

OFFICE OF
INFORMATION
AND TECHNOLOGY

Project Management Accountability System (PMAS)

Get to Know PMAS



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VA



U.S. Department of Veterans Affairs
Office of Information and Technology

Has Your Agency Lost Accountability in IT Processes?

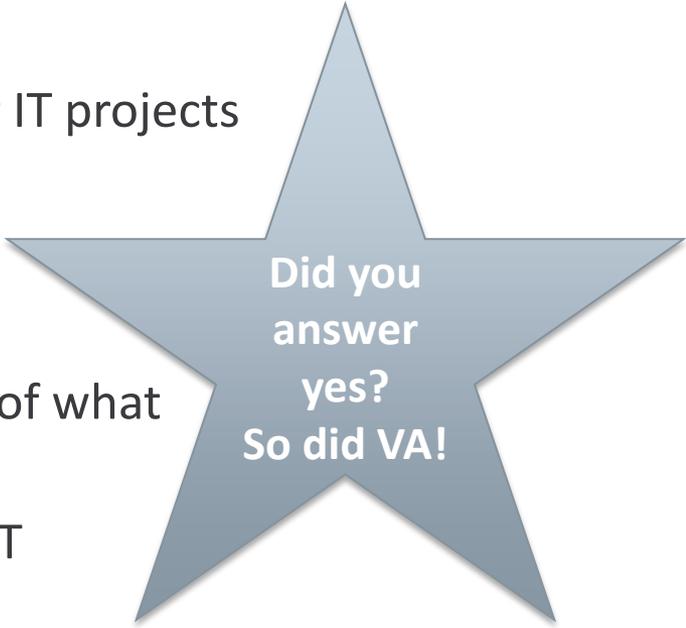
- By 2007, VA recognized that accountability was no longer a controlling force in the daily development of new information technology (IT) capabilities
 - Project managers routinely failed to deliver capabilities on time and senior leaders did not hold them accountable
 - Projects frequently got off-track and were taking longer and longer to deliver
- Clearly, it was time for a return to VA's accountability culture
 - VA had to return to a culture in which it was accountable for the expenditure of its IT resources and to deliver IT capabilities needed by our country's Veterans
- Office of Information and Technology (OIT) senior leaders wanted a project management methodology that reinvigorated accountability in its daily execution



Do You Think That VA's Solution Might Work for Your Agency, Too? Let's Find Out.

Ask yourself the following questions:

1. Does your agency deliver a significant percentage of IT projects late or not at all?
2. Does your agency devote time and money to projects that take years to deliver IT capabilities?
3. Does your agency sustain or extend funding for IT projects that fail to deliver on time?
4. Is your agency's leadership frustrated with the current IT delivery model?
5. Would you like to have a better understanding of what your IT workforce is working on?
6. Do you want to have a clearer picture of what IT capabilities your agency is trying to develop?



Did you
answer
yes?
So did VA!

In 2009, VA answered “yes” to all of those questions.

Clearly, it was time for a new approach to delivering IT capabilities.

The approach had to start with accountability.



“Do or do not, there is no try.”

VA's Starting Point

“VA has a responsibility to the American people, who are investing millions of dollars in technology projects, to deliver quality results that adhere to a budget and are delivered on time.”

—*VA Secretary Eric Shinseki*

- VA's challenges included:
 - Serving more than 22 million Veterans and their families
 - Managing the newly centralized \$3 billion IT appropriation
 - Delivering IT capabilities through siloed organizations
- Project delivery challenges:
 - Project teams took little or no accountability for their performance
 - Senior leaders did not hold them accountable
 - IT development on-time delivery rate was below the federal average
 - Late delivery, no delivery, or the delivery of functionality that did not meet customer needs was common

How did VA become more accountable?



VA Introduced a Radical Change in the Way It Managed and Delivered IT Projects – PMAS.

