

OFFICE OF INFORMATION AND TECHNOLOGY

Strengthening Integrated Project Teams *Creating Project Success at VA!*



IT Workforce Development (ITWD) in collaboration
with PMAS Business Office (PBO)

Get the latest OIT news at
<http://go.va.gov/OIT360>

VA



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

Welcome and Introductions

- **Training Purpose**

To provide information needed to ensure the success of Integrated Project Teams (IPTs) and VA's projects.

“Coming together is a beginning. Keeping together is progress. Working together is success.” Henry Ford

Course Goals

- The goals of this session are to:
 - Share key information about IPTs
 - Communicate IPT member expectations
 - Ensure IPT members understand their responsibility, accountability, and authority
 - Address IPT challenges
 - Identify IPT success factors

IPT Basics

What is an IPT?

Is Your IPT Multi-Disciplinary?

- The IPT is a multi-disciplinary team of experts
 - Committed to a common purpose
 - Delivers specified work products and IT solutions that meet business requirements on time and within budget
 - Held mutually accountable for the success of the effort
 - Collaboratively plans, manages, and executes all activities required to deliver a product to the field

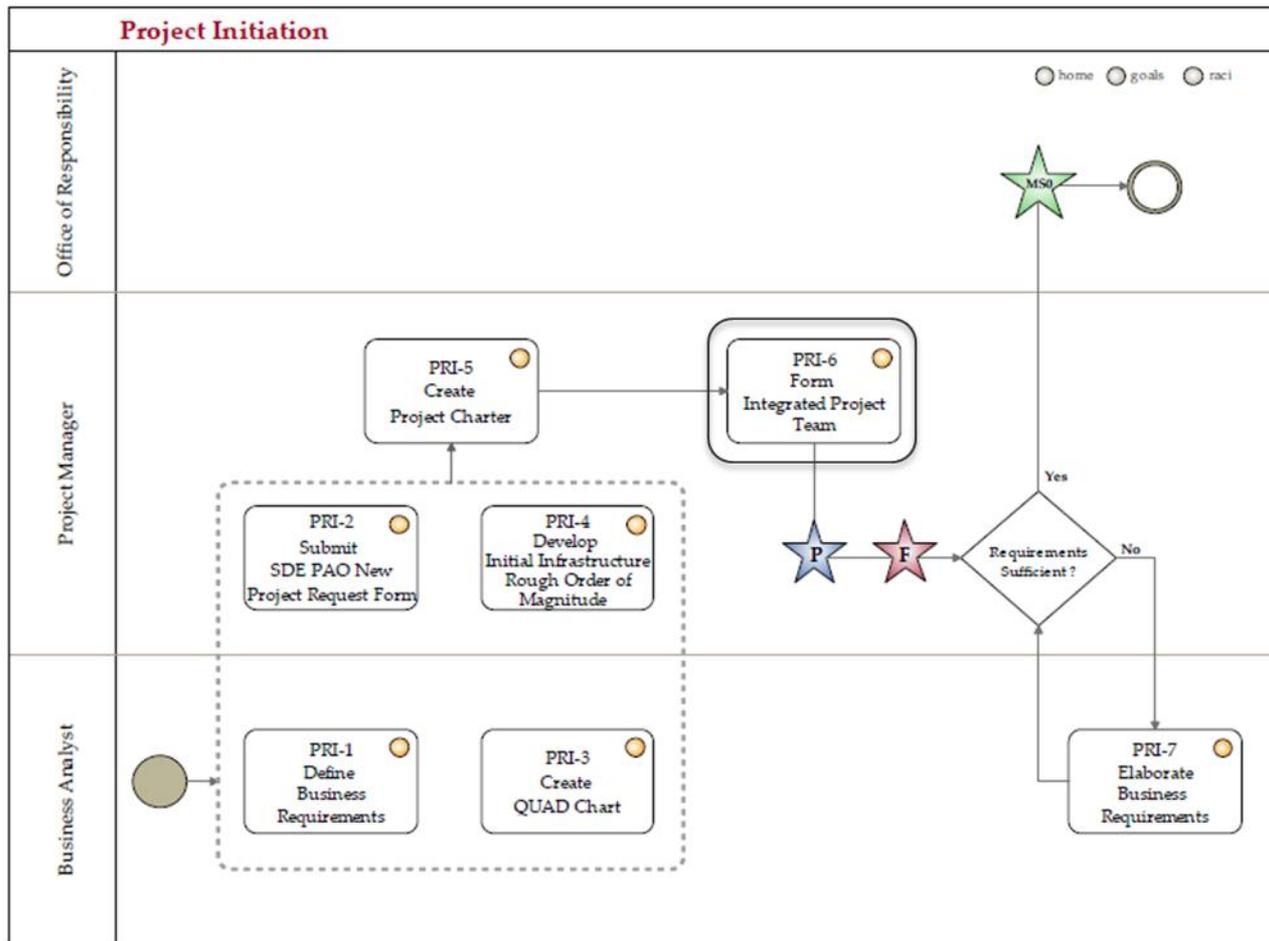
Why IPTs Exist

Do You Use Your IPT as the First Line of Leadership to Resolve a Problem?

- The primary reason for forming an IPT of diverse stakeholders is to improve project decision making and problem solving
 - Identify, discover, resolve, and escalate issues, and approve resolutions more quickly
 - Improve communications among users, stakeholders, and IT team
 - Involve customers in problem solving and decision making
 - Replace traditional sequential review processes
 - Maximize effectiveness of limited resources

Getting the Work Done Right the First Time!

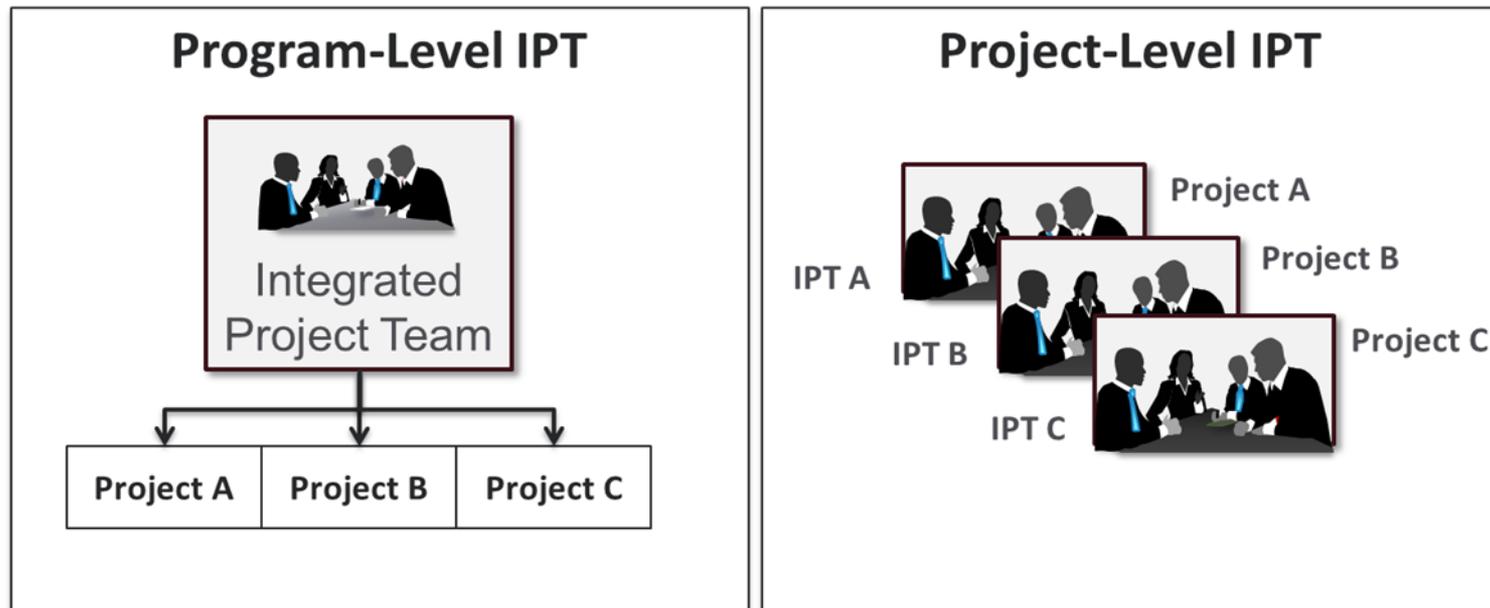
When do you Form an IPT?



