ISE.

PERFORMANCE TEST SCENARIO
GUIDE

Test scenarios are used to translate a strategic capability (e.g., optimize mission effectiveness) into a realistic situation that illustrates the capabilities needed to achieve those objectives.

Grounding collaborative efforts in scenarios—realistic, mission-based situations—demonstrates the value of work completed in the ISE to operators, analysts, and investigators.
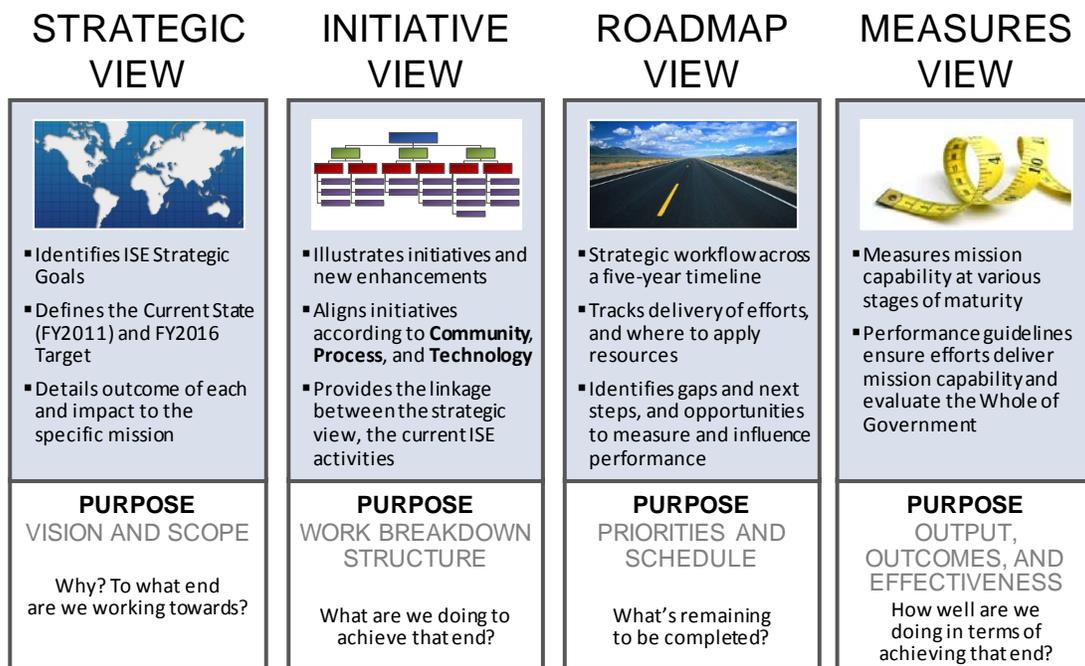
Scenarios provide milestones needed to achieve the target state, thus identifying real opportunities for strategic investment.

TEST SCENARIOS

This guide is intended to help the reader create meaningful test scenarios with supporting performance metrics using a performance management framework.

PM-ISE has created a performance management framework aligned with White House priorities for responsible information sharing and safeguarding. This framework functions as a roadmap for ISE agencies, providing maturity-driven and time-sequenced actions for agencies as they strive to implement responsible initiatives to achieve strategic goals. This framework's integrated performance measures allow PM-ISE to accurately assess improvements to the nation's ability to detect, analyze, and respond to terrorism, WMD, and homeland security threats.

PERFORMANCE MANAGEMENT FRAMEWORK

STRATEGIC VIEW	INITIATIVE VIEW	ROADMAP VIEW	MEASURES VIEW
▪ Identifies ISE Strategic Goals ▪ Defines the Current State (FY2011) and FY2016 Target ▪ Details outcome of each and impact to the specific mission	▪ Illustrates initiatives and new enhancements ▪ Aligns initiatives according to **Community**, **Process**, and **Technology** ▪ Provides the linkage between the strategic view, the current ISE activities	▪ Strategic workflow across a five-year timeline ▪ Tracks delivery of efforts, and where to apply resources ▪ Identifies gaps and next steps, and opportunities to measure and influence performance	▪ Measures mission capability at various stages of maturity ▪ Performance guidelines ensure efforts deliver mission capability and evaluate the Whole of Government
PURPOSE VISION AND SCOPE Why? To what end are we working towards?	**PURPOSE** WORK BREAKDOWN STRUCTURE What are we doing to achieve that end?	**PURPOSE** PRIORITIES AND SCHEDULE What's remaining to be completed?	**PURPOSE** OUTPUT, OUTCOMES, AND EFFECTIVENESS How well are we doing in terms of achieving that end?

