

PMAS Milestone Reviews

**Department of Veterans Affairs
Office of Information and Technology**

IT Workforce Development (ITWD)

In collaboration with

PMAS Business Office (PBO)

Live Meeting Logistics

To benefit from the presentation as much as possible, please do the following:

- Mute your phone
- Select the Q&A tab at top left of your Live Meeting to ask questions or provide comments



- Download a copy of the handouts and shared notes

Welcome and Introduction

- **Presenters**
 - **Shawn Hurford**
Team Lead for Policy and Guidance, PBO
 - **Meghan Askham**
Support Team, PBO
- **Training Purpose**
 - To define and emphasize the importance of Milestone Reviews as PMAS projects move through the PMAS project states
 - To introduce and prepare Project Managers to utilize Milestones 0-4 and ensure a project is ready to move to a new PMAS state

Course Outline

- When and why Milestone Reviews occur
- Overview of the PMAS project states as they relate to the Milestones
- Overview of Milestones 0-4
- Preparing for Milestone Reviews
- Scheduling Milestone Reviews

Learning Objectives

At the end of this training, you will be able to:

- Describe the purpose of Milestones and Milestone Reviews
- Match Milestone Reviews to the appropriate state in the PMAS lifecycle
- Articulate the requirements for each Milestone Review
- Demonstrate how templates and guides can be accessed
- Respond accurately to commonly asked questions by Senior Leaders during Milestone Reviews

Section 1:

PURPOSE OF MILESTONE REVIEWS

Purpose of Milestone Reviews

1. Provides a mechanism for the Senior Leadership of each Office of Responsibility (OOR) to verify and validate that a PMAS project is ready to start work in a new state or increment.
2. Ensures the OOR is ready to commit the resources necessary for project success.
3. Validates the completion of required PMAS artifacts.
4. Ensures the commitment of the Office of Information Technology (OIT) to the project's success.

PMAS Milestone Reviews

Milestone 0 Review (MS 0)

Milestone 1 Review (MS 1)

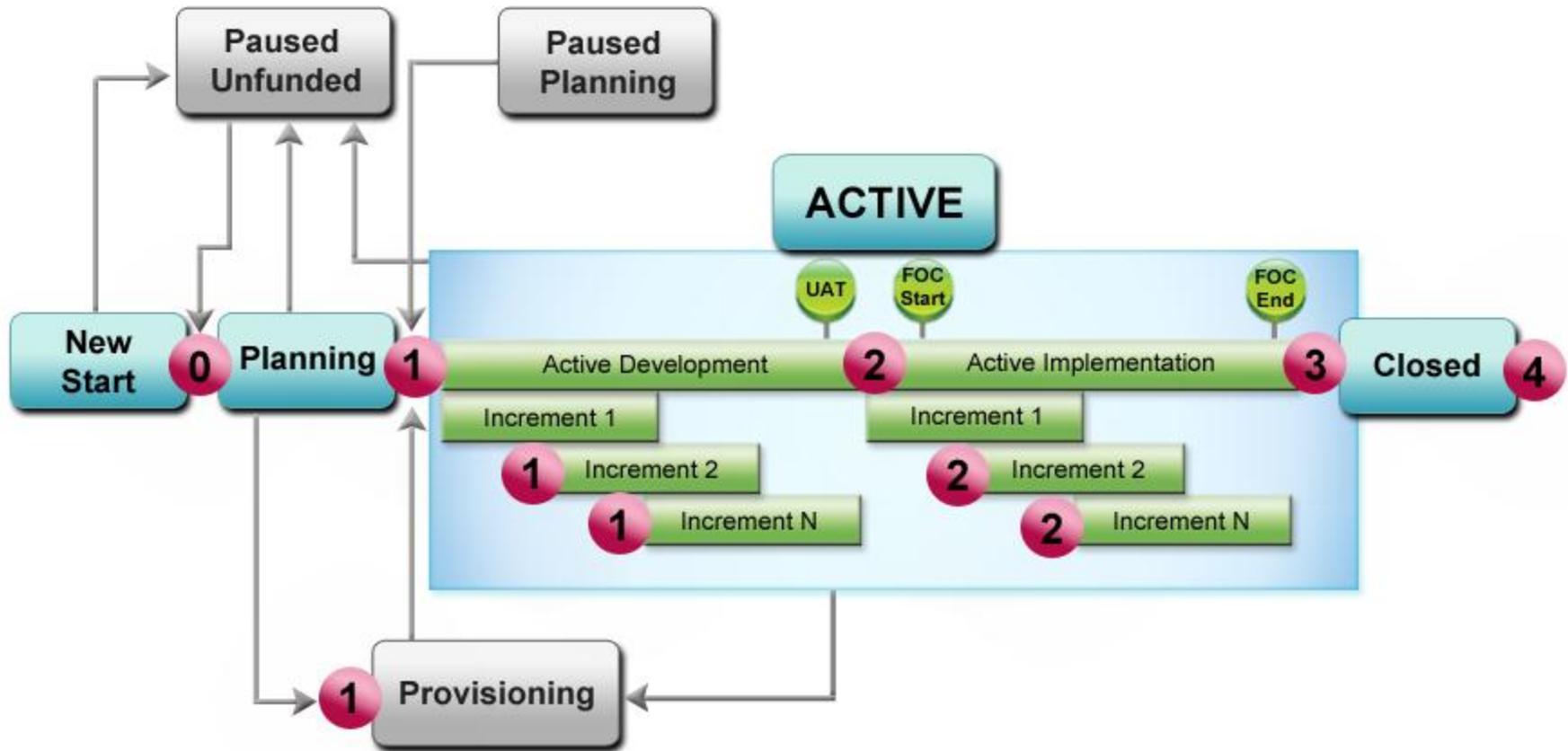
Milestone 2 Review (MS 2)

Milestone 3 Review (MS 3)

Milestone 4 Review (MS 4)



