# ProPath

Project Life Cycle Processes

- Change Management (CHG)
- Business Intake (BIP)
- Project Planning (PRP)
- Project Monitoring and Control (PMC)
- Project Launch (PRL)
- Restart Paused Projects (RES)
- Start Subsequent Increment (SSI)
- Project Shut Down (PSD)
- Project Closure (PRC)

Product Development Life Cycle Processes

- Requirements Elaboration (RQE)
- Product Design (DES)
- Product Architecture (ARC)
- Segment Architecture (SAM)
- Design Evaluation (DEV)
- Architecture Evaluation (AEV)
- Product Build (BLD)
- Test Preparation (TST)
- Release Management (REL)
- Product Documentation (DOC)
- Independent Test and Evaluation (ITE)
- Implementation Management (IMP)
- Product Support (SUP)

Release 7

ProPath
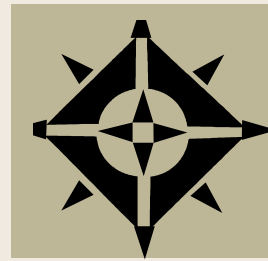
General Navigation

- 🔵 **Navigate to process map**
- 🟠 **Navigate to activity details**
- 🔵 **Click to launch artifact template**
- ⚪ **Click to launch standards/guides**

- ⚪ **Navigate within a process map**
- ⇧ **Navigate back one level/page**
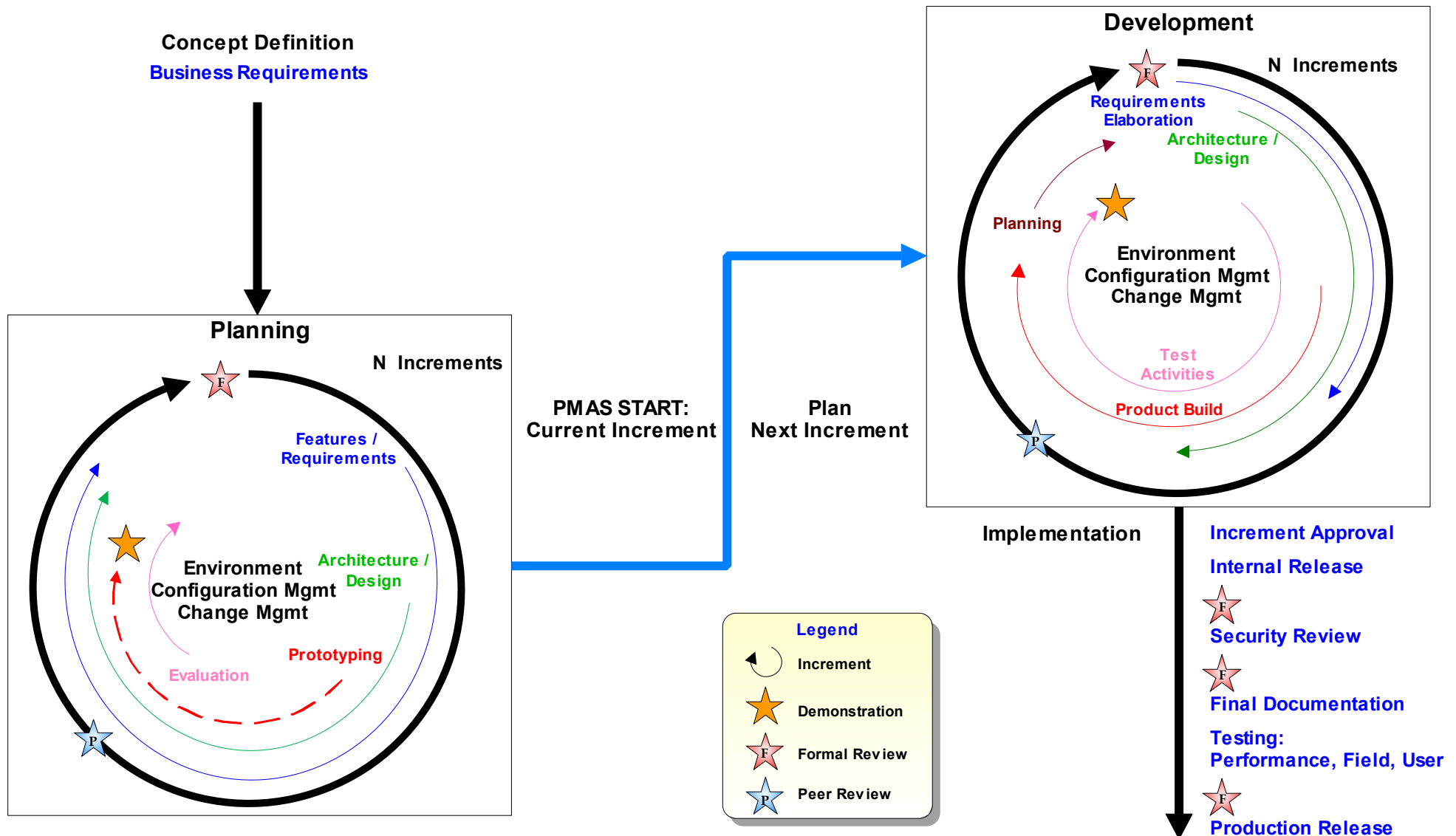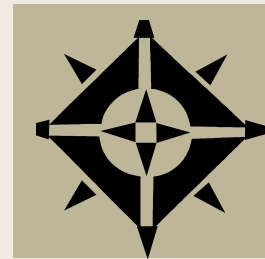- ⇩ **Navigate to next level/page**

Reviews Specific Navigation

- ⭐(P) **Navigate to Peer Review details**
- ⭐(F) **Navigate to Formal Review details**
- ⭐(Q) **Navigate to Process Quality Gate Review details**
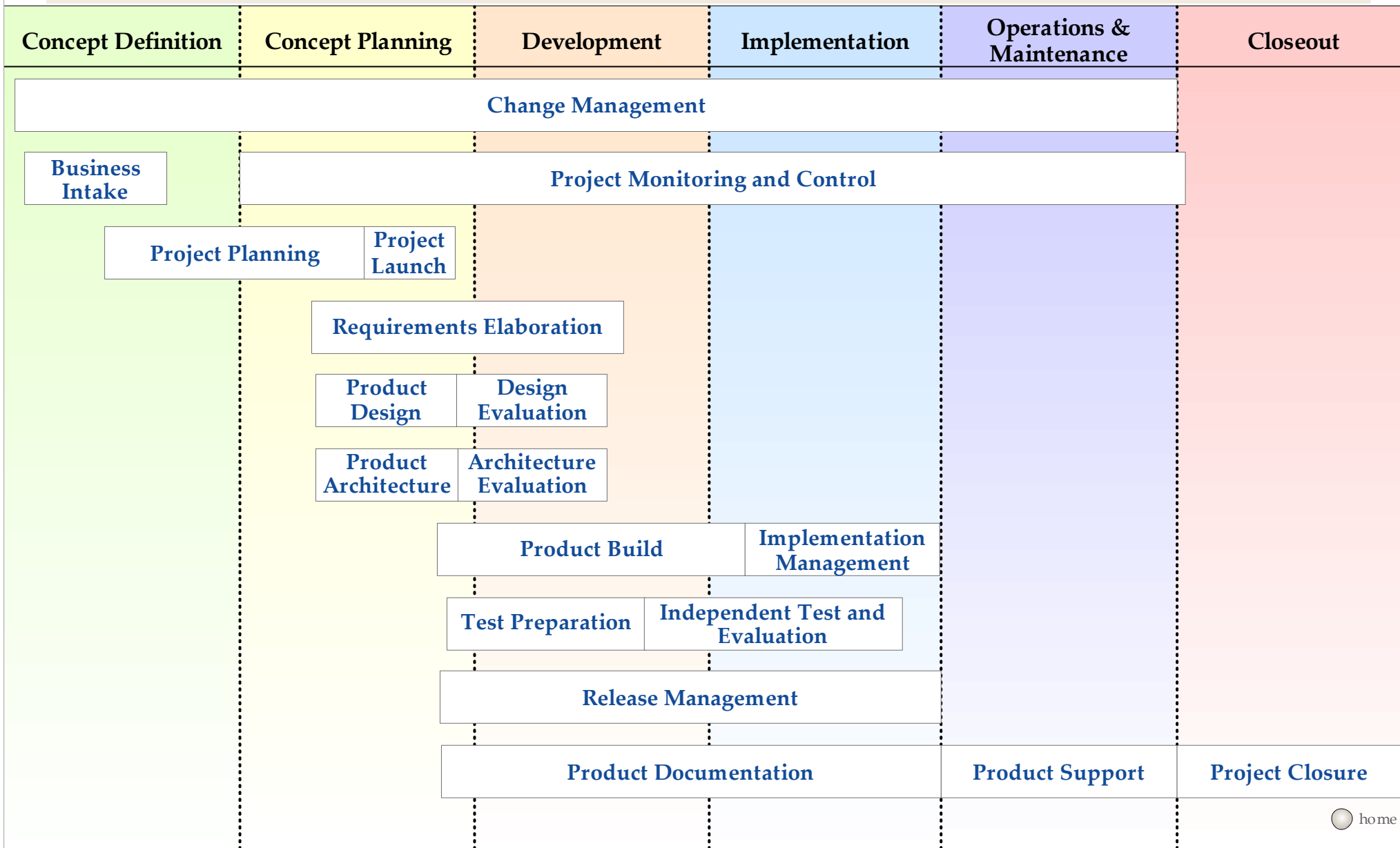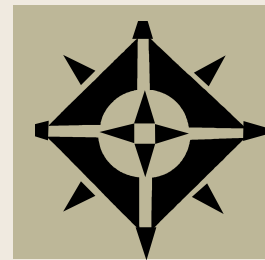- ⭐(M) **Navigate to Go / No Go Review (Milestone) details**

Common Process Map Icons

- ⬤ **Process Map Start**
- ▼ **Activity Wait/Merge**
- ◎ **Process Map End**

⚪ home

ProPath Agile Integration

Concept Definition
Business Requirements

Planning

N Increments

Features / Requirements
Architecture / Design
Prototyping
Evaluation
Environment
Configuration Mgmt
Change Mgmt

PMAS START:
Current Increment

Plan
Next Increment

Development

N Increments

Requirements Elaboration
Architecture / Design
Planning
Environment
Configuration Mgmt
Change Mgmt
Test Activities
Product Build

Implementation

Increment Approval
Internal Release

Security Review

Final Documentation

Testing:
Performance, Field, User

Production Release

Legend

Increment

Demonstration

Formal Review

Peer Review

home

ProPath Life Cycle Integration

Concept Definition	Concept Planning	Development	Implementation	Operations & Maintenance	Closeout
		Change Management			
Business Intake		Project Monitoring and Control			
	Project Planning / Project Launch				
		Requirements Elaboration			
	Product Design / Design Evaluation				
	Product Architecture / Architecture Evaluation				
		Product Build / Implementation Management			
		Test Preparation / Independent Test and Evaluation			
		Release Management			
		Product Documentation		Product Support	Project Closure

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Product Support

Tier 3 (T3) SQA Analyst Lead

SUP-7
Submit
Initial Operating
Capability Testing
Request

SUP-8
Obtain
Initial Operating
Capability Testing
Approval

Tier 3 (T3) SQA Analyst

SUP-9
Perform
Initial Operating
Capability Testing

SUP-10
Complete
Patch

Tier 3 (T3) Developer

SUP-6
Develop
Patch

Patch
Needed?

Yes

No

Product
Enhancement?

Yes

No

SUP-5
Analyze
Remedy® Ticket

SUP-4
Assign
Remedy® Ticket

Tier 2 (T2) Support Specialist

SUP-3
Analyze
Remedy® Ticket

SUP-2
Assign
Remedy® Ticket

Resolution
Found?

No

Yes

SUP-11
Review
Patch

SUP-12
Post
Patch

SUP-13
Resolve
Remedy® Ticket

Remedy® Requestor

SUP-1
Initiate
New Remedy®
Ticket

SUP-14
Close
Remedy® Ticket

Product Support

Goal of Product Support

The goal of the Product Support (PS) division is to function as a customer-oriented organization, delivering high quality, cost effective information products and application support services in support of Veterans' healthcare.

Product Support RACI Chart - 1

		Remedy® Requestor	Tier 2 (T2) Support Specialist	Tier 3 (T3) Developer	Tier 3 (T3) SQA Analyst	Tier 3 (T3) SQA Analyst Lead	Vista Maintenance Team Manager	IT Chief	Product Support Team Manager
SUP-1	Initiate New Remedy® Ticket	R						A	
SUP-2	Assign Remedy® Ticket		R						A
SUP-3	Analyze Remedy® Ticket		R						A
SUP-4	Assign Remedy® Ticket			R			A		
SUP-5	Analyze Remedy® Ticket			R			A		
SUP-6	Develop Patch			R			A		
SUP-7	Submit Initial Operating Capability Testing Request					R	A		
SUP-8	Obtain Initial Operating Capability Testing Approval					R	A		

Product Support RACI Chart - 2

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Remedy® Requestor	Tier 2 (T2) Support Specialist	Tier 3 (T3) Developer	Tier 3 (T3) SQA Analyst	Tier 3 (T3) SQA Analyst Lead	Vista Maintenance Team Manager	IT Chief	Product Support Team Manager
SUP-9	Perform Initial Operating Capability Testing				R		A		
SUP-10	Complete Patch				R		A		
SUP-11	Review Patch		R						A
SUP-12	Post Patch		R						A
SUP-13	Resolve Remedy® Ticket		R						A
SUP-14	Close Remedy® Ticket	R						A	

Product Support: SUP-1 Initiate New Remedy® Ticket

Description	The Remedy® Requestor initiates a request to create, a Remedy® ticket. Requests for national support can be made via telephone or e-mail to the Veterans Affairs (VA) Service Desk or by direct entry in the Remedy Help Desk® Application. If a Tier 2 Support Specialist is contacted directly by sites for an initial problem report that has not been processed through the Remedy® System, the support specialist will enter the Remedy® ticket; and if unable to handle the problem at that time, will inform the customer that their problem will be picked up by the next available specialist. If they are unable to enter a Remedy® ticket, the specialist will transfer or refer the caller to the VA Service Desk.
Artifacts Used	
Artifacts Created	Remedy® Ticket
Responsible Role	Remedy® Requestor
Tools	Remedy Help Desk® Application
Standards	Product Support Primavera (TeamPlay) Guide Product Support National Support Coverage Guide Product Support Remedy® Guide Remedy Help Desk® User's Guide
More Info....	Information on National Support can be found in the Product Support National Support Coverage Guide.

Product Support: SUP-2 Assign Remedy® Ticket

Description	The Tier 2 (T2) Support Specialist may assume responsibility for a Remedy® ticket by "taking" the ticket. Team rules should be adhered to when "taking" tickets. Remedy® tickets are associated with the appropriate support group based on the Category/Type/Item that is selected in Remedy®. Each of the Tier 2 (T2) Support Specialists is assigned to a support group. When a Remedy® ticket is initiated for a specific support group, it will be displayed on the Assigned Requests table of the Remedy® Support Console. If the ticket is an urgent ticket: • The VA Service Desk will contact an appropriate Tier 2 (T2) Support Specialist via phone and assign the ticket to them • If the VA Service Desk is unable to reach a Tier 2 (T2) Support Specialist, the appropriate Product Support Team Manager will be contacted and will assign the ticket accordingly The Work Log in Remedy® is the primary means of communication between the requestor and all levels of support specialists.
Artifacts Used	Remedy® Ticket
Artifacts Created	Assigned Remedy® Ticket
Responsible Role	Tier 2 (T2) Support Specialist
Tools	Remedy Support® Application
Standards	Product Support Primavera (TeamPlay) Guide Product Support Remedy® Guide Remedy Help Desk® User's Guide
More Info....	Time should be logged appropriately in Primavera Timesheets. See the Primavera Project Management Guide for more information.

Product Support: SUP-3 Analyze Remedy® Ticket

Description	Once the Tier 2 (T2) Support Specialist assumes responsibility for a Remedy® ticket, he/she should analyze the ticket and work to develop a solution to the problem. All specialists work in different ways to achieve solutions. Each step taken during the analysis should be documented in the Work Log on the Remedy® ticket. The Remedy® Requestor should be kept informed. If it is determined that Tier 2 (T2) cannot resolve the Remedy® ticket, it is referred to Tier 3 (T3) Support for resolution.
Artifacts Used	Assigned Remedy® Ticket
Artifacts Created	Analyzed Remedy® Ticket with Work Log entries
Responsible Role	Tier 2 (T2) Support Specialist
Tools	Remedy Support® Application
Standards	◯ Product Support Primavera (TeamPlay) Guide ◯ Product Support Remedy® Guide ◯ Remedy Help Desk® User's Guide
More Info....	Time should be logged appropriately in Primavera Timesheets. See the Primavera Project Management Guide for more information.

Product Support: SUP-4 Assign Remedy® Ticket

Description	Tier 3 (T3) Developer takes responsibility for a Remedy ticket once it has been assigned to a T3 group by the Tier 2 Support Specialist. The T3 Team Leader or designated backup acknowledges receipt of the ticket, assigns an individual and updates the Work Log in the Remedy ticket.
Artifacts Used	Remedy® Ticket
Artifacts Created	Updated Remedy® Ticket
Responsible Role	Tier 3 (T3) Developer
Tools	Remedy Support® Application
Standards	Remedy Help Desk® User's Guide
More Info....	

Product Support: SUP-5 Analyze Remedy® Ticket

Description	Once the Tier 3 (T3) Developer is assigned to a Remedy® ticket, he/she analyzes the ticket and works to develop a solution to the problem. Each step taken during the analysis should be documented in the Work Log on the Remedy® ticket. The Remedy® Requestor should be kept informed. The T3 Developer determines whether the issue is a defect (maintenance issue) or an enhancement to existing design. If it is a defect, then the fix must be assigned to a maintenance patch. Tickets are worked in order of priority as assigned by Tier 2. If the ticket is determined to be an enhancement, it is sent back to Tier 2 Product Support where they will work with the requestor to recommend submission of a New Service Request. The Remedy ticket will then be resolved which concludes the Product Support process.
Artifacts Used	Assigned Remedy® Ticket
Artifacts Created	Analyzed Remedy® Ticket with Work Log entries
Responsible Role	Tier 3 (T3) Developer
Tools	Remedy Support® Application
Standards ○	Remedy Help Desk® User's Guide
More Info....	<u>NSR website</u>

Product Support: SUP-6 Develop Patch

Description	The Tier 3 (T3) Developer assigned first duplicates the issue reported and then works in a development environment to develop a solution. If a code change is needed then the Key fields to update are the Work Log, Status, Pending Status, Repair ID, and TeamPlay ID. As the ticket is worked, keep all fields up to date with correct information and make entries in to the Work Log. If a resolution is found that does not require a code change, the Work Log is updated and the ticket is returned to Tier 2 Support. Perform all aspects of software quality assurance (SQA) from product component test to user functionality test. All Release Management Process steps are followed.
Artifacts Used	Assigned Remedy® Ticket
Artifacts Created	Updated or New Patch Updated Remedy Ticket
Responsible Role	Tier 3 (T3) Developer
Tools	Development and Test Environments Forum-National Patch Module Remedy Support® Application
Standards	Programming Standards and Conventions Remedy Help Desk® User's Guide
More Info....	

Product Support: SUP-7 Submit Initial Operating Capability Testing Request

Description	The Tier 3 (T3) SQA Analyst Lead submits the completed Release Request Initiation Template - Initial Operating Capability to the mail group **VA OIT OED VHA Release Approval** for any software (VistA, HealtheVet and related Commercial-Off-The-Shelf/Government-Off-The-Shelf (COTS/GOTS)) that is released in the health care environment. This also includes maintenance and defect repair patches. The items listed in Artifacts Used must accompany the request.
Artifacts Used	Initial Operating Capability Testing Waiver, if applicable Master Test Plan Patch Description Test Cases/Scripts
Artifacts Created	◯ Release Request Initiation Template - Initial Operating Capability
Responsible Role	Tier 3 (T3) SQA Analyst Lead
Tools	
Standards	◯ Initial Operating Capability Testing and/or National Deployment Request Guide
More Info....	

Product Support: SUP-8 Obtain Initial Operating Capability Testing Approval

Description	The Tier 3 (T3) SQA Analyst Lead awaits approval to advance to Initial Operating Capability Testing until an Executive Decision Memorandum or VHA Issue Brief from the **VHA OHI Release Board** is received. The Issue Brief is filed with project artifacts.
Artifacts Used	Executive Decision Memorandum or VHA Issue Brief
Artifacts Created	Initial Operating Capability Record of Request
Responsible Role	Tier 3 (T3) SQA Analyst Lead
Tools	
Standards	Initial Operating Capability Testing and/or National Deployment Request Guide Release Request Process Site
More Info....	

Product Support: SUP-9 Perform Initial Operating Capability Testing

Description	The Tier 3 (T3) SQA Analyst coordinates the performance of the Initial Operating Capability Testing. Activities include: • Distribute the product and product documentation to the Test Sites • Facilitate the timely installations at the Test Sites • Track defects identified during Initial Operating Capability Testing in Forum National Patch Module • Address issues and questions identified during testing • Obtain Test Site Concurrence Statements
Artifacts Used	Master Test Plan Test Site Scenarios Test Site Test Cases and Test Scripts
Artifacts Created	FORUM Test Site Message Initial Operating Capability Test Evaluation Summary Test Site Concurrence Statements
Responsible Role	Tier 3 (T3) SQA Analyst
Tools	Forum National Patch Module Remedy Support® Application
Standards	National Release Checklist
More Info....	

Product Support: SUP-10 Complete Patch

Description	The Tier 3 (T3) SQA Analyst performs the following steps when the patch is completed: 1. Make a work log entry in each primary Remedy Ticket associated with the patch noting that the patch has been completed 2. Update the status to Completed/Not Released in the National Patch Module 3. Clear the Tier 3 box to return the Remedy ticket to Tier 2 Once the patch has been released it is the responsibility of Product Support to resolve Remedy Tickets.
Artifacts Used	Assigned Remedy® Ticket Patch
Artifacts Created	Package-Patch Completion Transition Document Updated Patch Updated Remedy® Ticket
Responsible Role	Tier 3 (T3) SQA Analyst
Tools	Forum-National Patch Module Remedy Support® Application
Standards	Remedy Help Desk® User's Guide
More Info....	

Product Support: SUP-11 Review Patch

Description	The Tier 2 (T2) Support Specialist will review the product based on the guidelines found in the Product Support Release of Products and Patches Guide.
Artifacts Used	Package-Patch Completion Transition Document
Artifacts Created	Product Support Approval Document
Responsible Role	Tier 2 (T2) Support Specialist
Tools	
Standards	Product Support Account Maintenance Guide Product Support Completion and Release Checklist Product Support Primavera (TeamPlay) Guide Product Support Release of Products and Patches Guide Product Support Software Distribution Directories Guide National Release Checklist
More Info....	

Product Support: SUP-12 Post Patch

Description	The Tier 2 (T2) Support Specialist will release the product based on the guidelines found in the Product Support Release of Products and Patches Guide.
Artifacts Used	Executive Decision Memorandum or VHA Issue Brief
Artifacts Created	Automatic generated email
Responsible Role	Tier 2 (T2) Support Specialist
Tools	
Standards	Product Support Release of Products and Patches Guide
More Info....	

Product Support: SUP-13 Resolve Remedy® Ticket

Description	The Tier 2 (T2) Support Specialist resolves the Remedy® ticket by submitting the solution to the Requestor for acceptance. The relevant information is entered into the 'Solution Summary and Solution Details' field on the Remedy® ticket and the status of the ticket is changed to 'Resolved'. A Tier 2 (T2) Support Specialist may submit a solution to a recurring problem for inclusion in the Remedy® Solutions Database. This database is used by others to obtain a solution to a recurring problem without the assistance of a Tier 2 (T2) Support Specialist. The Work Log in Remedy® is the primary means of communication between the requestor and all levels of Support Specialist.
Artifacts Used	Analyzed Remedy® Ticket with solution description
Artifacts Created	Resolved Remedy® Ticket
Responsible Role	Tier 2 (T2) Support Specialist
Tools	Remedy Help Desk® Application
Standards	○ Product Support Primavera (TeamPlay) Guide ○ Product Support Remedy® Guide ○ Remedy Help Desk® User's Guide
More Info....	Time should be logged appropriately in Primavera Timesheets. See the Primavera Project Management Guide for more information.

Product Support: SUP-14 Close Remedy® Ticket

Description	The Remedy® Requestor accepts the solution to the Remedy® ticket, which means that the problem has been resolved, and updates the status of the ticket to 'Closed'. The Requestor will be prompted to complete a survey when they close the ticket. If the Requestor does not close the ticket, auto-close will occur after 30 days.
Artifacts Used	Resolved Remedy® Ticket
Artifacts Created	Closed Remedy® Ticket
Responsible Role	Remedy® Requestor
Tools	Remedy Help Desk® Application
Standards	○ Product Support Primavera (TeamPlay) Guide ○ Product Support Remedy® Guide ○ Remedy Help Desk® User's Guide
More Info....	

Product Build

Program Manager

BLD-9
Conduct
User Functionality
Test

Project Manager

BLD-4
Request
Security Controls
Assessment

BLD-5
Request
Authority To
Operate Review

Configuration Manager

BLD-3
Create
Product Build

BLD-7
Create
System Build

Software Quality Assurance Analyst

F

Test Analyst

BLD-6
Perform
Component
Integration Test

BLD-8
Perform
System Tests

Developer

P

BLD-1
Develop
Product Component

BLD-2
Perform
Product Component
Test
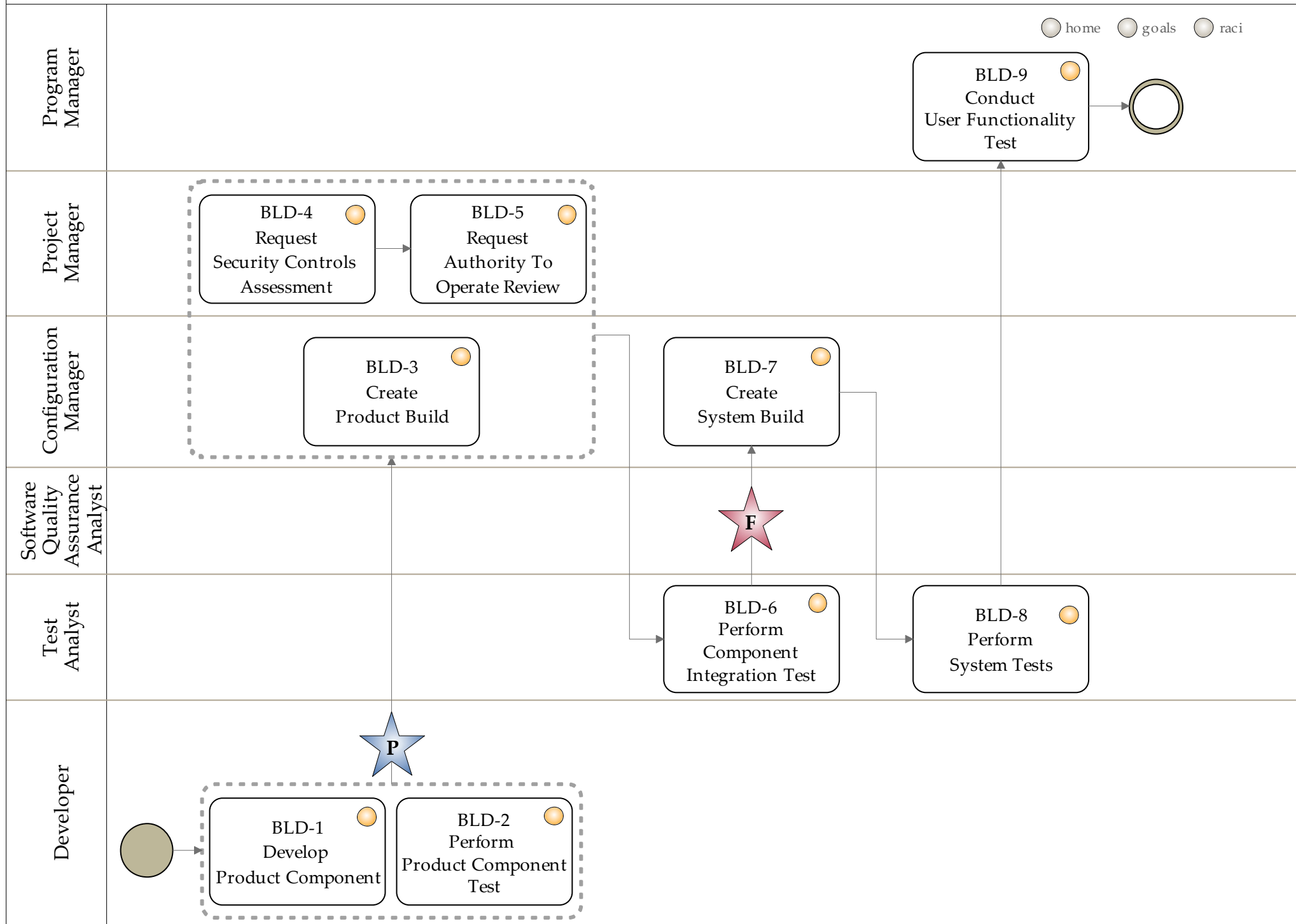
Product Build

Goals of Product Build

- Develop the product components from the approved product design

- Verify and validate functionality through:
  - Product Component Test
  - Product Component Integration Test
  - System Tests
  - User Functionality Test

- Perform Certification and Accreditation activities to obtain Authority To Operate

Product Build RACI Chart - 1

		Developer	Test Analyst	Software Quality Assurance Analyst	Configuration Manager	Project Manager	Program Manager	Standards and Compliance Director	Program Executive Officer
						Role			
BLD-1	**Develop Product Component**	R				A			
BLD-2	**Perform Product Component Test**	R				A			
BLD-PR1	**Conduct Peer Review of Product Component**	R				A			
BLD-3	**Create Product Build**				R			A	
BLD-4	**Request Security Controls Assessment**					R		A	
BLD-5	**Request Authority To Operate Review**					R		A	
BLD-6	**Perform Component Integration Test**		R			A			
BLD-FR1	**Conduct Formal Review of Product Component**			R		A			
BLD-7	**Create System Build**				R			A	

Product Build RACI Chart - 2

		Role							
		Developer	Test Analyst	Software Quality Assurance Analyst	Configuration Manager	Project Manager	Program Manager	Standards and Compliance Director	Program Executive Officer
BLD-8	**Perform SystemTests**		R			A			
BLD-9	**Conduct User Functionality Test**						R		A

Product Build: BLD-1 Develop Product Component

Description	The Developer builds a Product Component using the approved product design, all applicable standards, tool sets, and environments. The Developer uses the National Patch Module Patch Template to complete the patch description on FORUM.
Artifacts Used	Interface Control Document Requirements Specification Document System Design Document Use Case Specifications
Artifacts Created	M Code Primary Developer's Checklist National Patch Module Patch Template Product Component
Responsible Role	Developer
Tools	IBM Rational ClearCase ® IBM Rational RequisitePro ®
Standards	Approved Applications Abbreviations Displaying Sensitive Data Guide National Patch Module (NPM) Guide Electronic and Information Technology Accessibility Standards (Section 508) web page One-VA Technical Reference Model (TRM) Procedures for Product Integration Standards and Conventions (SAC) and Graphical User Interface (GUI) SAC Handbook
More Info....	