** As outlined in the Project Initiation section of ProPath.

Why Form an IPT: Provides a Governance Structure

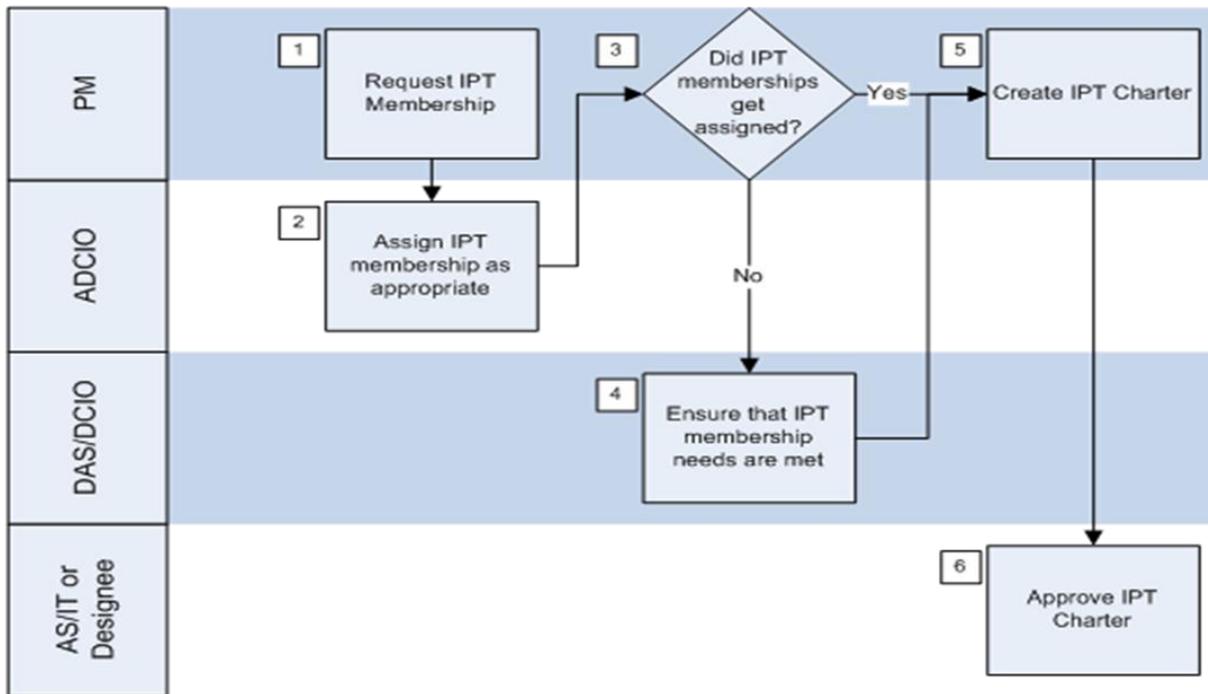
Does Your IPT know They Are Charged With the Responsibility to Make a Project Successful?



A program may choose either model or a mixture of the two. They may choose to have a larger IPT at the program level that covers multiple projects, or they may choose to have smaller IPTs for each project.

Obtaining IPT Membership

When establishing an IPT, the PM will initiate this process to obtain IPT membership.