Project Management Accountability System (PMAS):

- PMAS is the disciplined approach VA employs to ensure on-time delivery of IT capabilities
- PMAS establishes the framework and methodology that ensures the customer, IT project team, vendors, and all stakeholders engaged in a project focus on a single compelling mission – achieving on-time project delivery
- Time-bound accountability surrounds and defines PMAS
- Two processes deliver on-time performance:
 - Ensure Readiness (through go/no-go milestone reviews)
 - Ensure Performance (through a risk management process)
- VA established the PMAS Business Office (PBO) to manage daily execution of PMAS



PMAS Relies on Eight Solid Principles.



Each one of PMAS's principles is like a brick in a building's foundation, creating a solid framework to support a strong structure.

1. Requires **incremental development** in cycles of six months or less
2. Relies on **integrated teamwork** across VA
3. Enforces **accountability**
4. Emphasizes **resource management**
5. Enables **transparency**
6. Engages **senior leaders**
7. Requires **direct and continual customer participation**
8. Emphasizes **Agile development practices**

Accountability Is a Unique, Two-Step Transaction That Ensures High Performance.

Project managers are accountable for identifying any risk to on-time delivery and for raising flags to warn senior leaders.

Project Managers



Senior Leaders

Senior leaders are accountable for providing risk resolution, identifying process improvements and, ultimately, ensuring on-time delivery.

Project Manager Accountability Is the First Essential Step in a Two-Step Accountability Transaction.



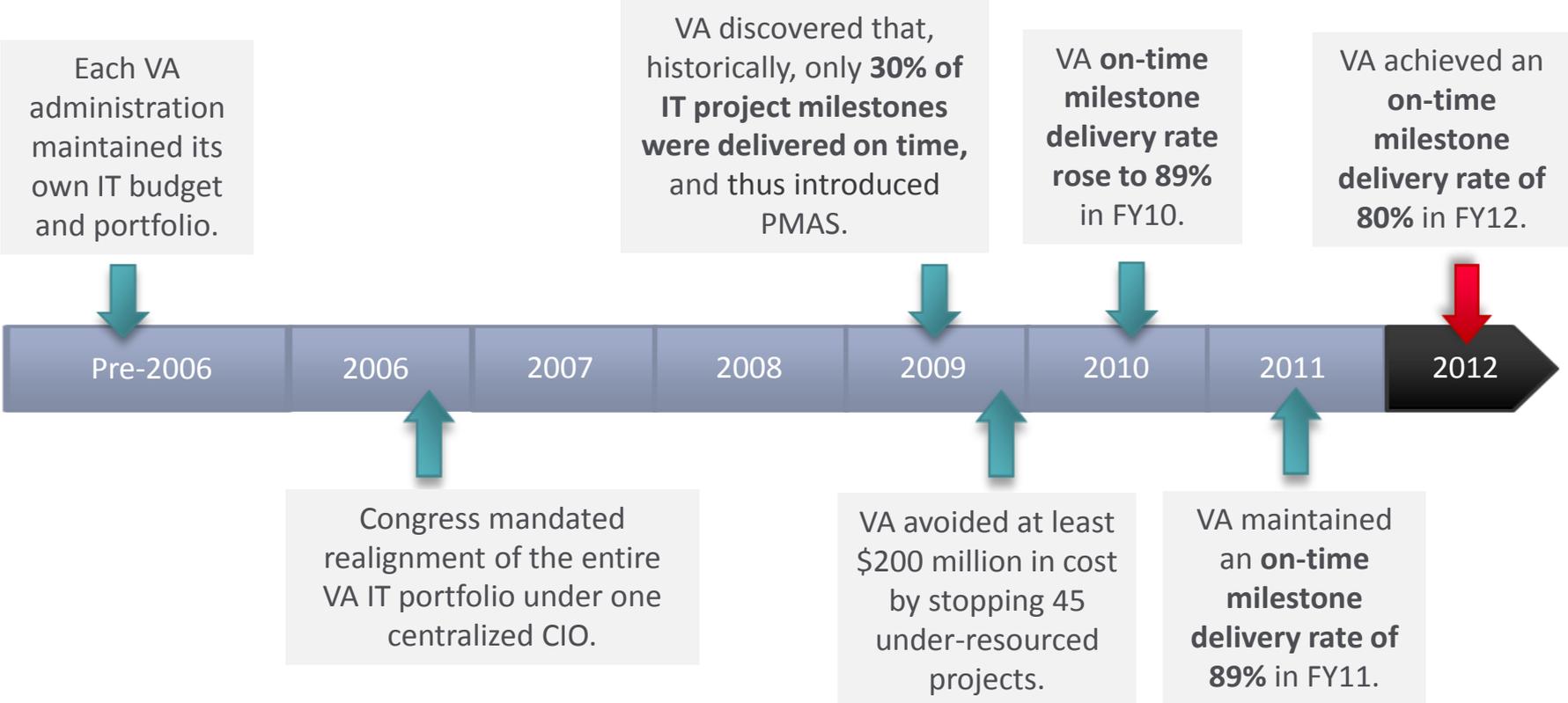
- Project managers:
 - Declare the capabilities they will deliver, and agree to be accountable for on-time delivery performance
 - Make an effort to understand the vision, policy, and practice of PMAS and agree to apply them to their daily work
 - Work with senior leaders to determine the root cause when a failure to deliver on time occurs
 - Learn from their mistakes and deliver capabilities on a new schedule