Product Build: BLD-2 Perform Product Component Test

Description	The Developer performs Product Component Testing (aka Unit Testing) which includes the internal technical and functional testing of a module/component of code and is responsible that the verification of the requirements defined in the detailed design specification have been successfully applied to the module/component under test. Steps include: • Analyze requirements to understand the application functionality and dependencies • Identify all the routines affected by the module or object • Specify all the routines that are called from various locations • Execute tests on prioritized options • Execute tests with different combinations of options and data. For example, test with minimal data entered and test with maximal data entered • Perform exploratory testing, i.e., randomly exercise the module, object, and options based upon domain knowledge, past performance, and expertise • Record the actual test results
Artifacts Used	Interface Control Document Requirements Specification Document Product Component System Design Document Product Documentation Use Case Specifications
Artifacts Created	◯ M Code Secondary Developer's Checklist Test Results
Responsible Role	Developer
Tools	IBM Rational ClearQuest ® IBM Rational Quality Manager ®
Standards	◯ Approved Applications Abbreviations ◯ Displaying Sensitive Data Guide ◯ Product Component Testing Guide Standards and Conventions (SAC) and Graphical User Interface (GUI) SAC Handbook VA Software Document Library VHA Handbook 1605.1 Privacy and Release of Information
More Info....	

Product Build: BLD-PR1 Conduct Peer Review of Product Component

Description	The Developer conducts the Product Component Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Product Component is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Product Component Requirements Specification Document System Design Document Use Case Specifications XINDEX, if applicable
Artifacts Created	🔵 Product Build Checklist (Review Findings Summary included) 🔵 Record of Notification Updated Product Component
Responsible Role	Developer
Tools	
Standards	◯ ProPath Reviews Guide ◯ Quality Assurance Standard
More Info....	

Product Build: BLD-3 Create Product Build

Description	The Configuration Manager collaborates with the Developer(s) to determine product components that are needed and assembles the product build. The Configuration Manager creates the Version Description Document and maintains it throughout the lifecycle.
Artifacts Used	Interface Control Document Product Components
Artifacts Created	Version Description Document Product Build
Responsible Role	Configuration Manager
Tools	IBM Rational ClearCase ®
Standards	National Patch Module (NPM) Guide
More Info....	

Product Build: BLD-4 Request Security Controls Assessment

Description	The Project Manager contacts the Facility Information Security Officer who requests the Security Assessment Team to perform the Security Controls Assessment. Other activities include: • Click on the "Request C&A for this system" in Security Management and Reporting Tool (SMART) • Ensure that the Facility Information Security Officer uploads the project security documentation into SMART • Obtain schedule for conducting the Security Controls Assessment The Office of Cyber Security assists with the creation of the Certification and Accreditation Package and provides the Plan of Action and Milestones. The Facility Information Security Officer (ISO) notifies the Privacy Office to review the Privacy Impact Assessment where upon completion, the Office of Cyber Security signs the Privacy Impact Assessment and sends it to the Facility Information Security Officer to re-upload to SMART where it is approved and recorded. The Privacy Officer sends the Notification of Privacy Impact Assessment approval to the Privacy Creation Team comprised of the Privacy Officer, Facility ISO, CASE Security Engineer, and Program Manager.
Artifacts Used	Configuration Management Plan Signatory Authority Contingency Plan System Interconnection Agreements, when applicable Incident Response Plan System Security Plan Privacy Impact Assessment VA Risk Assessment Security Configuration Checklist
Artifacts Created	● Security Controls Assessment Record of Request Notification of Privacy Impact Assessment Approval
Responsible Role	Project Manager
Tools	Security Management and Reporting Tool (SMART)
Standards	○ Approved Applications Abbreviations ○ PNIST SP 800-37 - Guide for the Security Certification and Accreditation of Federal Information Systems ○ PVA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems ○ PVA Handbook 6508 - Privacy Impact Assessment (PIA) Information Access and Privacy Program Home Page Information Security Portal
More Info....	

Product Build: BLD-5 Request Authority To Operate Review

Description	The Project Manager requests that the Accreditation Team perform the Authority to Operate Review. Other activities include: • Revise security documentation as a result of the Security Controls Assessment • Ensure that the updated security documentation is uploaded into Security Management and Reporting Tool (SMART) The Facility Information Security Officer provides the Memorandum for the Authority to Operate.
Artifacts Used	System Security Plan VA Risk Assessment
Artifacts Created	Authority to Operate Review Record of Request
Responsible Role	Project Manager
Tools	Security Management and Reporting Tool (SMART)
Standards	NIST SP 800-37 - Guide for the Security Certification and Accreditation of Federal Information Systems VA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems
More Info....	Contact the Lead CASE Security Engineer using the **VHA OI HDI Security Team** mail group. Contact the Director of Field Security Service using the **VA FSO FSS Leadership** mail group. Certification and Accreditation Division Information Security Portal

Product Build: BLD-6 Perform Component Integration Test

Description	The Test Analyst installs the Product Component and performs component integration testing. Product Component Integration testing is performed to expose defects in the interfaces and interaction between integrated components as well as verifying installation instructions. The Software Quality Assurance Review Checklist is started during this activity.
Artifacts Used	Master Test Plan Product Build Product Documentation Requirements Specification Document Test Cases Test Scripts Use Case Specifications
Artifacts Created	● Component Integration Test Defect Log ● Component Integration Test Evaluation Summary ● Component Integration Test Execution Log ● Software Quality Assurance Review Checklist
Responsible Role	Test Analyst
Tools	IBM Rational ClearQuest ® IBM Rational Quality Manager ®
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide Standards and Conventions (SAC) and Graphical User Interface (GUI) SAC Handbook VA Software Document Library VHA Handbook 1605.1 Privacy and Release of Information
More Info....	

Product Build: BLD-FR1 Conduct Formal Review of Product Component

Description	The Software Quality Assurance Analyst conducts the Product Component Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews), performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Product Component and appropriate approval signatures.
Artifacts Used	Product Build Test Defect Log Test Evaluation Summary Test Execution Log
Artifacts Created	⬤ Artifact Review Agenda and Minutes ⬤ Product Build Approval Signatures ⬤ Product Build Checklist (Review Findings Summary included) Updated Product Build
Responsible Role	Software Quality Assurance Analyst
Tools	IBM Rational ClearQuest ® IBM Rational RequisitePro ®
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Product Build: BLD-7 Create System Build

Description	The Developer(s), working with the Configuration Manager, determine that the correct product build resides in the system test environment in preparation for assembly of the system build.
Artifacts Used	Product Build(s)
Artifacts Created	System Build
Responsible Role	Configuration Manager
Tools	IBM Rational ClearCase ®
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide ○ National Patch Module (NPM) Guide
More Info....	

Product Build: BLD-8 Perform System Tests

Description	The Test Analyst performs System Tests employing a variety of test types (i.e., compliance, regression, access control, interoperability, etc.). System Tests exercise all parts of an integrated system including interfaces to external systems.
Artifacts Used	Master Test Plan Product Documentation Requirements Specification Document System Build System Design Document Test Cases Test Scripts Use Case Specifications
Artifacts Created	System Test Defect Log System Test Evaluation Summary System Test Execution Log
Responsible Role	Test Analyst
Tools	IBM Rational ClearQuest ® IBM Rational Quality Manager ®
Standards	Displaying Sensitive Data Guide VA Software Document Library VHA Handbook 1605.1 Privacy and Release of Information
More Info....	

Product Build: BLD-9 Conduct User Functionality Test

Description	The Program Manager is responsible for coordination and execution of the User Functionality Test, a type of acceptance testing that involves the end-users as testers. The purpose of the User Functionality Test is to (1) exercise the functionality of the application using test data in a controlled test environment and (2) evaluate the usability of a component or system. In addition, the Program Manager invites Product Support to participate in this evaluation. All 508 related defects found during User Functionality Test will be reported to the 508 Office.
Artifacts Used	Master Test Plan Product Documentation Requirements Specification Document System Build System Design Document Test Cases Test Scripts Use Case Specifications
Artifacts Created	○ User Functionality Defect Tracking Spreadsheet ○ User Functionality Test Defect Log ○ User Functionality Test Evaluation Summary ○ User Functionality Test Execution Log
Responsible Role	Program Manager
Tools	IBM Rational ClearQuest ® IBM Rational Quality Manager ®
Standards	
More Info....	The 508 Office may be contacted at the mail group: **Section508@va.gov**. Product Support may be contacted at the mail group: **005QD3 Product Support Managers**.

Product Documentation

Technical Writer

DOC-7
Create
Installation Guide

DOC-8
Create
Security Guide

DOC-9
Create
Technical
Manual/Systems
Management Guide

DOC-10
Create
User Guide

DOC-11
Create
Developer's Guide

DOC-12
Create
Release Notes

DOC-13
Create
Online Help

P

F

Project Manager

DOC-14
Create
Production
Operations Manual

DOC-15
Create
Operations and
Maintenance Plan

Program Manager

DOC-1
Create
System Security
Plan

DOC-2
Complete
Privacy Impact
Assessment

DOC-3
Create
System
Interconnection
Agreements

DOC-4
Create
Incident Response
Plan

DOC-5
Create
Server Security
Configuration
Checklist

DOC-6
Provide
Signatory
Authority

P

Goals of Product Documentation

Ensure necessary documentation is developed according to standards (including the VA Certification and Accreditation process, when applicable). Ensure security documentation complies with standards in order to obtain the Authority To Operate (ATO).

Product Documentation includes, but is not limited to:
- Certification and Accreditation Package
- Developer's Guide
- Installation Guide
- Online Help
- Operations and Maintenance Plan
- Production Operations Manual
- Release Notes
- Security Guide
- Systems Management Guide
- Technical Manual
- User Guide

Product Documentation RACI Chart - 1

		Role				
		Technical Writer	Software Quality Assurance Analyst	Project Manager	Program Manager	Program Executive Officer
DOC-1	Create System Security Plan				R	A
DOC-2	Complete Privacy Impact Assessment				R	A
DOC-3	Create System Interconnection Agreements				R	A
DOC-4	Create Incident Response Plan				R	A
DOC-5	Create Server Security Configuration Checklist				R	A
DOC-6	Provide Signatory Authority				R	A
DOC-PR1	Conduct Peer Review of Security Documentation				R	A
DOC-7	Create Installation Guide	R		A		
DOC-8	Create Security Guide	R		A		

Product Documentation RACI Chart - 2

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role				
		Technical Writer	Software Quality Assurance Analyst	Project Manager	Program Manager	Program Executive Officer
DOC-9	**Create Technical Manual/Systems Management Guide**	R		A		
DOC-10	**Create User Guide**	R		A		
DOC-11	**Create Developer's Guide**	R		A		
DOC-12	**Create Release Notes**	R		A		
DOC-13	**Create Online Help**	R		A		
DOC-14	**Create Production Operations Manual**			R	A	
DOC-15	**Create Operations and Maintenance Plan**			R	A	
DOC-PR2	**Conduct Peer Review of Product Documentation**	R		A		
DOC-FR1	**Conduct Formal Review of Product Documentation**		R	A		

Product Documentation: DOC-1 Create System Security Plan

Description	The Program Manager works with the Facility Information Security Officer (ISO) to create the System Security Plan (SSP). The SSP ensures that the planned or existing security controls are fully documented. The SSP provides an overview of the security requirements for the information system and describes the security controls in place or planned for meeting those requirements. The CASE Security Engineer and/or the Facility ISO provide the required System Security Plan template to the Development Team.
Artifacts Used	SMART Inventory Checklist and Form
Artifacts Created	System Security Plan
Responsible Role	Program Manager
Tools	
Standards	○ NIST SP 800-18 - Guide for Developing Security Plans for Federal Information Systems <u>Information Access and Privacy Home</u>
More Info....	To contact the Lead CASE Security Engineer, use the VHA OI HDI Security Team mail group. Note: Effective 7/8/09 the Case Security Engineer extended support from VHA to all of OI&T.

Product Documentation: DOC-2 Complete Privacy Impact Assessment

Description	When an information system or application process personally identifiable information, the Program Manager completes the Privacy Impact Assessment (PIA). For those information systems or applications that do not process personally identifiable information, the Program Manager submits an abbreviated PIA. A PIA is an analysis of the system's data that seeks to identify and mitigate the privacy risks associated with the use of personal information by a program, system or practice. The assigned Privacy Officer is responsible for providing the required Privacy Impact Assessment template to the Development Team."
Artifacts Used	SMART Inventory Checklist and Form
Artifacts Created	Privacy Impact Assessment
Responsible Role	Program Manager
Tools	
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide ○ VA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems <u>Information Access and Privacy Home</u>
More Info....	To contact the Lead CASE Security Engineer, use the **VHA OI HDI Security Team** mail group. Note: Effective 7/8/09 the Case Security Engineer extended support from VHA to all of OI&T.

Product Documentation: DOC-3 Create System Interconnection Agreements

Description	The Program Manager works with the Facility Information Security Officer (ISO) to create the System Interconnection Agreements. The Interconnection Security Agreement specifies all relevant technical, security, and administrative issues and forms an agreement governing the management, operation, and use of the interconnection. The System Interconnection Agreements should be an appendix to the System Security Plan. The CASE Security Engineer is responsible to provide the required System Interconnection Agreements template to the Development Team.
Artifacts Used	SMART Inventory Checklist and Form System Security Plan
Artifacts Created	System Interconnection Agreements
Responsible Role	Program Manager
Tools	
Standards	○ NIST SP 800-47 - Security Guide for Interconnecting Information Technology Systems ○ VA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems Information Access and Privacy Home
More Info....	To contact the Lead CASE Security Engineer, use the **VHA OI HDI Security Team** mail group. Note: Effective 7/8/09 the Case Security Engineer extended support from VHA to all of OI&T.

Product Documentation: DOC-4 Create Incident Response Plan

Description	The Program Manager works with the Facility Information Security Officer (ISO) to create the Incident Response Plan. An Incident Response Plan is necessary for rapidly detecting incidents, minimizing loss and destruction, mitigating the weaknesses that were exploited, and restoring computing services. The CASE Security Engineer is responsible to provide the required Incident Response Plan template to the Development Team.
Artifacts Used	SMART Inventory Checklist and Form
Artifacts Created	Incident Response Plan
Responsible Role	Program Manager
Tools	
Standards	◯ NIST SP 800-61 - Computer Security Incident Handling Guide ◯ VA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems Information Access and Privacy Home
More Info....	To contact the Lead CASE Security Engineer, use the **VHA OI HDI Security Team** mail group. Note: Effective 7/8/09 the Case Security Engineer extended support from VHA to all of OI&T.

Product Documentation: DOC-5 Create Server Security Configuration Checklist

Description	The Program Manager creates the Server Security Configuration Checklist. The Server Security Configuration Checklist includes a series of instructions for configuring a product to a particular operational environment in its simplest form. The facility System Administrator provides the required Server Security Configuration Checklist template to the Development Team.
Artifacts Used	SMART Inventory Checklist and Form
Artifacts Created	Server Security Configuration Checklist
Responsible Role	Program Manager
Tools	
Standards	NIST SP 800-70 - National Checklist Program for IT Products—Guidelines for Checklist Users and Developers VA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems Information Access and Privacy Home
More Info....	To contact the Lead CASE Security Engineer, use the **VHA OI HDI Security Team** mail group. Note: Effective 7/8/09 the Case Security Engineer extended support from VHA to all of OI&T.

Product Documentation: DOC-6 Provide Signatory Authority

Description	The Program Manager obtains the completed Signatory Authority from the Facility ISO and System Administrator. A Certification and Accreditation (C&A) Package submission must include the Signatory Authority signed and dated by the appropriate parties approving the content of the Security Plan. The Signatory Authority can be inserted into the Security Plan.
Artifacts Used	System Security Plan
Artifacts Created	Signatory Authority
Responsible Role	Program Manager
Tools	
Standards	VA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems Information Access and Privacy Home
More Info....	

Product Documentation: DOC-PR1 Conduct Peer Review of Security Documentation

Description	The Program Manager conducts the Security Documentation Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials . 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Security Documentation is to resolve any questions the project team may have and to ensure the quality of the deliverable.
Artifacts Used	Incident Response Plan Signatory Authority Privacy Impact Assessment System Interconnection Agreements Server Security Configuration Checklist System Security Plan
Artifacts Created	◯ Certification and Accreditation Checklist Updated Privacy Impact Assessment (Review Findings Summary included) Updated Server Security Configuration Checklist ◯ Record of Notification Updated Signatory Authority Updated System Interconnection Agreements Updated System Security Plan Updated Incident Response Plan
Responsible Role	Program Manager
Tools	
Standards	◯ ProPath Reviews Guide
More Info....	

Product Documentation: DOC-7 Create Installation Guide

Description	The Technical Writer creates the Installation Guide, which is a required user documentation component for national releases of products/patches to be installed on multiple platforms (e.g., client/server installations). It provides the information necessary to install the software with little or no assistance from the software developers or support staff as well as Troubleshooting instructions and Back-out procedures. An Installation Guide is a required documentation component and must be accessible according to the "Electronic and Information Technology Accessibility Standards" section 1194.41. Installation and deployment information may be split into separate manuals. This guide is included in the final overall Release Package. If this product is an enhancement to an existing product, the current Installation Guide will most likely be updated.
Artifacts Used	Interface Control Document Requirements Specifications Document System Design Document Use Case Specifications
Artifacts Created	Installation Guide
Responsible Role	Technical Writer
Tools	
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide ○ End-User Documentation Standards ○ User Documentation Template Electronic and Information Technology Accessibility Standards (Section 508) Webpage
More Info....	

Product Documentation: DOC-8 Create Security Guide

Description	The Technical Writer creates the Security Guide to control the release of sensitive information related to national software. If national software contains highly-sensitive information (e.g., personnel or payroll systems), this component of the software documentation will not be included in any Freedom of Information Act (FOIA) request releases. Because certain levels of access (e.g., security keys and/or roles) and authorization must be delegated for proper management of the system, information about these items may be found elsewhere in the software documentation. Identify and explain any unique and/or atypical features and miscellaneous information that may be of particular interest to security personnel (e.g., Information Security Officers [ISOs]), operations support, and other support groups. The Security Guide is a required documentation component if it applies to your software. It can be released as a standalone manual, or included as a security section in the Technical Manual or Systems Management Guide. If the software contains highly-sensitive information, the two manuals must not be combined. If this product is an enhancement to an existing product, the current Security Guide will most likely be updated.
Artifacts Used	Interface Control Document Requirements Specifications Document System Design Document Use Case Specifications
Artifacts Created	Security Guide
Responsible Role	Technical Writer
Tools	
Standards	Approved Applications Abbreviations Displaying Sensitive Data Guide End-User Documentation Standards User Documentation Template Electronic and Information Technology Accessibility Standards (Section 508) Webpage
More Info....	The Security Guide, oriented primarily towards the user community, is a required artifact distinct from those artifacts required by the VA Certification and Accreditation process.

Product Documentation: DOC-9 Create Technical Manual/Systems Management Guide

Description	The Technical Writer creates the Technical Manual, which is a required documentation component that provides sufficient technical information about the software for programmers and technical personnel to operate and maintain the software with only minimal assistance from the product support personnel. The intended audience for this documentation is software support, management, and development personnel for nationally released software. If this product is an enhancement to an existing product, the current Technical Manual or Systems Management Guide will most likely be updated.
Artifacts Used	Requirements Specification Document System Design Document Use Case Specifications
Artifacts Created	Technical Manual or Systems Management Guide
Responsible Role	Technical Writer
Tools	
Standards	Approved Applications Abbreviations Displaying Sensitive Data Guide End-User Documentation Standards User Documentation Template Electronic and Information Technology Accessibility Standards (Section 508) Webpage
More Info....	

Product Documentation: DOC-10 Create User Guide

Description	The Technical Writer creates a user manual, which is a required documentation component. Multiple User Guides can be produced for any given software (for example: Setup Guide, Deployment Guide, etc.). This guide is included in the final overall Release Package. If this product is an enhancement to an existing product, the current User Guide will most likely be updated.
Artifacts Used	Requirements Specification Document System Design Document Use Case Specifications
Artifacts Created	User Guide
Responsible Role	Technical Writer
Tools	
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide ○ End-User Documentation Standards ○ User Documentation Template Electronic and Information Technology Accessibility Standards (Section 508) Webpage
More Info....	

Product Documentation: DOC-11 Create Developer's Guide

Description	The Technical Writer creates the Developer's Guide. The main purpose of a Developer's Guide is to document application program interfaces (APIs) and/or other public interfaces. This information is used by developers of external applications, whose code makes use of the services supplied by the APIs. Any application fitting this criteria must provide a developer's guide. A Developer's Guide is a required documentation component if pertinent to your project. The Developer's Guide may also need to include the following types of information: • How to configure developer workstations/servers • How to troubleshoot and interpret exception messages • How to use tools/utilities included in the application package • Any dependency on other components/services (HealtheVet Desktop is dependent on VistALink, for example) and version information of those components/services (especially if there are known compatibility issues). However, the Developer's Guide content will vary considerably between applications.
Artifacts Used	Requirements Specification Document System Design Document Use Case Specifications
Artifacts Created	Developer's Guide
Responsible Role	Technical Writer
Tools	
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide ○ End-User Documentation Standards ○ User Documentation Template Electronic and Information Technology Accessibility Standards (Section 508) Webpage
More Info....	

Product Documentation: DOC-12 Create Release Notes

Description	The Technical Writer creates the product Release Notes. Release Notes describe changes to existing software and new features and functions of a subsequent release of software, which makes them useful as a marketing tool. For the initial distribution of software, Release Notes are optional. Revisions to a product that involve major changes to technical specifications and/or End-User functionality require Release Notes. Changes to software or documentation that have a minimal impact do not require Release Notes. If Release Notes are created, they become part of the final overall Release Package.
Artifacts Used	Interface Control Document Requirements Specifications Document System Design Document Use Case Specifications
Artifacts Created	Release Notes
Responsible Role	Technical Writer
Tools	
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide ○ End-User Documentation Standards ○ User Documentation Template Electronic and Information Technology Accessibility Standards (Section 508) Webpage
More Info....	

Product Documentation: DOC-13 Create Online Help

Description	The Technical Writer creates Online Help, which is a required component for all Graphical User Interface (GUI) based or Web-based nationally released software. Online Help must be accessible from within the application and contain context-sensitive help and system help. Online Help must meet 508 requirements according to the "Electronic and Information Technology Accessibility Standards" sections 1194.41 and 1194.22
Artifacts Used	Interface Control Document Requirements Specifications Document System Design Document Use Case Specifications
Artifacts Created	Product Online Help
Responsible Role	Technical Writer
Tools	Robohelp
Standards	Approved Applications Abbreviations Displaying Sensitive Data Guide End-User Documentation Standards Electronic and Information Technology Accessibility Standards (Section 508) Webpage
More Info....	

Product Documentation: DOC-14 Create Production Operations Manual

Description	The Project Manager creates Production Operations Manual (POM) which defines the specific technical and operational processes that must be carried out on daily, weekly, monthly or yearly basis. The POM provides Field Operations staff the necessary instructions to operate and support production computer systems.
Artifacts Used	Interface Control Document Requirements Specification Document System Design Document Use Case Specification
Artifacts Created	○ Production Operations Manual
Responsible Role	Project Manager
Tools	
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide
More Info....	

Product Documentation: DOC-15 Create Operations and Maintenance Plan

Description	The Project Manager creates the Operations and Maintenance Plan along with defining the specific roles and responsibilities for support of the product in production.
Artifacts Used	Interface Control Document Requirements Specification Document System Design Document Use Case Specification
Artifacts Created	● Operations and Maintenance Plan ● Operations and Maintenance Responsibility Matrix
Responsible Role	Project Manager
Tools	
Standards	○ Approved Applications Abbreviations ○ Displaying Sensitive Data Guide
More Info....	

Product Documentation: DOC-PR2 Conduct Peer Review of Product Documentation

Description	The Technical Writer conducts the Product Documentation Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Product Documentation is to resolve any questions the project team may have and to ensure the quality of the deliverable.
Artifacts Used	Product Documentation
Artifacts Created	Record of Notification Product Documentation Checklist (Review Findings Summary included) Updated Installation Guide Updated User Guide Updated Security Guide Updated Technical Manual /Systems Management Guide Updated Other Product Documentation (as needed)
Responsible Role	Technical Writer
Tools	
Standards	ProPath Reviews Guide
More Info....	

Product Documentation: DOC-FR1 Conduct Formal Review of Product Documentation

Description	The Technical Writer conducts the Product Documentation Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Product Documentation artifacts and appropriate approval signatures.
Artifacts Used	Product Documentation
Artifacts Created	○ Artifact Review Agenda and Minutes ○ Product Documentation Checklist (Review Findings Summary included) ○ Product Documentation Approval Signatures Updated Installation Guide (Approval Signatures included) Updated User Guide (Approval Signatures included) Updated Security Guide (Approval Signatures included) Updated Technical Manual/Systems Management Guide (Approval Signatures included) Updated Other Product Documentation (Approval Signatures included) (as needed)
Responsible Role	Software Quality Assurance Analyst
Tools	
Standards	○ ProPath Reviews Guide
More Info....	