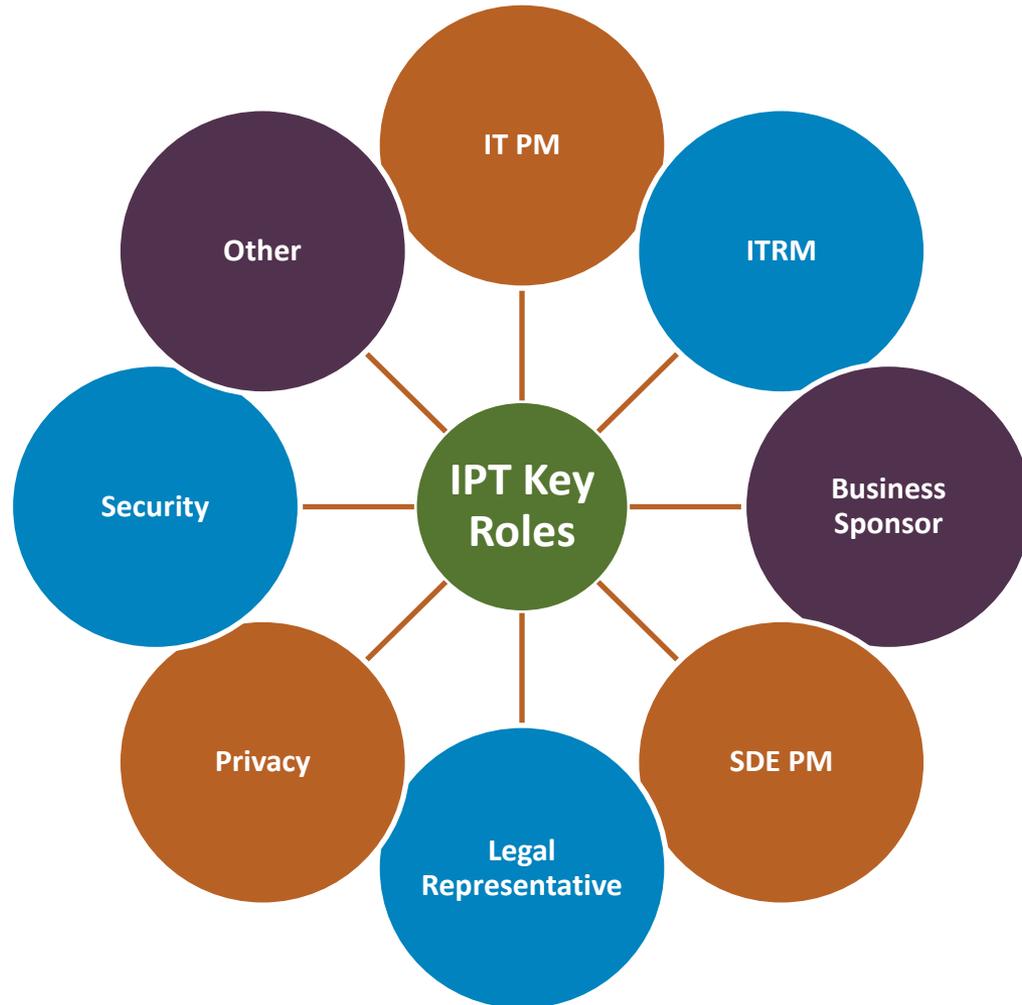
Obtaining IPT Membership Process Flow Diagram

IPT Roles

IPT Sample Team Composition

Chairperson – IT Program/Project Manager	Implementation Managers (PD & SDE)	Product Quality Assurance/Testers
Business IT Liaison	Information Security Officer	Product Support Manager
Business Sponsor	IT Resource Management (ITRM)	Release Manager
Contracting Office Representative (COR)	Office of General Counsel (OGC) Representative	Risk Manager
Domain SMEs	Office of Acquisition and Logistics (OAL) Rep (TAC)	Systems QA Service
Enterprise Architect (ASD)	Privacy Officer	

Key Roles and Responsibilities



IPT, PMAS, and ProPath



Process Management
Business Excellence with Quality, Safety and Compliance



ProPath



Overview

The ProPath processes have been reorganized by area, function or program to emphasize the fact that ProPath now serves a greater customer base within OIT. These include:

