VA Enterprise Design Patterns:

4. IT Service Management (ITSM)

4.5: Service Strategy

Office of Technology Strategies (TS)
Architecture, Strategy, and Design (ASD)
Office of Information and Technology (OI&T)

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APPROVAL COORDINATION

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REVISION HISTORY

Version	Date	Organization	Notes
0.1	11/16/2015	ASD TS	Initial draft outlining the business need, approach and current capabilities
0.3	11/25/2015	ASD TS	Updated to capture current capabilities and limitations
0.5	1/12/2016	ASD TS	Complete draft including future capabilities that address current limitations
0.7	2/11/2016	ASD TS	Incorporated final perspectives from stakeholders.
1.0		ASD TS	

REVISION HISTORY APPROVALS

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0.1	11/16/2015	Jacqueline Meadows-Stokes	Service Strategy Design Pattern Lead
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0.7	2/10/2016	Jacqueline Meadows-Stokes	Service Strategy Design Pattern Lead
1.0			

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1. Introduction

The Department of Veterans Affairs (VA) is currently establishing an enterprise framework for consistent IT service management (ITSM) processes for IT assets and configuration items (CI), as documented in the ITSM Enterprise Framework Enterprise Design Pattern. Proactive planning for VA's catalog of IT services requires a standardized approach to Service Strategy based on IT Infrastructure Library (ITIL) best practices. ITIL incorporates five IT service life cycle steps: Service Strategy, Design, Transition, Operations, and Continual Service Improvement. Each step in the cycle consists of a set of regular and repeated actions and influences that are used to align IT with the business needs of an organization. Executing this approach will help VA identify new services based on rapidly changing customer demands. Additionally, knowing the quality, availability, and capacity of services will help the organization more effectively meet the current and future needs of Veterans, clinicians, and employees. This will also increase alignment between IT services and VA's strategic business goals, and provide greater insight into the impact of IT services on the performance of business within VA. Furthermore, a comprehensive service strategy will improve productivity among the IT support staff, increase cost efficiency, and enhance the ability to meet the service demands of end users.

The primary purpose of service strategy is to set and manage the overall strategy for IT, based upon the organization's overall business strategy, so that appropriate IT services can be provided. Therefore, strategic thinking must be applied to service management. The Service Strategy Enterprise Design Pattern defines the service portfolio and any new additions to it, and provides input to service architecture so that the appropriate IT services can be designed and delivered to meet required business outcomes.

1.1 Business Need

This Enterprise Design Pattern establishes the framework and relevant use cases for Service Strategy, based on ITIL, which will improve IT service alignment to enterprise business requirements. The Service Strategy framework supports both near-term and long-term enterprise-wide planning and execution of IT services that support business processes and meet the needs of Veterans and VA staff. In the context of this document, services include all general IT services provided by VA IT assets that support enterprise business processes, and these services may include Enterprise Shared Services (ESS), as explained in the Enterprise Service Oriented Architecture (SOA) Design Pattern.

1.2 Approach

VA's near-term approach should consist of utilizing ITIL-based Service Strategy processes and principles from the enterprise perspective in the following activities:

- Evaluate current processes of service portfolio management (SPM) for enterprise service strategy alignment (ongoing)
- Conduct gap analysis with current processes, and identify enhancements for future service portfolio planning (ongoing)
- Institutionalize enhanced Service Strategy approach across all of OI&T (planned)
- Continually refine Service Strategy based on lessons learned (planned)
- Determine which services OI&T will offer and what capabilities will need to be developed (ongoing)

2 Current Capabilities and Limitations

Current Capabilities

- Some elements of ITIL based service strategy currently exist within VA (e.g. service catalogs, portfolio management). These are often independent of each other and provide services within their own programs.
- The Intake Business Needs (INBN) process identifies business needs and product planning for future IT services based on customer demands and takes place at the program level with the submission of business needs to OI&T through the Business Needs Intake and Analysis (BNIA) portal.
- There are elements of Strategy Management of IT services being utilized within Enterprise Shared Services (ESS) Center of Excellence (CoE) including program level (FoSIM and SOA) service portfolios.