Project Closure

Project Manager

PRC-2
Perform
Post Implementation
Review

PRC-3
Perform
Recognition
Activities

PRC-4
Close
Project

Program Planning and Oversight

PRC-1
Perform
Independent
Assessment

Goals of Project Closure

- Perform Post Implementation Review
- Perform Recognition Activities
- Close the Project officially

Project Closure RACI Chart

R = Responsible **A** = Accountable **C** = Consulted **I** = Informed

		Role			
		Project Manager	Program Planning and Oversight Analyst	Program Manager	Program Planning and Oversight Director
PRC-1	Perform Independent Assessment		R		A
PRC-2	Perform Post Implementation Review	R		A	
PRC-3	Perform Recognition Activities	R		A	
PRC-4	Close Project	R		A	

Project Closure: PRC-1 Perform Independent Assessment

Description	The Project Manager requests an independent assessment from Program Planning and Oversight (PP&O) to gather and report project performance metrics. The request is submitted to the mail group **VA OIT OED PPC Project Estimation Support**. Using the project's information as documented in the project schedule and the Project Repository (TSPR), the PP&O Analyst performs data analysis on the project performance and creates the Independent Assessment Report. This report is submitted back to the Project Manager to incorporate in the Post Implementation Review report.
Artifacts Used	Quad Chart
Artifacts Created	Independent Assessment Report
Responsible Role	Program Planning and Oversight Analyst
Tools	
Standards	
More Info....	

Project Closure: PRC-2 Perform Post Implementation Review

Description	The Project Manager and the Software Engineering Analyst gather information regarding the project's successes, challenges, lessons learned and process improvement recommendations - with the focus on team challenges that can be transformed into process improvement requests. Steps include: • Collecting and reviewing project metrics • Evaluating risk management activities • Identifying and submitting process improvements • Conducting Post Implementation Review meeting (see Guide in Standards)
Artifacts Used	Independent Assessment Report Quality Gate Review Lessons Learned
Artifacts Created	Post Implementation Review Agenda Post Implementation Review Report
Responsible Role	Project Manager
Tools	
Standards	Post Implementation Review Guide
More Info....	

Project Closure: PRC-3 Perform Recognition Activities

Description	Using the information provided in VA Directive 5017 - Employee Recognition and Awards, the Project Manager acknowledges those individuals and groups who worked diligently for a successful project completion.
Artifacts Used	Project Management Plan
Artifacts Created	○ Individual Recognition Letter
Responsible Role	Project Manager
Tools	
Standards	○ VA Directive 5017 - Employee Recognition and Awards
More Info....	

Project Closure: PRC-4 Close Project

Description	The Project Manager closes the project. The final closing activities include: • Request the final function point count by sending an email to Software Metrics and Estimation (SM&E) team [email address: **VA OIT OED PPC Project Estimation Support**] • Close the project data bases, i.e., development, test, Primavera Project Management for activities related to project schedule, Technical Services Project Repository (TSPR), etc. • Complete Product Documentation • Close all Change Requests • Ensure all materials are under Configuration Management control • Archive the project artifacts, data, and quality records • Submit the Post Implementation Review Report to TSPR
Artifacts Used	Product Documentation Project Artifact Summary Guide Post Implementation Review Report
Artifacts Created	Final Submission of Post Implementation Review
Responsible Role	Project Manager
Tools	
Standards	○ Primavera Standard Operating Procedure (SOP - 013) ○ Requesting Function Point Services Process Guide
More Info....	

ProPath Change Request

Requestor

PCR-1
Submit
Change Request

Change Request Owner

PCR-2
Analyze
Change Request

Change Request Accepted? — No

Yes

PCR-3
Design
Change Request
Solution

PCR-7
Assign
Process
Engineer

PCR-8
Schedule
Change Request
Solution

PCR-10
Validate
Change Request

PCR-14
Close
Change Request

Process Engineer

PCR-9
Develop
Change Request
Solution

PCR-13
Implement
Change Request

Associate Process Management Director

PCR-4
Conduct
Compliance
Review

MSG
Approval
Required? — No

Yes

PCR-6
Prioritize
Change Request

PCR-11
Conduct
Management
Review

MSG
Review
Required? — No

Yes

Management Steering Group

PCR-5
Obtain
Management
Steering Group
Approval

PCR-12
Conduct
Management
Steering Group
Review

Goals of ProPath Change Request

- Ensure that all types of changes (code, process, documentation, etc.) are recorded, reviewed, and processed in a controlled environment.

- Ensure that all changes are traceable and auditable.

ProPath Change Request RACI Chart - 1

		Requestor	Change Request Owner	Process Engineer	Associate Process Management Director	Process Management Director	Management Steering Group
	Role						
PCR-1	**Submit Change Request**	R				A	
PCR-2	**Analyze Change Request**		R			A	
PCR-3	**Design Change Request Solution**		R			A	
PCR-4	**Conduct Compliance Review**				R	A	
PCR-5	**Obtain Management Steering Group Approval**					A	R
PCR-6	**Prioritize Change Request**				R	A	
PCR-7	**Assign Process Engineer**		R			A	
PCR-8	**Schedule Change Request Solution**		R			A	
PCR-9	**Develop Change Request Solution**			R		A	

ProPath Change Request RACI Chart - 2

		Role					
		Requestor	Change Request Owner	Process Engineer	Associate Process Management Director	Process Management Director	Management Steering Group
PCR-10	Validate Change Request		R			A	
PCR-11	Conduct Management Review				R	A	
PCR-12	Conduct Management Steering Group Review					A	R
PCR-13	Implement Change Request			R		A	
PCR-14	Close Change Request		R			A	

ProPath Change Request: PCR-1 Submit Change Request

Description	The Requestor documents the need for a change (addition, modification, removal) to the existing sets of resources, applications, or documentation. This is accomplished through the use of the Process Change Control web page to create a uniquely identifiable Change Request Record.
Artifacts Used	
Artifacts Created	Change Request Record
Responsible Role	Requestor
Tools	IBM Rational ClearQuest ®
Standards	Process Change Control Web Page
More Info....	

ProPath Change Request: PCR-2 Analyze Change Request

Description	After the Triage Engineer assigns a Change Request Owner within Process Management Services, the Requestor and Change Request Owner are notified that the Change Request has been received. The Change Request Owner analyzes the content of the Change Request Record to determine the request's viability or its coverage by a pre-existing Change Request. The Change Request Owner categorizes the Change Request accordingly. Change Request Records whose content is already duplicated elsewhere or judged unlikely to be enacted are closed by the Change Request Owner.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Change Request Owner
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-3 Design Change Request Solution

Description	The Change Request Owner designs a solution to satisfy the requirements of the Change Request.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Change Request Owner
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-4 Conduct Compliance Review

Description	The Associate Process Management Director reviews the Change Request Solution proposed by the Change Request Owner to ensure overall conformity to Process Management Solutions goals and standards.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Associate Process Management Director
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-5 Obtain Management Steering Group Approval

Description	The Management Steering Group provides approval for major Change Requests.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Management Steering Group
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-6 Prioritize Change Request

Description	The Associate Process Management Director determines and sets the priority of the Change Request.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Associate Process Management Director
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-7 Assign Process Engineer

Description	The Change Request Owner assigns a Process Engineer to develop the solution to meet the needs of the Change Request.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Change Request Owner
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-8 Schedule Change Request Solution

Description	The Change Request Owner regularly reviews the prioritized Change Request Records and assigns each request a Target Date for installation.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Change Request Owner
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-9 Develop Change Request Solution

Description	The assigned Process Engineer develops the solution designed by the Change Request Owner.
Artifacts Used	Prioritized Change Request Record
Artifacts Created	Finalized Change Request Record
Responsible Role	Process Engineer
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-10 Validate Change Request

Description		The Change Request Owner validates that the requirements of the Change Request have been developed.
Artifacts Used		Change Request Record
Artifacts Created		Updated Change Request Record
Responsible Role		Change Request Owner
Tools		IBM Rational ClearQuest ®
Standards		
More Info....		

ProPath Change Request: PCR-11 Conduct Management Review

Description	The Associate Process Management Director reviews the Change Request and authorizes implementation.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Associate Process Management Director
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-12 Conduct Management Steering Group Review

Description	The Management Steering Group reviews major Change Requests prior to implementation.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Management Steering Group
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-13 Implement Change Request

Description	The assigned Process Engineer implements the Change Request.
Artifacts Used	Change Request Record
Artifacts Created	Updated Change Request Record
Responsible Role	Process Engineer
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

ProPath Change Request: PCR-14 Close Change Request

Description	The Change Request Owner ensures the needs of the Change Request were satisfied and formally closes the Change Request Record.
Artifacts Used	Finalized Change Request Record
Artifacts Created	Closed Change Request Record
Responsible Role	Change Request Owner
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

Project Monitoring and Control

home   goals   raci

PMC-1
Monitor
Schedule

PMC-6
Conduct
Red Flag Process

PMC-2
Submit
OI&T Monthly
Performance Report

Received
Strike?

Yes

PMC-7
Conduct
TechStat Meeting

No

PMC-3
Update
Project Repository

PMC-4
Prepare
Monthly
Management
Reports

Measurement Team
Analyst

PMC-5
Perform
Independent Review

Architecture, Strategy
and Design /
Independent Review
Team

Project Monitoring and Control

Goals of Project Monitoring and Control

- Gather project repository information, project performance, and other key project related data.

- Consolidate and analyze project related information.

- Issue and maintain required monthly reports. The reporting includes, but is not limited to:
    o Office of Information and Technology (OI&T) Monthly Performance Report
    o Monthly Managerial Briefing
    o Project Repository Feedback Report
    o Project Health Check Feedback

Project Monitoring and Control RACI Chart - 1

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

	Measurement Team Analyst	Planner	Project Assigned Resource	Architecture, Strategy and Design / Independent Review Team	Project Manager	OMB 300 Program Manager	Program Manager	Programming Plans and Oversight Manager	Program Executive Officer	Office of Responsibility	ASD Deputy CIO	CIO
PMC-1.1 Submit Primavera Timesheet			R				A					
PMC-1.2 Approve Primavera Timesheet					R		A					
PMC-1.3 Update Project Schedule		R					A					
PMC-1.4 Create Project Manager Toolkit Report		R					A					
PMC-1.5 Analyze Project Manager Toolkit Report					R		A					
PMC-2.1 Complete OI&T Monthly Performance Report Input					R		A					
PMC-2.2 Aggregate MPR Data										R		A
PMC-2.3 Generate and Distribute Report				R							A	
PMC-2.4 Review Report												R

Project Monitoring and Control RACI Chart - 2

		Measurement Team Analyst	Planner	Project Assigned Resource	Architecture, Strategy and Design / Independent Review Team	Project Manager	OMB 300 Program Manager	Program Manager	Programming Plans and Oversight Manager	Program Executive Officer	Office of Responsibility	ASD Deputy CIO	CIO
PMC-3.1	Update Project Repository (TSPR)					R		A					
PMC-3.2	Create Project Repository (TSPR) Feedback Report	R							A				
PMC-4.1	Prepare Monthly Management Briefing	R							A				
PMC-4.2	Create Monthly Metrics Report	R							A				
PMC-4.3	Submit Project Health Check		R			A							
PMC-4.4	Provide Project Health Check Feedback	R							A				
PMC-5.1	Notify Project Manager				R							A	
PMC-5.2	Perform Review				R							A	
PMC-5.3	Submit Review Findings & Recommendations				R							A	

Project Monitoring and Control RACI Chart - 3

R = Responsible **A** = Accountable **C** = Consulted **I** = Informed

		Role											
		Integrated Project Team Member	Planner	Project Assigned Resource	Architecture, Strategy and Design / Independent Review Team	Project Manager	Deputy Assistant Secretary / Deputy Chief Information Officer	Program Manager	Principle Deputy Assistant Secretary	Assistant Secretary of Information & Technology	Office of Responsibility	ASD Deputy CIO	CIO
PMC-5.4	Implement CIO Project Decisions												R
PMC-5.5	Document Project Decisions				R							A	
PMC-6	Conduct Red Flag Process	R				R		A					
PMC-7	Conduct TechStat Meeting					R		A					

Project Monitoring and Control: PMC-1.0 Monitor Schedule

Project Assigned Resource

PMC-1.1
Submit
Primavera
Timesheet

Project Manager

PMC-1.2
Approve
Primavera
Timesheet

PMC-1.5
Analyze
Project Manager
Toolkit Report

Planner

PMC-1.3
Update
Project Schedule

PMC-1.4
Create
Project Manager
Toolkit Report
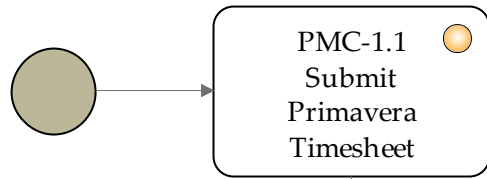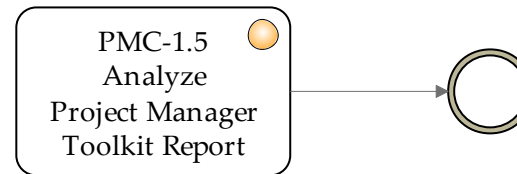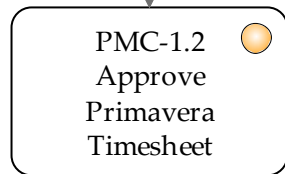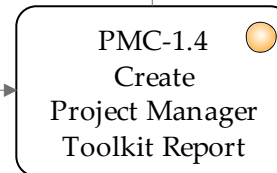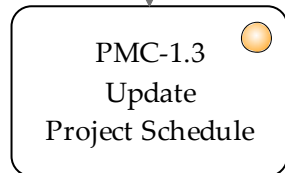
Project Monitoring and Control: PMC-1.1 Submit Primavera Timesheet

Description	All team members assigned to projects, as resources in Primavera Project Management, must complete and submit a weekly timesheet for appropriate activities. Primavera Timesheets are used for project management purposes only and are reviewed by the Project Manager(s) of the project(s) on which the resource is working. This is not the resource's payroll timesheet and may not have the same number of hours on it as the payroll timesheet.
Artifacts Used	Weekly Primavera Timesheet
Artifacts Created	Updated Primavera Timesheet
Responsible Role	Project Assigned Resource
Tools	Primavera Project Management
Standards	Primavera Project Management
More Info....	

Project Monitoring and Control: PMC-1.2 Approve Primavera Timesheet

Description	The Project Manager approves the Primavera Timesheet(s) for all assigned project resources.
Artifacts Used	Submitted Primavera Timesheet(s)
Artifacts Created	Approved Primavera Timesheet(s)
Responsible Role	Project Manager
Tools	Primavera Project Management
Standards	Primavera Project Management
More Info....	

Project Monitoring and Control: PMC-1.3 Update Project Schedule

Description	The Planner updates the project schedule. Activities include, but are not limited to: • Apply Actuals (weekly) • Review and Update Estimate to Complete (event driven) • Record Non-labor Expenses (event driven) • Perform Actual Reconciliation (event driven) • Schedule the Project and Evaluate Impacts (weekly) • Evaluate Resource Allocation (weekly)
Artifacts Used	Approved Primavera Timesheet(s) Budget Monitoring Spreadsheet or Invoices
Artifacts Created	Updated Project Schedule
Responsible Role	Planner
Tools	
Standards	⦾ Primavera Minimum Requirements Checklist ⦾ Universal Project Milestone document
More Info....	Information Planner website

Project Monitoring and Control: PMC-1.4 Create Project Manager Toolkit Report

Description	The Planner creates the Project Manager Toolkit Report for submission to the Project Manager. This report provides information to assist with managing a project's scheduled activities.
Artifacts Used	Project Schedule
Artifacts Created	Project Manager Toolkit
Responsible Role	Planner
Tools	Microsoft Excel ® Primavera Project Management
Standards	◯ Project Manager Toolkit **Note:** Project Manager Toolkit link is found under the Operational Information section of the Primavera tab on the Planner Documents and Communication web site.
More Info....	

Project Monitoring and Control: PMC-1.5 Analyze Project Manager Toolkit Report

Description	The Project Manager analyzes the Project Manager Toolkit Report to assess project performance against the baseline and determine if further action is required. Issues are elevated through the Risk Management process and ClearQuest ® may be reviewed. The Change Control process is utilized for any change in schedule, scope, cost as appropriate.
Artifacts Used	Project Manager Toolkit Report
Artifacts Created	○ Change Request, if applicable ○ Issue Escalation Request, if applicable
Responsible Role	Project Manager
Tools	IBM Rational ClearQuest ®
Standards	○ Change Control Process Guide Risk Management Guide
More Info....	Information Planner website

Project Monitoring and Control: PMC-2.0 Submit OI&T Monthly Performance Reports

○ home ○ process ○ goals ○ raci

Project Manager

PMC-2.1
Complete
Monthly
Performance Report
Input

Office of Responsibility

PMC-2.2
Aggregate
MPR Data

Architecture, Strategy and Design

PMC-2.3
Generate
and Distribute
Report

CIO

PMC-2.4
Review
Report
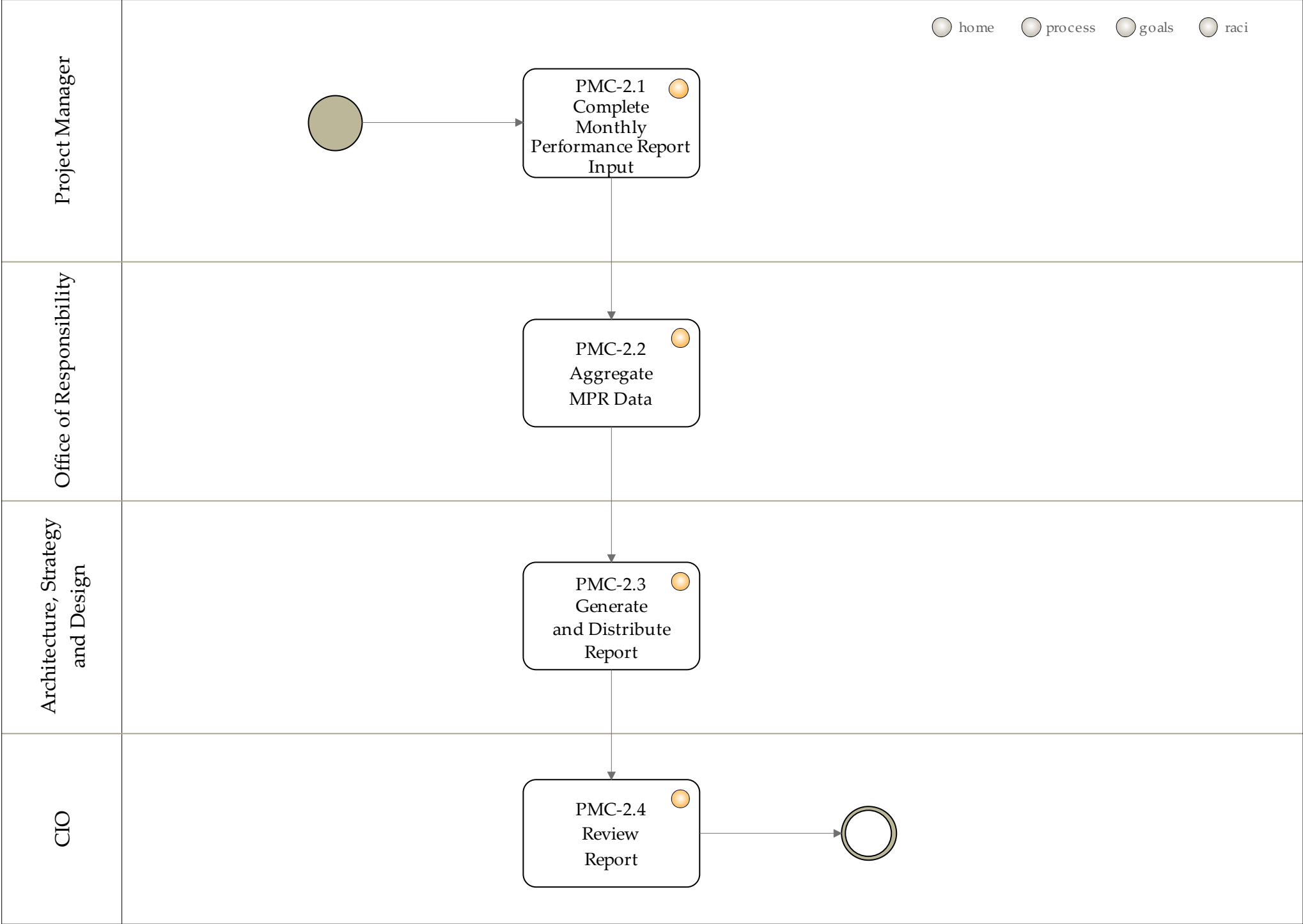
Project Monitoring and Control: PMC-2.1 Complete Monthly Performance Report Input

Description	The Office of Information and Technology (OI&T) Monthly Performance Report (MPR) is an analysis designed to provide managers early awareness of conditions affecting project performance. The report is the basis of all internal reviews, including content in the VA MPR. The analysis is based on a maturity model that starts with a core set of lead indicators, called a Project Control Analysis, and matures into a more robust set of indicators called a Program Portfolio Analysis. Each Office of Responsibility provides a Data Call template to their Project Managers. Each Project Manager completes the monthly report and returns it to the Office of Responsibility.
Artifacts Used	Primavera Project Schedule Data
Artifacts Created	Data Collection Sheet for Project Control Analysis
Responsible Role	Project Manager
Tools	
Standards	Corporate Performance Management Program Reporting User Guide
More Info....	OI&T MPR data call is in the 4th week of the month. The OI&T MPR data is due in the 1st week of the month. The OI&T MPR meeting is conducted and the VA MPR data is due in the 2nd week of the month. The VA MPR data is updated in the 3rd week of the month. The VA MPR meeting is conducted in the 4th week of the month.

Project Monitoring and Control: PMC-2.2 Aggregate MPR Data

Description	The appropriate office of responsibility collects and validates that all projects have reported and works with Project Managers to obtain any missing data. When all data is available, the appropriate office of responsibility submits the data for its office to Architecture, Strategy and Design office (ASD). Note: The appropriate office of responsibility is responsible for collecting all required data from its Project Managers - not ASD.
Artifacts Used	Data Collection Sheet for Project Control Analysis
Artifacts Created	Consolidated Data Collection Sheet for Project Control Analysis
Responsible Role	Office of Responsibility
Tools	
Standards	Corporate Performance Management Program Reporting User Guide
More Info....	

Project Monitoring and Control: PMC-2.3 Generate and Distribute Report

Description	The Architecture, Strategy and Design office (ASD) generates the dashboard and distributes the report to the appropriate office of responsibility and QP&O. QP&O prepares the reports for CIO monthly binder.
Artifacts Used	Consolidated Data Collection Sheet for Project Control Analysis
Artifacts Created	OI&T Monthly Performance Report
Responsible Role	Architecture, Strategy and Design
Tools	
Standards	Corporate Performance Management Program Reporting User Guide
More Info....	

Project Monitoring and Control: PMC-2.4 Review Report

Description	The CIO or designee conducts the monthly reporting meeting with the appropriate office of responsibility. Projects with a missed deadline, cumulative three missed deadlines, multiple Red Flags, or open issues from independent reviews may be called to meet with the CIO or designee.
Artifacts Used	OI&T Monthly Performance Report
Artifacts Created	
Responsible Role	CIO
Tools	
Standards	Corporate Performance Management Program Reporting User Guide
More Info....	

Project Monitoring and Control: PMC-3.0 Update Project Repository

home   process   goals   raci

Project Manager

PMC-3.1
Update
Project Repository
(TSPR)

Measurement Team Analyst

PMC-3.2
Create
Project Repository
(TSPR) Feedback
Report
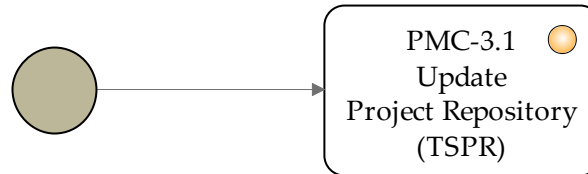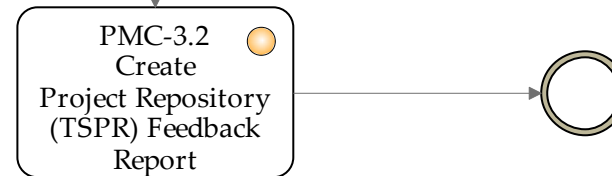
Project Monitoring and Control: PMC-3.1 Update Project Repository (TSPR)

Description	The Project Manager updates the project information in the Project Repository (TSPR) to ensure current and relevant data is available on a monthly basis or as significant effects occur.
Artifacts Used	Project relevant data
Artifacts Created	Updated Project Repository (TSPR) entry
Responsible Role	Project Manager
Tools	TSPR Web site
Standards	
More Info....	

Project Monitoring and Control: PMC-3.2 Create Project Repository Feedback Report

Description	The Measurement Team Analyst reviews each of the Project Repository (TSPR) project entries for compliance against the standards. Exceptions are compiled and reported to the Product Development Managers.
Artifacts Used	Project Repository (TSPR)
Artifacts Created	○ Project Repository (TSPR) Feedback Report
Responsible Role	Measurement Team Analyst
Tools	
Standards	TSPR Web site
More Info....	

Project Monitoring and Control: PMC-4.0 Prepare Monthly Management Reports

home   process   goals   raci

Planner

PMC-4.3
Submit
Project Health Check

Measurement Team Analyst

PMC-4.1
Prepare
Monthly
Management
Briefing

PMC-4.2
Create
Monthly Metrics
Reports

PMC-4.4
Provide
Project Health
Check Feedback
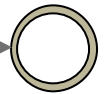
Project Monitoring and Control: PMC-4.1 Prepare Monthly Management Briefing

Description	The Measurement Team Analyst runs extracts from the Project Repository (TSPR) and Primavera to summarize TSPR usage, Primavera compliance, and Defect Back-logs. The Analyst compiles information in the Management Briefing document and submits to the Project Management Service Division Directors for review and action as applicable.
Artifacts Used	Project information in Primavera Project information in Project Repository (TSPR) Remedy data
Artifacts Created	○ Monthly Management Briefing
Responsible Role	Measurement Team Analyst
Tools	
Standards	
More Info....	

Project Monitoring and Control: PMC-4.2 Create Monthly Metrics Reports

Description	The Measurement Team Analyst runs extracts from the Project Repository (TSPR) and Primavera Project Management to report project, defect, and patch statistics. This report is distributed to the Project Management Service Division Directors for review and action as applicable.
Artifacts Used	Primavera Project Schedule Project information in Project Repository (TSPR)
Artifacts Created	○ Combined Metrics Workbook ○ Defect Metrics Workbook ○ Patch Metrics Workbook ○ Project Metrics Workbook
Responsible Role	Measurement Team Analyst
Tools	
Standards	
More Info....	

Project Monitoring and Control: PMC-4.3 Submit Project Health Check

Description	Planners will submit Primavera Schedule Health Checks to the Tools and Measurement Competency to ensure that schedules are developed that support the VA Primavera Schedule Minimal Requirements. Submissions are sent to the mail group - **VA OIT OED PPC Planners Mgmt**. The VA Primavera Schedule Minimal Requirements establish minimal standard requirements for creating and maintaining project schedules.
Artifacts Used	Primavera Project Schedule Primavera Schedule Health Check Template Primavera Schedule Minimal Requirements Checklist
Artifacts Created	◯ Primavera Schedule Health Check
Responsible Role	Planner
Tools	◯ Automated Health Check Tool
Standards	
More Info....	

Project Monitoring and Control: PMC-4.4 Provide Project Health Check Feedback

Description	The Measurement Team Analyst will conduct reviews of Primavera Schedule Health Checks to verify the project schedule quality assurance process and ensure that VA Primavera Schedule Minimal Requirements are met. Findings of the review, and any corrective action required, will be communicated to the responsible planner.
Artifacts Used	Primavera Project Schedule Primavera Schedule Health Check Primavera Schedule Minimal Requirements Checklist
Artifacts Created	🔵 Project Health Check Feedback Report
Responsible Role	Measurement Team Analyst
Tools	
Standards	⚪ Automated Health Check
More Info....	