How Milestone Reviews Correspond with PMAS Project States



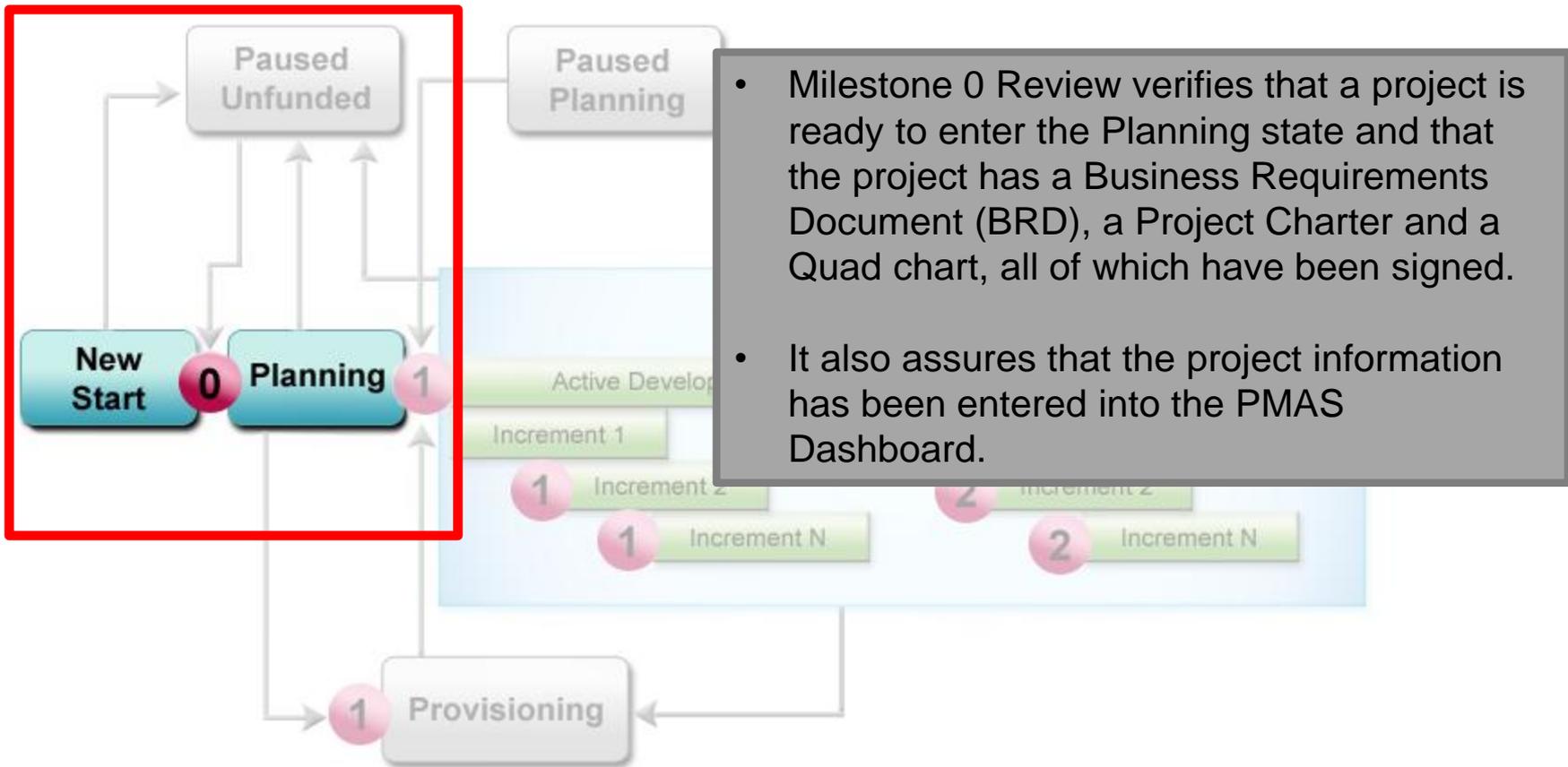
*****Participant Poll*****

- What is the next Milestone Review your project is scheduled to go through?
 - Milestone 0
 - Milestone 1
 - Milestone 2
 - Milestone 3
 - Milestone 4
 - Not sure
 - Not applicable

Section 2:

MILESTONE 0 REVIEW

Milestone 0 Description



Sample Milestone 0 Review Template

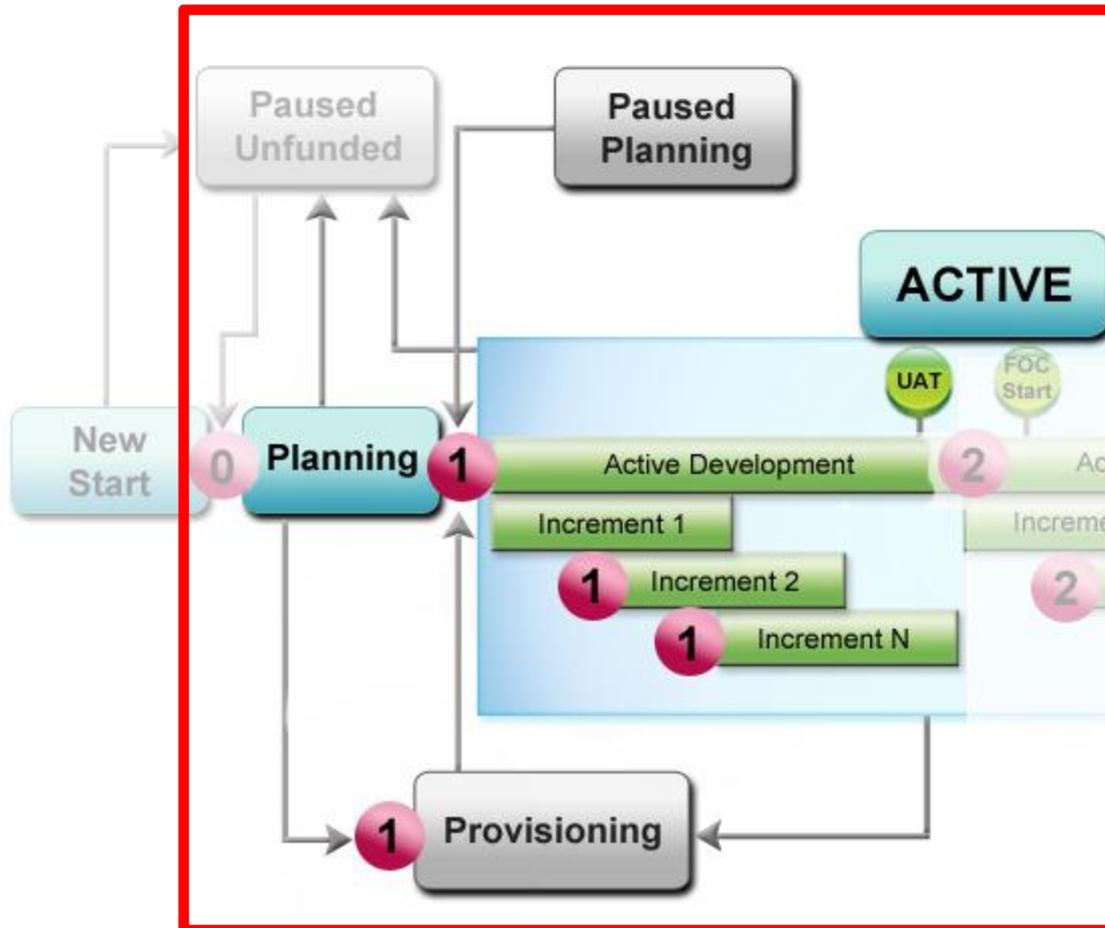
Requirements	Yes	No	Comments
Has a Business Sponsor/Customer been identified?			
Have project funds been approved in the FY Budget Operating Plan (BOP)?			
Has the Business Requirements Document (BRD) been signed?			
Is there a baseline Quad Chart?			
Has a Project Charter been signed?			
Has a Project Manager been identified?			
Has the Integrated Project Team (IPT) Charter been signed?			
Has the project met the Enterprise Technical Architecture (ETA) Compliance Criteria as appropriate?			
Is the project information entered into the PMAS Dashboard?			
Are all projects artifacts uploaded into Project Document Repository?			

Milestone Review Templates can be found at
http://vaww.oed.portal.va.gov/pmas_bus_ofc/Assessment%20%20Reporting/Forms/User%20View.aspx

Section 3:

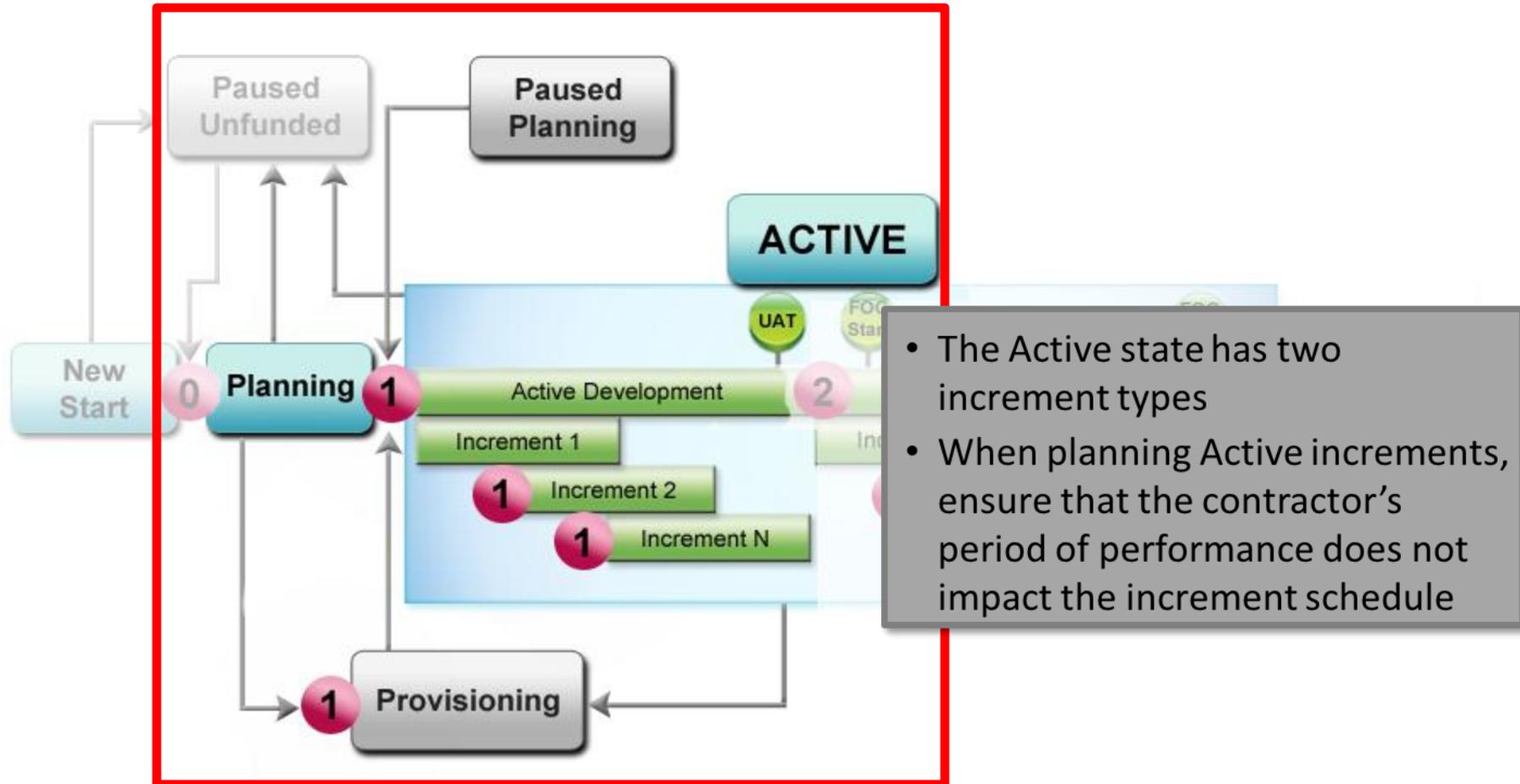
MILESTONE 1 REVIEW

Milestone 1 Description

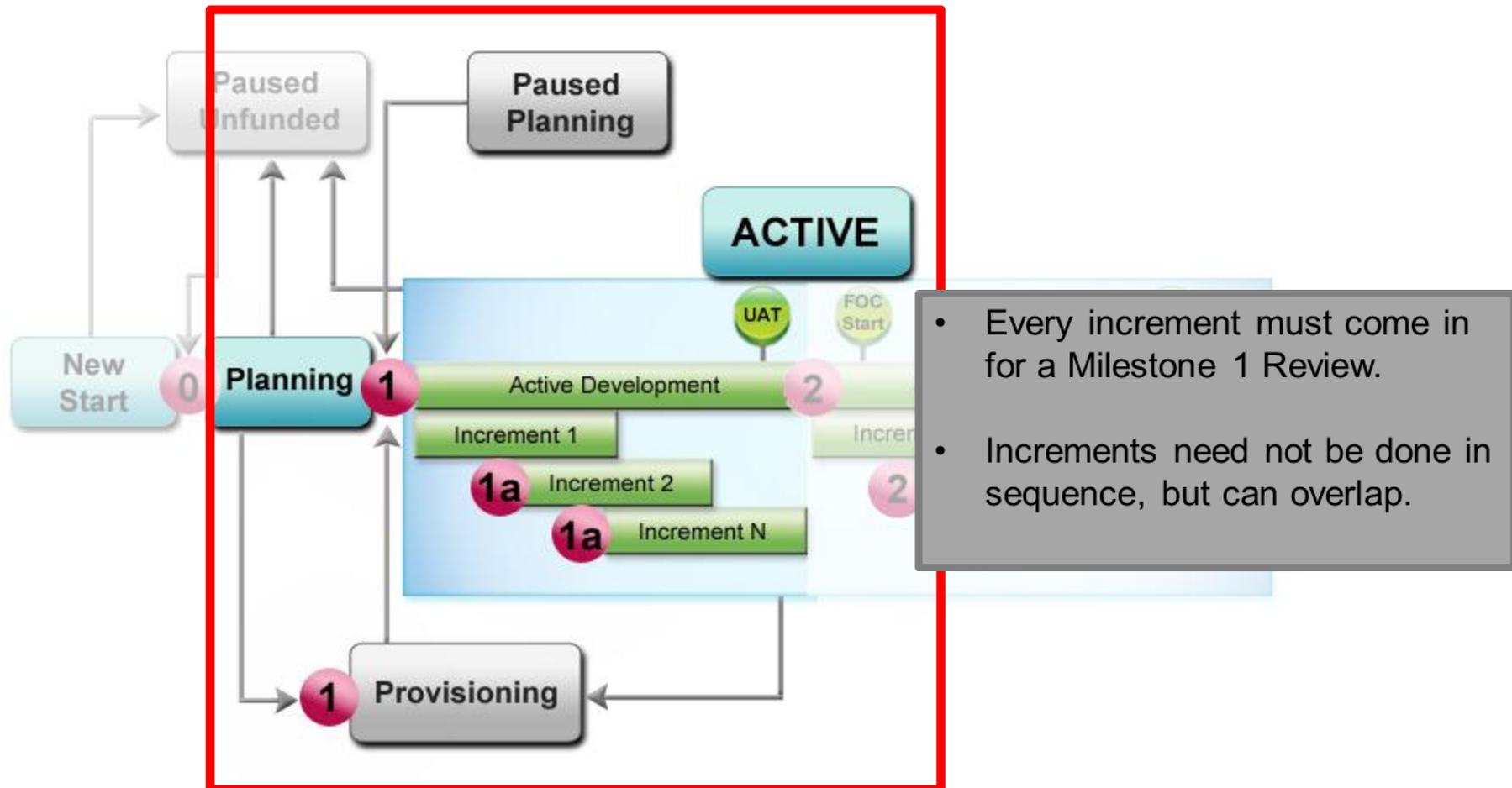


- Milestone 1 is where you lock your dates in and declare your commitment to delivery by a certain date.
- Projects moving into a Milestone 1 Review may enter from the Planning, Paused, or Provisioning state
- Milestone 1 Review verifies that a project has all required resources.