Senior Leadership Accountability Is the Second Essential Step in a Two-Step Accountability Transaction.



- Senior leaders:
 - Endeavor to clearly explain the vision, policy, and practice of PMAS to project managers
 - Listen to project managers explain problems that stand in the way of on-time delivery performance and help them overcome those barriers
 - Work with project managers to determine the root cause for a failure to deliver on time
 - Provide solutions to get projects back on track

With the Introduction of PMAS, VA Has Come a Long Way in the Last Several Years.



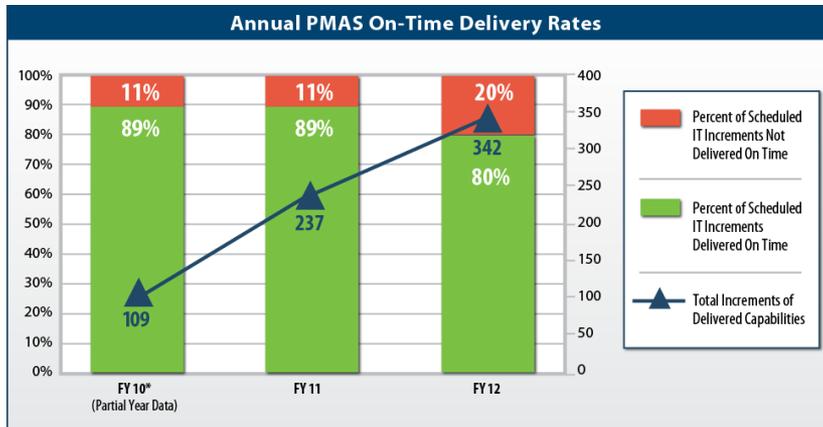
The accountability VA instilled throughout its IT operations made an impact.



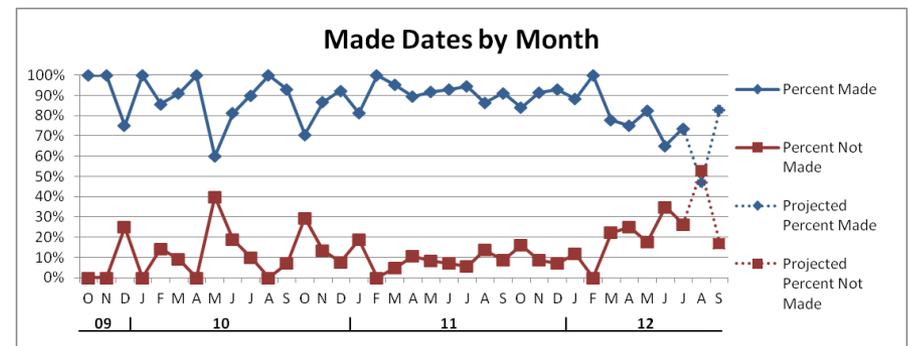
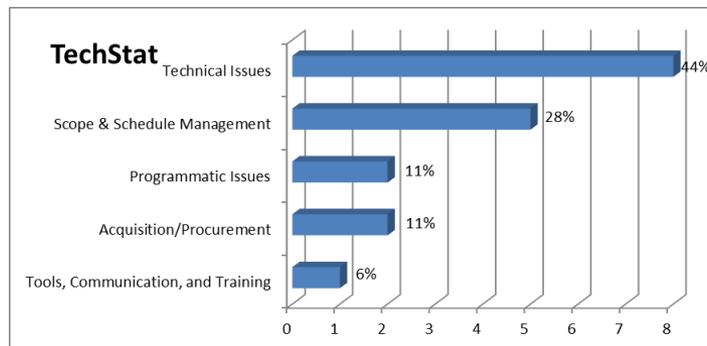
Daily Execution of PMAS Is the Foundation for VA's IT Capability Delivery.

