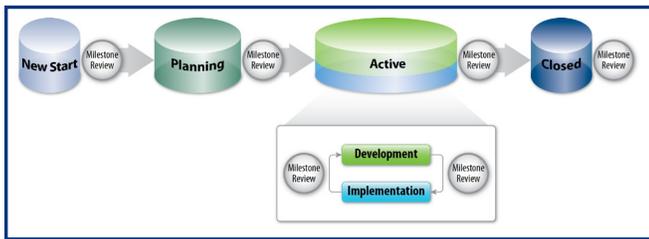




Get Serious About the Project Management Accountability System (PMAS)

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 colored flag 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.

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.

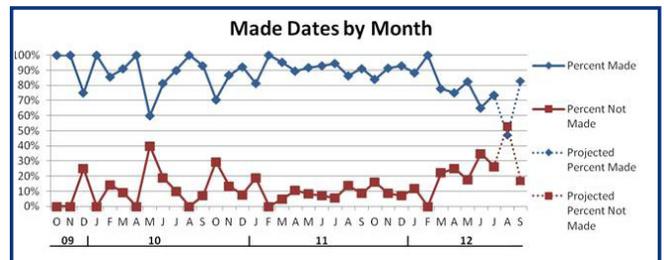
PMAS Business Office (PBO) Enforces Execution

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.

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 weekly, and the highest-priority projects submit updates daily.



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