- **Project Management** – These processes support all IT Projects whether the project is managed by such organizations as Product Development (PD) or Service Delivery & Engineering (SDE).
- **System Development** – These processes used primarily by PD and SDE support the development, implementation and sustainment of an actual product, solution or system.
- **Acquisition** – These processes support the procurement of services, solutions, applications or systems up to the

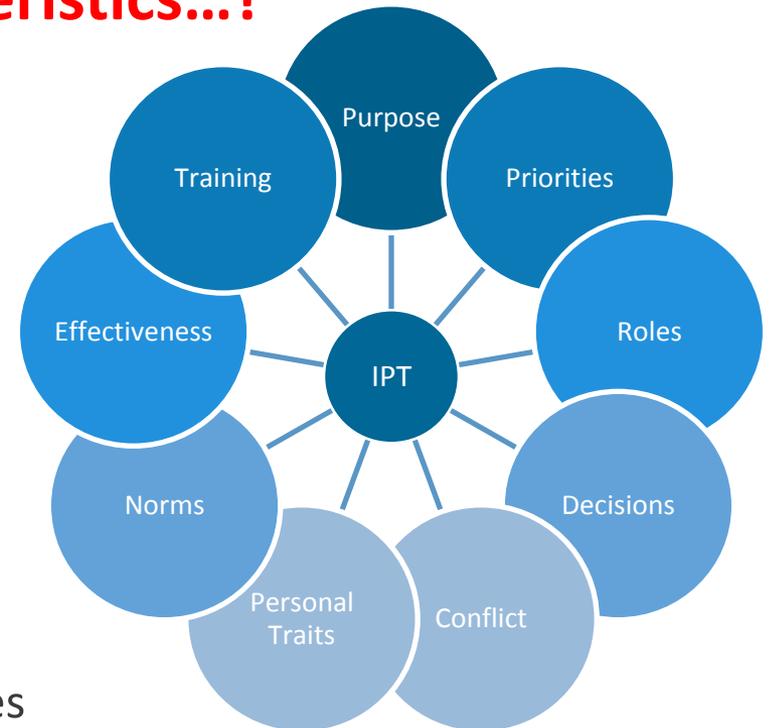
PMAS States

New Start	Planning	Provisioning	Active	Paused	Closed
					

Characteristics of Successful IPTs

Does Your IPT Have These Characteristics...?

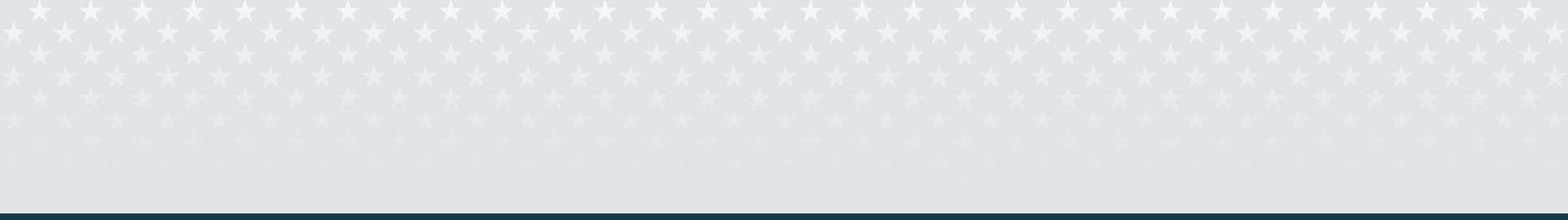
- Ability to successfully integrate different stakeholder organizations
- Active participants
- Shared accountability achieved within the team
- Alignment to leadership priorities
- Effective communication within and outside of the team
- Ability to support parallel efforts
- Capability to practice concurrent engineering
- Willingness to identify, raise, and resolve issues
- Member reach back for subject matter expertise



Outcomes of Successful IPTs

Does Your IPT...?