Milestone 1 Review & Increments

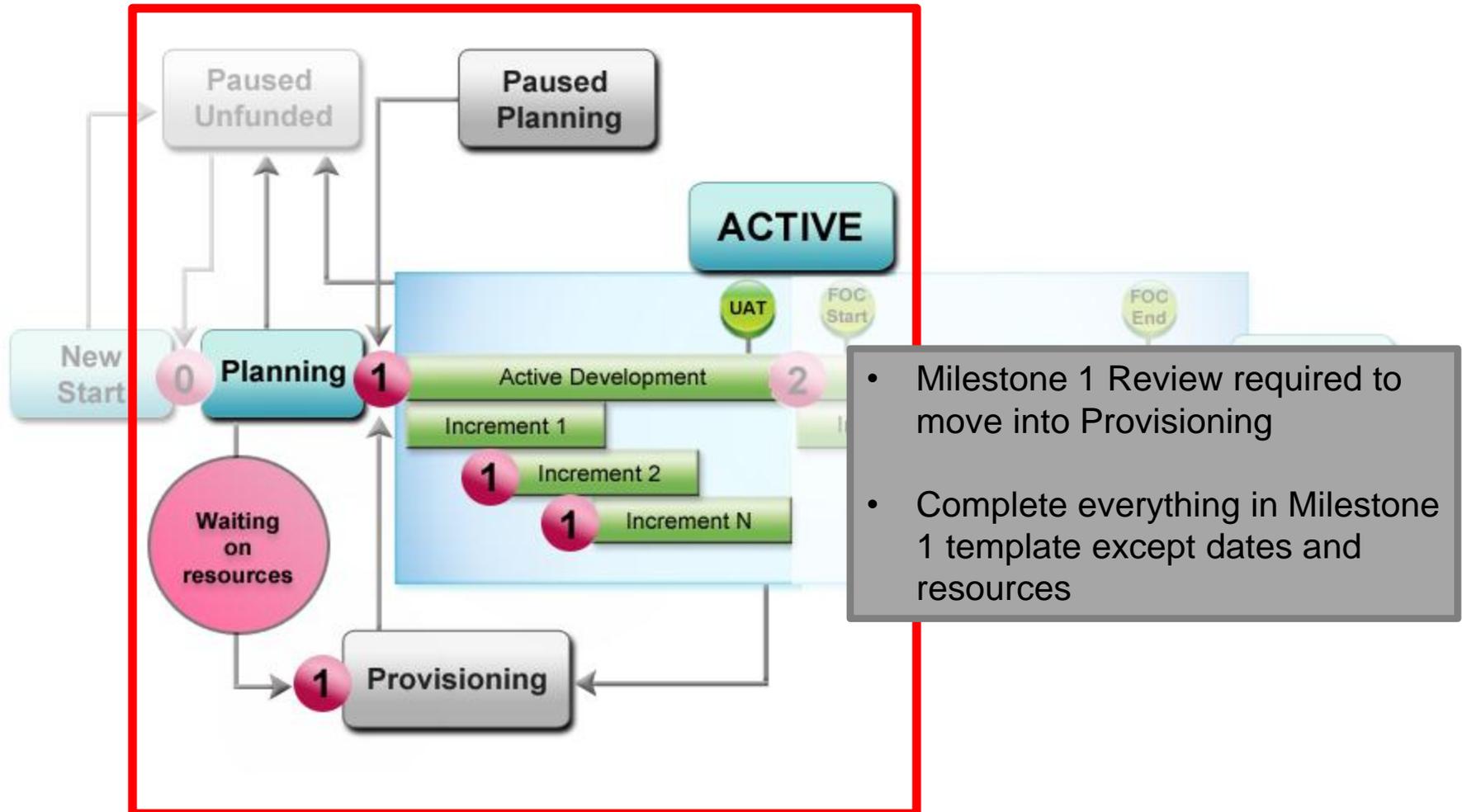


Milestone 1 Review for Subsequent Increments



- Every increment must come in for a Milestone 1 Review.
- Increments need not be done in sequence, but can overlap.

Milestone 1 Review for Provisioning



Sample Milestone 1 Review Template

Requirements	Yes	No	Comments
Has the Requirements Specification Document been completed and signed?			
Has the Project Management Plan been completed and signed?			
Have the System Design Document (SDD) or Systems Engineering and Design Review (SEDR) been completed and appropriately reviewed?			
Has the Project Quad Chart been updated?			<p><i>Milestone Review Templates can be found at</i></p> <p>http://vaww.oed.portal.va.gov/pmas_bus_ofc/Assessment%20%20Reporting/Forms/User%20View.aspx</p>
Is there a Spend Plan?			
Has the project been updated in the Enterprise Project Structure (EPS)?			
Is the Acquisition Strategy completed?			
Is there Contract Information that supports the project plan?			
Has the Customer Acceptance Criteria Plan been fully coordinated and signed?			
Is there a Fiscal Year Specific Outcome Statement?			
Is the Operational Acceptance Plan (OAP) completed?			
Is there a Risk Log?			
Has Product Evaluation and Decision Model (Buy Only) been developed?			

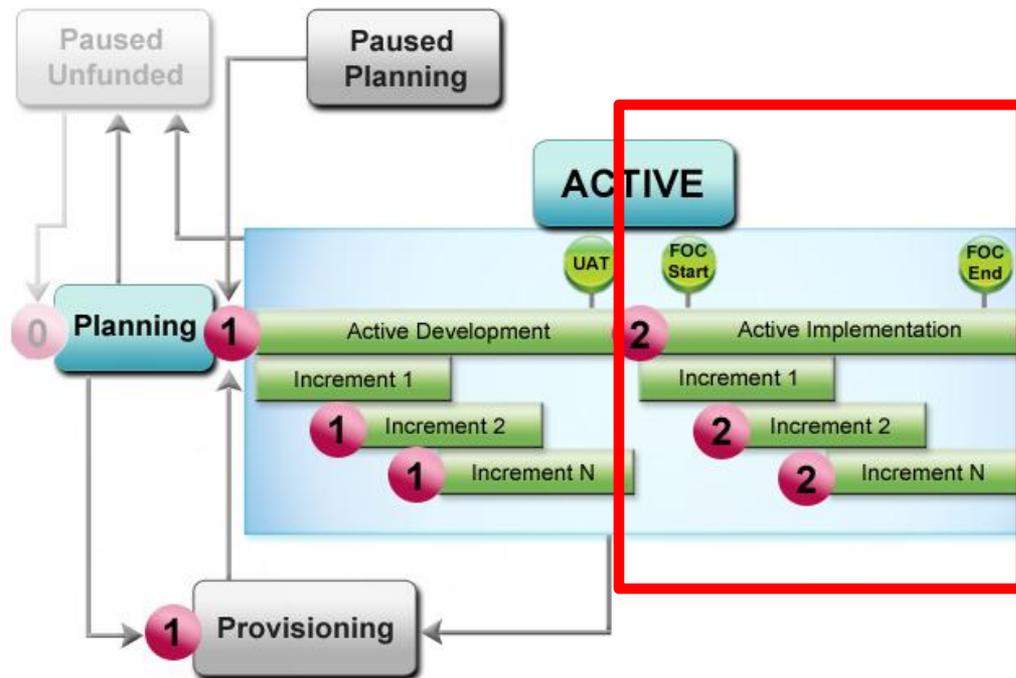
*****Participant Poll*****

- Your project is currently in Active state but the necessary resources for subsequent increments have not been acquired, what happens to the project at this point?
 - It continues in the Active state
 - It returns to the Planning state
 - **It moves to the Provisioning state**
 - It moves to the Paused Planning state