Project Monitoring and Control: PMC-5.0 Perform Independent Review

home   process   goals   raci

Architecture, Strategy and Design / Independent Review Team

PMC-5.1
Notify
Project Manager

PMC-5.2
Perform
Review

PMC-5.3
Submit
Review Findings and
Recommendations

PMC-5.5
Document
Decisions

CIO

PMC-5.4
Implement
CIO Project
Decisions
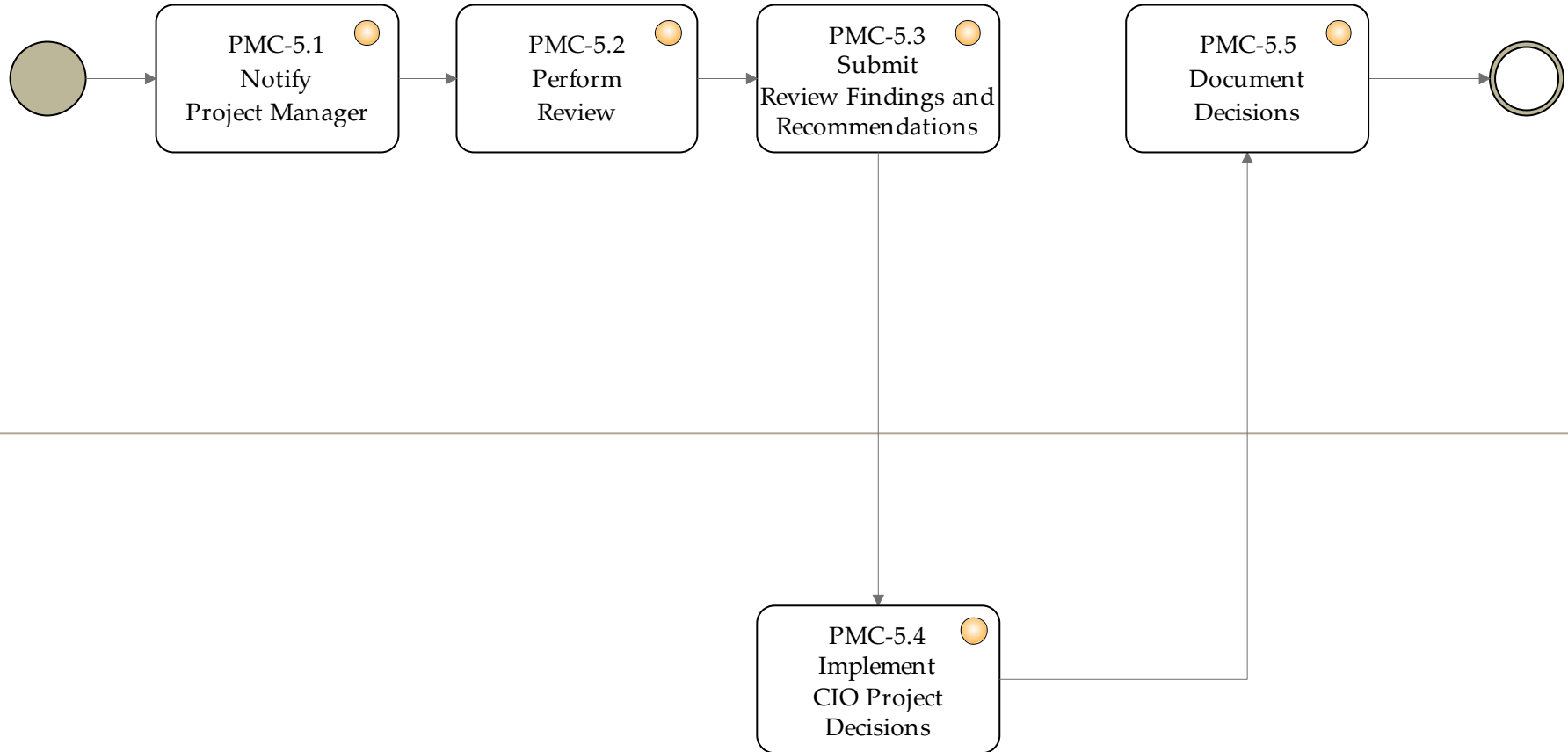
Project Monitoring and Control: PMC-5.1 Notify Project Manager

Description	The Architecture, Strategy and Design office /Independent Review Team notifies the Project Manager of the need for a review. A review may also be initiated at the request of the Program Manager.
Artifacts Used	
Artifacts Created	Email to Project Manager
Responsible Role	Architecture, Strategy and Design / Independent Review Team
Tools	
Standards	○ PMAS Guide
More Info....	

Project Monitoring and Control: PMC-5.2 Perform Review

Description	The Architecture, Strategy and Design office /Independent Review Team performs the review.
Artifacts Used	All pertinent project artifacts
Artifacts Created	🔵 Independent Review Checklist 🔵 Independent Review Summary
Responsible Role	Architecture, Strategy and Design / Independent Review Team
Tools	Technical Services Project Repository (TSPR)
Standards	⚪ PMAS Guide
More Info....	

Project Monitoring and Control: PMC-5.3 Submit Review Findings and Recommendations

Description	The Architecture, Strategy and Design office /Independent Review Team submits the review finding and recommendations to the CIO for decisions and next steps. Possible decision outcomes are: • Stop the project • Replan the project • Restart the project • Continue the project as-is • Continue the project with Action Items
Artifacts Used	Independent Review Summary
Artifacts Created	⬤ Recommendation to CIO
Responsible Role	Architecture, Strategy and Design / Independent Review Team
Tools	
Standards	⬤ PMAS Guide
More Info....	

Project Monitoring and Control: PMC-5.4 Implement CIO Project Decisions

Description	The CIO decides how to best proceed with a project based on the findings and recommendations of the review. The decision is then distributed to the Program Manager, Project Manager, and the appropriate office of responsibility (OOR). Implementation steps are defined as: • Stop - Start Project Shut Down process • Replan - Pause development efforts and replan; start 60-day calendar clock for replan efforts • Restart - Restart development efforts • Continue as-is - Continue efforts of development as-is • Continue project with Action Items - Fulfill action items while continuing efforts of development
Artifacts Used	Independent Review Summary Recommendation to CIO
Artifacts Created	○ CIO Decision Memorandum
Responsible Role	CIO
Tools	
Standards	○ PMAS Guide
More Info....	

Project Monitoring and Control: PMC-5.5 Document Decisions

Description	The Architecture, Strategy and Design office /Independent Review Team documents the decisions that have been enacted by the Project Manager. These effort include: • Record and track status of Action Items (if project is assigned Action Items) • Start the 60-day calendar clock for replan efforts (if the project is paused)
Artifacts Used	CIO Decision Memorandum
Artifacts Created	Updated PMAS database
Responsible Role	Architecture, Strategy and Design / Independent Review Team
Tools	
Standards	PMAS Guide
More Info....	

Project Monitoring and Control: PMC-6 Conduct Red Flag Process

Description	Upon the determination that project schedule, cost or increment deliverables are at risk, the Project Manager or any member of the Integrated Project Team (IPT) shall initiate the Red Flag process and notify the appropriate Assistant Deputy Chief Information Officer (ADCIO) as defined per the PMAS Guide. Per the guide, attempts to mitigate the Red Flag will occur at the lowest possible level but if the Red Flag cannot be mitigated appropriately it will follow escalation procedures that may take it as high as the Assistant Secretary of Information Technology (ASIT). The Project Lifecycle Quality Team (PLQT) shall assist in facilitation of this process during each step of the process as needed.
Artifacts Used	Documentation identifying Red Flag event National Release Checklist OI&T Monthly Performance Report PMAS Readiness Checklist Process Quality Review Project Schedule Risk Log
Artifacts Created	Red Flag email to Assistant Deputy Chief Information Officer
Responsible Role	Project Manager / Integrated Project Team Member
Tools	
Standards	PMAS Guide
More Info....	After filling out the Risk Log, send an email with the description of the Red Flag and the Risk Log to "**Red Flag PMAS**" (**RedFlagPMAS@va.gov**). The CIO is automatically notified through emails sent to **RedFlagPMAS@va.gov**. The intention of this is to enable the CIO to be aware of the Red Flag as soon as it is raised.

Project Monitoring and Control: PMC-7 Conduct TechStat Meeting

Description	Upon receipt of strike, the Project Manager must call a TechStat Meeting within seven (7) calendar days. TechStat Meetings are meetings directly with the CIO where the Project Manager, Program Manager, and Deputy Assistant Secretary / Deputy Chief Information Officer (DAS/DCIO) of the Office of Responsibility (OOR) have the opportunity to present: • Major challenges and causes of variance from the project baseline • A summary of risks, mitigation strategies, and clear accountability • Stronger contractor performance metrics and controls for existing contracts, and revised acquisition strategies for contracts expected to be executed within the next fiscal year that address the issues raised in the improvement plan • A high-level schedule that articulates critical path items List the specific corrective actions to turn around the project.
Artifacts Used	Documentation identifying Red Flag event National Release Checklist OI&T Monthly Performance Report PMAS Readiness Checklist Process Quality Review Project Schedule Risk Log
Artifacts Created	Strike Decision Outcome from CIO
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide
More Info....	

Project Launch

Program Manager

Project Manager

PRL-1
Conduct
Project Kick-off
Meeting

PRL-3
Submit
CCB Baseline
Information

PRL-5
Submit
SMART
Inventory Checklist

PRL-8
Submit
Security
Documentation

PRL-2
Establish
Project Change
Control Board

PRL-4
Establish
Project
Management
Environment

PRL-6
Submit
Technical
Requirements

PRL-7
Establish
Technical
Environment
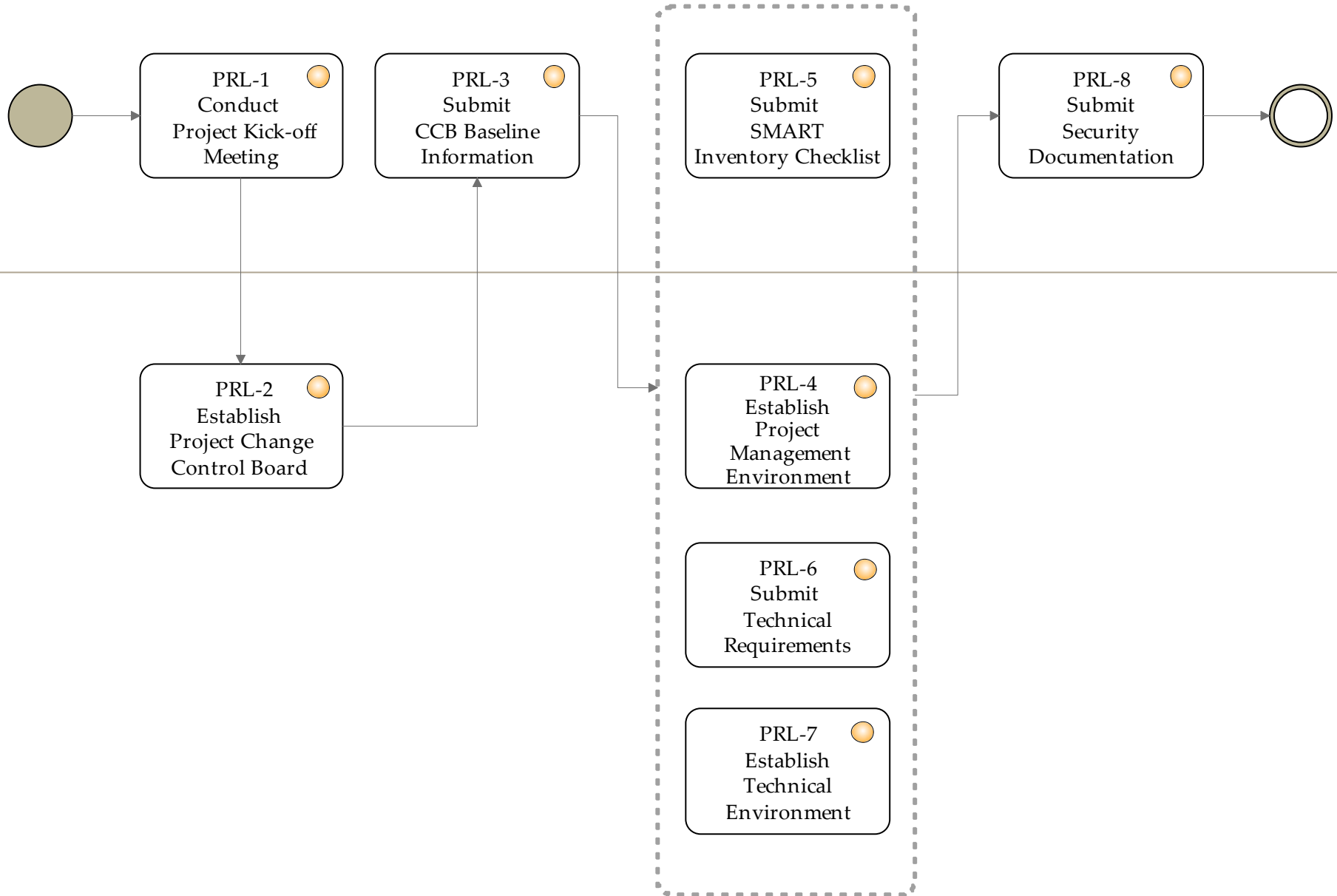
Project Launch

Goals of Project Launch

To initiate a series of activities to be performed once a project is approved by the Chief Information Officer and is fully funded.

Specific goals include:

- Create a disciplined, systematic change control process for the project
- Ensure that project has the resources (hardware, software, and tools) needed for the project
- Involve Certification and Accreditation Security Engineer (CASE) and Facility Information Officer at project initiation
- Obtain stakeholders commitment at project Kick-off

Project Launch RACI Chart

R = Responsible   A = Accountable   C = Consulted   I = Informed

○ home ○ process ○ goals

		Role		
		Project Manager	Program Manager	Program Executive Officer
PRL-1	Conduct Project Kick-off Meeting		R	A
PRL-2	Establish Project Change Control Board	R	A	
PRL-3	Submit CCB Baseline Information		R	A
PRL-4	Establish Project Management Environment	R	A	
PRL-5	Submit SMART Inventory Checklist		R	A
PRL-6	Submit Technical Requirements	R	A	
PRL-7	Establish Technical Environment	R	A	
PRL-8	Submit Security Documentation		R	A

Project Launch: PRL-1 Conduct Project Kick-off Meeting

Description	The Program Manager plans and conducts the Kick-off meeting using the Project Team Kick-off Meeting Guide. This meeting is intended to obtain all stakeholders commitment for the project. The required attendees are all members of the project team included the Development Manager, Analysts, Planner, Developers, etc. It is mandatory that all participants be included.
Artifacts Used	Business Requirements Document Project Charter Project Management Plan
Artifacts Created	○ Project Team Kick-off Meeting Agenda and Minutes
Responsible Role	Program Manager
Tools	Primavera Project Management
Standards	○ Displaying Sensitive Data Guide ○ Project Team Kick-off Meeting Guide ○ Project Artifact Summary Guide ○ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Launch: PRL-2 Establish Project Change Control Board

Description	The Project Manager establishes the Project Change Control Board (CCB) to ensure a disciplined, systematic change control process that ensures change is effectively managed, its impact is fully understood, and informed decisions are made without endangering the project objectives, timelines or customer expectation.
Artifacts Used	Business Requirements Document Project Charter
Artifacts Created	⬤ Change Management Plan
Responsible Role	Project Manager
Tools	
Standards	◯ Change Control Process Guide ◯ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Launch: PRL-3 Submit CCB Baseline Information

Description	The Program Manager, upon receipt of the Decision Memorandum, immediately submits a change request to the Program-level Change Control Board (CCB) to document the decision, provide clarity, and formally request resources for the project.
Artifacts Used	Decision Memorandum
Artifacts Created	Change Request Form
Responsible Role	Program Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Launch: PRL-4 Establish Project Management Environment

Description	The Project Manager ensures that project has the hardware, software, and tools needed to perform the functions for the project including the following: • Hardware (coordinate with Enterprise Infrastructure Engineering (EIE)) • Project SharePoint • Project Rational Tool Database • User accounts established and configured according to standards • Training required to use the tools and methods • Project Schedule in Primavera Project Management • Project entry in Project Repository (TSPR) • Access to Vista Document Library (VDL)
Artifacts Used	Project Charter
Artifacts Created	Updated Project Initiation Checklist (Applicable Project Management Activities)
Responsible Role	Project Manager
Tools	
Standards	○ Establish Project in Test Tool Guide ○ VA Windows NT Naming Conventions ○ Web Service Request Form Primavera Project Management Office Web site TSPR Access Request Form
More Info....	Rational Tools Team web site TSPR Web site VA Web Request Form (to set-up SharePoint site) Information requests may be sent to the EIE Mail Group - **VA IT EIE Requests**.

Project Launch: PRL-5 Submit SMART Inventory Checklist

Description	The Program Manager sends the completed SMART Inventory Checklist to the Certification and Accreditation Security Engineer (CASE) and Facility Information Security Officer for submission to the SMART Working Group. Security Management and Reporting Tool (SMART) is the central repository for tracking the status and compliance of information systems with Federal Information Security Management Act (FISMA). Other activities include: • Notify the SMART Working Group when a new system is being developed by sending a message to **VA IT SMART WG** • Complete the VA Information Protection Risk Assessment • Request the information System Security Assessment through SMART • Participate in SMART discussions, as requested
Artifacts Used	OMB 300 Exhibit Project Charter
Artifacts Created	SMART Inventory Checklist and Form VA Information Protection Risk Assessment
Responsible Role	Program Manager
Tools	SMART System Checklist and Form
Standards	NIST SP 800-30 Risk Management Guide for Information Technology Systems
More Info....	To contact the Lead CASE Security Engineer, use the **VHA OI HDI Security Team** mail group. To contact the Director of Field Security Service, use the **VA FSO FSS Leadership** mail group. To contact the Director of Information Risk Management, use the **Risk Assessment** mail group. Risk Management and Incident Response Home Page VA Information Protection Portal Security Artifact Checklist

Project Launch: PRL-6 Submit Technical Requirements

Description	The Project Manager is to utilize the Technical Requirements Submission Form to collect initial information to help Enterprise Systems Engineering (ESE) assess the requirements of a project (or product) and initially assess its integration into the operating environment. Although some of these requested items might not be available initially, please supply initial information and documentation (links preferred) if possible. Many of these topics are addressed and required in project documentation and milestone reviews. This document is developed over the project lifecycle; not all requirements will be known at project launch.
Artifacts Used	Requirements Specification Document System Design Document Test Requirements
Artifacts Created	ESE Technical Requirements Submission Form
Responsible Role	Project Manager
Tools	
Standards	
More Info....	For help with this form, you may contact the ESE Program Administration Office (PAO) team at **VA IT EIE Requests**. Please submit the completed form to this e-mail group also. An alternative version of the ESE Technical Requirements Submission Form is available on the ESE PAO Web site and will be used with RFIs, RFPs, SOOs, and SOWs, to gather proposed solution technical information.

Project Launch: PRL-7 Establish Technical Environment

Description	The Project Manager ensures that project has the hardware, software, and tools needed to perform the functions for the project including the following: • Identification of the Development Account that will be used for development • Appropriate access for developers to the Development Account • Ensuring the Development Account is fully patched
Artifacts Used	Project Charter
Artifacts Created	Updated Project Initiation Checklist (Applicable Technical Environment Activities)
Responsible Role	Project Manager
Tools	
Standards	○ Displaying Sensitive Data Guide ○ Establish Project in Test Tool Guide VA Windows NT Naming Conventions
More Info....	Rational Tools Team web site VA Web Request Form (to set-up SharePoint site) Information requests may be sent to the EIE Mail Group - **VA IT EIE Requests**.

Project Launch: PRL-9 Submit Security Documentation

Description	The Program Manager provides the relevant security documentation so that the Certification and Accreditation Security Engineer (CASE) and Facility Information Officer may analyze the project security-related documentation. NOTE: It is recommended that the CASE Security Engineer and Facility Information Officer become involved as early as the Kick-off Meeting and incrementally review the project security-related documentation as the documentation is being developed.
Artifacts Used	Product Architecture Document Requirements Specification Document Use Case Specifications
Artifacts Created	Record of Notification
Responsible Role	Program Manager
Tools	
Standards	
More Info....	

Requirements Elaboration

Software Engineering Analyst

RQE-1
Evaluate
Mandated
Requirements

Functional Analyst

RQE-2
Document
Use Case
Scenarios

RQE-3
Document
Nonfunctional
Requirements

RQE-4
Create
Requirements
Traceability Matrix
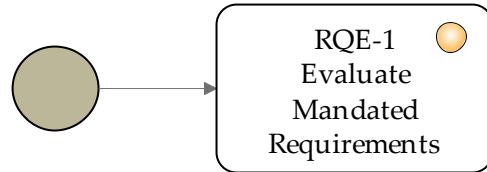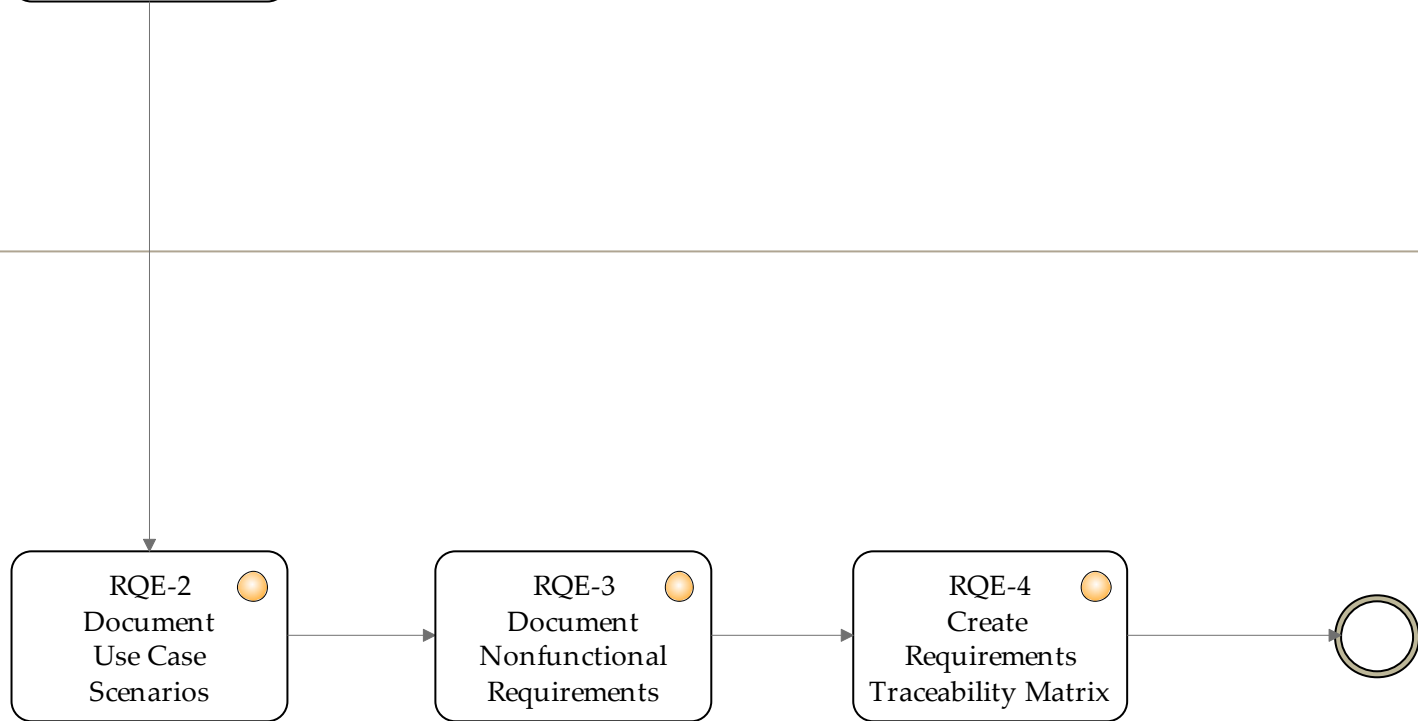
Goals of Requirements Elaboration

To specify a set of activities that extend beyond the initial requirements gathering process.

Specific goals include:

- Evaluate enterprise-level requirements for implementation
- Document use case scenarios
- Document nonfunctional requirements
- Ensure requirements traceability

Requirements Elaboration RACI Chart - 1

R = Responsible **A** = Accountable **C** = Consulted **I** = Informed

		Role			
		Functional Analyst	**Software Engineering Analyst**	**Project Manager**	**Standards Division Director**
RQE-1	**Evaluate Mandated Requirements**		R		A
RQE-2	**Document Use Case Scenarios**	R		A	
RQE-3	**Document Nonfunctional Requirements**	R		A	
RQE-4	**Create Requirements Traceability Matrix**	R		A	

Requirements Elaboration: RQE-1 Evaluate Mandated Requirements

Description	The Software Engineering Analyst creates the Project Allocation Report. This report is a Microsoft Office ® Excel ® based report generated from the Enterprise Requirements Management Repository. The report contains a set of enterprise-level requirements and associated metadata that are determined to be applicable to a particular project iteration. A recipient project is expected to incorporate the requirements content of this report into their master requirements artifacts and subsequently implement them in the identified project iteration. The contact for more information is Product Development (PD) –Product Assessment Division - Enterprise Requirements Management Team [email address: '**VA OIT OED SE Enterprise Requirements Management**'].
Artifacts Used	Business Requirements Document Enterprise RM Project Allocation Questionnaire Project Charter Project Management Plan
Artifacts Created	Project Allocation Report
Responsible Role	Software Engineering Analyst
Tools	
Standards	
More Info....	Enterprise Requirements Repository

Requirements Elaboration: RQE-2 Document Use Case Scenarios

Description	The Functional Analyst creates the Use Case Model and associated Use Cases, taking the Project Allocation Report into consideration. The Use Case Model, a high-level requirements document, (1) models the system's intended functions and its environment and (2) serves as a contract between the customer and the developers. Each Use Case specifies the actors and the sequence of activities performed by the actors interacting with the system. The Use Case Model and Use Cases serve as input for the analysis, design, and testing activities.
Artifacts Used	Business Requirements Document Project Allocation Report Requirements Specification Document
Artifacts Created	Use Case Model Use Case Specifications
Responsible Role	Functional Analyst
Tools	IBM Rational RequisitePro ®
Standards	
More Info....	

Requirements Elaboration: RQE-3 Document Nonfunctional Requirements

Description	The Functional Analyst updates the Requirements Specification Document with any additional nonfunctional requirements that have been identified while creating use cases.
Artifacts Used	Requirements Specification Document Use Case Model Use Case Specifications
Artifacts Created	Updated Requirements Specification Document
Responsible Role	Functional Analyst
Tools	IBM Rational RequisitePro ®
Standards	
More Info....	

Requirements Elaboration: RQE-4 Create Requirements Traceability Matrix

Description	The Functional Analyst generates the Requirements Traceability Matrix in the project's IBM Rational RequisitePro ® project. Development teams that do not have access to automated tools should use the Requirements Traceability Matrix template.
Artifacts Used	Business Requirements Document Requirements Specification Document Use Case Specifications
Artifacts Created	Requirements Traceability Matrix
Responsible Role	Functional Analyst
Tools	IBM Rational RequisitePro ®
Standards	
More Info....	