- Reach optimal decisions in the most efficient manner
- Increase probability of successfully producing, implementing, and operating a quality product that is:
 - **On time**
 - **Within budget**
 - **Satisfying the customer needs**
- Possess the knowledge to collaboratively identify problems and propose solutions that:
 - Minimize rework
 - Maximize success



Team Goals and Challenges

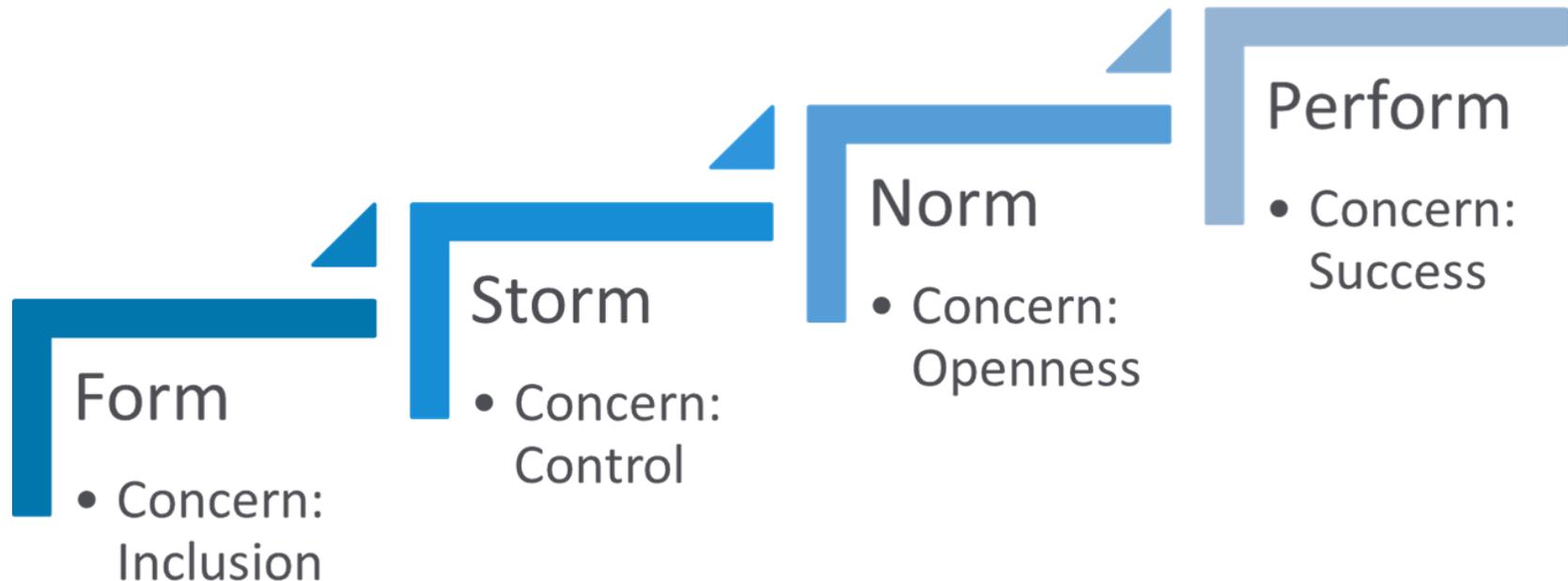
Traits IPT Members Should Have

Does The Membership on your IPT Have These Traits?

- Current technical or functional expertise in their areas
- Knowledge in the missions and organizations they represent
- An open-mind
- Commitment to the success of the IPT; team players
- Strong interpersonal skills
- Problem-solving and decision-making skills
- **Ability to make binding decisions on behalf of their organization; be empowered!**
- Accountability for their actions/decisions

Team Challenges

Where Do You Think Your IPT Is on this Spectrum?



Tools for Success

Tools for Success: Building Trust on Virtual Teams

How Do You Build Trust on Virtual Teams?

- Be aware of responsibilities and follow through
- Keep open lines of communication
- Establish core hours
- Use proper voice tone and be aware of language
- Be mindful of others in different time zones when scheduling meetings, deadlines, and communications
- Hold productive meetings—do not waste others' time
- Share insights gained from other teams

Tools for Success: Hold Productive Meetings

How Do You Hold Successful Meetings?

