 Benefits

This section provides guidance for collecting estimated and actual quantitative benefit data.

**Documentation:** Collect any documentation that holds the original baseline benefit estimate. Because most projects do not calculate actual benefits as the project progresses, identify the management information tools

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used to calculate efficiencies in the implemented system. The following documents could be used to compare baseline benefits against actual benefits:

- IA/CBA
- AA
- Business Case information
- PSA
- Exhibit 300 – investment narrative sections
- Management Information Systems applicable to the implemented project
- SSA Work Year Rates (to derive benefits from Management Information)
- General Schedule (GS) Rates (to derive benefits from Management information)
- Documentation proving the retirement of hardware, software, systems, and documentation that can be used to calculate the cost savings from retiring these items

**Preliminary Analysis:** Utilize the CBA, AA, and/or original Business Case to obtain the original benefit baseline against which to compare actual benefits. If original quantitative benefits are not available, move forward with the analysis, as it is more imperative to determine the actual quantitative benefits of the project.

To determine where benefits may have been realized, first review the business case documents (PSA, gPSA, Exhibit 300) that describe in narrative form the intended benefits of the project. Note the areas of possible improvement, and determine the benefits that could result in cost savings or avoidance for the agency. Then, determine the proper way to assess the quantitative benefits for each area of possible improvement (WY savings, retirement of hardware or software, increased system up-time, reduced need for tech refreshes or maintenance) and calculate the actual nominal benefits of the investment.

**Stakeholders:** In order to properly evaluate the quantitative benefits of the system, the following stakeholders must be involved to validate or identify quantitative benefits, and validate that the original benefits were actually attained.

- Project Manager
- Project Team
- Management Information stakeholders
- End users
- Office of the Deputy Commissioner, Systems (DCS) Staff
- Project Sponsor

**Frequently Used Questions:** In order to calculate benefits, ask the stakeholders the following questions:

- Did the PIR Team capture all possible areas for quantitative benefits?

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- Regarding each benefit element, is the calculation being used to derive the benefits for each cost element accurate; i.e., does it use the proper unit, cost rate, and time phasing?
- Does the calculated benefits figure seem too high or low, and why?
- Compared to the original expected benefits, why is the actual benefit figure higher or lower?
- What could have been done to experience greater benefits?
- What SSA institutional activities could have been done to increase benefits?

If during stakeholder meetings the team determines that there are other areas from which additional quantitative benefits can be derived, the PIR Team will work with the appropriate SSA stakeholders to obtain the needed information and calculate the benefits figure.

**Final Analysis:** The Final Analysis will involve computing a realized nominal benefit figure from the beginning of the project until implementation. Additionally, if an original benefits figure was available, a comparison of the original and actual baseline figure will be performed and a narrative will be created explaining the variance between the two figures. Additionally, document all recommendations that will help future projects improve benefits estimates prior to the project start, lessons learned that will help projects calculate actual benefits after implementation, and lessons learned that will allow future projects experience increased benefits.

Due to the short duration of PIRs at SSA, the complexity of calculating realized benefits for a completed project, and the number of stakeholders that must be involved in the creation and approval of actual benefit figures, the PIR team must begin this step as early in the PIR process as possible. Additionally, if no actual benefit figures can be calculated due to circumstances beyond the control of the PIR team, document in the final report the reasons that restricted this analysis, and define the qualitative benefits of the project in the Mission Impact and Functional Requirements sections of the PIR Final Report.

### 2.4.4 Return on Investment (ROI)

This section provides guidance for calculating the actual ROI for the project.

**Documentation:** Collect the approved project actual cost and approved project actual benefit figures from the sources below:

- IA/CBA
- AA
- Actual costs obtained from cost section above
- Actual benefits obtained from benefit section above

If you are conducting a PIR on an “Major IT Investment (Exhibit 300)” project that spans multiple fiscal years and is implemented over the course of these fiscal years, actual benefit data should be available as the project is gradually rolled out. If this is the case, your team should be able to calculate actual benefits. However, if you are conducting a PIR on a short-term project, spanning 2 years or fewer, the realization of benefits may

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not have taken place by the time the PIR began. If this is the case, tailor your benefit analysis based on the benefit data you have available, and capture the benefit figures in the years when they were actually realized, despite when costs were incurred.

**Preliminary Analysis:** Utilizing these two figures, perform the following calculation: (Actual Benefits – Actual Costs)/Actual Costs = ROI). If an original ROI is available from a CBA, or AA artifact, compare the experienced ROI with the planned ROI.

**Stakeholders:** After deriving the ROI, meet with the following stakeholders to review the ROI:

- Project Manager
- Project Team
- Project Sponsor

**Frequently Used Questions:** In order to comprehend the ROI, ask the stakeholders the following questions:

- Did the ROI meet expectations?
- If the ROI is different from the planned ROI, what caused this to happen? (Answers should be consistent with those provided in sections 2 and 3 regarding cost and benefit variances)
- Does the ROI figure seem too high or low, and why?
- Compared to the original expected ROI, why is this higher or lower?
- What could have been done to experience greater ROI?
- What SSA institutional activities could have been done to increase ROI?