Current Limitations

- SPM focuses primarily in the context of web services within ESS and not in the broader "services" that include IT assets and configuration items (CIs) throughout VA's IT infrastructure
- SPM requires investment prioritization and resource allocation across the enterprise.
- Further guidance is needed for demand and capacity management of services per ITIL Service Strategy and Service Design processes
- Business relationship management (BRM), demand management, or strategic management of IT services are not adequately addressed within the current, limited, program service strategy
- Multiple service catalogs with multiple owners are in use throughout the VA's landscape, but none exist at the enterprise level to directly meet the needs of Veterans, clinicians, and employees

3. Future Capabilities

Establishing a Service Strategy framework will support establishment of enterprise IT services that align to business needs and best serve Veterans, clinicians, and employees. The "to-be" framework includes a set of enterprise processes and approaches to define customer needs, develop service offerings and strategic assets, and prepare for execution. The following sections provide guiding principles based on ITIL that will help achieve the following objectives:

- Expand upon eservice catalogs and service portfolios used at the program level. Utilizing these program level portfolios to create an enterprise-level portfolio and adequately addressing SPM to include IT assets and CIs will help strengthen the Service Strategy within VA.
- Leverage the existing INBN process at the enterprise level to make decisions related to demand management and business relationship management. This will assist in investment prioritization as well as resource allocation across the enterprise.
- Execute the Product Analysis (PRAN) process in ProPath to analyze business needs in a portfolio-based manner based on customer demands for enterprise services. This includes processes for gathering requirements, evaluating architectural feasibility, and creating initial service level agreements (SLAs).
- Consolidating existing services from VA lines of business to create an enterprise level service strategy will streamline service portfolio management within the Agency.

An enterprise-wide approach to Service Strategy will address unique requirements of a multi-vendor environment and ensure situational awareness. Service Strategy determines which services to offer and what capabilities need to be developed. Elements of Service Strategy addressed in this design are identified below.

3.1 Service Portfolio Management (SPM)

Many of the programs within the VA have individualized service portfolios. Consolidating those service catalogs into a single, enterprise solution will help to eliminate redundancy, waste, and maximize efficiency within the VA IT landscape through IT governance functions executed by the recently established Enterprise Project Management Office (EPMO). Additionally, this enterprise solution will help to make large scale determinations as it relates to service offerings, requirements, and demand.

SPM (as shown in Figure 1) is the process that is responsible for defining which services will be entered into the service portfolio and how those services will progress and be tracked throughout their lifecycle. One output of SPM is a description of a provider's services in terms of business value and articulates business needs, as well as the provider's response to those needs.

Another output of SPM is a complete list of the services managed by a service provider as well as a process for defining services within the VA enterprise. The list contains present contractual commitments, new service development, and ongoing service improvement plans initiated by Continual Service Improvement. The three major subsets of the service portfolio are the service catalog, service pipeline, and retired services.

Additionally, interval assessments of portfolios within the SPM process ensure that the service provider has an understanding of all services that it provides, the investments in those services, and the strategy and objectives of each service before it makes tactical plans for how to manage those services. SPM plays a role in strategy generation, and follows through the service lifecycle to ensure that the agreed strategy is appropriately executed at each stage.

The SPM service registry and repository makes services visible and helps to manage them, as implemented by the enterprise ESS registry in accordance with the Enterprise SOA Design Pattern. A service portal with a single dashboard for all ITSM functions will allow VA to support mobility, help desk, knowledge, IT News, Mobile Access, and the aggregated catalog.

SPM through internal assessments will ensure that the service provider has the right mix of services to meet required business outcomes at an appropriate level of investment.

