
Project Management for IS Auditors and Security Professionals

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What is Project Management?

- ◆ “The application of knowledge, skills, tools, and techniques to project activities to meet or exceed stakeholder needs and expectations from a project.”
- A Guide to the Project Management Body of Knowledge, Project Management Institute
- ◆ Needs and expectations involves management and control over scope, cost, time and quality.

Challenges in Project Management

- ◆ Unclear roles and responsibilities
- ◆ Undefined or ambiguous requirements
- ◆ Resource/budget constraints
- ◆ Unrealistic deadlines



Your Role in the Project

- ◆ Active promotion and enforcement of standards and controls framework
- ◆ Active role in monitoring project activities and reviewing deliverables
- ◆ Advisor to project management on emerging control issues and project risks

Determining Project Involvement

- ◆ Dependent on Risk Model
- ◆ Request from Senior Management
- ◆ Project Visibility

Planning Essentials

- ◆ Define Scope and Timing
- ◆ Develop Communication Strategy
- ◆ Identify Project Documentation to Review
- ◆ Assess Project Resource Needs
- ◆ Define Deliverables

Scope and Timing

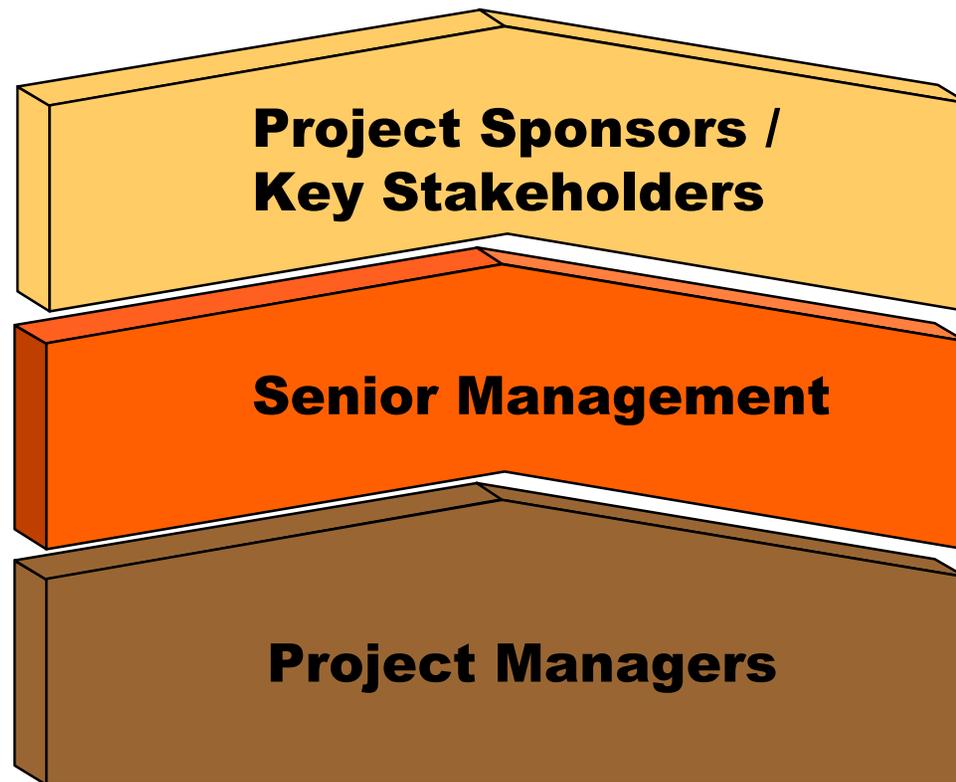
- ◆ “Cradle to grave” coverage of high risk development projects
 - ◆ Get involved in the requirements definition stage of the project
- ◆ Frequent checkpoints on non-high risk development projects
 - ◆ Request for review of deliverables in the draft stage