**Final Analysis:** Note the ROI figure, provide context around this ROI and explanations as to why it differs from what was planned. Note the lessons learned and recommendations on what could have done to improve the ROI.

### 2.4.5 Schedule

This section provides guidance for collecting estimated and actual schedule performance data.

**Documentation:** In order to analyze the project's schedule, collect the baseline schedule and actual schedule performance data:

- Baseline Integrated Schedule
- Final Integrated Schedule
- Milestone plans
- Presentations to leadership
- SITAR proposals
- Exhibit 300s

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- Performance Baseline Change Management Forms

**Preliminary Analysis:** Compare the planned completion dates of all major project milestones to actual completion dates of major project milestones. Note all variances. Capture all baseline changes that took place throughout the period of performance.

**Stakeholders:** After reviewing schedule performance, meet with the following stakeholders to obtain additional information:

- Project Manager
- Project Team
- Project Sponsor
- End Users
- Technical Representatives

**Frequently Used Questions:** In order to evaluate schedule performance, ask the stakeholders the following questions:

- What caused the variances of the major milestones of the project?
- What could have been done to mitigate these variances?
- What caused or initiated the major schedule baseline changes?
- What SSA institutional activities could have been done to mitigate schedule variance?
- How did the schedule variance affect the quality of the project, or use of the final product?
- How did the use of a project management system, such as EVM, impact the project's adherence to baseline milestone dates?

**Final Analysis:** For the final analysis, note all major milestones, planned completion dates, and actual completion dates. Provide explanations around why milestones were/were not met, and any consequences of not meeting milestones. Provide lessons learned and recommendations that could have allowed the project to better plan milestones or meet milestone dates.

### 2.4.6 Mission Impact

This section provides guidance on how to properly assess if the project experienced the intended results and supported the overall SSA Agency Mission.

**Documentation:** In order to verify if the project truly accomplished what it had planned to accomplish, and verify if the project supported SSA's overall mission, the team will obtain documentation that states how the project aligns with the goals of the agency, and then determine the success of the project in supporting these goals. Refer to the following documents for mission impact information:

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- Exhibit 300 (Narrative sections)
- Exhibit 300 Performance Metrics and EA mapping documentation
- Annual Performance Plan (APP) Metrics that the project ties to (as noted in the OMB Exhibit 300)
- PSA
- gPSA
- AA narrative
- IA/CBA narrative
- SITAR proposal narrative

After obtaining baseline information, the team must then gather data that can verify these claims, including metrics data:

- Management Information
- Actual Metrics Performance data
- APP Metrics Actual Performance information
- Justification from the PM team that details how the project supported the APP metric/strategic goal
- Customer Satisfaction data

**Stakeholders:** Additionally, a qualitative assessment must be performed by asking key stakeholders and end users if the project experienced the results initially intended. Consider the following sources for information:

- Key stakeholders
- End users
- Senior decision-makers or sponsors

**Frequently Used Questions:** In order to comprehend mission impact, ask the stakeholders the following questions:

- Did the project support strategic goals and if so, which ones and how well?
- Did the project meet or exceed its performance measures?
- How well did these performance measures depict the success of the program?
- Were there any major decisions made during the project that impacted its performance?
- What are the next steps for the project?

**Final Analysis:** After obtaining the data, the PIR Team will conduct and analyze the success of the project in supporting SSA's mission. The analysis will include:

- Stating the agency strategic goals the project supports
- Providing a narrative on how the implemented product supports the strategic goals



- Analyzing questionnaire results showing whether stakeholders agree that the project supports the agency as the PM team has claimed
- Conducting a metrics trend analysis showing how the project improved a process or user satisfaction after implementation and provide justification on how the project is tied to the metric(s)
- For project goals that refer to saving time, staff, and/or money, note that Benefits criteria includes the analysis of these goals, since they pertain most directly to benefits accrued from the project
- If the PIR team cannot validate the project goals or the project's impact on SSA strategic goal(s), then the team should note in the Final Report that the analysis could not be completed

### 2.4.7 Functional Requirements

This section provides guidance for identifying the planned functional and technical performance of the project in question and provides guidance for gathering data with which to validate the project's actual functionality and technical performance.

**Documentation:** In order to verify if the project truly accomplished what it had planned to accomplish, and verify if the project achieved the planned functionality and technical performance, the team will obtain documentation that shows the planned requirements and the means for validating the implementation of these requirements (especially from the end-user perspective). Refer to the following documents for this information:

- PSA
- Project/Release Success Verification (PSV/RSV)
- Business Process Description (BPD)
- Systems Development Plan (SDP)
- Master Test Plan

**Preliminary Analysis:** Identify the planned requirements in the project documentation and any changes to these requirements that may have occurred during the project's lifecycle. Identify validation techniques used by the project to evaluate the implemented requirements (if at all). Note any issues identified by the project's validation of implemented requirements (if at all).

**Stakeholders:** Additionally, the PIR team should interview key stakeholders and end users to verify if the project experienced the results initially intended. Consider the following sources for information:

- Project team
- Key stakeholders
- End users

**Frequently Used Questions:** In order to validate requirements, ask the stakeholders the following questions:

- What were the requirements (features, capabilities) of the project?