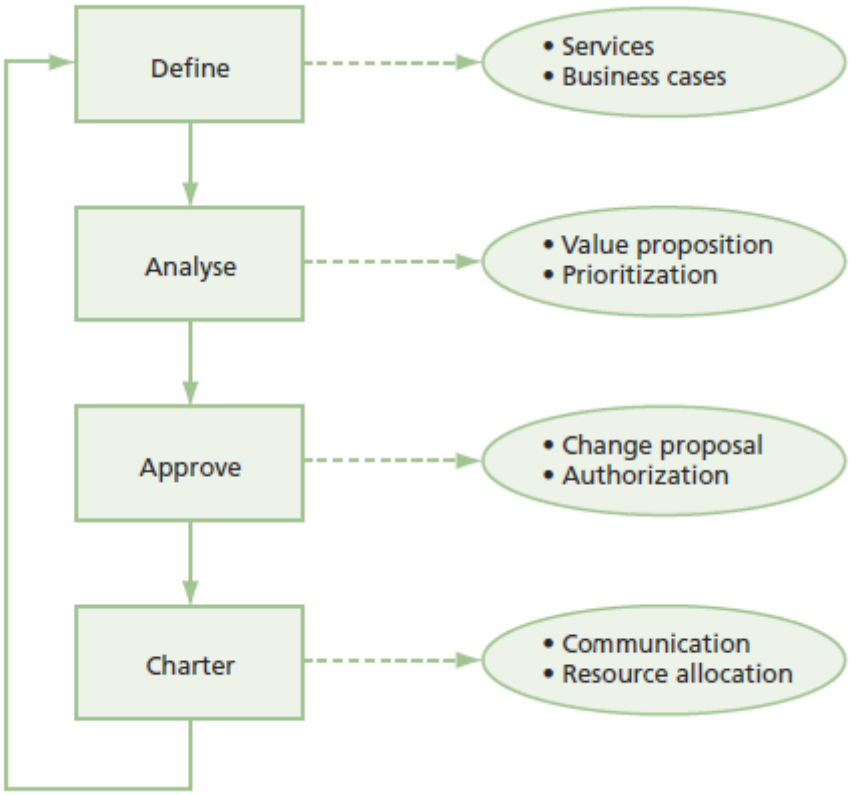

Figure 1: Phases of Service Portfolio Management

3.2 Business Relationship Management

Business Relationship Management (BRM) is the process to identify the needs of the Veteran, clinician, and employee and ensure that appropriate services are developed to meet those needs. The BRM process represents a direct interface between VA customers and clientele. The BRM process initiates requests and obtains business information and requirements that are used to define services and evaluate whether they would provide a sufficient return on investment. BRM also keeps customers informed about the status of services in SPM.

Major activities outlined in BRM include:

- Maintain customer relationships to ensure that VA understands the needs of Veterans, clinicians, and employees
- Identify and document the desired outcomes of services offered
- Monitor and handle customer complaints to ensure satisfactory resolution

BRM can be improved through the use of a software brokerage functions, such as the Enterprise Cloud Service Broker (ECSB) explained in the ECSB Enterprise Design Pattern, providing intermediary support between services and customers. The broker manages multiple vendors through automated fulfillment, supports services though drag-and-drop workflow editing, and assists people through role and group entitlement. BRM management can also help to inform demand management, and eventually inform service portfolio offerings.

3.3 Demand Management

Demand Management is the process that seeks to understand, anticipate, and influence VA clientele demand for services and the provision of capacity to meet the requested services. Demand management is a critical aspect of service management and helps to understand customer's service needs. Therefore, improper demand management could lead to unnecessary services being offered, limited services for Veteran's, clinician and employees, or a lack of required services within VA's landscape.

Demand Management works at every stage of the ITSM lifecycle to ensure that services are designed, tested, and delivered to support achieving business outcomes at the appropriate levels of activity.

Demand Management processes and activities will include:

- Identifying and analyzing patterns of business activity associated with services.
- Identifying user profiles and analyzing their service usage patterns.
- Identifying, agreeing and implementing measures to influence demand together with capacity management.
- Achieving a balance between the cost of a service and the value of the business outcome it supports

The INBN process will be the official enterprise process that will be used to inform demand management at the enterprise level. This process aligns business needs to IT service offerings. Leveraging this process at the enterprise level would mean stronger alignment of the needs of Veterans, clinician, and employees to the service offerings within the service portfolios.

3.4 Strategy Management for IT Services

Strategy Management for IT services is the process of defining and maintaining an organization's perspective, position, plans, and patterns with regard to its services and the management of those services. The purpose of strategy management within the VA is to map how IT services will enable the VA to implement the to-be IT vision documented in the Enterprise Technology

Strategic Plan (ETSP). It establishes the criteria and mechanisms to decide which services will be best suited to meet the business outcomes and the most effective and efficient way to manage these services.