“PMAS is a disciplined approach to IT project development whereby we hold ourselves and our private-sector partners accountable for cost, schedule, and performance.”

—VA Secretary Eric Shinseki



- The PBO reports results and improvements based on PMAS project data to the Secretary on a daily basis
- Perhaps the most important metric maintained is the on-time delivery rate



Other People Are Noticing the Change PMAS Has Made at VA.



In August 2012, Government Computer News (GCN) selected PMAS to receive one of 10 Honorable Mention awards for its Outstanding Information Technology Achievement in Government award for 2011.



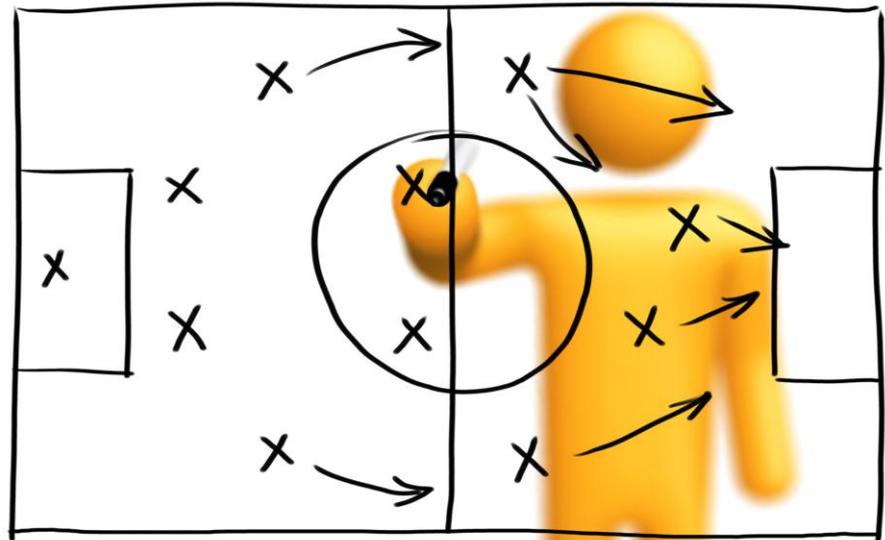
In November 2012, the Association for Enterprise Information (AFEI) selected PMAS for its Excellence in Enterprise Information Award.



The Administrative Conference of the United States informed VA in November 2012 that PMAS is a finalist for the Walter Gellhorn Innovation Award.

Does VA's experience sound similar to the challenges facing your agency?

How can your agency succeed with PMAS?



PMAS Is Scalable to Any Organization.

“[VA] is demonstrating what good government looks like. When we’re experiencing such economic difficulty, we’ve got to get the best for every single dollar.”

—*Former Federal CIO Vivek Kundra*

- VA believes that any federal government organization that wants to manage IT delivery risk and get better return on its IT investment could benefit from adopting PMAS
- What do you need to get started?
 - A methodology
 - Processes to ensure readiness
 - Processes to ensure accountability
 - A tool for tracking and reporting project data
 - The unwavering commitment of senior leaders
 - A dedicated staff to manage the methodology

Do You Want to Learn More About PMAS?

- Join VA for a detailed discussion of what makes PMAS successful:
 - On-time delivery of IT capabilities
 - Sequential execution of processes
 - Milestone Review Process
 - Risk Management Process
 - Accountability
 - Use of a refined process asset library





Questions?

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