Section 4:

MILESTONE 2 REVIEW

Milestone 2 Description



- Milestone 2 Review is required for a project to enter the Active Implementation increment
- Milestone 2 Review assesses the increment's readiness to make full delivery of the product

Sample Milestone 2 Review Template

Requirements	Yes	No	Notes
Have the project completed the ESE Independent Testing?			
Has the project completed the ESE Risk Based Testing Services recommended in the Risk Assessment Testing Scope Report?			
Has the project completed the ESE Operational Readiness Review Testing?			
Did your project complete IOC Testing, or Pre-Production Testing? (or an alternative independent test?)			
Does your project have any open Severity 1 or 2 Defects?			
Does your project have an IOC/Pre-Production test results (Defect Log)?			

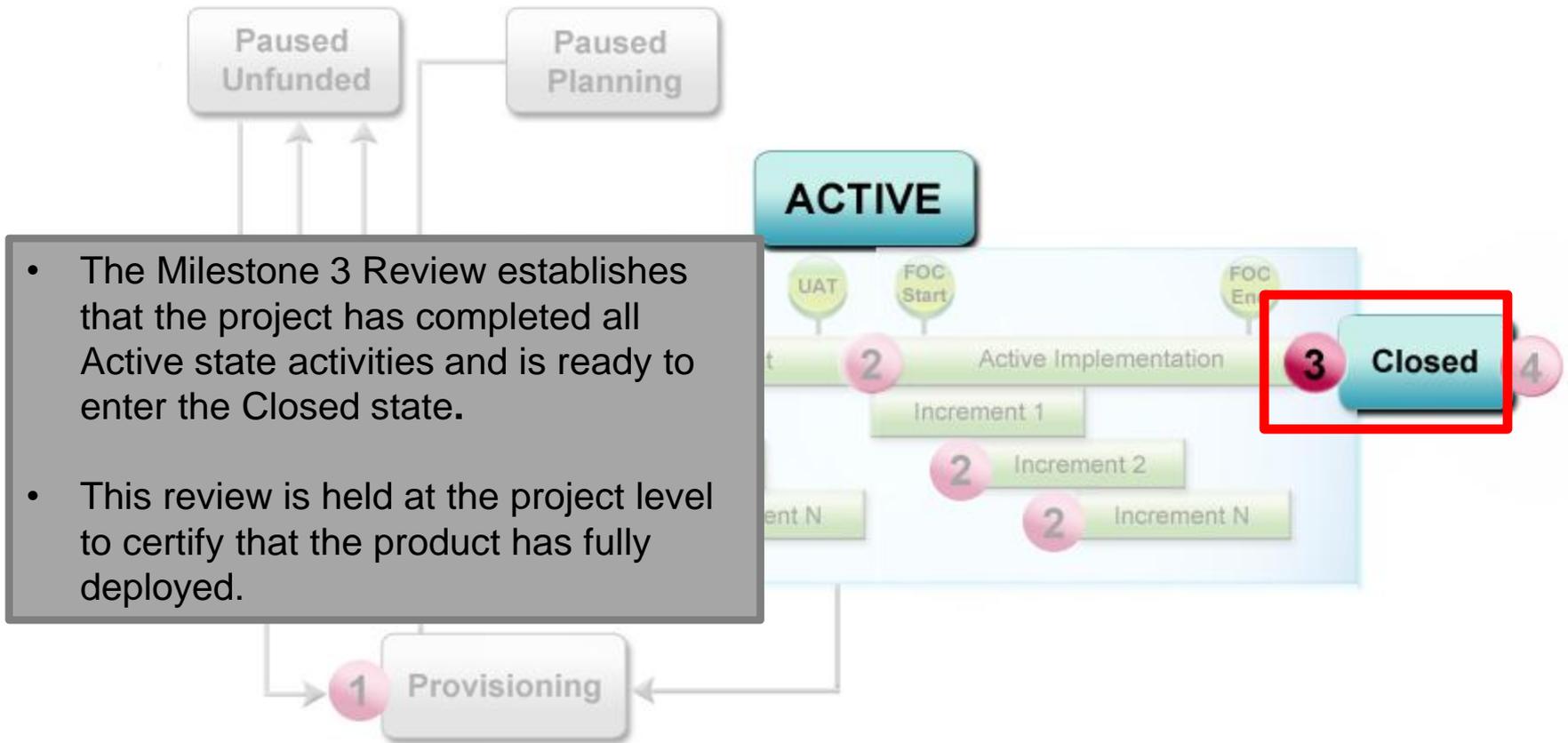
Milestone Review Templates can be found at

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Section 5:

MILESTONE 3 REVIEW

Milestone 3 Description



- The Milestone 3 Review establishes that the project has completed all Active state activities and is ready to enter the Closed state.
- This review is held at the project level to certify that the product has fully deployed.

Sample Milestone 3 Review Template

Requirements	Yes	No	Comments
Has the project completed national deployment?			
Has the Deployment Plan been fully executed?			
Has the Customer Acceptance Form been signed for each increment?			
Has the Customer Acceptance Form been signed for the project as a whole?			
Has the project transitioned to Sustainment?			
Do you have a resource release plan?			
Have all required PMAS required artifacts been properly archived?			
Are there any open IG/GAO reports on this project?			
Does this delivery satisfy any deficiencies identified in any IG/GAO reports?			
Has the COR been updated?			
Has the Sustainment Transition Plan (ST) (or Operational Acceptance Plan (OAP) been updated?			
Is there a close out plan for the project?			
Has the Project Quad Chart been updated?			
Has the project been assigned a Sustainment EPS number?			
Have you fully trained your user population?			
Has the project met the Enterprise Technical Architecture (ETA) Compliance Criteria as appropriate?			

