



**ADMINISTRATIVE COMMUNICATIONS SYSTEM
U.S. DEPARTMENT OF EDUCATION**

**LIFE CYCLE MANAGEMENT
FRAMEWORK**

DEPARTMENTAL DIRECTIVE ACSD-OCIO-007

Distribution:

All Department of Education Employees

Approved by:

Denise L. Carter

Delegated the Duties of the Assistant Secretary
Office of Finance and Operations

History of Changes

Approved by	Notes	Date
Winona H. Varnon, Principal Deputy Assistant Secretary for Management Delegated the Authority to Perform the Functions and Duties of the Assistant Secretary for Management	Approved 07/16/2010. Recertified 12/09/2016. Recertified 05/26/2017 with instructions for use of the IT Asset Management Tool.	05/26/2017
Vanessa Tesoriero Directives Management Officer	No substantive changes; 508 compliance updates; Renumbered per new ACS numbering system.	11/02/2022
Denise L. Carter Delegated the Duties of the Assistant Secretary Office of Finance and Operations	This ACS Directive supersedes ACS Directive ACSD-OCIO-007 (formerly OCIO: 1-106), "Lifecycle Management (LCM) Framework," dated 05/26/2017.	See Digital Signature

For technical questions regarding this directive, please contact Enterprise Project Management Office (EPMO) at EPMO@ED.GOV.

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I. Purpose

The Enterprise Program Management Review (EPMR)¹ serves as the framework for the Department of Education's (ED's or Department's) life cycle management process for integrated management oversight of Information Technology (IT) investments, systems, and services. Along with Capital Planning and Investment Control (CPIC), EPMR comprises ED's integrated approach to IT Investment Management (ITIM) to provide the Department's overarching IT governance structure used for management oversight to help reduce risks and improve the successful delivery of IT initiatives.

II. Policy

It is the Department's policy to leverage the EPMR as the framework for IT life cycle management. The EPMR enables the implementation of stringent IT management practices consistent with the provisions of the Federal Information Technology Acquisition Reform Act of 2014 (FITARA) and other authorities that guide the modernization and transformation of IT.

III. Authorization

The following are some of the Federal laws, regulations, and policies that support the Department's use of the EPMR framework approach:

- Federal Information Security Modernization Act of 2014 (Pub. L. No. 113-283);
- Clinger-Cohen Act of 1996 (Pub. L. No. 104-106 (Div. D and E));
- Office of Management and Budget (OMB) Circular A-130 Managing Federal Information as a Strategic Resource; and
- Federal Information Technology Acquisition Reform Act (FITARA) (Pub. L. No. 113-291, Division A, Title VIII, Subtitle D, Sections 831 – 837).

The Department's Office of the Chief Information Officer (OCIO) administers the EPMR framework and provides support to Principal Offices (POs) implementing the process.

IV. Applicability

This Directive applies to the planning, development, acquisition, implementation, maintenance, and disposal of IT investments, systems, or services regardless of cost, complexity, and time constraints.

¹ [Enterprise Project Management Review](#)

POs that implement a similar IT life cycle management construct to the EPMR framework shall align their process with EPMR management oversight processes for phase gate review and approvals (see Section VI).

For its information technology systems and networks, the Office of Inspector General (OIG) will follow a separate Life Cycle Management process that reflects the purpose and intent of EPMR.²

V. The EPMR Framework

The EPMR framework is not intended to convey step-by-step project management processes, but rather provides a tailorable 5-phase life cycle management framework consisting of project management concepts that aid project managers in reducing risks and increasing the probability of IT project success. The EPMR is rooted in iterative project management methodology and provides for the development and delivery of IT systems and services using an incremental development approach that supports delivery within six months.

EPMR 5 Phases Overview (Not every project will need to go through every Phase)

Sub Phase	Business Need	Planning	Development & Staging	Operations and Management	Retirement
1	Business Need Outlined	Business Case development and Project Kickoff	Development and sprint cycles	Post Implementation Review	Compliance with retirement protocols
2	Business Need validated by EIMB and PIRWG	Acquisition planning and approval through EIMB	Testing, Security and Information Management compliance	Annual Operational Assessment	Decommissioning of technical component
3	Business Need approved by IRB	Pre-Development Phase Gate Review through ERB	Pre-Production Gate review through ERB	Retirement recommended when appropriate	Retirement of business function

EPMR is flexible concerning core deliverable length and the addition of deliverables to accommodate programs, projects, or services with varying cost, complexity, and time constraints.