OI&T will leverage the Veteran-focused Integration Process (VIP) and execute the ESS Center of Excellence (CoE) to achieve enterprise service strategy management.

3.5 Alignment to TRM

The VA Technical Reference Model (One-VA TRM) is a component within the overall enterprise architecture that establishes a common vocabulary and structure for describing the information technology used to develop, operate, and maintain enterprise applications.

All ITSM products used to realize Service Strategy principles in this document require approval in the TRM. The approved products refer to the ITSM tools that constitute the framework described in the ITSM Enterprise Framework Enterprise Design Pattern. Table 1 shows a representation of the current approved products for pertinent ITSM categories.

Table 1: Representative VA ITSM Enterprise Framework Categories and Approved Technologies

Tool Category	Example Approved Technologies
Configuration Management Database (CMDB)	**CA Service Desk Manager, BMC Remedy, Legacy CMDBs**
Endpoint Manager	**IBM Endpoint, Microsoft SCCM**
Patch Management	**IBM Endpoint, Microsoft SCCM**
Asset Management	**CA IT Asset Manager**
Relationship and Dependency Mapping	**BMC ADDM, CA Configuration Automation**
Line of Business	**VA System Inventory**
Configuration Change Control	**CA Configuration Automation**
Data Normalization	**BMC ADDM, CA IT Asset Manager (SAM component), BDNA**
Scanning and Discovery	**Nessus, IBM Endpoint, Microsoft SCCM, CA Configuration Automation**
Enterprise and Service Architecture Design Tooling	**Rational System Architect and Rational Software Architect**

4.0 Use Cases

The following use cases are examples that demonstrate the application of the capabilities and recommendations described in this document.

4.1 Consolidation of Redundant Services

4.1.1 Purpose

An adequate service strategy will ensure that IT service portfolios and offerings are efficient and effective and that process and system redundancies are eliminated. Additionally, an adequate service strategy will ultimately save the VA money, time, and resources as well as ensure IT services are constantly evolving to fit the changing requirements and needs of the IT landscape.

This document describes a scenario in which multiple facets of the agency utilizing the same Veteran Personally Identifiable Information (PII) and Personal Health Information (PHI) to accomplish different outcomes. Once the processes were evaluated across the department and a gaps analysis was conducted, an enhanced service strategy was created that assisted to provide desired outcomes with less redundancy, resources, and system requirements.

4.1.2 Assumptions

- An enterprise service team exists to drive these processes
- All data, databases, and systems are owned by VA and not by external business partners
- Proxies are created for external partner services to support management of the external services being used

4.1.3 Use Case Description

A recent review of systems within the VA that house PII and PHI identifies four systems (Beneficiary Identification Records Locator Subsystem (BIRLS), Patient Treatment File (PTF), Enterprise Health Management Platform (eHMP) and Veterans Benefits Clinic I (VBCI)) across the Department that house the same information. An analysis on management cost, end-user participation, system interoperability, and configuration reveals that creating or modifying an existing enterprise-level PII and PHI management system and allowing access across the VA will save the department millions of dollars annually. The analysis also reveals that out of the four systems, modifying the BIRLS had the strongest capacity to serve as an enterprise wide PII management solution and additionally would provide a required platform for Veterans Benefits Administration (VBA), Veterans Health Administration (VHA), and National Cemetery Administration (NCA) use. The other three systems would be decommissioned once BIRLS is modified into an enterprise solution.