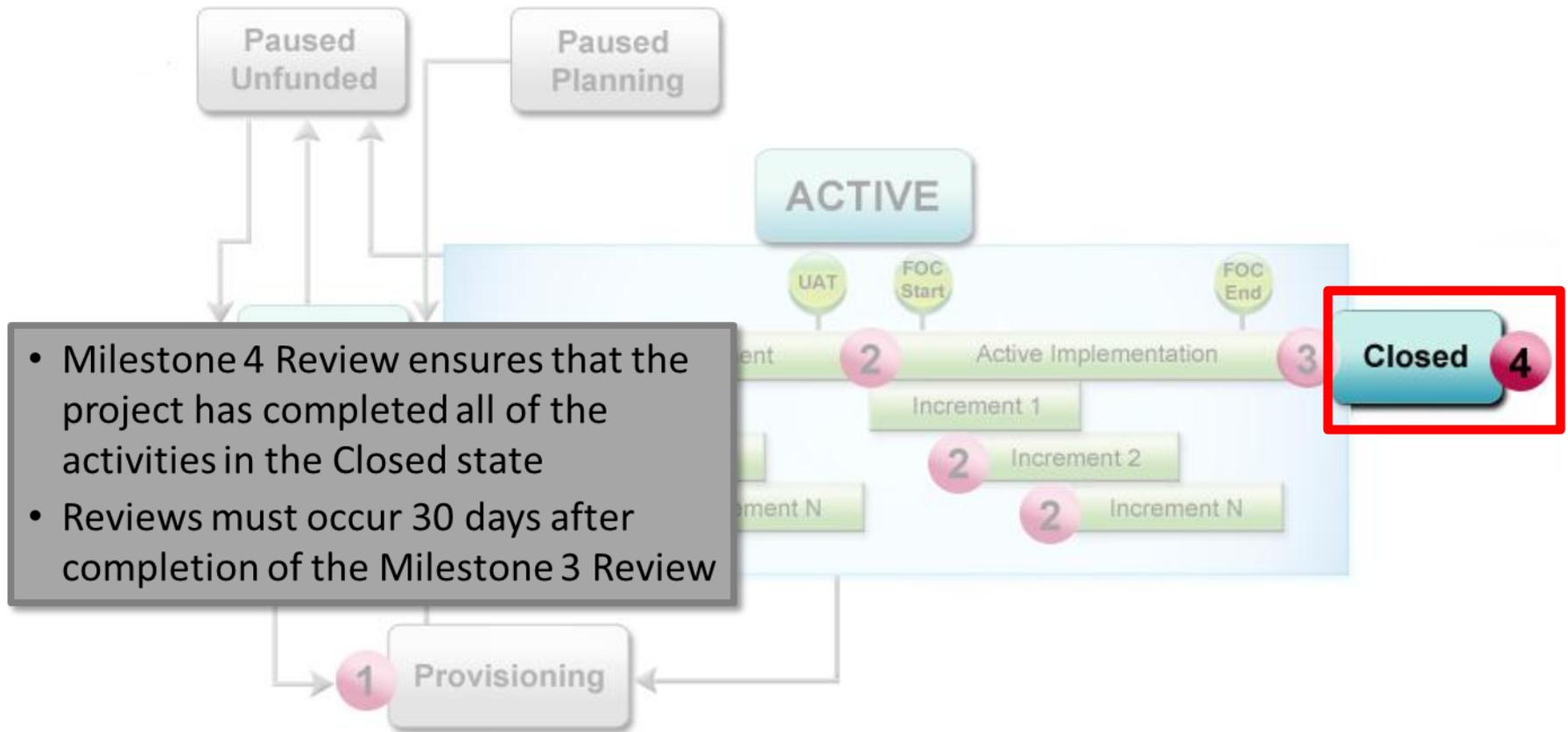
Milestone Review Templates can be found at

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Section 6:

MILESTONE 4 REVIEW

Milestone 4 Description



Sample Milestone 4 Review Template

Requirements	Yes	No	Comments
Is the transition to sustainment complete?			
Have the staff been recognized? (if applicable)			
Did you complete all activities in the close out plan?	<p><i>Milestone Review Templates can be found at</i></p> <p>http://vaww.oed.portal.va.gov/pmas_bus_ofc/Assessment%20%20Reporting/Forms/User%20View.aspx</p>		
Have all government resources been reassigned?			
Have all required PMAS required artifacts been properly archived?			
Have all lessons learned been posted?			
Are there any open IG/GAO reports for this project?			
Have the final costs been validated and reported?			
Have development contracts been closed out?			

*****Participant Poll*****

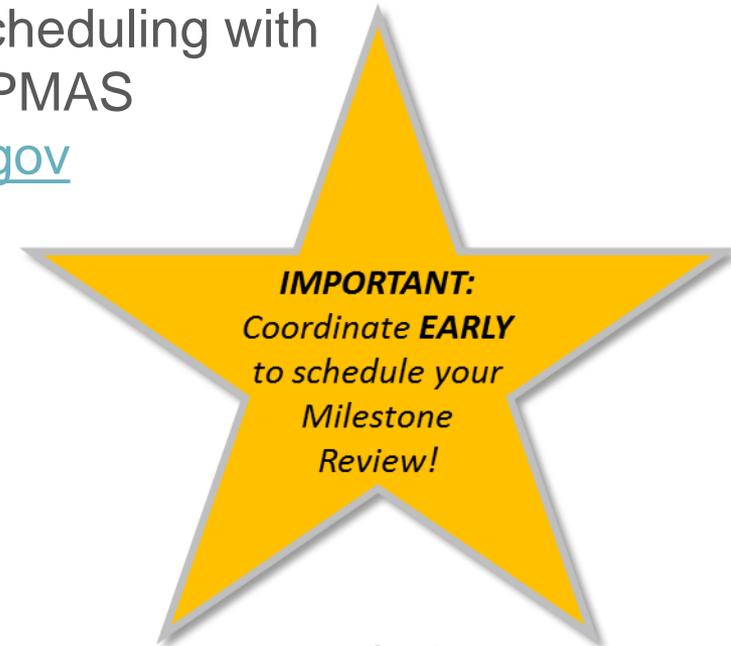
- At which Milestone Review will you be expected to report the results of product testing?
 - Milestone 1
 - **Milestone 2**
 - Milestone 3
 - Milestone 4