Product Architecture

Solution Architect

ARC-1
Model
Domain Concepts

ARC-3
Model
Functional
Architecture

ARC-7
Model
Security Architecture

ARC-8
Model
Operational
Architecture

ARC-6
Model
Interface
Architecture

ARC-9
Document
Product Architecture

ARC-5
Model
Physical Architecture

ARC-10
Model
Test Architecture

Data Analyst

ARC-2
Model
Logical Architecture

ARC-4
Model
Data Architecture

Product Architecture
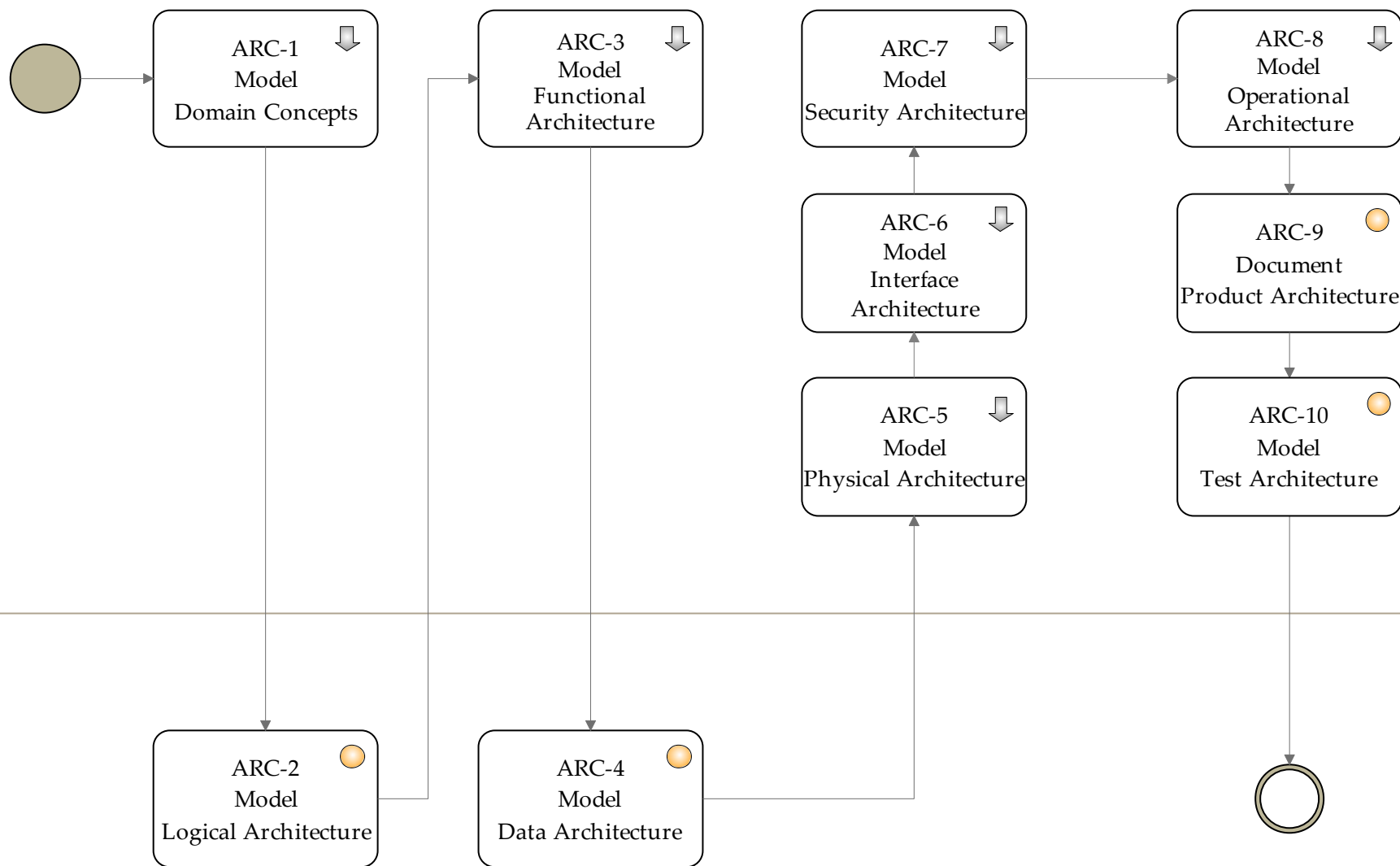
Goals of Product Architecture

To formally describe the product in an organized way that defines structural properties of the product. It defines the product components or building blocks and provides a plan from which products can be procured and/or developed, that will work together to implement the overall system.

Key Product Architecture artifacts include:

- Conceptual Business Diagrams
- Physical Architecture Diagrams
- Functional Architecture Diagrams
- Interface Architecture Diagrams
- Deployment Diagrams

Product Architecture RACI Chart - 1

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role		
		Solution Architect	Data Analyst	Application & Data Architecture Service Director
ARC-1.1	Create Conceptual Business Diagram	R		A
ARC-1.2	Create Domain Glossary of Terms	R		A
ARC-2	Model Logical Architecture		R	A
ARC-3.1	Create Activity Hierarchy Diagram	R		A
ARC-3.2	Create Functional Flow Diagram	R		A
ARC-3.3	Create Data Flow Diagram	R		A
ARC-4	Model Data Architecture		R	A
ARC-5.1	Create Hardware Architecture Diagram	R		A
ARC-5.2	Create Topological Architecture Diagram	R		A

Product Architecture RACI Chart - 2

			Role		
			Solution Architect	Data Analyst	Application & Data Architecture Service Director
ARC-5.3	Create Nodes Connectivity Diagram		R		A
ARC-5.4	Create Configuration Diagram		R		A
ARC-6.1	Document Interface Requirements		R		A
ARC-6.2	Create Interface Architecture Diagram		R		A
ARC-6.3	Create Interface Data Mapping		R		A
ARC-7.1	Document Security Requirements		R		A
ARC-7.2	Create Trust Model		R		A
ARC-8.1	Create Deployment Diagram		R		A
ARC-8.2	Create Integration Architecture Diagram		R		A

Product Architecture RACI Chart - 3

		Role		
		Solution Architect	Data Analyst	Application & Data Architecture Service Director
ARC-8.3	**Create Service Model**	R		A
ARC-9	**Document Product Architecture**	R		A
ARC-10	**Model Test Architecture**	R		A

Product Architecture: ARC-1 Model Domain Concepts

Solution Architect

ARC-1.1
Create
Conceptual Business
Diagrams

ARC-1.2
Create
Domain Glossary
of Terms
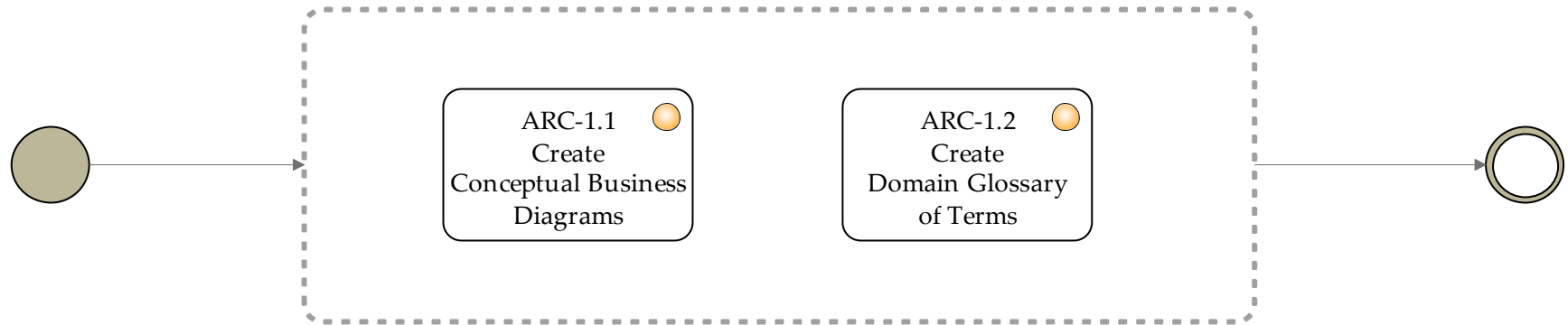
Product Architecture: ARC-1.1 Create Conceptual Business Diagram

Description	The Solution Architect creates the Conceptual Business Diagram to define a business-centric view of entities and their relationships.
Artifacts Used	Business Use Cases Requirements Specification Document
Artifacts Created	Conceptual Business Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-1.2 Create Domain Glossary of Terms

Description	The Solution Architect creates the Domain Glossary of Terms to document all definitions needed to understand terms and acronyms used.
Artifacts Used	Business Use Cases Requirements Specification Document
Artifacts Created	Domain Glossary of Terms
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-2 Model Logical Architecture

Description	The Data Analyst documents the logical and process views representing domain concepts. The Logical Architecture consists of diagrams that fully identify entity types, assigns data attributes defining those entities and their relationships. Logical modeling drives the direction of the physical database design: entity relationship diagrams and process models are used to ascertain the business requirements have been fully defined or if more analysis is required.
Artifacts Used	Business Use Cases Conceptual Business Diagrams Requirements Specification Document
Artifacts Created	Business Process Diagram
Responsible Role	Data Analyst
Tools	
Standards	
More Info....	

Product Architecture: ARC-3 Model Functional Architecture

Solution Architect

ARC-3.1
Create
Activity Hierarchy
Diagram

ARC-3.2
Create
Functional Flow
Diagram

ARC-3.3
Create
Data Flow
Diagram
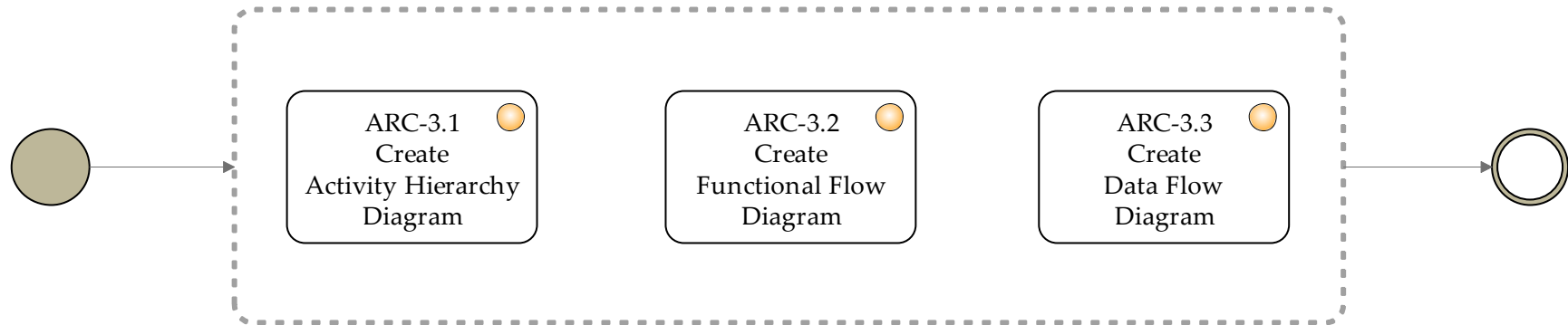
Product Architecture: ARC-3.1 Create Activity Hierarchy Diagram

Description	The Solution Architect creates the Activity Hierarchy Diagram to describe the hierarchical decomposition of events within the functional architecture components and identify the events that form the basis of the existing major system.
Artifacts Used	Business Use Cases Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Activity Hierarchy Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-3.2 Create Functional Flow Diagram

Description	The Solution Architect creates the Functional Flow Diagram to document a logical flow of the functional decomposition and events of components.
Artifacts Used	Business Use Cases Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Functional Flow Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-3.3 Create Data Flow Diagram

Description	The Solution Architect creates the Data Flow Diagram to define the behavioral and structural flow of data within the functional architecture components.
Artifacts Used	Business Use Cases Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Data Flow Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-4 Model Data Architecture

Description	The Data Analyst creates the Data Definition Document to capture new data definitions and to describe the limitations and restrictions placed on the databases.
Artifacts Used	Business Use Cases Functional Model Deliverables Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Data Definition Document
Responsible Role	Data Analyst
Tools	
Standards	
More Info....	

Product Architecture: ARC-5 Model Physical Architecture

Solution Architect

ARC-5.1
Create
Hardware
Architecture
Diagram

ARC-5.2
Create
Topological
Architecture
Diagram

ARC-5.3
Create
Nodes Connectivity
Diagram

ARC-5.4
Create
Configuration
Diagram
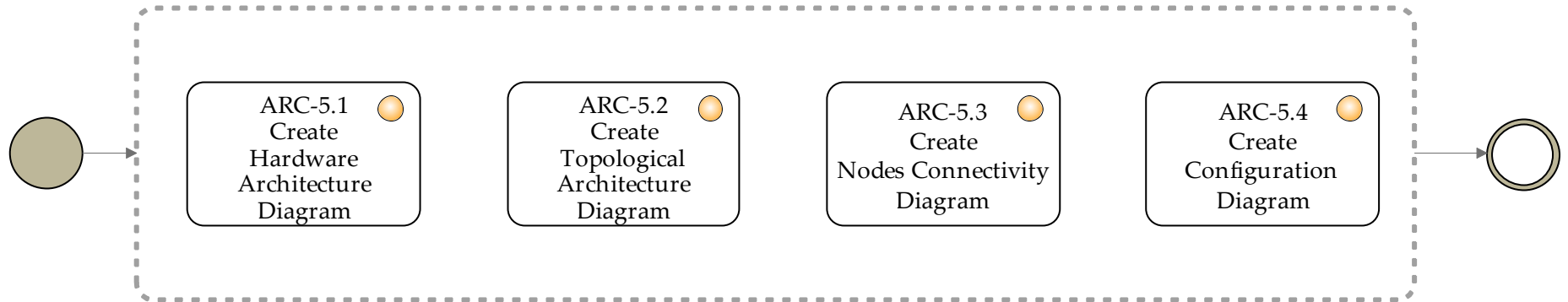
Product Architecture: ARC-5.1 Create Hardware Architecture Diagram

Description	The Solution Architect creates the Hardware Architecture Diagram to specify the dynamic and hierarchical decomposition of the physical resources (hardware components) that comprise the system.
Artifacts Used	Business Use Cases Functional Model Deliverables Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Hardware Architecture Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-5.2 Create Topological Architecture Diagram

Description	The Solution Architect creates the Topological Architecture Diagram which visually describes how the functional architecture is distributed geographically and helps to understand the details of the relationship between components.
Artifacts Used	Business Use Cases Functional Model Deliverables Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Topological Architecture Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-5.3 Create Nodes Connectivity Diagram

Description	The Solution Architect creates the Nodes Connectivity Diagram to illustrate the communication exchange required between components of the software as tasks and the operations that are executed.
Artifacts Used	Business Use Cases Functional Model Deliverables Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Nodes Connectivity Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-5.4 Create Configuration Diagram

Description	The Solution Architect creates the Configuration Diagram. The Configuration Diagram provides the configuration views of the hierarchical decomposition of the functional architecture components, relates the functional architecture to the logical components, and identifies the functions that form the basis of the existing major system.
Artifacts Used	Business Use Cases Functional Model Deliverables Logical Data Model Deliverables Requirements Specification Document
Artifacts Created	Configuration Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-6 Model Interface Architecture

Solution Architect

ARC-6.1
Document
Interface
Requirements

ARC-6.2
Create
Interface
Architecture
Diagram

ARC-6.3
Create
Interface Data
Mapping
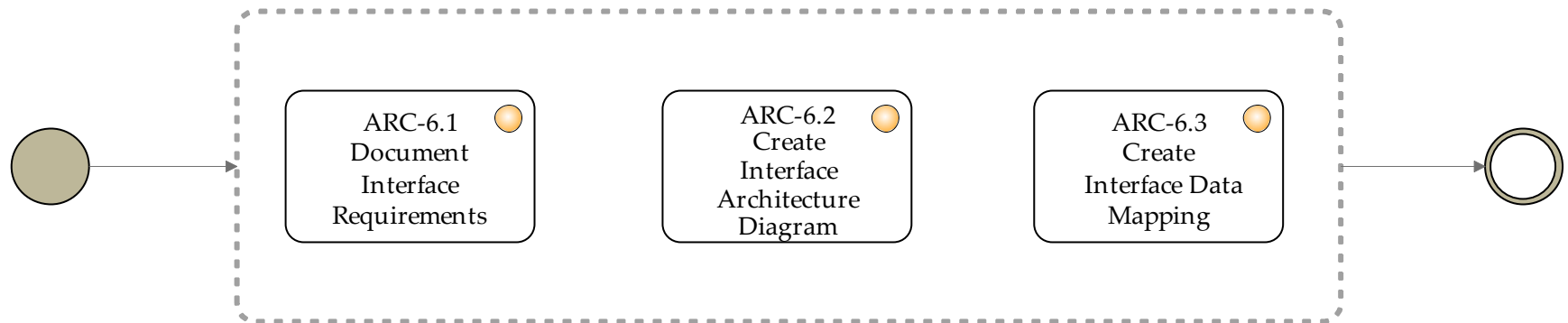
Product Architecture: ARC-6.1 Document Interface Requirements

Description	The Solution Architect creates the Interface Control Document to specify the critical parameters of all inputs into and outputs from the software item, including target systems, external interfaces, and source systems.
Artifacts Used	Business Use Cases Requirements Specification Document
Artifacts Created	Interface Control Document (ICD)
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-6.2 Create Interface Architecture Diagram

Description	The Solution Architect creates the Interface Architecture Diagram which illustrates the primary flow of content between the databases and the users and the communication procedures that are used and that take place between them. This activity drives the user interface design activity.
Artifacts Used	Business Use Cases Interface Control Document (ICD) Requirements Specification Document
Artifacts Created	Interface Architecture Diagram Updated Interface Control Document (ICD)
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-6.3 Create Interface Data Mapping

Description	The Solution Architect creates the Interface Data Mapping to describe interfaces with other applications including those of other operational capabilities.
Artifacts Used	Business Use Cases Requirements Specification Document
Artifacts Created	User Interface to Database Mapping Template
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-7 Model Security Architecture

Solution Architect

ARC-7.1
Document
Security
Requirements

ARC-7.2
Create
Trust Model
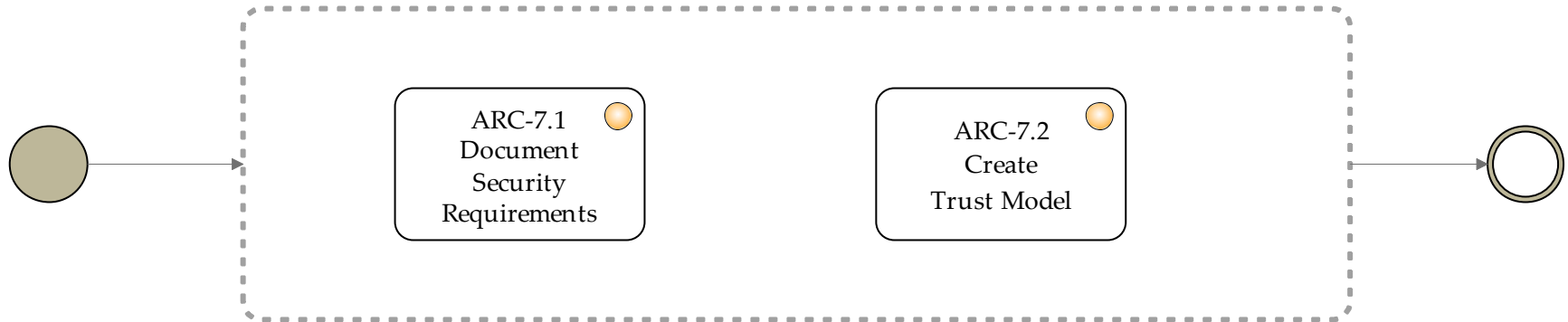
Product Architecture: ARC-7.1 Document Security Requirements

Description	The Solution Architect consults the Facility Information Security Officer (ISO) and Certification and Accreditation Security Engineer (CASE) in the development of the security requirements. The security requirements include, but are not limited to, Authentication and Authorization, Confidentiality and Integrity, Non-Repudiation, Data Exchange Requirements, Sensitivity of Data, Delivery Assurances, Confirmations, Logging and Traceability.
Artifacts Used	Business Use Cases Functional Model Deliverables Interface Control Document Logical Data Model Deliverables Physical Model Requirements Specification Document
Artifacts Created	Updated Requirements Specification Document
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	Contact the Lead CASE Security Engineer using the **VHA OI HDI Security Team** mail group. Contact the Director of Field Security Service using the **VA FSO FSS Leadership** mail group.

Product Architecture: ARC-7.2 Create Trust Model

Description	The Solution Architect creates the Trust Model and assigns the trust ratings. Some components may trust others for all kinds of access, i.e. reading and writing data elements, yet other components may not allow any remote access to their data.
Artifacts Used	Business Use Cases Functional Model Deliverables Interface Control Document Logical Data Model Deliverables Physical Model Deliverables Requirements Specification Document
Artifacts Created	Trust Model
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-8 Model Operational Architecture

Solution Architect

ARC-8.1
Create
Deployment
Diagram

ARC-8.2
Create
Integration
Architecture
Diagram

ARC-8.3
Create
Service Model
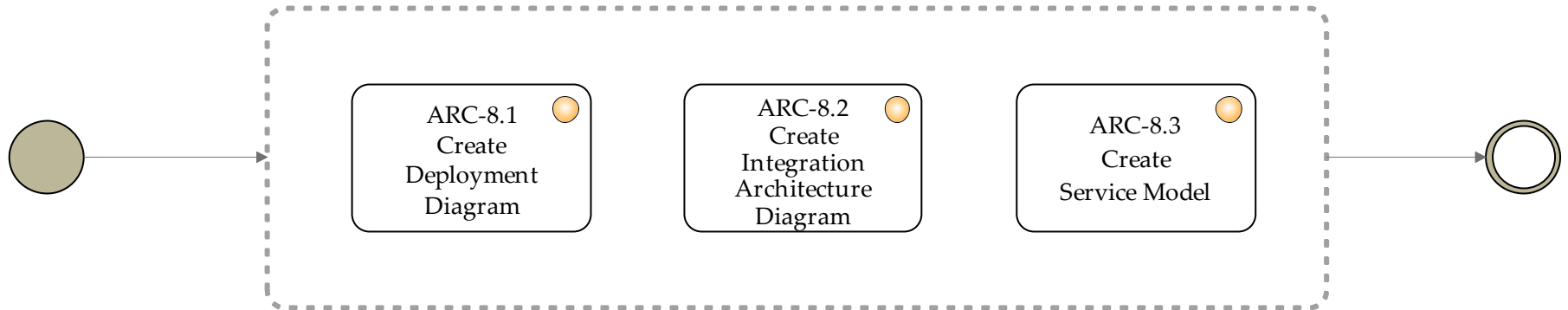
Product Architecture: ARC-8.1 Create Deployment Diagram

Description	The Solution Architect creates the Deployment Diagram. The Deployment Diagram documents the major hardware/software components supporting operations and their relationship to other components, including the functional architecture allocated to the physical architecture, derived input/output, technology and system-wide, trade off, and qualification requirements for each component.
Artifacts Used	Business Use Cases Data Flow Diagram Functional Flow Diagram Interface Architecture Diagram Requirements Specification Document Security Architecture Deliverables
Artifacts Created	Deployment Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-8.2 Create Integration Architecture Diagram

Description	The Solution Architect creates the Integration Architecture Diagram that provides a pictorial view of the product's integration architecture with other entities. The integration points considered could be, but not limited to, integration with other products, external systems, databases, servers, intermediary interfaces, etc. It also documents the communication between the entities documented.
Artifacts Used	Business Use Cases Data Flow Diagram Functional Flow Diagram Interface Architecture Diagram Requirements Specification Document Security Architecture Deliverables
Artifacts Created	Integration Architecture Diagram
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-8.3 Create Service Model

Description	The Solution Architect creates the Service Model which documents classes, details, and interfaces to build client and service applications.
Artifacts Used	Business Use Cases Data Flow Diagram Functional Flow Diagram Interface Architecture Diagram Requirements Specification Document Security Architecture Deliverables
Artifacts Created	Service Model
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-9 Document Product Architecture

Description	The Solution Architect consolidates the required models into the Product Architecture Document which provides a textual narrative and explanation of each of the created models and diagrams, including Domain, Logical, Data and Physical models.
Artifacts Used	Domain Model Deliverables Interface Architecture Model Deliverables Logical Data Model Deliverables Operations Architecture Deliverables Physical Model Deliverables Security Architecture Deliverables
Artifacts Created	Product Architecture Document
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Product Architecture: ARC-10 Model Test Architecture

Description	The Solution Architect updates the Product Architecture Document to model the Test Architecture Diagram in order to illustrate the logical flow of product component testing activities and determine the candidate architecture's testability.
Artifacts Used	Data Architecture Model Deliverables Functional Model Deliverables Integration Architecture Model Deliverables Logical Data Model Deliverables Product Architecture Document
Artifacts Created	Updated Product Architecture Document
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	
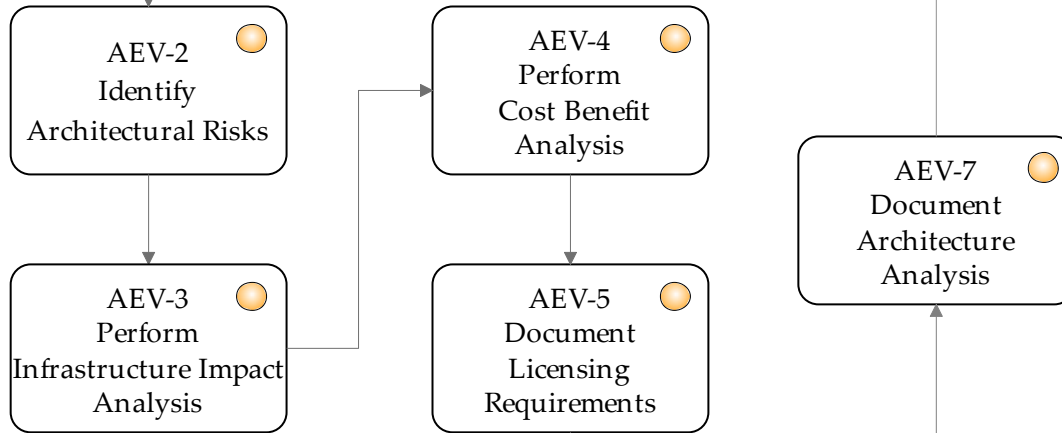
Architecture Evaluation

Goals of Architecture Evaluation

To develop criteria to evaluate the completeness and sufficiency of the Product Architecture. This stage may include evaluating architectural options, and deciding on a final architecture.

Architecture Evaluation includes:

- Developing evaluation criteria
- Identifying architectural risks
- Performing cost benefit analysis
- Conducting the formal review of the architecture

Most important to this stage is the analysis of the Product Architecture as it relates to the One-VA Technical Reference Model (TRM). This ensures products are developed using permissible technologies and standards. The result of this analysis may result in updates to the TRM.

Architecture Evaluation RACI Chart

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role						
		Program Manager	Solution Architect	Developer	Enterprise Architect	Project Manager	Application & Data Architecture Service Director	Authorizing Official
AEV-1	**Define Architecture Evaluation Criteria**		R				A	
AEV-2	**Identify Architectural Risks**			R		A		
AEV-3	**Perform Infrastructure Impact Analysis**			R		A		
AEV-4	**Perform Cost Benefit Analysis**			R		A		
AEV-5	**Document Licensing Requirements**			R		A		
AEV-6	**Perform TRM Impact Analysis**				R		A	
AEV-7	**Document Architecture Analysis**			R		A		
AEV-8	**Evaluate System Security Architecture**	R						A
AEV-FR1	**Conduct Formal Review of Product Architecture**			R		A		

Architecture Evaluation: AEV-1 Develop Architectural Evaluation Criteria

Description	The Solution Architect performs this activity to update the evaluation of the recommended architecture amongst alternative solutions considered for a product or product release. The criteria to be updated in the 'Product Evaluation and Decision Analysis' are cost, benefits and risks and should be within quantifiable areas such as functionality, performance, capacity, and scaleability.
Artifacts Used	Guidelines for Evaluating Architectures
Artifacts Created	Updated Product Evaluation and Decision Analysis
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Architecture Evaluation: AEV-2 Identify Architectural Risks

Description	The Developer identifies risks associated with candidate architectures that should be considered during the review and evaluation stages. The Product Evaluation and Decision Analysis and the Risk Log are updated during this activity.
Artifacts Used	Product Architecture Document Product Evaluation and Decision Analysis Risk Log
Artifacts Created	Updated Product Evaluation and Decision Analysis Updated Risk Log
Responsible Role	Developer
Tools	
Standards	
More Info....	

Architecture Evaluation: AEV-3 Perform Infrastructure Impact Analysis

Description	The Developer documents the critical infrastructure considerations of the proposed architectures. The Product Evaluation and Analysis and System Design Document are updated during this activity.
Artifacts Used	Product Architecture Document Product Evaluation and Decision Analysis System Design Document
Artifacts Created	Updated Product Evaluation and Decision Analysis Updated System Design Document
Responsible Role	Developer
Tools	
Standards	
More Info....	

Architecture Evaluation: AEV-4 Perform Cost Benefit Analysis

Description	The Developer performs a Cost Benefit Analysis to provide a Rough Order of Magnitude (ROM) for planned and actual costs of the solutions. The Product Evaluation and Analysis is updated during this activity.
Artifacts Used	Product Architecture Document Product Evaluation and Decision Analysis
Artifacts Created	Cost Benefit Analysis Updated Product Evaluation and Decision Analysis
Responsible Role	Developer
Tools	
Standards	
More Info....	

Architecture Evaluation: AEV-5 Document Licensing Requirements

Description	The Developer documents the Licensing Requirements related to the proposed architectures. This can include Commercial-Off-The-Shelf (COTS) products that make-up the application, or database tools, testing tools, operating systems, etc. The Product Evaluation and Analysis and Requirements Specification Document are updated during this activity.
Artifacts Used	Product Architecture Document Product Evaluation and Decision Analysis
Artifacts Created	Updated Requirements Specification Document Updated Product Evaluation and Decision Analysis
Responsible Role	Developer
Tools	
Standards	
More Info....	

Architecture Evaluation: AEV-6 Perform TRM Impact Analysis

Description	The Enterprise Architect merges and categorizes the new standards, specifications and technologies with existing standards, specifications, and technologies. The artifacts listed below are updated during this activity.
Artifacts Used	Approved Software Module or Service Architecture
Artifacts Created	Updated Requirements Traceability Matrix Updated Technical Reference Model
Responsible Role	Enterprise Architect
Tools	
Standards	One-VA Technical Reference Model (TRM)
More Info....	