- Provide structure
- Develop agendas
- Distribute read-ahead materials
- Address content
- Facilitate discussion
- Use all available technology (e.g., VANTS, LiveMeeting, SharePoint)
- Adopt and follow processes
- Ensure equal air time
- Protect people from personal attacks
- Set roles and responsibilities
- Build consensus
- Document the meeting
- Follow up

Tools for Success: Collaboration is Key

Does EVERY Member of Your IPT Do This?

- Make sure you understand your team's priorities
- Work collaboratively with your stakeholders and team
- Participate actively and appropriately
- **Identify, raise, and resolve issues**
- Communicate clearly with your team
- Talk to others to if you do not know the answer to something



Communication, Communication, Communication!

Tools for Success: Raising Flags

- Red Flags
 - Gain senior leadership attention regarding risks and issues that could impede product delivery
- Yellow Flags
 - Provide a warning of a change in the project environment that potentially causes impact to the project
- Green Flags
 - Help projects highlight successes and capture what is working in a project through lessons learned and best practices.



It is Everyone's Responsibility to Bring Attention to Issues.

Questions?



Concluding Thoughts

Additional Information

- **PMAS Business Office SharePoint Site:**
http://vaww.oed.portal.va.gov/pmas_bus_ofc/default.aspx
- **PMAS Business Office email:** vapmas@va.gov
- **Send your training feedback and questions to:**
Diana Koutsis Klaers at diana.koutsis@va.gov

PARTICIPANT FEEDBACK #1

1. The IPT Roadshow presentation provided information that will help me be successful at fulfilling my responsibilities as an IPT member.
 - a. Strongly Agree
 - b. Agree
 - c. Not sure
 - d. Disagree
 - e. Strongly Disagree

PARTICIPANT FEEDBACK #2

2. The discussion format of this training helped me understand the content.
 - a. Strongly Agree
 - b. Agree
 - c. Not sure
 - d. Disagree
 - e. Strongly Disagree

PARTICIPANT FEEDBACK #3

3. How could we improve this presentation for future offerings?
 - a. Provide more lecture rather than discussion
 - b. Provide more examples of IPT best practices
 - c. Provide job aids for reference
 - d. Create a Frequently Asked Questions (FAQ) site for IPTs
 - e. All of the above

PARTICIPANT FEEDBACK #4

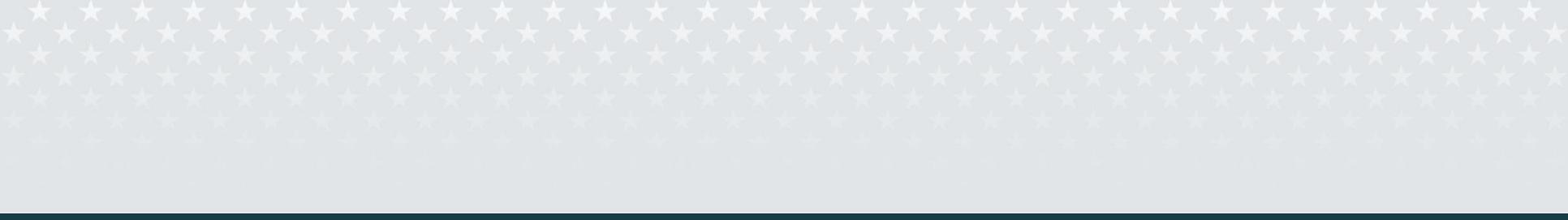
4. The course content was clearly explained during the presentation.
 - a. Strongly Agree
 - b. Agree
 - c. Not sure
 - d. Disagree
 - e. Strongly Disagree

PARTICIPANT FEEDBACK #5

5. Through which medium would you prefer to receive additional IPT training?
 - a. Live Meeting/Webinar
 - b. In-Person Classroom
 - c. Virtual Classroom
 - d. Web-Based Training
 - e. Other

