

# PMAS

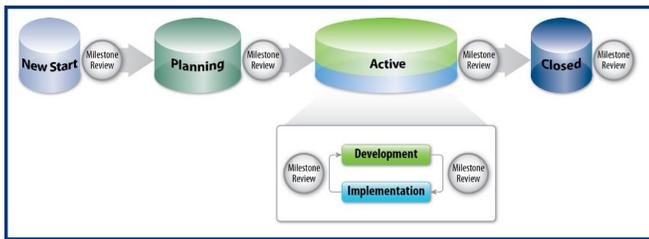
Project Management Accountability System



## Get Serious About the Project Management Accountability System (PMAS)

### PMAS Life Cycle

PMAS enables on-time delivery of IT capabilities by guiding projects through a standardized life cycle:



#### Four Mandatory States of the PMAS Life Cycle:

1. **New Start:** The initial project scope and intent are defined.
2. **Planning:** The requirements specifications, funding, schedule, project management plan, and other critical elements are defined.
3. **Active:** Projects are developed and implemented incrementally, with delivery of new functionality occurring in cycles of six months or less.
4. **Closed:** Projects close either because objectives have been met, business priorities have changed, or project performance was poor.

#### Technical Status (TechStat) Meetings

When a project misses an increment delivery, a TechStat meeting is required. TechStat meetings are serious discussions between the project management team and senior leadership regarding major challenges, risks, and corrective actions to turn the project around.

### Ensuring Readiness: Milestone Reviews

The PMAS Life Cycle includes five milestone reviews. Milestone reviews ensure that:

- ▶ Projects and project increments do not start unless they are fully resourced and positioned for success.
- ▶ Projects and project increments have completed the activities of their current state and are ready to start the next state.



### Ensuring Performance: The PMAS Risk Management Process

To mitigate potential risks to on-time delivery, PMAS will slow or even stop performance based on the project status indicated by the PMAS risk management system:

- ▶ **Green Flag:** Raised to highlight significant project successes
- ▶ **Yellow Flag:** Provides situational awareness of changes in the project environment which could lead to increased risk in meeting the on-time delivery commitment
- ▶ **Red Flag:** Raised when the project manager has an issue which is likely to jeopardize on-time delivery and has exhausted all means to resolution



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## Secrets to PMAS Success

### Customer Involvement Is Imperative

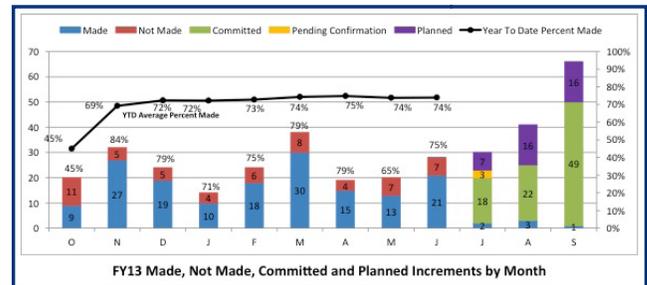
Close collaboration with the customer is an essential part of the Agile development model that PMAS follows. Specifically:

- ▶ The customer must be a part of the user testing group.
- ▶ The customer signs for the increment's requirements and then must sign again to accept each increment delivery. A project cannot complete an increment without customer approval.
- ▶ Customers are empowered by participation in Integrated Project Teams (IPTs). An IPT is a multi-disciplinary group of knowledgeable and experienced experts who are committed to a common purpose, performance objectives, and approach to delivering specified work products in a timely fashion and within budget.
- ▶ There must be a customer-facing deliverable at the end of each increment.

### PMAS Business Office (PBO) Enforces Execution

PBO's oversight is essential to successful PMAS execution.

- ▶ PBO's primary goal is to provide all of the resources needed for PMAS practitioner success.
- ▶ PBO manages the PMAS data environment, policy and guidance, IT tools and reporting, and outreach to the IT community.
- ▶ It provides customer support to the Chief Information Officer and project/program managers participating in PMAS. PBO records PMAS results and improvements from the PMAS Dashboard every day.



### ProPath: PMAS's Process Asset Library

ProPath is a comprehensive set of tools that supports management of projects in PMAS and encourages standard, repeatable activities and tasks.

ProPath provides a visual representation of a project in PMAS, making it easy to retrieve information about a project by providing critical links to the formal approved processes, artifacts, and templates.

### PMAS Dashboard: PMAS's Technical Environment and Data Engine

- ▶ The PMAS Dashboard provides senior leaders visibility into the current status of a project and enables OIT to meet Office of Management and Budget reporting requirements.
- ▶ Dashboard data analysis allows senior leaders to forecast future year projections of resources and project information, as well as analyze the progress of existing projects.
- ▶ Updates to the Dashboard must be made within 72 hours of any change.



PMAS is scalable to any government agency. Want to move ahead with implementing PMAS? VA has developed a package of PMAS implementation documents that it can share with your agency. Contact the PMAS Business Office at [VAPMAS@va.gov](mailto:VAPMAS@va.gov) or visit <https://www.voa.va.gov/pmas/>.