1. The project manager analyzes the system for necessary requirements, usability, security, and value and creates a business case for the use an enterprise solution for PII management. This business case contains current service portfolio offerings, evaluation of the service to customers, gaps analysis, and desired outcomes. The business case is shared with all owners of the previous systems, leadership, and OIT. In this phase:
    a. Leadership is active in providing requirements and modifications of the new BIRLS system.
    b. All reconfigurations, system retirements, etc. are approved and within compliance with VA and NIST policies.
2. System owners and administrators from each of the 4 systems that plan to be discontinued informs all users (Veterans, Employees, Contractors, Clinicians) of the plan to suspend use of those systems within a 6-month time period.
3. Over 6-months, PTF, eHMP, and VBCI are phased out and BIRLS is launched. Specifically, the system configuration takes place, transferring data from all 5 systems and migrating into the BIRLS. Additionally, all PII is cross referenced and data is "cleaned" to ensure an accurate and usable database. BIRLS, once updated, will house a dashboard to manage all IT service offerings.
4. BIRLS will have the capacity to notify external doctors or changes in patient information, eternal vendors or order requirements, and external service providers of VA needs and requirements. BIRLS is redesigned to capture use trends, minimally used aspects, user preferences, etc. The information captured and analyzed will enable the development, and communication of new ideas into the BIRLS. The Lessons Learned are incorporated into edits of the system. It will have the capacity to assess and manage/user preferences, high-traffic areas (patient record access), low-traffic areas (prescription management page), and accurately forecast user demand for specific products and services offered by the BIRLS system or assist in optimize the system to drive users to minimally used areas. Managing the demand of the users will help the VA centralize strategic requests from the business to IT and streamline the investment decision process for new products and services – or enhancements and detect repairs to existing products and services.

4.1.4 Use Case Context Diagram

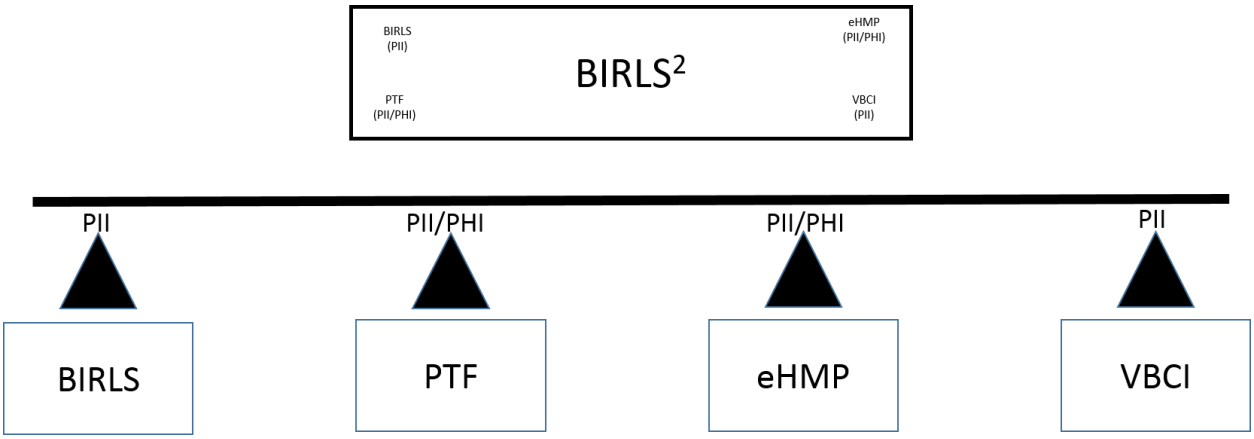

Figure 2: BIRLS System Revamped Diagram

4.2 Death Claim Efficiency

4.2.1 Purpose

Efficiency in claims processing means satisfied customers (Veterans and beneficiaries), saved money, and faster response times. Many processes are contained within IT, and ensuring a sound service strategy will certify that death claim processes are packaged within IT Service portfolio's that fit the needs of the end users and customers.

This use case outlines an inefficient death claims process within VA. The process is cumbersome and timely. Analyzing the process and incorporating lessons learned results in less money spent, faster turnaround times, and a decreased misappropriation of resources OR decreased use of resources.

4.2.2 Assumptions

4.2.3 Use Case Description

The VBA processes numerous death claims monthly. The processing of death claims, within VBA, requires a four-step input process:

1. The claims adjustor receives and scans the death certificate and inputs it into the claims system.
2. The adjustor then marks the Veteran deceased in the BIRLS system.
3. A notification of death is sent to NCA and VHA to ensure all records are marked accordingly.
4. VBA mails any monetary and benefits entitlements to beneficiaries.