Architecture Evaluation: AEV-7 Document Architecture Analysis

Description	The Developer documents the architectural patterns and styles to be reused, architectural elements (data, hardware, software, user interface, and personnel), and top level strategic structures (major functions, classes, processes, components, their responsibility and their relationship) to be evaluated along with architectural decisions and associated rationale. It also is used to document alternative approaches and why they were not chosen as the recommended approach.
Artifacts Used	Product Architecture Document Product Evaluation and Decision Analysis
Artifacts Created	Updated Product Evaluation and Decision Analysis
Responsible Role	Developer
Tools	
Standards	
More Info....	

Architecture Evaluation: AEV-8 Evaluate System Security Architecture

Description	The Program Manager requests the evaluation of the System Security Architecture. The Certification and Accreditation Security Engineer (CASE) and the Facility Information Security Officer evaluate the security controls that are applicable to the information system or application. This evaluation includes, but is not limited to: authentication and authorization, access controls, encryption, remote access, security awareness, application development security best practices, and other security developmental processes. Other activities include: • Review the System Design Document, Product Architecture Document, Project Management Plan, Security Risk Assessment, and System Security Plan • Ensure that all required security controls are properly documented • Identify security issues and risks related to the information system or application
Artifacts Used	System Design Document System Security Plan Product Architecture Document VA (Security) Risk Assessment Project Management Plan
Artifacts Created	Security issues Security risks Action items
Responsible Role	Program Manager
Tools	
Standards	Health Care Security Requirements Service website Information Security Portal ○ NIST SP 800-37 - Guide for the Security Certification and Accreditation of Federal Information Systems ○ Security Artifact Checklist ○ VA Handbook 6500.3 - Certification and Accreditation of Federal Information Systems
More Info....	

Architecture Evaluation: AEV-FR1 Conduct Formal Review of Product Architecture

Description	The Developer conducts the Product Architecture Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Product Architecture and appropriate approval signatures.
Artifacts Used	Operational Proof of Concepts Product Architecture Document Product Evaluation and Decision Analysis
Artifacts Created	○ Architecture Evaluation Checklist (Review Findings Summary included) ○ Architecture Recommendation Presentation ○ Artifact Review Agenda and Minutes Updated Product Architecture Document (Approval Signatures included)
Responsible Role	Developer
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Product Design

Program Manager

DES-9
Create
ASSESS
Report

Project Manager

DES-5
Submit
Technical Analysis
Request Form

Developer

DES-1
Identify
Design Re-Use
Opportunity

DES-4
Elaborate
Product
Architecture

DES-6
Elaborate
Database
Design

DES-2
Design
Product
Components

DES-7
Design
Data
Security

DES-8
Document
Resource
Allocation

Data Analyst

DES-3
Design
Product
Database
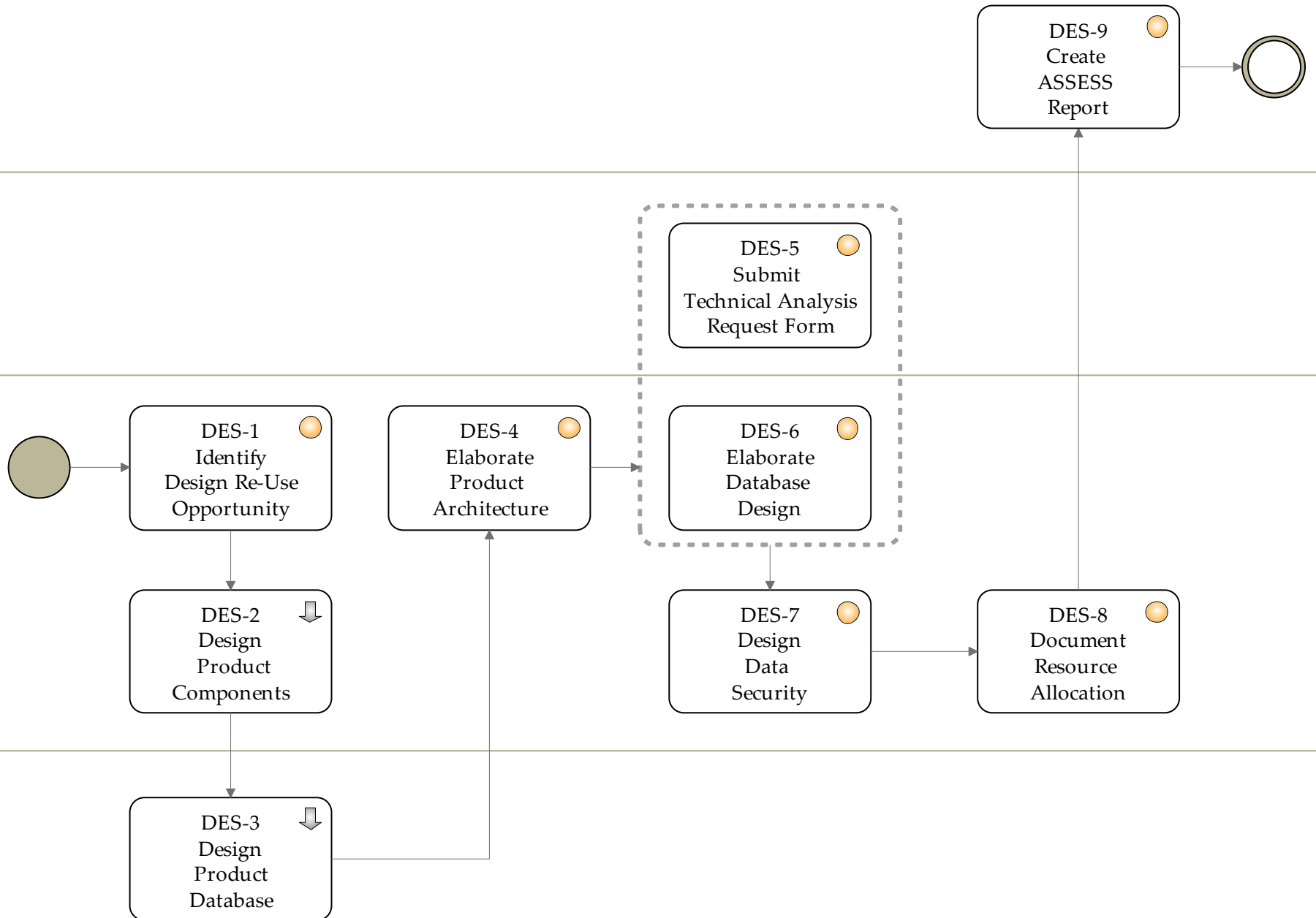
Product Design

Goals of Product Design

To describe in detail the new system, including screen layouts, the business rules, and process diagrams. The output will describe the new system as a collection of product components.

Key Product Design artifacts include:

- Operational Sequence Diagrams
- State Transition Diagrams
- Context Diagrams
- Data Sources
- Physical and Logical Database Models
- CRUD Matrix

These artifacts are intended to describe the software in sufficient detail that skilled developers may develop the software with minimal additional input.

Product Design RACI Chart - 1

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role						
		Data Analyst	Developer	Application & Data Architecture Service Director	Project Manager	Program Manager	Software Development Director	Program Executive Officer
DES-1	Identify Design Re-Use Opportunity		R		A			
DES-2.1	Create Operational Sequence Diagram		R		A			
DES-2.2	Create Context Diagram		R		A			
DES-2.3	Create State Transition Diagram		R		A			
DES-2.4	Document Data Sources		R		A			
DES-3.1	Create CRUD Matrix	R		A				
DES-3.2	Design Logical Database	R		A				
DES-3.3	Create Physical Database Model	R		A				
DES-3.4	Create BI Tool Metadata Model	R		A				

Product Design RACI Chart - 2

		Role						
		Data Analyst	Developer	Application & Data Architecture Service Director	Project Manager	Program Manager	Software Development Director	Program Executive Officer
DES-3.5	Document Database Design	R		A				
DES-4	Elaborate Product Architecture		R		A			
DES-5	Submit Technical Analysis Request Form				R		A	
DES-6	Elaborate Database Design		R		A			
DES-7	Design Data Security		R		A			
DES-8	Document Resource Allocation		R		A			
DES-9	Create ASSESS Report					R		A

Product Design: DES-1 Identify Design Re-Use Opportunity

Description	The Developer identifies and selects major or high-level re-use components from prior projects that may be applicable to this project. The Developer also updates the Product Evaluation and Analysis during this activity.
Artifacts Used	Business Reference Model Data Reference Model Federal Enterprise Architecture Business Reference Model Federal Enterprise Architecture Data Reference Model Federal Enterprise Architecture Service Reference Model Product Evaluation Document Service Reference Model Systems Functionality Description Systems and Services Evolution Description
Artifacts Created	Reuse Candidate List Updated Product Evaluation Document
Responsible Role	Developer
Tools	
Standards	
More Info....	

Product Design: DES-2 Design Product Components

Developer

DES-2.1
Create
Operational
Sequence Diagram

DES-2.3
Create
State Transition
Diagram

DES-2.2
Create
Context Diagram

DES-2.4
Document
Data Sources
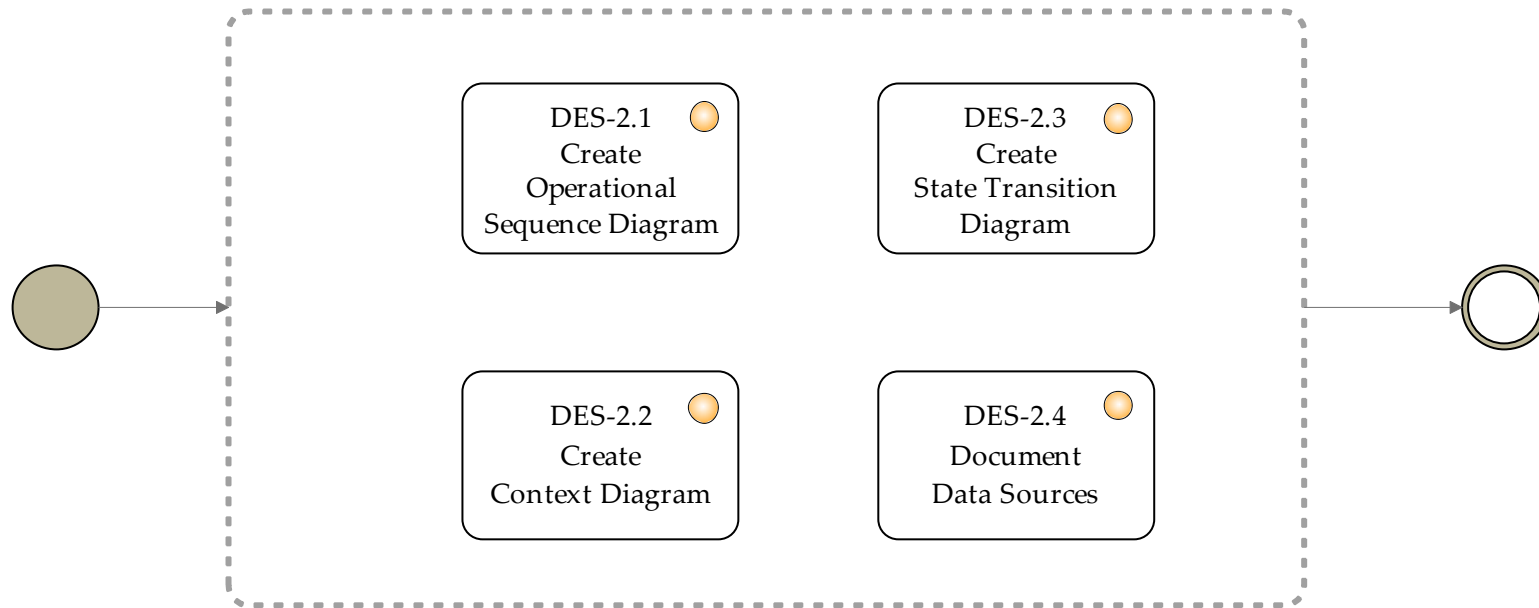
Product Design: DES-2.1 Create Operational Sequence Diagram

Description	The Developer creates the Operational Sequence Diagram and illustrates the order and flow of events within the application and external systems.
Artifacts Used	Logical Data Model Deliverables Physical Data Model Deliverables
Artifacts Created	Operational Sequence Diagram
Responsible Role	Developer
Tools	
Standards	
More Info....	

Product Design: DES-2.2 Create Context Diagram

Description	The Developer creates the Context Diagram and illustrates the connections within the product component and the external systems. The design includes components, data stores and interfaces within the application as well as interfaces between internal components and external systems.
Artifacts Used	Functional Architecture Model Deliverables Interface Architecture Diagrams Logical Data Model Deliverables Physical Data Model Deliverables
Artifacts Created	Context Diagram
Responsible Role	Developer
Tools	
Standards	
More Info....	

Product Design: DES-2.3 Create State Transition Diagram

Description	The Developer creates the State Transition Diagram and illustrates the behavior of subsystems within the component and the external systems.
Artifacts Used	Functional Architecture Model Deliverables Interface Architecture Diagrams Logical Data Model Deliverables Physical Data Model Deliverables
Artifacts Created	State Transition Diagram
Responsible Role	Developer
Tools	
Standards	
More Info....	

Product Design: DES-2.4 Document Data Sources

Description	The Developer creates the Data Sourcing Diagram and presents a detailed view of the data involved in the product. This activity converts logical or conceptual data constructs to physical storage constructs of the target Database Management System (DBMS).
Artifacts Used	Logical Data Model Deliverables Physical Data Model Deliverables
Artifacts Created	Data Sourcing Diagram
Responsible Role	Developer
Tools	
Standards	
More Info....	

Product Design: DES-3 Design Product Database

Data Analyst

DES-3.1
Create
CRUD Matrix

DES-3.3
Create
Physical Database
Model

DES-3.2
Design
Logical Database

DES-3.4
Create
BI Tool Metadata
Model

DES-3.5
Document
Database Design
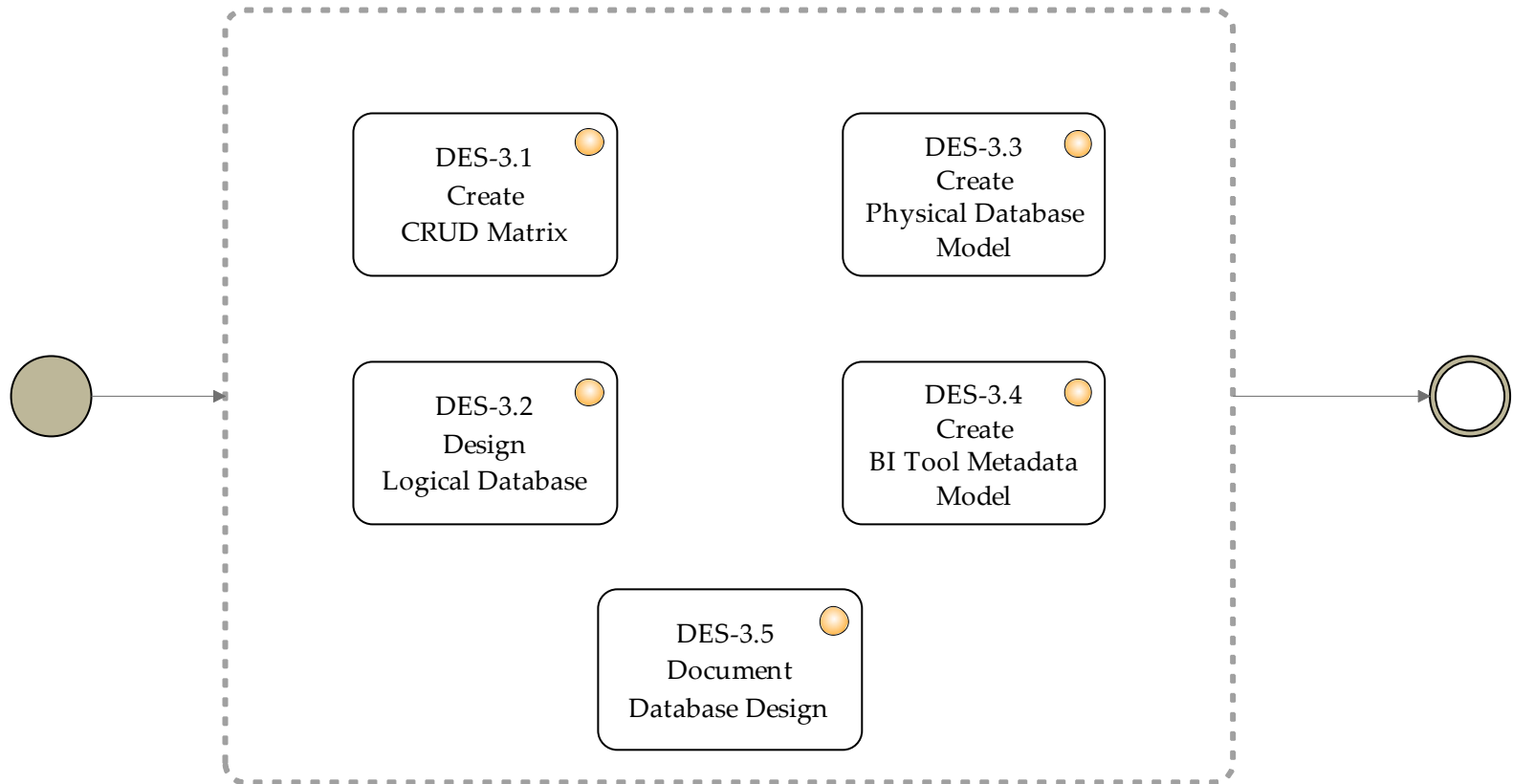
Product Design: DES-3.1 Create CRUD Matrix

Description	The Data Analyst identifies the processes, the data and CRUD (CREATION, READ, UPDATE, and DELETE) points of every attribute within the product components.
Artifacts Used	Logical Data Model Deliverables Physical Data Model Deliverables
Artifacts Created	CRUD Matrix
Responsible Role	Data Analyst
Tools	
Standards	
More Info....	

Product Design: DES-3.2 Design Logical Database

Description	The Data Analyst illustrates the connections within the subsystem/application and external systems. This includes components, data stores and interfaces within the application as well as interfaces between internal components and external systems.
Artifacts Used	Logical Model Deliverables
Artifacts Created	Logical Database Design
Responsible Role	Data Analyst
Tools	
Standards	
More Info....	

Product Design: DES-3.3 Create Physical Database Model

Description	The Data Analyst creates the Physical Database Model and illustrates how components are connected. This activity converts logical or conceptual data constructs to physical storage constructs (e.g. tables, files) of the target Database Management System (DBMS).
Artifacts Used	CREATION, READ, UPDATE, and DELETE (CRUD) Matrix Logical Model Deliverables Physical Model Deliverables
Artifacts Created	Physical Database Design
Responsible Role	Data Analyst
Tools	
Standards	
More Info....	

Product Design: DES-3.4 Create Business Intelligence Tool Metadata Model

Description	The Data Analyst adds metadata from various data sources, designing and organizing the metadata to a data warehouse, and using that metadata for decision analysis and reporting.
Artifacts Used	CREATION, READ, UPDATE, and DELETE (CRUD) Matrix Logical Data Model Deliverables Physical Data Model Deliverables
Artifacts Created	Business Intelligence (BI) Tool Metadata Design
Responsible Role	Data Analyst
Tools	
Standards	
More Info....	

Product Design: DES-3.5 Document Database Design

Description	The Data Analyst documents how the new software module or service meets the criteria of separating and loosely coupling data acquisition, data conformance, data centralization, data federation, operational data exploitation, and analytic data exploitation. The Data Analyst updates the Acquisition Plan, Cost Benefit Analysis, Enterprise Data Architecture Document, Interface Control Document and System Design Document.
Artifacts Used	Acquisition Plan Cost Benefit Analysis Data Architecture Diagram Data Security Diagram Enterprise Data Architecture Document Interface Control Document System Design Document
Artifacts Created	Updated Acquisition Plan Updated Cost Benefit Analysis Updated Enterprise Data Architecture Document Updated Interface Control Document Updated System Design Document (Applicable Data Design Sections)
Responsible Role	Data Analyst
Tools	
Standards	
More Info....	

Product Design: DES-4 Elaborate Product Architecture

Description	The Developer specifies the following: • All required interactions within the system and all necessary interfaces with external entities • Multi-step integration processes for the integration of the product component. • Application units to include, at minimum, a description of every input (request) into the system, every output (response) from the system and all functions performed by the system in response to an input or in support of an output.
Artifacts Used	Activity Hierarchy Diagrams Interface Architecture Diagrams Configuration Diagrams Interface Control Document (ICD) Database Mapping Guide Preliminary Design Document Deployment Diagrams Functional Flow Diagrams
Artifacts Created	Expanded Activity Hierarchy Diagrams Expanded User Interface Diagrams Expanded Configuration Diagrams Updated Database Mapping Guide Expanded External Interface Diagrams Updated Functional Flow Diagrams Expanded Integration Architecture Diagrams Updated Interface Control Document Expanded Internal Interface Diagrams
Responsible Role	Developer
Tools	
Standards	
More Info....	All required User Reports are created prior to this activity

Product Design: DES-5 Submit Technical Analysis Request Form

Description	The Project Manager submits the Technical Analysis Request (TAR) form along with supplemental documents that describe the project's objectives, solution and challenges. Details about the architecture are also provided, including servers, backups, geographic sites of processing, dependencies with other applications, network performance, storage utilization, as well as information about users and operations support. Note: A TAR is required any time that a proposed solution either needs to add new infrastructure or to modify the existing infrastructure at the VA.
Artifacts Used	Interface Control Document Product Architecture Document Project Charter Requirements Specification Document System Design Document
Artifacts Created	Technical Analysis Request Form
Responsible Role	Project Manager
Tools	
Standards	Technical Analysis Request/Technical Analysis Summary Process
More Info....	

Product Design: DES-6 Elaborate Database Design

Description	The Developer specifies unit-level data requirements and communication protocols and formats between each software unit in the functional group. During this activity the following are fully attributed and updated: • Business Intelligence (BI) Tool Metadata Design • Logical Database Design • Physical Database Design • System Design Document
Artifacts Used	Business Use Cases Data Flow Diagrams Functional Model Deliverables Logical Data Model Deliverables Physical Data Model Deliverables Requirements Specification Document System Design Document
Artifacts Created	◯ Data Definition Document Fully Attributed BI Tool Metadata Design Fully Attributed Logical Database Design Fully Attributed Physical Database Design Updated System Design Document (applicable Data Design Sections)
Responsible Role	Developer
Tools	
Standards	
More Info....	

Product Design: DES-7 Design Data Security

Description	The Developer defines the processes enabling the security requirements and also expands on those said requirements. The Developer identifies components which could be vulnerable to a breach of system security and documents how the new software module or service meets Enterprise Security and Privacy criteria. The Developer identifies components which could fail and develop a correction/recovery strategy to ensure that the design minimizes or eliminates the potential for failures of the system.
Artifacts Used	Application Security Diagrams Logical Data Model Deliverables Configuration Diagrams Master Test Plan Data Security Diagrams Physical Model Deliverables Deployment Diagram Security Architecture Deliverables Domain Model Deliverables Service Delivery Model Deliverables Integration Architecture Model Deliverables System Design Document Interface Architecture Model Deliverables System Security Plan
Artifacts Created	Data Security Diagrams Expanded Trust Model Updated Disaster Recovery Plan Updated Master Test Plan Updated System Security Plan
Responsible Role	Developer
Tools	
Standards	
More Info....	The System Security Plan is created in the Product Documentation process.

Product Design: DES-8 Document Resource Allocation

Description	The Developer specifies utilization and size of each component unit being designed. It should document the variance with the initial estimates and how long the variance will be needed. The Acquisition Plan is also updated during this activity.
Artifacts Used	Acquisition Plan Logical Data Model Deliverables Physical Data Model Deliverables Product Evaluation and Analysis
Artifacts Created	Technical Stack Variance Updated Acquisition Plan
Responsible Role	Developer
Tools	
Standards	
More Info....	

Product Design: DES-9 Create ASSESS Report

Description	The Program Manager creates the Application Self-Scoring Evaluation Support System (ASSESS) which is an objective self-scoring mechanism. If Preliminary and Final ASSESS have been administered to the project team by Testing Service (TS), then Enterprise Testing Service (ETS) will accept those results for Operational Readiness Testing (ORT). If TS has not previously administered the ASSESS evaluation, then ETS requires that the Final ASSESS questionnaire be completed by the project group and submitted to ETS for ORT.
Artifacts Used	Requirement Specification Document System Design Document
Artifacts Created	Final Scoring Criteria Form
Responsible Role	Program Manager
Tools	Final Survey User Guide
Standards	Final ASSESS Guide
More Info....	TS ASSESS Process

Design Evaluation

Developer

DEV-1
Identify
Design Risks

DEV-4
Document
Product Design

DEV-5
Develop
Executable
Prototype

F

Solution Architect

DEV-2
Perform
Reusability
Analysis

Test Analyst

DEV-3
Perform
Test Impact
Analysis
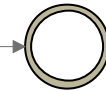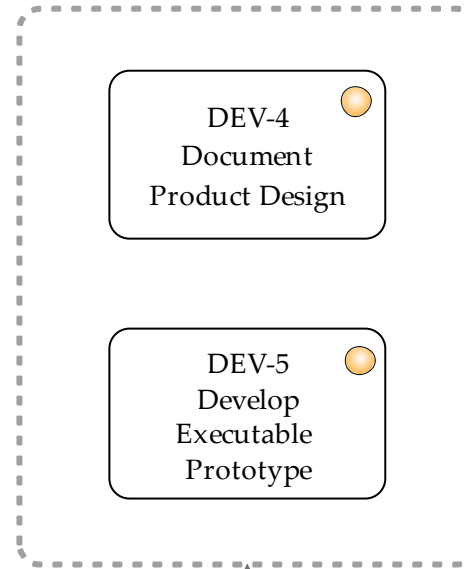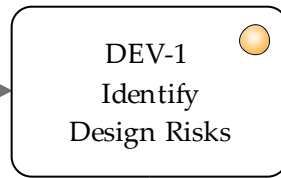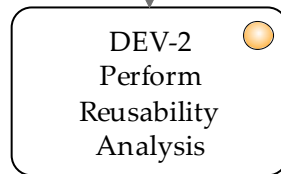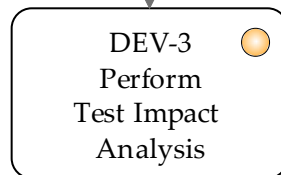
Goals of Design Evaluation

- Review the product component designs
- Verify component reuse
- Consolidate the various design artifacts into a product design package
- Demonstrate proof of concept and executable prototype

This stage concludes with a Formal Design Review.

Key Design Review artifacts include:
- Product Design
- Executable Prototype

Design Evaluation RACI Chart

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role				
		Test Analyst	Solution Architect	Developer	Application & Data Architecture Service Director	Project Manager
DEV-1	**Identify Design Risks**			R		A
DEV-2	**Perform Reusability Analysis**		R		A	
DEV-3	**Perform Test Impact Analysis**	R				A
DEV-4	**Document Product Design**			R		A
DEV-5	**Develop Executable Prototype**			R		A
DEV-FR1	**Conduct Formal Review of Design Documents**			R		A

Design Evaluation: DEV-1 Identify Design Risks

Description	The Developer identifies and documents the risks associated with candidate architectures that are considered during the System Security Architecture Review.
Artifacts Used	Cost Benefit Analysis Database Design Document Interface Control Document (ICD)
Artifacts Created	Updated Risk Log
Responsible Role	Developer
Tools	
Standards	
More Info....	

Design Evaluation: DEV-2 Perform Reusability Analysis

Description	The Solution Architect specifies the applicable design requirements to facilitate reuse.
Artifacts Used	Product Evaluation and Analysis System Design Document
Artifacts Created	Updated Product Evaluation and Analysis
Responsible Role	Solution Architect
Tools	
Standards	
More Info....	

Design Evaluation: DEV-3 Perform Test Impact Analysis

Description	The Test Analyst performs the test impact analysis in order to determine the impact of testing activities on product component designs.
Artifacts Used	Product Architecture Document Test Architecture Diagrams Master Test Plan
Artifacts Created	Updated Master Test Plan Updated Product Architecture Document
Responsible Role	Test Analyst
Tools	
Standards	
More Info....	