Section 7:

MILESTONE REVIEW LOGISTICS

Scheduling a Milestone Review

- The Project Manager is responsible for scheduling with the PBO by emailing the following to the PMAS Reviews mailbox VAPMASReviews@va.gov
 - Name of the Project
 - Type of Review requested
 - Current PMAS state
 - Name of Project Manager
- The Project Manager is responsible for completing the MS Review template and email to VAPMASReviews@va.gov *no later than two business days* prior to review



Responsibilities of PMAS Business Office

The PMAS Business Office is responsible for the following:

- Coordinating with the Project Manager to schedule the Milestone Review
- Sending the template to the Project Manager
- Setting up the meeting logistics
- Sending out the meeting invitation
- Running the Live Meeting
- Capturing the action items and observations during the review

Keep in Mind

- Read *PMAS Guide 4.0* to ensure you are PMAS compliant
- Invite all key stakeholders, such as...
 - Your Business Sponsor
 - Key Integrated Product Team (IPT) members
 - Architecture, Strategy, and Design (ASD)
 - Service Delivery and Engineering (SDE)
- Ensure all project information has been entered into the PMAS Dashboard prior to your Review

Keep in Mind (continued)

- Ensure you have a pre-brief with your OOR for approval prior to the actual Milestone Review
- Upload all required documentation into the proper document repository (TSPR or WITS)
- Make sure your project schedule is current and information in the Dashboard matches your quad chart (Project Cost, Sponsor, Schedule, etc.)
- Arrive prepared to respond to any questions senior leaders may ask; be prepared to explain risk mitigation strategies

FAQs at Milestone Reviews

The following are questions that are frequently asked during Milestone Reviews...

- Can your contract accommodate incremental development?
- Please explain why your project has chosen not to use Agile Methodologies.
- Are risk mitigation strategies appropriate for the magnitude of risks?
- Does your dependency chart consider all dependencies, including dependencies on the Infrastructure, and Service Delivery and Engineering's efforts?
- Is the project on the Release Schedule for Enterprise Operation for your first increment's release?
- Is the total lifecycle cost in the Quad Chart the same as that on the PMAS Dashboard?

FAQs at Milestone Reviews (continued)

The following are questions that are frequently asked during Milestone Reviews...

- Who is responsible for the sustainment of the product? Product Support or SDE?
- Do you have marginal sustainment for your project? (if it is a Milestone 1 Review).
- Do you have mandatory sustainment for your project? (if it is a Milestone 2 Review).
- Is the information in your quad chart at the project level?
- Do the sustainment dollars listed in your quad chart equal the sustainment dollars listed in the sustainment slides of the presentation?

Section 8:

WRAP-UP

More Information

- PMAS Business Office Web Site
 - <http://go.va.gov/PBO>
- PMAS Reviews Mailbox for MS package submissions & questions
 - VAPMASReviews@va.gov
- PMAS Business Office for all other PMAS questions
 - VAPMAS@va.gov

Questions?



Credits and References

- **Reference**
 - Project Management Accountability System (PMAS) Guide 4.0 (Signed November 7, 2012)
- **PMAS Business Office SharePoint Site**
 - http://vaww.oed.portal.va.gov/pmas_bus_ofc/default.aspx

Upcoming PMAS Business Office Webinars

PMAS Milestone Reviews

May 23 (Thu), 12pm ET <http://vaww.infoshare.va.gov/sites/ittrainingacademy/Lists/Calendar/DispForm.aspx?ID=1227>

Jun 25 (Tue), 2pm ET <http://vaww.infoshare.va.gov/sites/ittrainingacademy/Lists/Calendar/DispForm.aspx?ID=1228>

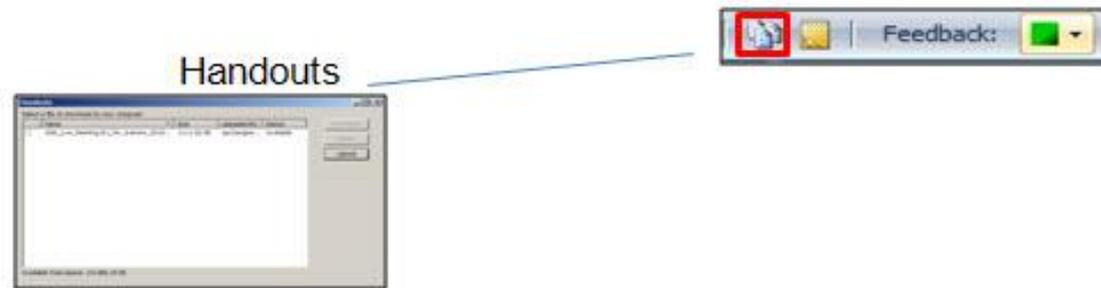
PMAS Guide 4.0

May 21 (Tue), 12pm ET <http://vaww.infoshare.va.gov/sites/ittrainingacademy/Lists/Calendar/DispForm.aspx?ID=1233>

Jun 19 (Wed), 12pm ET <http://vaww.infoshare.va.gov/sites/ittrainingacademy/Lists/Calendar/DispForm.aspx?ID=1234>

Course Handouts and Evaluation

- Handouts are available to download at the top right of your screen by selecting the paper icon.
- To access the evaluation, download the handout and follow directions



- Will only take 5-10 minutes
- All of your answers will be kept confidential and allows VA to continue to improve the way training is delivered

Self-Certification Instructions in the TMS for PMAS Milestone Reviews

- 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: **PMAS Milestone Reviews** (or search for course number **VA 3828656**)
- 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**.