A recent analysis of the process and system portfolio for death claims revealed that this process requires four systems, 16 hours, and costs roughly 66 dollars per case. An upgraded system, called Veteran's After Life, reduces this process to two systems, four hours, and costs 26 dollars per case.

A business case is developed that outlines the changes to the process, the differences in the service portfolio, the manpower required to operate the claims department, and the money saved. This is then approved by a VBA governance board before transition and implementation.

Over one year, the old system portfolio is phased out, including the discontinued use of two of the systems previously used for the process. With the new implemented system, claims adjustors are trained on the updated process and system.

The outcome is a more efficient service portfolio for death claims processes, money saved for the department, and satisfied Veterans and beneficiaries.

4.2.4 Use Case Context Diagram

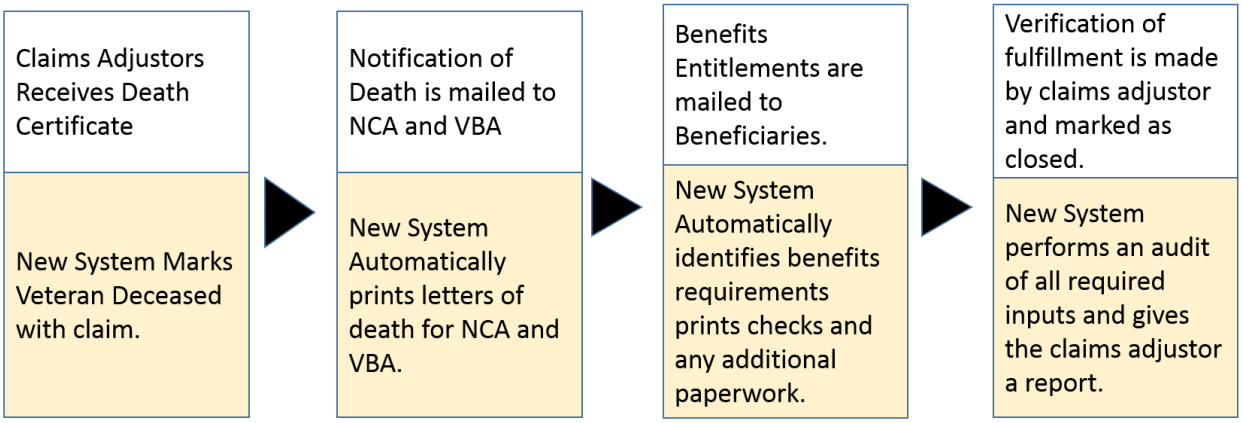

Figure 3: Death Claims Process and System Updates

Appendix A. Document Scope

Scope

The ITSM Service Strategy Enterprise Design Pattern provides vendor-agnostic guidelines for establishing a Service Strategy framework that addresses the relationship between various services, systems, processes and the business objectives they support, as well as ensure alignment. Implementation of Service Strategy will:

- Tighten alignment between IT Services and strategic business goals
- Provide greater insight into the impact that IT services have on the performance of the business
- Increase efficiency through consolidation of duplicate services, enhancement of inefficient services and retirement of low value or unused services
- Meet service demands of Veterans
- Create opportunity for proactive decision making about Service Creating, Improvement, Delivery and Retirement

Intended Audience

This Enterprise Design Pattern pertains to all OI&T organizations involved in ESS planning and execution, and IT asset management across all VA infrastructure environments.

Document Development and Maintenance

This document was developed collaboratively with internal stakeholders from across the Department and included participation from OI&T, PD, OIS, ASD, and SDE. Extensive input and participation was also received from VHA, VBA and NCA. Development of the document included engagements with industry experts to review, provide input, and comment on the proposed pattern. This document contains a revision history and revision approval logs to track all changes. Updates will be coordinated with the Government lead for this document, which will also facilitate stakeholder coordination and subsequent re-approval depending on the significance of the change.

