GRT Video Outline

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Welcome to CMS IT Governance Training – Governance Review Team & How it Can Help. In this short video we're going to discuss the role of the Governance Review Team and how it supports project team through the target life cycle.

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The Governance Review Team (GRT) is a planning forum of Subject Matter Experts familiar with CMS-owned technical solutions who provide initial support, guidance and validation of the business case and alternatives analysis documents to support the investment process.

It serves as a primary resource for project teams to help them navigate various aspects of their IT projects and provide recommendations to support successful implementation.

Providing recommendations early on can identify potential trouble spots in the project that could cause cost and schedule overruns.

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The GRT includes subject matter experts across OIT, OFM, and OAGM with broad knowledge of technical, operational, and governance responsibilities to help project teams think through their options and develop well-informed business and technical solutions that satisfy CMS' enterprise standards and strategy.

Subject areas represented include IT security and privacy, infrastructure, hosting, accessibility, shared services, systems integration, enterprise architecture, Investment Management, CMS data, IT contracting, and the budget process

Subject areas represented, include:
- ✓ IT Contracting Process
- ✓ IT Budgeting Process
- ✓ Investment Management (CPIC Requirements)
- ✓ Enterprise Architecture - Existing solutions which may meet your business needs
- ✓ Shared IT Services and Tools
- ✓ Systems Integration - Technical guidance to integrate IT systems
- ✓ Hosting/Infrastructure
- ✓ Using CMS Enterprise Data
- ✓ Interfacing with Medicare IT Systems

- ✓ Information Security
- ✓ Information Privacy
- ✓ Section 508 and 504 Compliance
- ✓ Helping Project Teams Navigate OIT

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The GRT has a dual advisory role:

They advise **project teams** on how to proceed through the IT Governance process; which governance reviews and activities (if any) are necessary based on the type and complexity of the project; what resources are available to help projects meet CMS technical, security, and other standards; and how to properly develop and document business cases and alternatives analysis in preparation for the Governance Review Board meeting.

They also advise the Governance Review Board (GRB) by conducting preliminary reviews of the Business Case and providing a recommendation of the preferred solution. The GRT performs due diligence on behalf of GRB to ensure that project teams are considering all potential alternatives that may be viable, cost benefit analysis with Pros and Cons, technical, contractual, and fiscal feasibility of implementing each and potential issues, risks, and pitfalls to avoid.

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To begin the process and engage with the Governance Review Team, complete the IT Intake form within EASi.

CMS' GRT analyzes the project information and advises project teams on how to properly develop and document their IT project Business Case and Alternatives Analysis. To support the alternatives analysis, the GRT will meet with the project team to review the alternatives and provide subject matter expertise for functional, technical, security and privacy considerations, as well as any known costs or schedule implications for each solution alternative. This is an iterative process. There is no specific order and often the business needs become clearer and gain detail after multiple rounds of discussion and questions.

Once the Business Case and Alternatives Analysis are prepared, the Business Owner will present to the Governance Review Board (GRB). The Governance Admin team will capture GRB feedback and approved solution alternatives that the Business Owner may move forward with. Once the Business Owner has selected a solution alternative, the GRT will issue a Life Cycle ID number that will allow the project to enter the budget and/or acquisition process.

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The GRT works iteratively to guide the Business Owner in developing a meaningful Business Case that includes a cost benefit analysis as well as the pros and cons from a business, contracts, risk and technology perspective.

They discuss alternative approaches for implementation (if any) such as COTS, open source, and emerging technologies. They also consider leveraging existing assets and solutions to avoid duplication of another effort.

The GRT also provides subject matter expertise for functional, technical, security and privacy considerations, as well as any known costs or schedule implications for each solution alternative.

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The GRT SMEs are our internal CMS consultants and consideration of their recommendations is necessary.

Project teams should include any GRT recommendations in the Alternatives Analysis, or provide a justification as to why not.

If the Business does not agree with their recommendations, they may present other alternatives, but must make the case to the GRB that their Alternative is superior under the Pros and Cons

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If you have questions about the Governance Review Team, CMS governance process, feel free to reach out to us at IT_governance@cms.hhs.gov. Or visit our website at www.cms.gov forward slash TLC.