USE AND BENEFITS

To assist agencies in planning for and executing the framework's goal-based initiatives, PM-ISE recommends the use of illustrative scenarios that translate strategic goals and initiatives into mission-specific narratives. Each narrative is specific to an ISE stakeholder's mission and each shows how that mission can be impacted as current capabilities mature over the next five to seven years. Performance measures are created for each scenario that reflect expectations for responsible information sharing capabilities at each level of maturity, in the areas of community, process, and technology, which give agencies the tools to set milestones and track progress made toward the strategic goals.

Test scenarios demonstrate the mission impact of information sharing and safeguarding to key decision makers. Created by mission partners, scenarios reflect strategic priorities by highlighting agency-specific areas of responsibility.

Test scenarios serve as a communication tool to show progress and improvement (via performance metrics), and they clearly outline the target capabilities. As a result, partners know the end-state goal, they can work toward it, and influence investment.

By framing these scenarios around iterative improvements to a shared mission space, we can measure the federal governments' progress toward its domestic security mandate.

IF YOU ARE:	YOU CAN ENABLE YOUR MISSION THROUGH:	BENEFITS OF A SCENARIO:
An Executive	▪ Strategy ▪ Policy ▪ Budget ▪ Being a champion	▪ Provides a mechanism to explain your future intended state ▪ Influences policies, budgets, and peers ▪ Allows you to measure progress
Program or Project Manager	▪ Complying with strategy and policy ▪ Supporting management direction ▪ Developing business needs	▪ Measures progress toward completed requirements
Subject Matter Expert (SME)	▪ Developing functional requirements ▪ Deciding to leverage, buy, or build	▪ Complete understanding of the business case ▪ Ability to enable the mission due to clear understanding of needs
Stakeholder	▪ Sharing a common understanding of a collaborative business model ▪ Demonstrating a willingness to adopt new business models	▪ Common vision and goals across organizational boundaries

BUILDING A SCENARIO

Scenarios are built via a series of three outreach sessions; moving from the "as-is" to the "to-be," they describe changes to the federal enterprise. They realistically document the steps needed to realize a stated future vision. Participants define a realistic future end-state and outline the steps needed to reach it. Ideal outreach sessions are focused on current processes and any challenges that could potentially impede success.

To be successful, outreach sessions need the participation of:

1. ISA IPC Subcommittee/Working Group (SC/WG) coordinators (to help focus discussion on proper problem areas)

2. Mission operators or their representatives (someone who is very familiar with both the mission outcomes and all of the steps of the process involved in fulfilling that mission)

3. If possible, an ISA IPC SC/WG member (to give an interagency perspective on a shared mission area)

Outreach sessions focus on current mission processes and any challenges that could potentially impede mission success. Participants define a realistic end-state and outline the steps needed to reach it. Because these scenarios are mission-oriented, the participation of operational stakeholders is crucial.

Three sessions are ideal:
1. Brainstorm ideas and identify common problems.
2. Target the scenario to the correct community for maximum impact and illustrative benefit.
3. Focus on the measurable benefits of information sharing; document what to measure and how and when to measure it.

CONDUCTING OUTREACH SESSIONS

HOW-TO GUIDE

Each participant fulfills a specific role at different stages of development.

SCENARIO BUILDING			
INTRODUCTION	OUTREACH SESSION 1	OUTREACH SESSION 2	OUTREACH SESSION 3
ISA IPC Sub-Committee Coordinator — Define a realistic end-state and outline the steps needed to reach it using the Test Scenario Questionnaire.			
ISA IPC Working Group Coordinator	Brainstorming possible ideas, identifying common problems addressed in the ISE community, and the capabilities to solve them.	Narrow down to one capability, targeting the correct community for maximum impact and illustrative benefit.	Refine the test scenario and ensure that it highlights, through a mission context, how improvements in information sharing and safeguarding capabilities can benefit operators, analysts, and investigators.
Mission Operators (from each agency/organization involved)			
PM-ISE			

The following questionnaire provides guidance on documenting the current and future states, opportunities, and challenges for the mission space being planned.

1. **What are some mission functions affected by the ISE that are in my purview?** (Could be from Division priorities, SC/WG problems, PM priorities, agency initiatives, NSISS goals)

2. **What are some current problems (or opportunities for improvement) in the missions above?**

3. **For a selected mission and problem, describe the current process of events that must occur to accomplish the mission.**

4. Who are the actors involved today?	5. What are the triggers to the process described in box 3?	6. What are the inputs to the process described in box 3?