Design Evaluation: DEV-4 Document Product Design

Description	The Developer consolidates the design artifacts into the System Design Document and provides a textual narrative and explanation of the end to end product component architecture designs with all partitions, application architecture implications, and data architecture. The System Design Document specifies any items that could limit the designer including regulatory policies, hardware limitations, interfaces to other applications, parallel operation, reliability issues, criticality of the application, safety and security considerations.
Artifacts Used	Business Intelligence (BI) Tool Metadata Design Impacted Applications List Configuration Diagrams Integration Architecture Diagrams Cost Benefit Analysis Logical Database Design Cost Variance Stack Physical Database Design Data Security Diagrams Test Impact Analysis Deployment Diagrams Trust Model
Artifacts Created	Updated System Design Document
Responsible Role	Developer
Tools	
Standards	
More Info....	

Design Evaluation: DEV-5 Develop Executable Prototype

Description	The Developer creates an executable prototype that helps to qualify the product or product components. The Proof of Concept (POC) must contain all the requirements to a level of detail sufficient to enable developers to construct a system to satisfy those requirements, and to enable test analysts to show that the system satisfies those requirements. The detailed design phase is considered complete when associated POCs are submitted and reviewed.
Artifacts Used	System Design Document
Artifacts Created	Executable Prototype
Responsible Role	Developer
Tools	
Standards	Prototyping Guide
More Info....	

Design Evaluation: DEV-FR1 Conduct Formal Review of Design Documents

Description	The Developer conducts the Design Documents Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Design Documents and appropriate signatures.
Artifacts Used	Enterprise Data Model Requirements Traceability Matrix Executable Prototype Risk Log Master Test Plan Systems Design Document Operational Proof of Concepts Preliminary Designs Document
Artifacts Created	Artifact Review Agenda and Minutes Design Evaluation Approval Signature Template Design Evaluation Checklist (Review Findings Summary included) Updated Enterprise Data Model Updated Executable Prototype
Responsible Role	Developer
Tools	
Standards	One-VA Technical Reference Model ProPath Reviews Guide Quality Assurance Standard
More Info....	

Project Shut Down

Office of Responsibility (OOR)

PSD-5 Coordinate Staff Reallocation

Triad (OOR, OAL, OGC)

PSD-1 Notify Project Manager

PSD-2 Initiate Contract Shutdown

Information Technology Resource Management

PSD-6 Coordinate Non-pay Reallocation

Project Manager

PSD-3 Notify Appropriate OOR and Business Sponsor

PSD-4 Notify Stakeholders

Architecture, Strategy and Design

PSD-7 Update PMAS Database

home   goals   raci
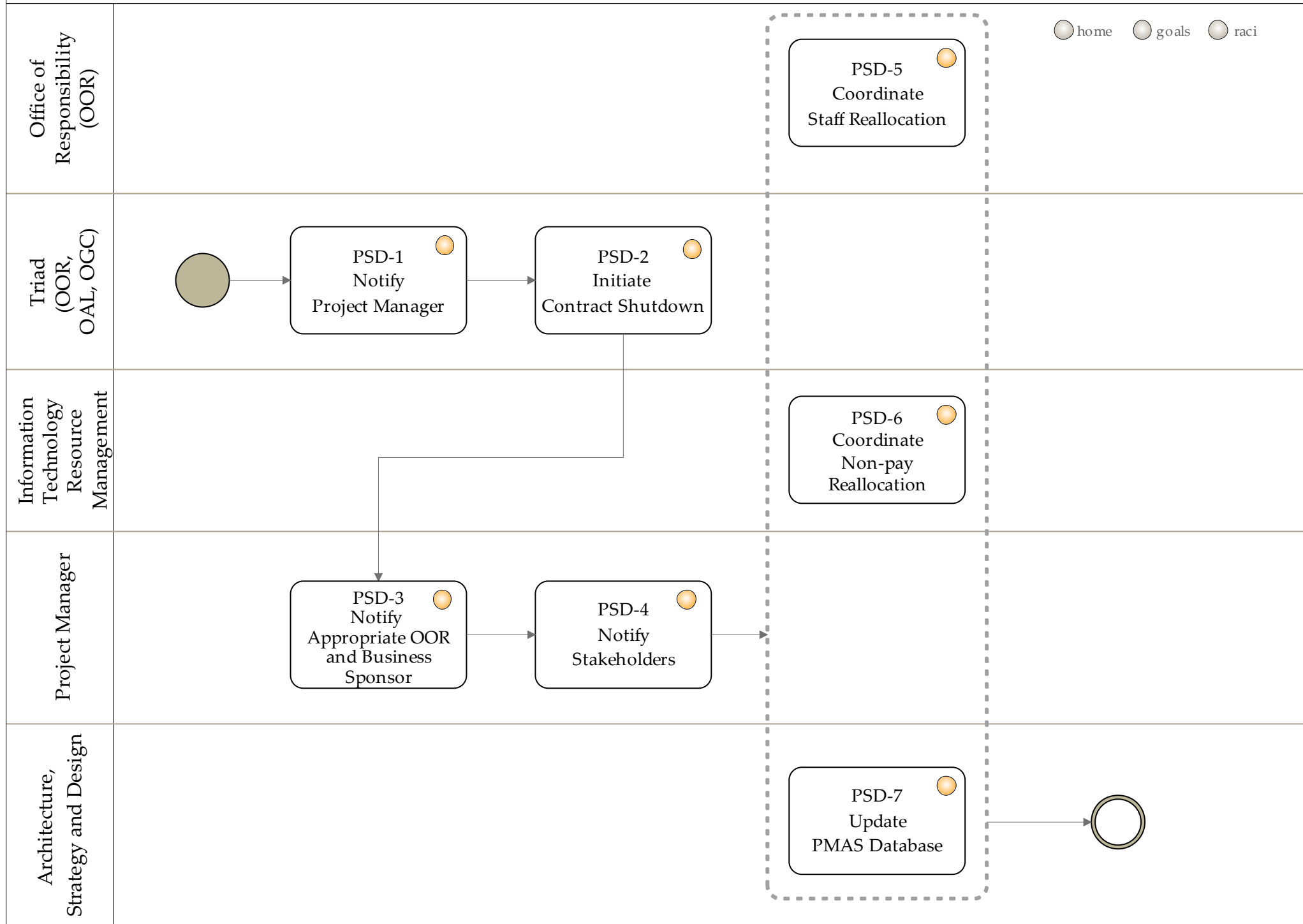
Project Shut Down

Goals of Project Shut Down

To ensure that the shutdown of a project is properly coordinated with all stakeholders, fully documented for future reference and audit traceability, and performed in a controlled environment through a documented process.

Projects can enter the Shut Down process in one of the following ways:
- Failure to complete restart documentation within 60 calendar days of being paused
- CIO decision to shut down the project
- Triad decision to shut down the project
- Customer deciding the project is no longer needed

Project Shut Down RACI Chart

R = Responsible **A** = Accountable **C** = Consulted **I** = Informed

○ home ○ process ○ goals

		Role							
		Architecture, Strategy and Design	Information Technology Resource Manager	Project Manager	Program Manager	Triad (OOR, OAL, OGC)	Office of Responsibility (OOR)	Deputy Chief Information Officer	CIO
PSD-1	**Notify Project Manager**					R		A	
PSD-2	**Initiate Contract Shutdown**					R		A	
PSD-3	**Notify Appropriate OOR and Business Sponsor**			R	A				
PSD-4	**Notify Stakeholders**			R	A				
PSD-5	**Coordinate Staff Reallocation**						R		A
PSD-6	**Coordinate Non-pay Reallocation**		R		A				
PSD-7	**Update PMAS Database**	R		A					

Project Shut Down: PSD-1 Notify Project Manager

Description	The Triad files the decision to shut down the project and notifies the appropriate Project Manager. Triad consists of: • OI&T Deputy Assistant Secretary (DAS)/Deputy CIO (DCIO) Office of Responsibility (OOR) • Office of Acquisition and Logistics (OAL) • Office of General Counsel (OGC)
Artifacts Used	CIO Decision Memorandum
Artifacts Created	Notification of Project Shutdown
Responsible Role	Triad (OOR, OAL, OGC)
Tools	
Standards	
More Info....	Office of Acquisition and Logistics (OAL) website

Project Shut Down: PSD-2 Initiate Contract Shutdown

Description	The Project Manager initiates shutdown of the project's contract obligations.
Artifacts Used	CIO Decision Memorandum Project Contracts
Artifacts Created	Contract Shutdown Notification
Responsible Role	Triad (OOR, OAL, OGC)
Tools	
Standards	
More Info....	

Project Shut Down: PSD-3 Notify Appropriate OOR and Business Sponsor

Description	The Project Manager notifies the appropriate office of responsibility (OOR) and Business Sponsor of the decision from the Triad to stop the project.
Artifacts Used	CIO Decision Memorandum
Artifacts Created	Appropriate office of responsibility and Business Sponsor Notification
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Shut Down: PSD-4 Notify Stakeholders

Description	The Project Manager notifies the following stakeholders of the decision from the Triad (OOR, OAL, OGC) to stop the project: • Integrated Project Team (IPT) • Deputy Assistant Secretary (DAS) • Project Staff • Program Planning and Oversight
Artifacts Used	CIO Decision Memorandum
Artifacts Created	Stakeholder Notification
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Shut Down: PSD-5 Coordinate Staff Reallocation

Description	The appropriate office of responsibility coordinates the reallocation of staff to other projects.
Artifacts Used	CIO Decision Memorandum Enterprise Project Structure
Artifacts Created	Updated Staff Allocation Updated Enterprise Project Structure
Responsible Role	Office of Responsibility
Tools	
Standards	
More Info....	

Project Shut Down: PSD-6 Coordinate Non-pay Reallocation

Description	Information Technology Resource Manager coordinates the reallocation of non-pay project assets to other active projects.
Artifacts Used	CIO Decision Memorandum Enterprise Project Structure
Artifacts Created	Updated Non-pay Asset Allocation Updated Enterprise Project Structure
Responsible Role	Information Technology Resource Manager
Tools	
Standards	
More Info....	

Project Shut Down: PSD-7 Update PMAS Database

Description	The Architecture, Strategy and Design office updates the PMAS database. At this point, the project has been shut down.
Artifacts Used	CIO Decision Memorandum Enterprise Project Structure
Artifacts Created	Updated PMAS Database
Responsible Role	Architecture, Strategy and Design
Tools	
Standards	
More Info....	