TMS Self Certification Instructions

- Visit the VA Talent Management System (TMS) at <https://www.tms.va.gov>
- When you reach the TMS home page, you will be asked to log in
- Type in your TMS User ID and Password and select the Login button
(Note: If you do not have a username and password, contact the TMS Help Desk or your TMS regional support personnel for assistance.)
- Upon TMS log in, conduct a Catalog search for: Strengthening Integrated Project Teams (or search for Course Number 3774270)
- Select Go to Content
- The TMS will ask you if you have attended and understand the training - Select Yes
- When the TMS has processed your self-registration, select the Close Window button
- At this point, the training item will be recorded as complete on your learning history
- For more information, you may contact the TMS Help Desk at vaTMShelp@va.gov or 1-866-496-0463



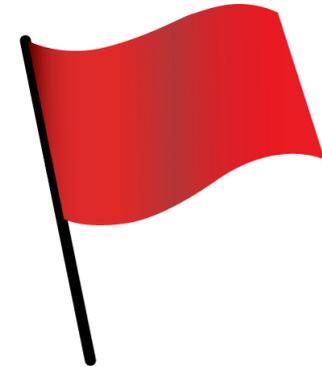
Backup Slides

Key Roles and Responsibilities

PM	<ul style="list-style-type: none">• Provides accountability for the execution of the project
SDE PM	<ul style="list-style-type: none">• Collaborates on project planning for infrastructure engineering, capacity planning, testing, release, deployment, and operations activities
ITRM Representative	<ul style="list-style-type: none">• Ensures project funding is available
OAL Representative	<ul style="list-style-type: none">• Approves contract-related actions for the IPT
Legal Representative	<ul style="list-style-type: none">• Reviews and approves all legal agreements and documents
Information Security Officer	<ul style="list-style-type: none">• Provides information security requirements and ensures technical solutions adhere to requirements
Privacy Officer	<ul style="list-style-type: none">• Evaluates plans and technical solutions to meet privacy requirements

Tools for Success: Red Flag Process

- Empowers and holds ITPMs accountable when the IPT is not working effectively
- Provides a way to clearly communicate
- Creates transparency to cause people to act
- Induces the IPT to perform
- Gains attention and support of Senior Leadership
- Helps set project direction and re-establish priorities



To initiate a Red Flag:

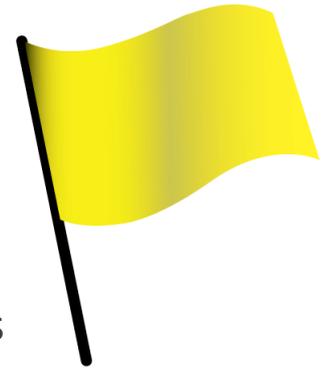
1. Update the risk log
2. Email the Red Flag description to VAPMASFlags@va.gov

Tools for Success: Yellow Flags (YFs)

- Yellow Flags provide a warning of a change in the project environment that can cause significant impacts on the project resources, schedule, and scope
- PM or IPT member who's observed a YF reports

Yellow Flag data throughout the life of a project

- Triggered when an early-warning indicator is applicable to a project
- Identifies the risk, potential impacts, prevention/mitigation strategies
- Reported to Sr. Leadership as a point of information
- No meeting required, but may be requested

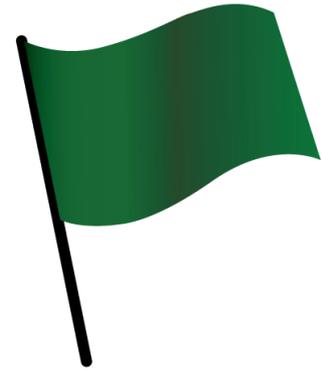


To initiate a Yellow Flag:

1. Request YF Template from VAPMASFlags@va.gov
2. Email back the Yellow Flag form

Tools for Success: Green Flags

- Raised by IPT members to:
 - Signify early completion of a milestone/increment
 - Identify that a significant achievement or positive event
 - Highlight a new or new or innovative approach to successful milestone/increment completion
 - Provide lessons learned or best practices from project success that can be shared with others



To initiate a Green Flag:

1. Compile the following info: Project Name, Project Manager, Contact Information, Summary of Accomplishment, Positive Impact to other Project & Lessons Learned
2. Submit to VAPMASFlags@va.gov.