² [Enterprise Project Management Framework](#)

VI. Definitions

The following are key definitions related to this Directive:

- A. Capital Planning and Investment Control (CPIC) is a structured, integrated approach to managing information technology (IT) investments. It is the primary process for making investment decisions, assessing investment process effectiveness, and refining investment-related policies and procedures. It ensures that all IT investments align with the agency's mission and support business needs while minimizing risks and maximizing returns through the investment's lifecycle. CPIC is mandated by the [Clinger-Cohen Act](#) of 1996, which requires government agencies to use a disciplined process to acquire, use, maintain, and dispose of IT.
- B. Enterprise Architecture (EA) is a strategic information asset base, which defines the mission, the information necessary to perform the mission, and the technologies necessary to perform the mission and the transitional processes for implementing new technologies in response to changing mission needs. It includes a baseline architecture, a target architecture, and a sequencing plan. ([44 U.S.C. 3601\(4\)](#)).
- C. Life Cycle Management is the coordination of activities associated with the documentation and implementation of IT investments, systems, or services from conception through retirement. Such activities include defining requirements, designing, building, testing, implementing, and establishing IT operations, and retiring of systems.
- D. Information Assurance (IA) are measures that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. These measures include providing for restoration of information systems by incorporating protection, detection, and reaction capabilities. ([Committee on National Security Systems Instruction \(CNSSI\) 4009](#), CNSS Glossary.).
- E. Information Technology (IT) is any equipment or interconnected system or subsystem of equipment, used in the automatic acquisition, storage, analysis, evaluation, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. It includes computers, ancillary equipment, peripheral equipment designed to be controlled by the central processing unit of a computer, software, firmware and similar procedures, services, and related resources but does not include any equipment acquired by a federal contractor incidental to a federal contract. ([40 U.S.C. 11101](#)).
- F. Phase Gate Reviews are formal reviews and approvals conducted by the EP MR Review Boards (see Section VII) to assess a project's readiness to proceed to the next phase of the EP MR process.

VII. Roles and Responsibilities

The procedures and requirements for this process are defined in the [EPMR Framework](#). To begin the EPMR process, the program/project manager or business owner must contact the [Investment Acquisition Management liaison and the Enterprise Project Management liaison](#).

The following key roles and responsibilities are associated with this directive:

- A. Department Chief Information Officer (CIO) has overarching responsibility for establishing and maintaining the EPMR framework that ensures IT are appropriately delivering customer value and meeting the business objectives of programs. The CIO monitors the execution of the EPMR, approving the decisions of the IT governance bodies, and adjudicating disputes that may arise between the IT governance bodies and Program/Project Managers.
- B. Program/Project Manager (PM) is responsible for project or program performance in relation to approved cost, schedule, and performance baselines approved and documented in accordance with Departmental requirements. The PM maintains information related to project status, control, performance, and risks.
- C. Business Owner (BO) is responsible for identifying the business needs and performance outcomes/measures of IT investments, systems, and services; obtaining funding for IT investments, systems, and services; and validating that the IT investments, systems, and services initially meet, and continue to meet, business requirements.
- D. Investment Acquisition Management Branch (IAMB) facilitates management and governance of the Department's IT portfolio and serves as the entry point for IT business needs entering the EPMR Framework.
- E. Enterprise Project Management Branch (EPMB) is responsible for ensuring that IT projects are successfully managed under the EPMR framework to deliver expected business outcomes in accordance with cost, schedule, and performance thresholds. EPMB also establishes enterprise-wide project management principles, standards, and templates.
- F. Enterprise Investment Management Board (EIMB) is a cross-functional governance board of senior level subject matter experts (SME) (Enterprise Architecture (EA), Investment management, program management, information assurance, privacy, records management, IT operations, Section 508 of the Rehabilitation Act of 1973 compliance, acquisitions, budget, and, where necessary, human capital management) responsible for conducting the initial review and evaluation of IT business proposals to assess the validity of IT business needs. It also supports the internal planning processes for how the agency uses IT resources to achieve its objectives. The EIMB works with the IAMB and BOs to ensure proposed technology requests align with Departmental and PO mission capabilities, plans and strategic priorities.

- G. Enterprise Review Board (ERB) consists of technical SMEs that support EPMB by providing oversight for IT projects through agreed upon milestones, and / or phase gate reviews (see Section VI). The ERB provides more technical than business considerations and furthers the EIMB's efforts by bridging the gap from the initial assessment of business needs to assisting PMs to navigate technology development and delivery stages of project management. As such, the ERB assists with evaluation / analysis of proposed technologies to inform decisions on hosting, cybersecurity, integration, and other considerations to help acquire and implement IT resources that best meet business needs.
- H. Planning and Investment Review Working Group (PIRWG) reviews the EIMB recommendations and associated business needs. Based on these reviews, the PIRWG provides recommendations through the CIO to the Investment Review Board (IRB) for business need approval and associated funding.
- I. Investment Review Board (IRB) is the Department's senior executive governance body for management and oversight of IT investments. The IRB is responsible for reviewing and approving all IT investments and for assessing their performance in relation to cost, schedule, and business needs. Thus, the IRB determines whether a project is funded and should continue through the IT project life cycle. The IRB determines the level of management oversight required (e.g., at the local level by the PO, or at the enterprise level by the EPMB).