7. **In an ideal world, how SHOULD the process operate?** (What is the five-year vision for improvement?)

8. Who are the actors?	9. What are the triggers?	10. What are the inputs?

11. **Clearly define the mission benefits of the five-year vision.** (i.e., How do you demonstrate that there has been a positive change?)

12. **Outline the work required (at a high level) to move from the current state to the ideal vision.**

13. **What are some mission functions affected by the ISE that are in my purview?** (Could be from Division priorities, SC/WG problems, PM priorities, agency initiatives, NSISS goals)

14. **What are some current problems (or opportunities for improvement) in the missions above?**

15. **For a selected mission and problem, describe the current process of events that must occur to accomplish the mission.**

16. Who are the actors involved today?	17. What are the triggers to the process described in box 15?	18. What are the inputs to the process described in 15?

19. **In an ideal world, how SHOULD the process operate?** (What is the five-year vision for improvement?)

| 20. Who are the actors?	21. What are the triggers?	22. What are the inputs?

23. **Clearly define the mission benefits of the five-year vision.** (i.e., How do you demonstrate that there has been a positive change?)

24. **Outline the work required (at a high level) to move from the current state to the ideal vision.**

DEVELOPING PERFORMANCE METRICS

Performance metrics are essential in determining if you are meeting your milestones and how far you have come toward your stated goals. Metrics provide you an objective view of your progress and a means with which you can convey that progress to others in a meaningful way.
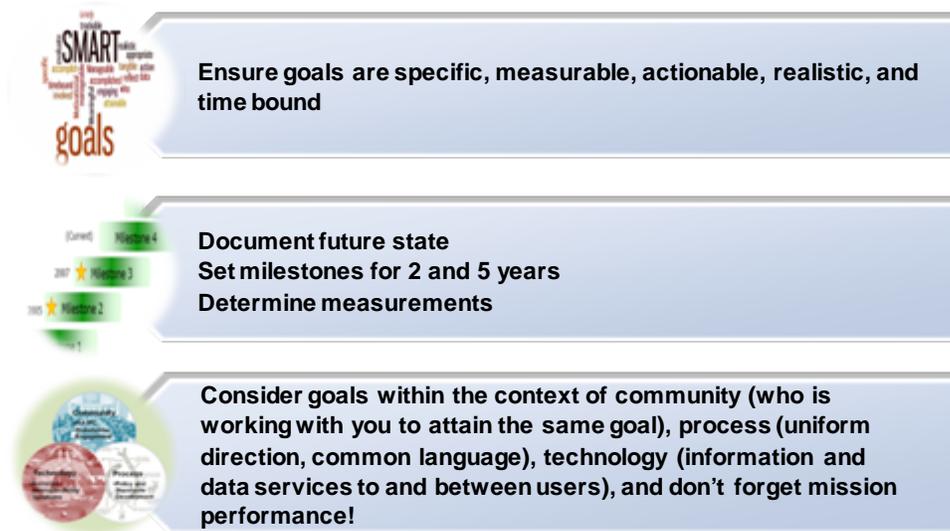
Ensure goals are specific, measurable, actionable, realistic, and time bound

Document future state
Set milestones for 2 and 5 years
Determine measurements

Consider goals within the context of community (who is working with you to attain the same goal), process (uniform direction, common language), technology (information and data services to and between users), and don't forget mission performance!

S.M.A.R.T. GOALS

Use S.M.A.R.T. goals to manage your progress. Answering the questions shown below can help you determine if you are on track. They can also help you identify if you need resources and the type of resources you do need to meet your goals.
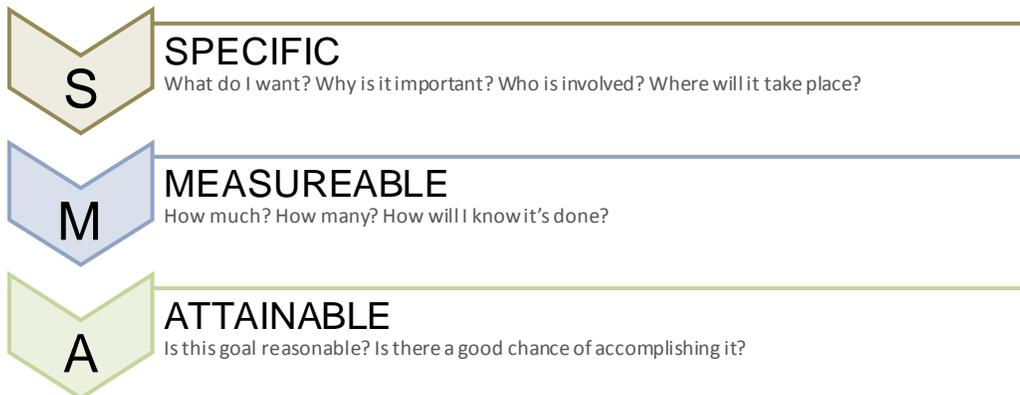
S SPECIFIC
What do I want? Why is it important? Who is involved? Where will it take place?