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- How did you verify that requirements were met?
- Were you able to establish a baseline against which project goals for improvement were measured?
- If the project did not design a means for validating requirements, how will the project team verify that the requirement was achieved?
- Did the project experience scope creep (additional requirements without corresponding schedule and/or resource adjustments) or scope change (additional requirements with corresponding schedule and resource adjustments)?

**Final Analysis:** After obtaining the data, the PIR Team will analyze the success of the project in implementing planned requirements. To do so, the Team should:

- Determine the degree to which the planned requirements match end users' overall satisfaction with the implemented requirements
- Determine the degree to which the end users' satisfaction with the implemented requirements matches results from the project team's testing of the implemented requirements
- Determine if the project experienced scope creep and/or scope change and how this impacted the project schedule, budget, and end user satisfaction

### 2.4.8 Risk Management

This section provides guidance on how to properly assess the Risk Management capabilities of the project.

**Documentation:** Considering how the project team anticipated and identified risks, developed risk management strategies, and employed those strategies to address risk, can provide valuable insight during the PIR process. During the PIR, the risk management analysis should determine if risk was encountered, and if encountered risks were managed effectively. The analysis should include the impact, if any, that the risk and mitigation plan had on the success of the project, and the major risks the project encountered.

In order to conduct this assessment, obtain all risk artifacts used by the project over its entire lifecycle, including:

- Risk management plan (all versions)
- Risk Registers (all versions)
- SITAR Proposals
- PSA
- Risk team meeting minutes or other artifacts displaying the risk management process used by the project
- Narrative description of the process provided by the PM team
- Risk management team members

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**Stakeholders:** In order to identify and understand the major risks facing the project, speak with the following stakeholders:

- PM team

Frequently Used Questions:

- What were the major risks your project faced?
- How were you able to mitigate these risks?
- Did you have a standing risk management business flow on your project? If yes, explain.
- What impact did these risks have on the project or agency if you were unable to mitigate them (schedule delay, increase cost, more oversight, and decreased user satisfaction)?
- What institutional support or SSA processes helped you better manage risks on your project?
- What additional activities could have been performed or provided in order to improve risk management?

**Analysis:** The PIR Team will then assess the Risk Management process, analyzing if a process was in place, if any risks occurred and how the risks impacted the project scope, schedule, and budget. Further, the team should see if risks were mitigated and, if so, the impact the mitigation action(s) had on the project schedule, scope, and budget (if at all). Additionally, the PIR Team will capture lessons learned, major recommendations from stakeholders, and the major risks the project faced in order to communicate these findings to SSA leadership.

### 2.4.9 Enterprise Architecture

This section provides guidance for identifying the planned alignment of the project to SSA EA and determining how the implemented project adhered to its original plans.

**Documentation:** In order to verify if the project aligns with the agency's EA as initially stated, the following documents must be reviewed:

- EA Roadmap
- ARB Documentation
- Project EA plans and charts
- SITAR Proposals
- Exhibit 300 – EA narrative questions
- Initial and final project EA Diagrams

**Stakeholders:** In order to identify and understand how well the project aligns with the agency's EA speak with the following stakeholders:

## Post Implementation Review (PIR)

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- PM team
- Architecture Review Board
- Technical Subject Matter Experts

### Frequently Used Questions:

- Is the system, as developed, consistent with the Department's EA?
- Does it support the business functions included in the architecture?
- Is the system's design consistent with what was planned?
- Did the technology used follow the prescribed standards?

**Analysis:** Record how the project rates against the questions above, and note all lessons learned that can be leveraged to enhance future projects.

### 2.5 Complete PIR Report

After analyzing the data, the PIR Team will compile its final report in accordance with the template found in this section of the document. To create the final report, the PIR Team should use the Final Report Overview Template in part J of Section II.

Once the team completes a working draft of the report, the PIR Team lead should brief the following audiences using the “Executive Briefing on PIR” template (Artifact L, Section II):

- The PIR team: PM team lead, Branch Chief, and Division Director(s)
- Systems project team: Systems PM and Division Director overseeing project
  - Distribute report via e-mail
- Associate Commissioner (ACs) overseeing PIR
- Business Sponsor ACs
- Deputy Commissioners; IT Investment Review Board, DCS/CIO

SSA considers the PIR final report complete once the PIR Team lead briefs the CIO and the CIO approves of the report. The election and incorporation of lessons learned will be the responsibility of the SITAR Board and CIO.

### **3 PIR ARTIFACTS**

- A. PIR Skills Matrix
- B. Kickoff Meeting Email Template
- C. Kickoff Meeting Brief Template
- D. Stakeholder Preparation Template
- E. Stakeholder Invitation Letter
- F. Stakeholder Interview Transcript
- G. Documentation Tracker Tool
- H. Data Collection Outline
- I. Data Analysis Overview
- J. Final Report Overview Template
- K. PIR Issues and Considerations Tracker
- L. Executive Briefing on PIR