Appendix B. Definitions

Table 2: Definitions

Name	Definition
Architecture, Structure, and Design	Responsible for managing and creating standards for implementing Information Technology (IT) solutions that serve Veterans while exercising proper stewardship of resources.
Beneficiary Identification Records Locator System	An electronic information system used and administered by the Department of Veterans Affairs Veterans Benefits Administration. The Veteran eligibility status and related information is entered into BIRLS when applying for any benefit (e.g., compensation and pension, education, medical, etc.) from the Department of Veteran Affairs.
Capacity Management	This process is responsible for ensuring that the capacity of IT services and the IT infrastructure is able to deliver agreed service level targets in a cost effective and timely way. Capacity management considers all resources required to deliver the IT service and plans for short, medium, and long term business requirements.
Configuration Items	Configuration items are components of an infrastructure that currently is, or soon will be under configuration management. CIs may be a single module such as a monitor or tape drive, or more complex items, such as a complete system.
Configuration Management Database	A database used to store configuration records through their lifecycle.
Continual Service Improvement	Continual Service Improvement is responsible for managing improvements to the IT Service Management Processes and IT Services.
Information Technology Infrastructure Library	A set of practices for IT Service Management that focuses on aligning IT services with the needs of business.

Name	Definition
Information Technology Service Management	The implementation and management of quality IT services that meet the needs of business. IT service management are performed by it service providers through an appropriate mix of people, process, and IT.
Intake Business Needs	This process identifies business needs and product planning for future IT services based on customer demands and takes place at the program level.
Integrated Project Team	A multidisciplinary group of people who are collectively responsible for delivering a defined product or process.
National Cemetery Administration	The NCA provides burial space for Veterans and their eligible family members, maintains national cemeteries as national shrines, sacred to the honor and memory of those interred or memorialized there, marks Veterans' graves with a Government-furnished headstones, markers or medallions, provides Presidential Memorial Certificates in recognition of their service to a grateful nation, and administers grants for establishing or expanding state and tribal government veterans cemeteries.
Office of Information and Technology	This office provides strategic and technical direction, guidance, and policy to ensure that the Department of Veterans Affairs' IT resources are acquired and managed in a manner that abides by Federal laws and regulations. OI&T delivers available, adaptable, secure, and cost-effective technology to VA and acts as a steward for most of VA's IT assets and resources. OI&T strives to provide innovative tools that enable excellent customer service.
Patient Treatment File	Contains a record for each inpatient care episode provided under VA auspices in VA and non-VA facilities nationwide and contains data on admission, diagnosis, procedures, surgical episodes, and disposition (discharge) information and Diagnostic Related Group (DRG).

Name	Definition
Personal Health Information	Any information about health status, provision of health care, or payment for health care that is created or collected by a "Covered Entity" that can be linked to a specific individual.
Personally Identifiable Information	Any data that could potentially identify a specific individual.
Retired Services	An IT service or other configuration item that has been removed from the live environment.
Service Catalogs	A database or structured document with information about all live IT services, including those available for deployment. The service catalog is the only part of the service portfolio published to customers.
Service Level Agreements	An agreement between an IT service provider and a customer. The SLA describes the IT service, documents the service level targets, and specifies the responsibilities of the IT service provider and the customer. A single SLA may cover multiple IT services or customers.
Service Management	A set of specialized organizational capabilities for providing value to customers in the form of services.
Service Pipeline	A database or structured document listing all IT Services that are under consideration or development, but are not yet available to customers.
Service Portfolio	The complete set of services that are managed by a service provider. The Service Portfolio is used to manage the entire lifecycle of all services and includes the service pipeline, service catalog, and retired services.
Service Portfolio Management	The process responsible for managing the service portfolio. Service Portfolio management considers service in terms of the business value they provide.

Name	Definition
Service Provider	An organization supplying services to one or more internal customers or external customers. Service provider is often used as an abbreviation for IT service provider.
Service Strategy	Service Strategy establishes an overall strategy for IT services and for IT service management.
Service Strategy	Service Strategy is the foundation of the ITIL Service Lifecycle. It provides guidance on clarification and prioritization of service-provider investments in services.
VA Technical Reference Model	Establishes a common vocabulary and structure for describing the information technology used to develop, operate, and maintain enterprise applications. Moreover, the One-VA TRM, which includes the Standards Profile and Product List, serves as a technology roadmap and tool for supporting Office of Information & Technology.
Veterans Benefits Administration	Provides a variety of benefits and services to Service members, Veterans, and their families.

The following provides a list of acronyms that are applicable to and used within this Enterprise Design Pattern document.

