



Get to Know the Project Management Accountability System (PMAS)

Why was PMAS created?

- ▶ By 2007, VA recognized that accountability was no longer a controlling force in the daily development of new information technology (IT) capabilities. VA faced major project delivery challenges (based on an internal review of more than 280 IT development projects):
 - VA delivered only 30 percent of IT development projects on time.
 - Late delivery, no delivery, or the delivery of inaccurate functionality resulted in millions of dollars wasted or mismanaged with little or no accountability.
- ▶ In 2009, VA introduced PMAS and the Chief Information Officer (CIO) deemed its use mandatory for all IT development projects. This rigorous management approach was designed to deliver smaller, more frequent releases of new functionality to customers and help manage VA's \$3B IT appropriation.

PMAS relies on solid principles:

- ▶ Incremental development in cycles of six months or less
- ▶ Integrated teamwork across VA
- ▶ Accountability
- ▶ Resource management
- ▶ Transparency
- ▶ Engaged senior leaders
- ▶ Direct and continual customer participation
- ▶ Agile development practices

What is PMAS?

- ▶ PMAS is VA's disciplined approach to IT development and capability delivery. It ensures that the customer, IT project team, vendors, and all stakeholders engaged in a project are focused on a single compelling mission: achieving on-time delivery of a project's increments.
- ▶ PMAS holds project managers accountable for meeting cost, schedule, and scope goals. PMAS also holds senior leaders accountable for helping project managers deliver capabilities on time.
- ▶ PMAS uses an incremental development process for IT projects that requires delivery of new functionality—tested and accepted by the customer—in cycles of six months or less.
- ▶ Projects are closely monitored and are subject to review by senior leaders when significant deviations from the plan occur.
- ▶ PMAS requires senior leaders and program and project managers to be fully cognizant of the work underway and to anticipate risks and issues.
- ▶ PMAS ensures that the customer, project team, and vendors working on a project are aligned, accountable, and have access to the necessary resources before work begins and throughout the process.



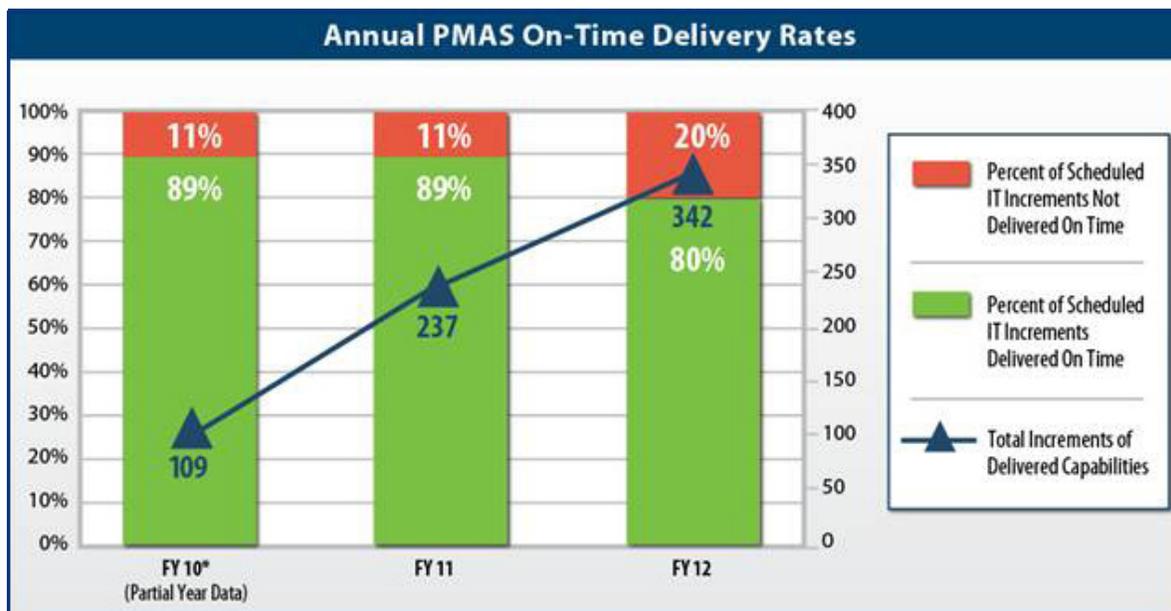
U.S. Department of Veterans Affairs

How successful is PMAS?

- ▶ In the first year after PMAS implementation, VA increased its on-time delivery rate from less than 30 percent to 89 percent for all IT project milestones. In FY 2009, PMAS realized at least \$200 million in cost avoidance by identifying and stopping under-resourced projects.
- ▶ As shown in the figure below, VA achieved an 80 percent on-time increment finish rate for FY 2012. VA managed 342 increment finish milestones and delivered 274 of them on time.
- ▶ The cumulative on-time increment finish rate since the inception of PMAS is 84.6 percent, which is dramatically higher than the industry average of 45 percent.



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.



Is PMAS right for you?

If you answer "yes" to most of the questions below, PMAS might be the solution for your agency.

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?

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Interested in receiving more detailed information about PMAS?

Contact Carol Macha in the PMAS Business Office at VAPMAS@va.gov or visit www.PLACEHOLDER.gov.