Communication Strategy

- ◆ Guidelines:
 - ☑ Know Your Audience
 - ☑ Know What Needs to be Communicated (issues, risks, implications, progress, scope changes)
 - ☑ Know Acceptable Frequency of Communication
- ◆ Periodic checkpoints with senior management on “state of controls”
- ◆ Audit/Risk Assessment report will continue to be one key component of communication strategy

Communication Model



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Communication Strategy

Weekly/Monthly communication with Project Leads

- ✦ *Can be in the form of a status memo; highlight past accomplishments, areas of focus until next status and issues identified.*



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Communication Strategy

- ◆ Quarterly communication to Key Senior Management - Risk Assessment

- ☛ *Can be in the form of a status memo or a report; highlight significant issues that require resolution or plan for resolution prior to implementation*

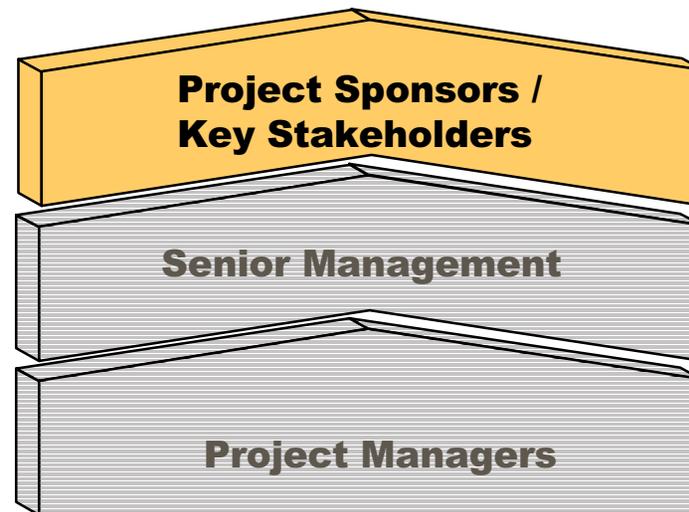


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Communication Strategy

- ◆ Final Report addressed to Project Sponsors and Key Stakeholders

☞ *Communicate more significant issues and report on the overall state of controls prior to or immediately following product launch or system go-live date.*



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Project Documentation Review

PM TOOLS:

- ◆ Project Plan
- ◆ Issues List
- ◆ Change control process
- ◆ Roles / responsibilities matrix
- ◆ Status Reports

Project Documentation Review

DELIVERABLES:

- ◆ Business Requirements, Functional Specifications
- ◆ Design Documents
- ◆ Test Plan, Test Cases and Test Results
- ◆ Conversion Plan
- ◆ Network /Architecture Diagram
- ◆ Contingency Plan

Project Review Timeline



Requirements Review	Design Review	Development Controls	Test Plan Review	Test Results Review	Pre-Implementation REVIEW
<i>Are security and controls considered in the requirements being defined for the system?</i>	<i>Do the functional and technical design adequately address the control and security requirements?</i>	<i>Do reasonable change control, release management, and security controls exist over the development and QA environments?</i>	<i>Does the test plan appear sufficiently comprehensive to test functionality, performance, and integration?</i>	<i>Do testing results indicate that functional requirements have sufficiently been met?</i>	<i>Are all elements of the environment ready for implementation? (Technology, users and processes)</i>

Project Resources

- ◆ Assess skills needed to perform reviews; useful to compile a skills inventory
- ◆ Determine resource availability and schedule

Deliverables

- ◆ Weekly Status Reports
- ◆ Quarterly Project Assessments
- ◆ Final Audit Report / Security Risk Assessment

Project Management Resources

- ◆ *Project Management Institute -- www.pmi.org*
 - *PM Network*
 - *Project Management Journal*
 - *Project Management Seminars*

- ◆ *Project Management, How to Plan and Manage Successful Projects - Joan Knutson, Ira Bitz*

- ◆ *Information Systems Project Management - Jolyon E. Hallows, CMC*
(American Management Association)

- ◆ *Project Mentors, Inc. -- www.projectmentors.com*



The End

Questions?