Table 3: Acronyms

Acronym	Description
ASD	Architecture, Structure, and Design
BIRLS	Beneficiary Identification Records Locator System
BNIA	Business Needs and Intake Analysis
CoE	Center of Excellence
CI	Configuration Items
CMDB	Configuration Management Database
VA	Department of Veterans Affairs
EHMP	Enterprise Health Management Platform
ESS	Enterprise Shared Services
ITIL	Information Technology Infrastructure Library
ITSM	Information Technology Service Management
IPT	Integrated Project Team
NCA	National Cemetery Administration
OIT	Office of Information and Technology
OIS	Office of Information and Technology
PTF	Patient Treatment File
PHI	Personal Health Information
PII	Personally Identifiable Information

Acronym	Description
PD	Product Development
SDE	Service Delivery and Engineering
SPM	Service Portfolio Management
SPM	Service Portfolio Planning
SAM	Software Asset Management
SCCM	System Center Configuration Manager
TRM	Technical Reference Model
VBA	Veterans Benefits Administration
VBCI	Veterans Benefits Clinic I
VHA	Veterans Health Information
VISTa	Veterans Health Information Systems and Technology Architecture

Appendix D. References, Standards, and Policies

This Enterprise Design Pattern is aligned to the following VA OI&T references and standards applicable to all new applications being developed in VA, and are aligned to VA ETA:

Table 4: References, Standards, and Policies

#	Issuing Agency	Policy, Directive, or Procedure	Purpose
1	VA	VA Directive 6004	Directive establishes VA policy and responsibilities regarding Configuration, Change, and Release Management Programs for implementation across VA.
2	VA	VA 6500 Handbook	Directive information security program. Defining overall security framework for VA.
3	NIST	800-128	Guide for Security-Focused Configuration Management of Information Systems Provides guidelines for organizations responsible for managing and administrating the security of federal information systems and associated environments of operations
4	NIST	SP 800-63-2	Special Publication — Creating a Patch and Vulnerability Management Program Designed to assist organizations in implementing security patch and vulnerability remediation programs.
5	NIST	800-53	Recommended Security Controls for Federal Information Systems and Organizations Outlines the importance of deploying automated mechanisms to detect unauthorized components and configurations within agency networks
6	OMB	Memorandum M-14-04	FY2013 Reporting Instructions for the Federal Information Security Management Act and Agency Privacy Management Provides guidance for Federal agencies to follow the report requirements under FISMA.
7	OMB	Memorandum M-02-01	Guidance for Preparing and Submitting Security Plans of Actions and Milestones Defines Management and Reporting Requirements for agency POA&Ms, including deficiency descriptions, remediation actions, required resources, and responsible parties.
8	White House	FISMA Act of 2002	Reauthorizes key sections of the Government Information Security Reform Act

#	Issuing Agency	Policy, Directive, or Procedure	Purpose
			Provides a comprehensive framework for ensuring effective security controls over information resources supporting Federal operations and assets.
9	VA	CRISP	Intended to improve access controls, configurations management, contingency planning, and the security management of a large number of information technology systems.
10	Congress	E-Government Act of 2002	Public Law 107-347 Purpose is to improve the management and promotion of electronic government services and processes by establishing a Federal Chief Information Officer within the Office of Management and Budget, and by establishing a framework of measures that require using Internet-based information technology to improve citizen access to government information and services, and for other purposes.
11	VA	Change Plan – Process Template	This Standard Operating Procedure has been created to support and supplement the National Change Management Policy and Standard Document and is not intended to replace the overall management process of the Change Management Program this SOP expands and provides specific information related to the following process being placed under Change Control
12	VA	OIT Enterprise Change Management Policy	This document establishes an OIT Enterprise Change Management policy ensuring changes to all information technology infrastructure and software configuration items (CIs) are managed and communicated in a disciplined and standardized manner to minimize risk, impact and optimize IT resources
13	VA	OIT Change Management Process	The purpose of the Change Management (ChM) process is to provide guidance for the management of changes to all Department of Veterans Affairs (VA) Information Technology (IT) environments. The process provided guidance on how to manage a change throughout its life cycle.