M MEASUREABLE
How much? How many? How will I know it's done?

A ATTAINABLE
Is this goal reasonable? Is there a good chance of accomplishing it?

R RELEVANT
Does this seem worthwhile? Is this the right time? Does this match our other efforts/needs?

T TIME-BOUND
What can I do six months from now? What can I do six weeks from now? What can I do today?

COMMUNITY, PROCESS, TECHNOLOGY

It is critical to measure the maturation of ISE mission partners' abilities to share and safeguard information. The PM-ISE has developed general measures for the three capability areas (community, process, and technology) and how they will change at each level of maturity (today, 2-3 years from now, and 5-7 years from now). This methodology provides a common set of terms, rooted in the performance framework, for discussing the actions needed to achieve strategic goals.

The following table provides specific guidance on creating performance metrics.

	STAGE 1 CURRENT ENVIRONMENT	STAGE 2 2-3 YEAR TIME HORIZON	STAGE 3 5-7 YEAR TIME HORIZON
COMMUNITY	Do your plans include information sharing and safeguarding goals in accordance with ISE policy? Designed to measure a baseline awareness of and participation in the ISE. Assumes Stakeholder Engagement has resulted in agencies' understanding the ISE governance structure, knowing how they fit in the ISE, and have begun incorporating their own information sharing actions in their policies.	How has your progress against the information sharing and safeguarding goals improved your ability to share and safeguard terrorism, homeland security, and WMD information? Designed to measure agencies' familiarity with the goals of the ISE and their ability to measure themselves against those goals and an increased level of involvement in the ISE community. Assumes that agencies have incorporated IS&S goals into their plans.	How has your increased ability to share and safeguard terrorism, homeland security, and WMD information improved your ability to execute your mission? Designed to measure agencies equating IS&S progress to mission performance. Shows that agencies are linking information sharing metrics to mission performance metrics. It is a measure of the degree to which agencies have accepted that they are a part of the ISE and view ISE processes as inseparable from their own.
PROCESS	Do your strategic plans ensure your business processes for sharing and safeguarding terrorism, homeland security, and WMD information are compliant with ISE functional standards? Designed to measure compliance with ISE functional standards in agencies' planning efforts. Assumes that agencies are addressing information sharing processes in their planning.	Are your information sharing and safeguarding practices compliant with ISE functional standards? Designed to measure compliance with ISE processes and functional standards. Assumes that agencies have adopted IS&S practices as specified in their plans and strategies.	Are you participating in a process to improve ISE functional standards? Designed to measure the degree to which mission partners have incorporated ISE functional standards in the execution of their missions. Assumes that agencies have incorporated ISE processes to the point where they are using them, measuring their effectiveness, and offering feedback to make them better.
TECHNOLOGY	Do you have a plan to/do your acquisition plans ensure that the information systems that you use for sharing and safeguarding terrorism, homeland security, and WMD information are compliant with ISE technical standards? Designed to measure compliance with ISE technical standards in agencies' acquisition planning efforts. Assumes that agencies are addressing IS&S in their information systems acquisition planning.	Are the information systems that you use to share and safeguard terrorism, homeland security, and WMD information compliant with ISE technical standards? Designed to measure the degree to which the information systems used by agencies are compliant with ISE technical standards and interoperable with those in other agencies. Assumes that agencies are adopting standard technologies for IS&S.	Are you participating in a process to improve ISE technical standards? Designed to measure the degree to which mission partners have incorporated and are complying with ISE technical standards in the execution of their missions. Assumes that agencies have incorporated ISE technical standards to the point where they are interoperable, measuring their effectiveness, and offering feedback to make them better.
MISSION	Designed to reflect mission impacts of information sharing processes and systems. Reflective of mission outcomes (i.e., purpose of agency operations). Measures can be constant, but targets should improve over ISE lifecycle based on work done in Community, Process, and Technology focus areas. Measures should be added or refined when new capabilities are available.		

WANT TO KNOW MORE?

PM-ISE is happy to help.

If you would like more information on performance scenarios, please let us know.

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