Change Management

```
Change Coordinator/Requestor

   ( )  →  CHG-1
             Initiate
             Change
                │
                ▼
           CHG-2
           Analyze/Plan
           Change
                │

                          CHG-6              ( )
                          Validate
                          Change
```

```
Appropriate Approval Authority

           CHG-3
           Approve
           Change
                │
                ▼
```

```
Task Assignee

           CHG-4
           Fix/Develop
           Change
                │
                ▼
```

```
Change Implementer

           CHG-5
           Implement
           Change
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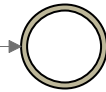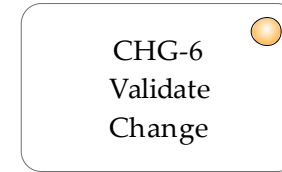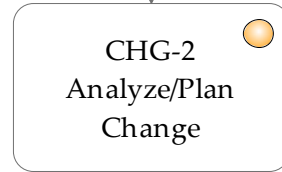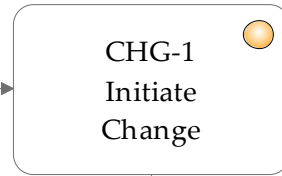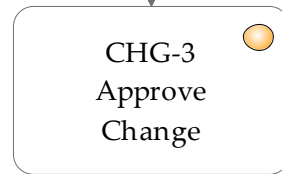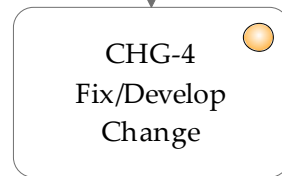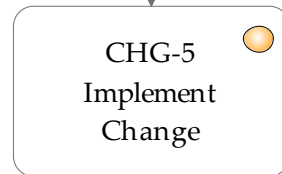
Change Management

Goals of Change Management

- Establish an Office of Information & Technology (OI&T) Change Management process.
- Standardize methods and procedures that follow sound Change Management principles.
- Communicate an adaptable framework for change management that allows OI&T offices to incorporate the principles of change management into their business functions and work products as a routine procedure.
- Allow OI&T to reinforce a commitment to minimizing or preventing adverse effects on VA information systems, as a result of a lack of proper planning, documentation, and/or coordination through an approved standard process.

Change Management RACI Chart

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role														
		Initiator (Affecter Entity)	Requestor	Coordinator	IT Business Manager	EC/CCB	Change Manager	Release Manager	Configuration Manager	Technical SME	Dev/Programmer/TW SME	Build Manager	CAB	CCB	SQA/QA	Implementer
CHG-1	Initiate Change		R	R	A		I									
CHG-2	Analyze/Plan Change	C	C	R	C		C	C		C	C					
CHG-3	Approve Change	C	C	R A	C A		C			R C			R	R		
CHG-4	Fix/Develop Change			A				R			R	R			R	
CHG-5	Implement Change	C I	C I	R A	I		I	I				I	I	I	I	R C
CHG-6	Validate Change	R C	C I	R A	R C	C	C I	C I	R	C	C	C I	I	I	C I	R C

Change Management: CHG-1 Initiate Change

Description	The Change Coordinator interfaces with the Change Requestor and is responsible for ensuring that the necessary information to identify the basic requirements associated with the change have been identified. It is critical that the change management process is consistent in quality and completeness and rejects invalid requests. Although a change request can be submitted by anyone within a business or IT unit, it receives an initial review by the Change Coordinator within the appropriate IT business unit. The Change Coordinator determines if there is sufficient information to create the change request and creates a new change request within the Change Management Process. The Change Coordinator contacts the Change Requestor if additional information is required.
Artifacts Used	Action Items Problems Business Need assessment Requests Incidents Security Mandate Legislation Vulnerability Notifications Policy Change
Artifacts Created	Notifications to affected and responsible entities. Registered Request for Change
Responsible Role	Change Coordinator/Requestor
Tools	National Change Control Board web site
Standards	ESE Process Documentation OI&T Change Management Process Document
More Info....	

Change Management: CHG-2 Analyze/Plan Change

Description	During this step in the process the Change Coordinator, in concert with others involved with the change, develops a business case justification, performs a Technical Impact Analysis, Business Risk and Impact Analysis and back-out plan. Once completed a determination is made as to the lead time required based on the risk level. Standard Changes go directly to the implementation phase and Emergency Changes are submitted to the Emergency Change/Change Control Board (EC/CCB) for approval. All other changes follow the approved life cycle for the request type.
Artifacts Used	Input from Business Partners, Security, Engineering Request for Change
Artifacts Created	Business Case Justification Updated Request for Change
Responsible Role	Change Coordinator/Requestor
Tools	National Change Control Board web site
Standards	OI&T Change Management Process Document
More Info....	

Change Management: CHG-3 Approve Change

Description	Following completion of the change analysis, a change must be authorized for development and implementation based on the appropriate level of approval authority that is required or determined for the request for change based on Risk, Priority and Impact. Each non-Standard Request for Change must be approved for implementation by one or more of the appropriate approval levels: • Change Manager • Peer Approval - Technical SME and Change Coordinator • Business Manager • Change Advisory Board • Change Control Board • Emergency Change/Change Control Board Requests for Change that are not approved for implementation are returned for more information or rejected.
Artifacts Used	Request for Change
Artifacts Created	Approved/Rejected Request for Change
Responsible Role	Appropriate Approval Authority
Tools	National Change Control Board web site
Standards	OI&T Change Management Process Document
More Info....	

Change Management: CHG-4 Fix/Develop Change

Description	While this step in the process is not always required, changes to documents, software code, and many configuration items follow a rigorous development lifecycle. Approved changes (RFCs) are assigned to a developer, programmer, tech writer or other Subject Matter Expert (SME) for resolution. Once resolved the changes may be compiled and packaged with other changes and artifacts and delivered to testing as a build, modified work product, or configuration change. Testing verifies the fix and the change is staged for production and packaged as a release candidate, new baselines are established and substantiating documentation is produced.
Artifacts Used	Request for Change
Artifacts Created	Updated Request for Change
Responsible Role	Task Assignee
Tools	National Change Control Board web site
Standards	OI&T Change Management Process Document
More Info....	

Change Management: CHG-5 Implement Change

Description	Once the requested change has been developed tested and ready for release it moves into the Implementation and Documentation phase. The Change Implementer takes the steps necessary to successfully implement the change. • Obtain Release Management Approval • Complete final planning • Establish the schedule and complete required notifications • Complete the change implementation • Verify system operability • Complete final change documentation All documentation relevant to the change should be maintained together. Any documents created during the change process should be attached to the change record.
Artifacts Used	Approved Request for Change
Artifacts Created	Updated Implemented Request for Change
Responsible Role	Change Implementer
Tools	National Change Control Board web site
Standards	◯ OI&T Change Management Process Document
More Info....	

Change Management: CHG-6 Validate Change

Description	The Change Coordinator/Requestor and end users test and validate that the change has been successful. If problems are encountered a decision is made to back-out the change or to correct the problem and redeploy. Even if a change has not fully met the desired objectives for the change, the review may still determine that the change should not be backed out and that it is not desirable or cost-effective to make more changes. Instead, there may be options available to work around the shortcomings of the system. Such workarounds should be coordinated and documented with the customer. If there are user workarounds, the service desk should be informed so that the information can be easily made available to the users. If the workaround is an additional manual process that some IT staff needs to take, document the workaround and inform the responsible parties.
Artifacts Used	Request for Change
Artifacts Created	Completed After Action Report (if required) Completed (successfully or unsuccessfully) Request for Change Completed Test Results
Responsible Role	Change Coordinator/Requestor
Tools	National Change Control Board web site
Standards	OI&T Change Management Process Document
More Info....	

Segment Architecture

Executive Sponsor

● → SAM-1 Launch Project ⇩

Core Team

SAM-2 Define Segment Scope ⇩

Segment Architect
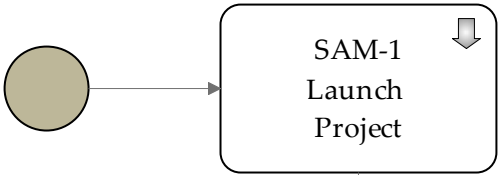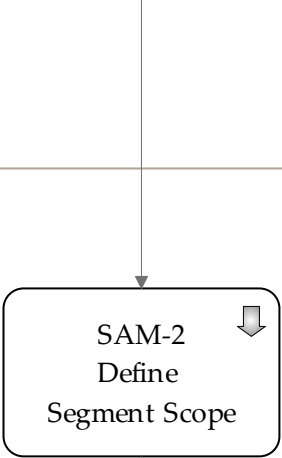
SAM-3 Define Business Requirements ⇩ → SAM-4 Define Conceptual Architecture ⇩ → SAM-5 Author Modernization Blueprint ⇩ → ◎
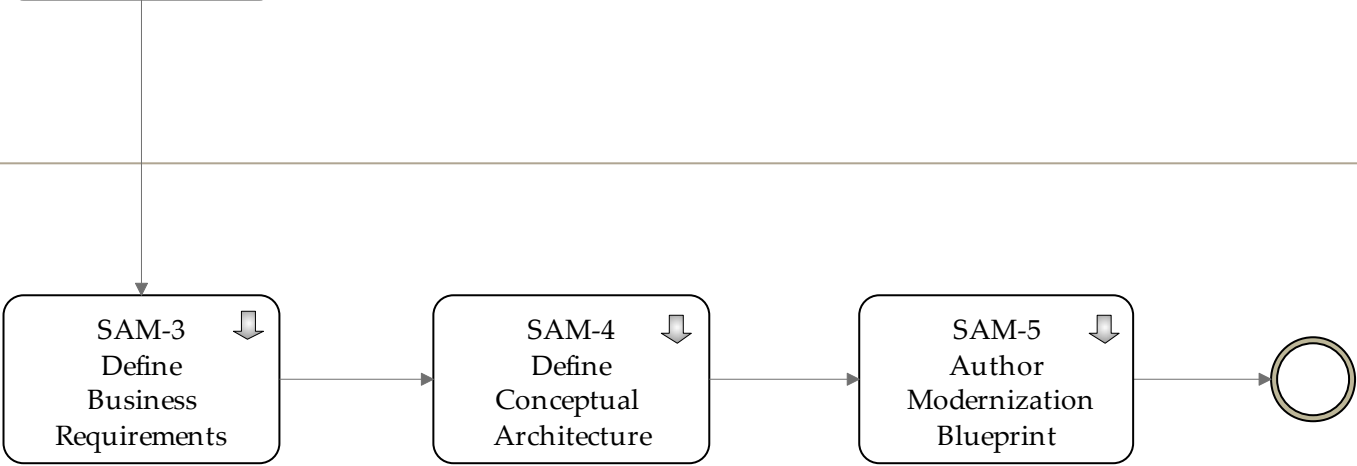
Goals of Segment Architecture

The Goals of the Segment Architecture are as follows:

- To expedite architecture development and maximize architecture use
- To develop a core mission area segment architecture
- To help architects engage segment leaders to deliver value-added plans for improved mission delivery

Note:

The Segment Architecture process is an independent flow in ProPath that is used by the Architecture, Strategy and Design (ASD) group only. By having a separate process it allows the ASD group to refine their flow and determine where parts of Segment Architecture would fit into existing processes. Once this phase is complete, the ASD group will identify the necessary Segment Architecture processes and deliverables that would need to be added to existing processes.

Segment Architecture RACI Chart - 1

		Role			
		Segment Architect	Core Team	Business Owner	Executive Sponsor
SAM-1.1	Create Segment Architecture Governance Framework	R		A	
SAM-1.2	Develop Purpose Statement			R	A
SAM-1.3	Solicit Core Team Members				R
SAM-1.4	Create Core Team Charter and Project Schedule	R		A	
SAM-1.5	Establish Communications Strategy		R	A	
SAM-2.1	Establish Segment Scope		R	A	
SAM-2.2	Identify Strategic Improvement Opportunities		R	A	
SAM-2.3	Define Segment Strategic Intent		R	A	
SAM-2.4	Validate Segment Scope	R		A	

Segment Architecture RACI Chart - 2

		Role			
		Segment Architect	Core Team	Business Owner	Executive Sponsor
SAM-3.1	Determine Current Business Environment	R		A	
SAM-3.2	Determine Business Improvement Opportunities	R		A	
SAM-3.3	Define Target Architecture	R	A		
SAM-3.3.1	Define Target Business Architecture	R	A		
SAM-3.3.2	Define Target Data Architecture	R	A		
SAM-3.4	Validate Target Architecture	R	A		
SAM-4.1	Assess System Environment	R	A		
SAM-4.2	Define Target Conceptual Solution Architecture	R	A		
SAM-4.3	Analyze System Transition Dependencies	R	A		

Segment Architecture RACI Chart - 3

		Role			
		Segment Architect	Core Team	Business Owner	Executive Sponsor
SAM-4.4	Validate Conceptual Solution Architecture	R		A	
SAM-5.1	Implementation Recommendations	R	A		
SAM-5.2	Develop Draft Segment Blueprint	R	A		
SAM-5.3	Finalize Segment Blueprint		R	A	
SAM-5.4	Obtain Approval of Segment Blueprint	R		A	

Segment Architecture: SAM-1 Launch Project

SAM-1.3
Solicit
Core Team Members

SAM-1.2
Develop
Purpose Statement

SAM-1.4
Create
Core Team Charter
and Project Schedule

SAM-1.5
Establish
Communications
Strategy

SAM-1.1
Create
Governance
Framework
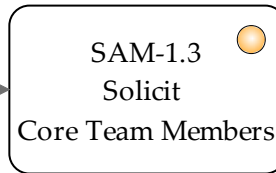
Executive Sponsor
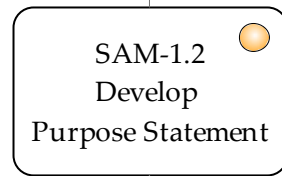
Business Owner

Core Team
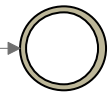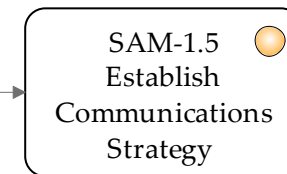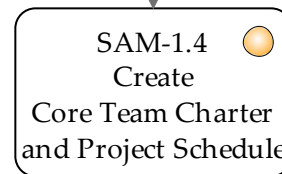
Segment Architect
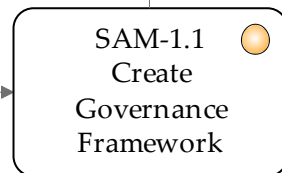
Segment Architecture: SAM-1.1 Create Governance Framework

Description	The Segment Architect identifies the Business Owners and Executive Sponsor and creates a Governance Framework. This activity begins with an overall definition of the segment governance structure and leads to the definition of the segment business owner(s) responsible for understanding the planning and resource commitments associated with developing the segment architecture. This also includes the selection of an executive sponsor, an individual willing to champion the concept of transformation within the segment and determine the direction and scope of the segment architecture findings and recommendations. During this activity, the Segment Architect educates the Business Owner(s) and/or Executive Sponsor on the segment architecture process. This education can include formally meeting with the business owner(s) of the segment to communicate how their resources will be used in developing the segment architecture.
Artifacts Used	Agency Policies Agency Strategic Plans Executive Orders Legislation List of affected organizations and their business owner(s) (Strategic Plan and Organization Chart) Preliminary list of affected Performance Accountability Report (PAR) measures Preliminary list of affected Program Assessment Rating Tool (PART) measures President's Budget
Artifacts Created	Governance Framework
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-1.2 Develop Purpose Statement

Description	The Business Owner(s) and Executive Sponsor develop the segment architecture intent, or Segment Architecture Development Purpose Statement, which serves to communicate to the core team the reason why the segment architecture is being created, why the segment architecture is important, and what its implementation should accomplish. The purpose statement is critical for segments that span across multiple organizations and have multiple business owners. Establishing a purpose statement in these instances at the start of the project provides clarity for the individuals in multiple organizations that will be participating in the project.
Artifacts Used	Agency Policies Agency Strategic Plans Executive Orders Legislation List of affected organizations and their business owner(s) (Strategic Plan and Organization Chart) PAR PART measures President's Budget
Artifacts Created	◯ Segment Architecture Development Purpose Statement
Responsible Role	Business Owner(s)
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-1.3 Solicit Core Team Members

Description	The Executive Sponsor creates the Core Team Formation Memorandum to recruit the best and brightest subject matter experts from the affected organizations on to the Core Team, a critical entity in the segment architecture development process. The Core Team ideally consists of program manager level personnel who are subject matter experts in the segment, and possibly key segment stakeholders. The Core Team is a highly functional team that has the knowledge and vision to develop an actionable segment architecture.
Artifacts Used	List of affected organizations and identified business owners (strategic plan and organization chart) Segment Architecture Development Purpose Statement
Artifacts Created	○ Core Team Formation Memorandum ○ Core Team Roster
Responsible Role	Executive Sponsor
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-1.4 Create Core Team Charter and Project Schedule

Description	The Core Team creates the Core Team Charter to: • Support the development of the segment architecture • Establish the legitimacy of the project • Delineate role of its players • Establish operational ground rules • Create a decision-making structure • Define preliminary scope, stated goals, and objectives. The Core Team establishes the Project Schedule to guide the process and ensure timely delivery of the segment architecture. The segment architecture process steps, activities, tasks, and outputs are major contributors to the structure and sequencing of the schedule.
Artifacts Used	Core Team Formation Memorandum Core Team Roster Segment Architecture Development Purpose Statement
Artifacts Created	Core Team Charter Project Schedule
Responsible Role	Core Team
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	SAM Project Schedule Example (MS Project Plan)

Segment Architecture: SAM-1.5 Establish Communications Strategy

Description	The Core Team establishes the Communication Strategy to: • Identify relevant stakeholders in the context of the purpose statement and the Core Team's knowledge of the affected organizations • Address the necessary targeting (stakeholder, timing and delivery means) of the value messages that are important throughout the project. This targeting is orchestrated with existing organizational and informational channels, behaviors, calendars, and events to optimize reach and usefulness • Identify the optimal formats and delivery channels (email, brochure, presentations, and web) to sustain effective communications.
Artifacts Used	Core Team Charter Governance Framework Project Schedule
Artifacts Created	Communications Strategy
Responsible Role	Core Team
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-2 Define Segment Scope

Core Team

SAM-2.1
Establish
Segment Scope

SAM-2.2
Identify
Strategic
Improvement
Opportunities

SAM-2.3
Define
Segment Strategic
Intent

Segment Architect

SAM-2.4
Validate
Segment Scope
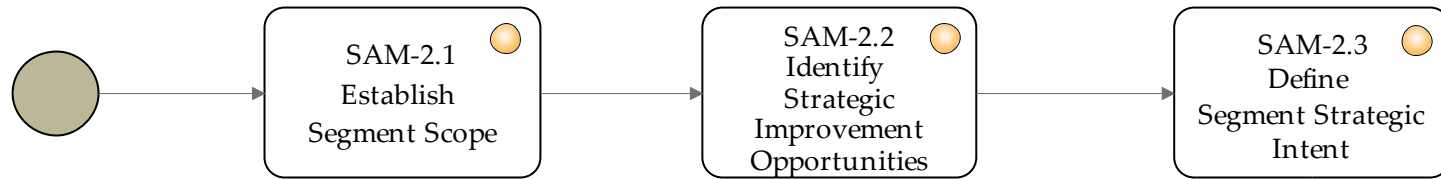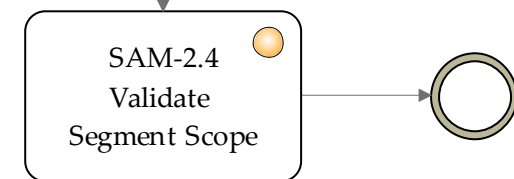
Segment Architecture: SAM-2.1 Establish Segment Scope

Description	Using the context of the Segment Architecture Development Purpose Statement, the Core Team formalizes the segment scope to identify: • High-level the segment stakeholders • Business domains • Common/mission services • Information exchanges • Systems/security/technical focus areas. While some of these items may not be known at this point, the more information that is available to describe the proposed segment scope and formulate a clear understanding with the Core Team, the better.
Artifacts Used	Core Team Charter Segment Architecture Development Purpose Statement
Artifacts Created	○ Current Operating Environment Diagram ○ Driver and Policy Map ○ Segment Summary ○ Stakeholders Map
Responsible Role	Core Team
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-2.2 Identify Strategic Improvement Opportunities

Description	The Core Team identifies a set of high-level strategic improvement opportunities to include: • Identification of the segment stakeholder needs, segment risks and impacts, and performance gaps • Formulation of the segment business needs and identification of a set of high-level strategic improvement opportunities • Prioritization and selection of the segment's strategic improvement opportunities to form the foundation through which the segment strategic intent is developed.
Artifacts Used	Segment Architecture Development Purpose Statement Segment Context Segment Scope Stakeholders and their Relationships
Artifacts Created	Performance Gap Analysis Risk Capture Stakeholder Needs Strategic Improvement Opportunities Analysis Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
Responsible Role	Core Team
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-2.3 Define Segment Strategic Intent

Description	The Core Team documents the segment's strategic intent which consists of: • Reviewing the prioritized Strategic Improvement Opportunities • Developing the language to describe the target state vision, goals, outcomes, and performance indicators • Establishing the target product(s) and/or service(s) target maturity levels.
Artifacts Used	Performance Gaps Risks and Impacts Stakeholder Needs Strategic Improvement Opportunities
Artifacts Created	○ Common/Mission Services Maturity Framework ○ Performance Scorecard ○ Strategic Opportunities Alignment Updated Segment Summary
Responsible Role	Core Team
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-2.4 Validate Segment Scope

Description	The Segment Architect presents the Segment Scope and Segment Strategic Intent for approval to the Executive Sponsor and Business Owner(s).
Artifacts Used	Segment Context Segment Scope Segment Strategic Intent
Artifacts Created	Segment Scope and Strategic Intent Presentation
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-3 Define Business Requirements

Segment Architect

SAM-3.1
Determine
Current Business
Environment

SAM-3.2
Determine
Business
Improvement
Opportunities

SAM-3.3
Define
Target Architecture

SAM-3.4
Validate
Target Architecture
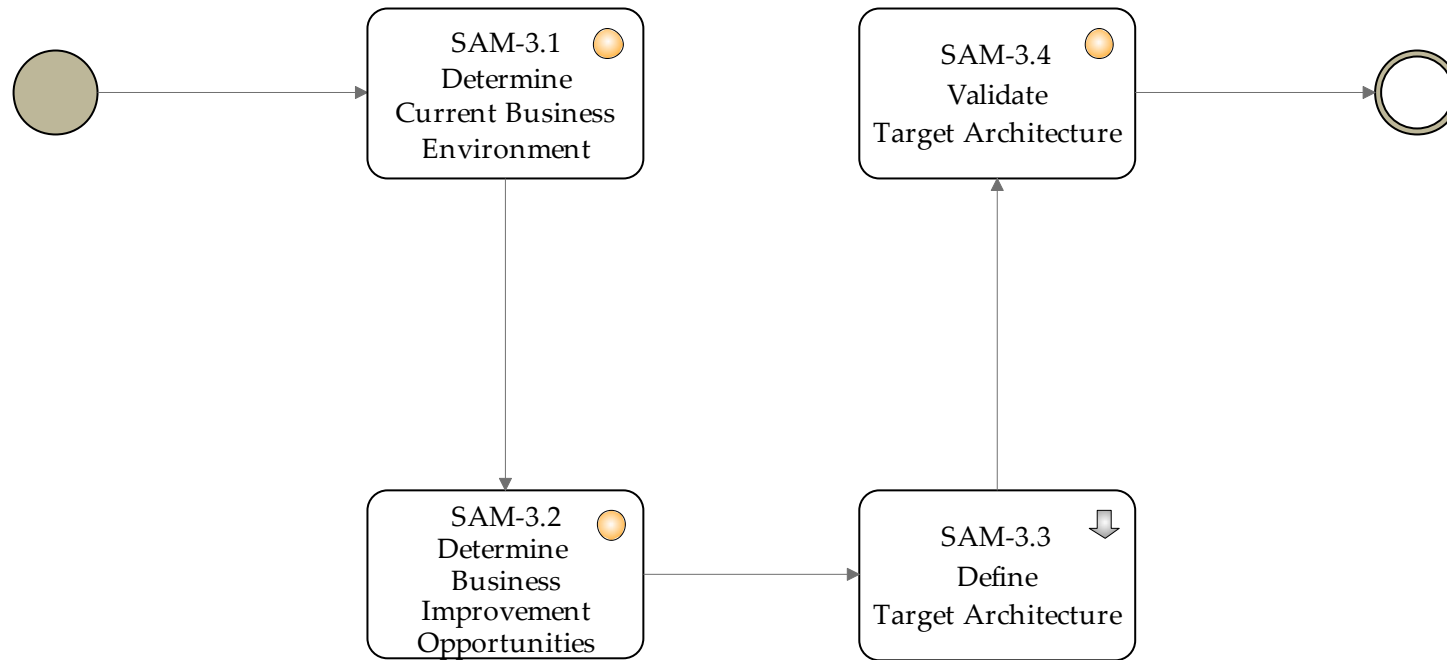
Segment Architecture: SAM-3.1 Determine Current Business Environment

Description	The Segment Architect determines the as-is business and information environment to include: • Analysis of the current business and information environment in the context of the strategic improvement opportunities identified during scope definition • Definition and analysis of portions of the current business and information requirements that are relevant to the strategic improvement opportunities • Analysis of common/mission services identified in the segment scope. This analysis ensures that in subsequent activities adjustments to the current state can be determined and strategic improvement opportunities can be achieved.
Artifacts Used	Common/Mission Services Target Maturity Levels Performance Scorecard
Artifacts Created	As-is Business Activity Model As-is Business Function Model As-is Business Process Swim Lane Diagram As-is Business Value Chain Analysis Authoritative Data Source Candidate Qualitative Analysis
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-3.2 Determine Business Improvement Opportunities

Description	The Segment Architect determines and articulates the changes to the target business and information architectures by: • Analyzing the gap between the current and required business environment in the context of the strategic improvement opportunities • Determining which elements within the current state business and information environment must change to meet the desired strategic improvement opportunities • Describing required changes to the business and information environments and whether these changes are currently addressed with planned initiatives or investments.
Artifacts Used	As-is Business Function Model As-is Business Value Chain Diagrams As-is Key Business Process Models As-is Key Business Process Swim Lane Diagrams As-is Key Information Sources Qualitative Assessment Common/Mission Services Maturity Levels Existing documentation on the current business and information environment (practices, rules, PAR and applicable PART) High-level Information Requirements Segment Scope and Strategic Intent
Artifacts Created	Business and Information Architecture Adjustment Profiles
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-3 Define Target Architecture

Segment Architect

SAM-3.3.1
Define
Target Business
Architecture

SAM-3.3.2
Define
Target Data
Architecture

Segment Architecture: SAM-3.3.1 Define Target Business Architecture

Description	The Segment Architect defines the target business architecture by: • Defining the optimal target business to reflect the business improvement opportunities identified in the prior activities. • Developing target versions of the current state business artifacts previously developed The target business will be recommended for implementation. The result will be to achieve the strategic improvement opportunities from defining scope, to operationalize the organization's Data Reference Model (DRM), and to maintain compliance with information assurance and security mandates.
Artifacts Used	As-is Business Function Model As-is Business Value Chain Diagrams As-is Key Business Process Models As-is Key Business Process Swim Lane Diagrams As-is Key Information Sources Qualitative Assessment Business and Data Architecture Adjustment Profiles Business and Information to Strategic Improvement Opportunities Alignment Matrix Common / Mission Services Maturity Levels Existing documentation on the current business and information environment (business processes, practices, rules, PAR, and applicable PART reports) Segment Scope and Strategic Intent
Artifacts Created	○ Target Business Activity Model ○ Target Business Function Model ○ Target Business Process Swim Lane Diagram ○ Target Business Value Chain Analysis
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-3.3.2 Define Target Data Architecture

Description	The Segment Architect defines the target data architecture to include: • Optimal target data architecture to reflect information improvement opportunities identified in the prior activities • Target information environments by developing target versions of the current state information artifacts previously developed. The target data architectures will be recommended for implementation. The result will be to achieve the strategic improvement opportunities from defining scope, to operationalize the organization's Data Reference Model (DRM), and to maintain compliance with information assurance and security mandates.
Artifacts Used	As-is Business Function Model As-is Business Value Chain Diagrams As-is Key Business Process Models As-is Key Business Process Swim Lane Diagrams As-is Key Information Sources Qualitative Assessment Business and Data Architecture Adjustment Profiles Business and Information to Strategic Improvement Opportunities Alignment Matrix Common/Mission Services Maturity Levels Existing documentation on the current business and information environment (business processes, practice, rules, PAR, and applicable PART reports) Segment Scope and Strategic Intent
Artifacts Created	⦿ CRUD Matrix Results Table ⦿ Target Conceptual Data Model ⦿ Target Data Steward Matrix ⦿ Target Information Flow Diagram ⦿ Target Information Sharing Matrix
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-3.4 Validate Target Architecture

Description	The Segment Architect develops and submits a package that describes the business and data architectures for the Core Team to review and approve.
Artifacts Used	**Target Business Architecture:** Target Business Function Model Target Business Value Chain Target Key Business Process Models Target Key Business Process Swim Lane Diagrams **Target Data Architecture:** Target Business Data Mapped to Key Business Processes (CRUD) Target Conceptual Data Model Target Data Steward Assignments Target Information Sharing Matrix Updated Data Reference Model
Artifacts Created	Business and Data Architecture Presentation
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-4 Define Conceptual Solution Architecture

Segment Architect

SAM-4.1
Assess
System Environment

SAM-4.2
Define
Target Conceptual
Solution Architecture

SAM-4.3
Analyze
System Transition
Dependencies

SAM-4.4
Validate
Conceptual Solution
Architecture
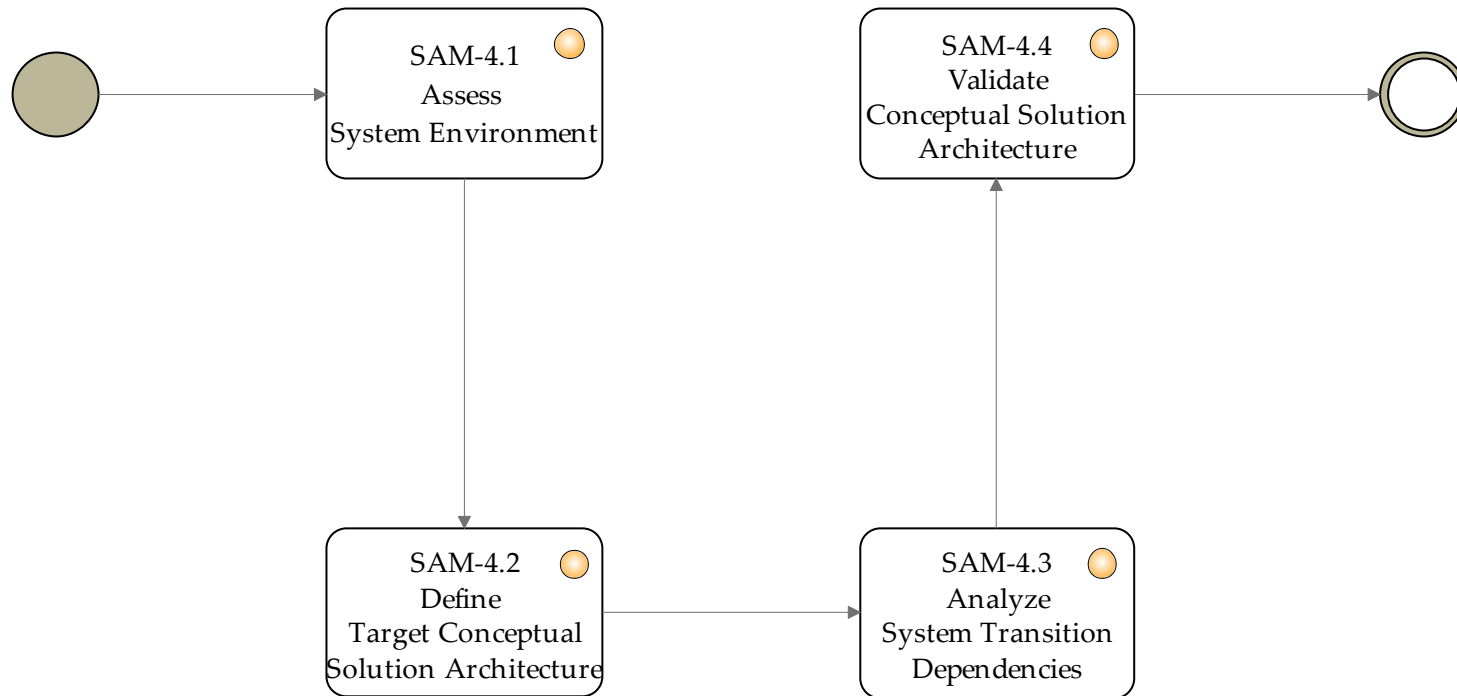
Segment Architecture: SAM-4.1 Assess System Environment

Description	The Segment Architect analyzes the as-is use of the segment's systems and services and how they support the performance, business, and data architectures. This activity builds upon the analysis of the segment's business and information environment performed in Define Business Requirements and is within the scope identified in the segment scope. The focus of this activity is to collect and analyze information pertaining to the as-is use of systems and services and how well those systems and services support the performance, business, and data architectures. This activity includes assessing the segment's systems and services across several dimensions, including business, data and technology alignment; service management; and maturity. This activity also includes a high-level assessment of existing system interfaces within the segment and the data that is exchanged between those systems.
Artifacts Used	As-Is Business Function Model As-Is Key Information Sources and Qualitative Assessment Business and Information Architecture Adjustment Profiles Business and Information to Strategic Improvement Opportunities Alignment Matrix Common/Mission Services Target Maturity Levels Federal Transition Framework (FTF) Segment Scope and Strategic Intent Target Business Function Model Target Conceptual Data Model Target Information Flow Diagram
Artifacts Created	⚪ As-is System and Services Description and Scoring ⚪ As-is System Interface Diagram
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-4.2 Define Target Conceptual Solution Architecture

Description	The Segment Architect defines the target conceptual solution architecture: • That enables the performance, business, and data architectures defined in the segment scope and requirements • Includes a conceptual depiction of the target systems and services architecture that covers the segment target systems and services, the supported business functions, segment boundaries (as defined by interfaces with external customers, systems, services, and organizations), and the relationships between them • Includes target services such as business services, enterprise services, and other technical service components.
Artifacts Used	As-is Conceptual Solution Architecture As-is System and Services Scoring Federal Transition Framework (FTF)
Artifacts Created	◯ Data Reuse ◯ Integrated Service Component and Technology Model ◯ Reuse Summary ◯ Service Component Model ◯ Target System Interface Diagram ◯ Technology Model
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-4.3 Analyze System Transition Dependencies

Description	The Segment Architect recommends transition alternatives by: • Analyzing and exploring transition alternatives driven by logical dependencies, risks, or issues that may exist between as-is and target systems and services • Identifying, analyzing, and selecting recommendations for transition alternatives that are based on other considerations (e.g., cost savings/cost avoidance) that may introduce intermediate transitional states along the path to achieving the target state. This analysis also helps to reduce and simplify the number of transition options to be included in the transition planning.
Artifacts Used	Data Reuse Integrated Service Component and Technology Model Reuse Summary Target Conceptual Solution Architecture Target Service Component Architecture Target Technical Architecture
Artifacts Created	◯ Recommendation Sequencing Milestones ◯ Transition Recommendation Profile ◯ Transition Recommendation Sequencing Diagram
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-4.4 Validate Conceptual Solution Architecture

Description	The Segment Architect packages and presents the Target Conceptual Solution Architecture to the Executive Sponsor and Business Owners for review and approval.
Artifacts Used	Integrated Service Component and Technology Model Recommendation Sequencing Milestones Target Conceptual Solution Architecture Target Service Component Architecture Target Technical Architecture Transition Recommendation Profile Transition Recommendation Sequencing Diagram
Artifacts Created	Conceptual Solution Architecture Presentation
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-5 Author Modernization Blueprint

Core Team

SAM-5.3
Finalize
Segment Blueprint

Segment Architect

SAM-5.1
Implementation
Recommendations

SAM-5.2
Develop
Draft Segment
Blueprint

SAM-5.4
Obtain
Approval of Segment
Blueprint
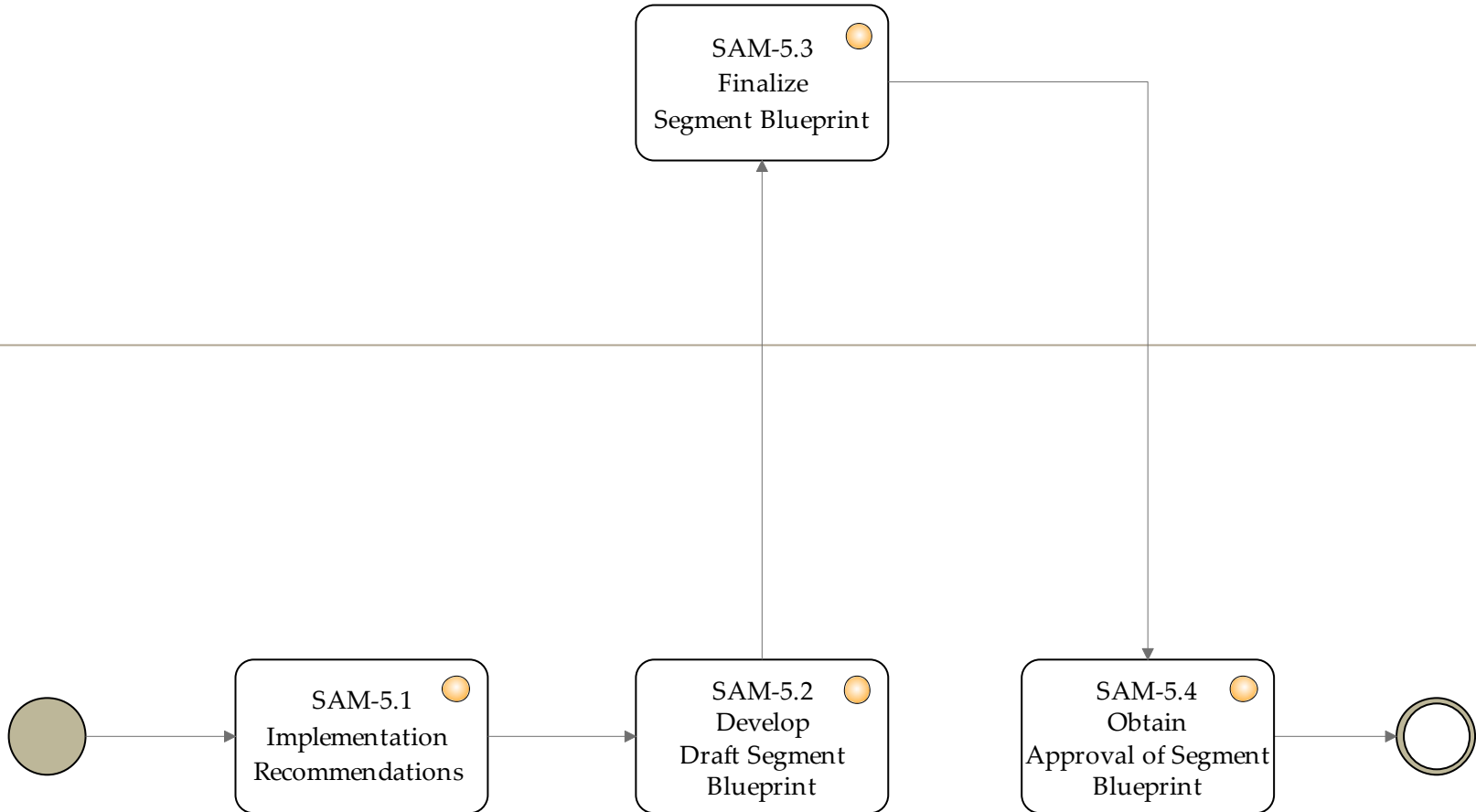
Segment Architecture: SAM-5.1 Implementation Recommendations

Description	The Segment Architect develops prioritized implementation recommendations. This activity includes guidance for architects to produce findings and transition options that business owners can use to develop a prioritized strategy to drive business improvements. These business improvement activities ultimately will take the form of a formal business case submission(s) and may include specific project or activities to conduct business process re-engineering, systems integration, establishment of formal partnerships, policy development or other transformational approaches. For each set of transition options, analysis is performed to determine the associated cost, benefit and risk. The results of this analysis are a key input to finalizing the sequencing for implementation of the transition options. The implementation recommendations are reviewed with key stakeholders and other governance teams as needed to achieve consensus.
Artifacts Used	As-Is Conceptual Solution Architecture Business and Information Opportunities Recommendation Sequencing Milestones Strategic Improvement Opportunities Target Conceptual Solution Architecture Transition Recommendation Sequencing Diagram
Artifacts Created	○ Recommendation Implementation Overview ○ Value Measuring Methodology Cost to Value Matrix
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-5.2 Develop Draft Segment Blueprint

Description	The Segment Architect develops the draft segment blueprint and sequencing plan. The validated implementation recommendations provide the basis for producing the detailed blueprint document and sequencing plan. The draft blueprint document summarizes the results of the business analysis and strategy and provides an overview of the target data, services, and technology environment along with the results of analysis of the findings, transition options, and associated implementation recommendation.
Artifacts Used	Finalized Implementation Recommendations Updated Analysis of Cost, Value, and Risk for Transition Options
Artifacts Created	Implementation Sequencing Plan Modernization Blueprint Recommendation Sequencing Diagram Segment Mappings Segment Transition Plan Milestones
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	Implementation Sequencing Plan Example

Segment Architecture: SAM-5.3 Finalize Segment Blueprint

Description	The Core Team reviews and finalizes the Segment Architecture Blueprint Document (including Sequencing Plan) to include: • Distributing to the Core Team for review • Soliciting, recording and consolidating feedback • Tracking resulting actions • Preparing documentation for submission to the appropriate governance teams.
Artifacts Used	Recommendation Implementation Sequencing Plan Segment Architecture Blueprint Document (including Sequencing Plan) Strategic Systems Migration/Sequencing Overview Strategic Systems Migration/Sequencing Performance Milestones
Artifacts Created	Document Review Form Feedback Tracking and Action Report
Responsible Role	Core Team
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Segment Architecture: SAM-5.4 Obtain Approval of Segment Blueprint

Description	The Segment Architect presents the segment blueprint for approval to include: • A formal presentation to the Core Team, Business Owner(s), and the Executive Sponsor, from which the decision to approve the segment blueprint is recorded either as a separate signed document or in the form of published meeting minutes • Record issues that arise during the review and actions required to address and close the issues • (Optional) An executive overview document describing the need for the transformation and a summary of the analysis of findings, transition options and implementation recommendations. Once complete, the Executive Sponsor, Business Owner(s) and Core Team can move forward with gaining approvals from the broader business community and capital planning governance teams (i.e., Investment Review Board (IRB)).
Artifacts Used	Document Review Log Feedback Tracking and Action Report Recommendation Implementation Sequencing Plan Segment Architecture Blueprint Document (including Sequencing Plan) Strategic Systems Migration / Sequencing Overview
Artifacts Created	Blueprint Executive Summary Presentation Record of Decision (ROD) Updated Modernization Blueprint (approval signatures included) Updated Recommendation Implementation Sequencing Plan Updated Segment Architecture Blueprint Document (including Sequencing Plan)
Responsible Role	Segment Architect
Tools	IBM Rational ClearCase ® IBM Rational ClearQuest ®
Standards	
More Info....	

Implementation Management

Product Development Implementation Manager

IMP-1
Coordinate
Release
Announcement

IMP-2
Create
Product
Development
Implementation Plan

IMP-3
Create
Installation/
Implementation
Schedule

IMP-4
Perform
Data Migration

Yes ← Data Migration?

No

IMP-5
Monitor
Installation
Activities

Goals of Implementation Management

The goal of the Product Development Implementation Management process is to function as a customer-oriented organization by ensuring, proficiently, the delivery of high quality, cost effective information products and application support services in support of Veterans' healthcare. This will be accomplished through development and use of checklists and artifacts relating to assigned projects. These artifacts will be utilized as guides by project teams and sites from product inception through national release.

Implementation Management RACI Chart

○ home   ○ process   ○ goals

		Role	
		Product Development Implementation Manager	Competency Supervisor, Product Development Implementation Management
IMP-1	Coordinate Release Announcement	R	A
IMP-2	Create Product Development Implementation Plan	R	A
IMP-3	Create Installation/Implementation Schedule	R	A
IMP-4	Perform Data Migration	R	A
IMP-5	Monitor Installation Activities	R	A

Implementation Management: IMP-1 Coordinate Release Announcement

Description	The Product Development Implementation Manager works with the Project Sponsor/Business Owner in the development of the Release Announcement. This artifact provides information to the sites regarding official national release of a product to the field. The Project Sponsor/Business Owner usually sends this forward to the sites, but this process may be delegated to the Product Development Implementation Manager. Product Development Implementation Manager may also be requested to forward it to various project stakeholders (which may include site Clinical Applications Coordinators).
Artifacts Used	Deployment Plan Project Plan Release Announcement Training Plan
Artifacts Created	Updated Release Announcement
Responsible Role	Product Development Implementation Manager
Tools	Forum Outlook
Standards	
More Info....	

Implementation Management: IMP-2 Create Product Development Implementation Plan

Description	The Product Development Implementation Manager develops the Project Development Implementation Plan which serves as the formal approved document defining how the project is implemented, monitored, and controlled in the Implementation phase of the project life cycle. The plan is composed of one or more subsidiary checklists and other planning documents. The objective of the plan is to define the management approach to be used by the Product Development Implementation Management team to deliver the intended increment(s).
Artifacts Used	Deployment Plan Project Plan Training Plan
Artifacts Created	◯ Product Development Implementation Plan
Responsible Role	Product Development Implementation Manager
Tools	
Standards	
More Info....	

Implementation Management: IMP-3 Create Installation/Implementation Schedule

Description	The Product Development Implementation Manager develops the Installation/Implementation Schedule. The Installation/Implementation schedule is included in the overall Project Plan/Schedule.
Artifacts Used	Deployment Plan Product Development Implementation Support Plan Project Plan
Artifacts Created	Updated Project Schedule
Responsible Role	Product Development Implementation Manager
Tools	
Standards	
More Info....	

Implementation Management: IMP-4 Perform Data Migration

Description	The Product Development Implementation Manager will work with various project members to ensure that migration of data is successfully completed. This includes learning how to migrate the related data so that troubleshooting may be performed with minimal site effort.
Artifacts Used	Deployment Plan Project Plan User Interface Database Mapping Template
Artifacts Created	Updated User Interface Database Mapping Template
Responsible Role	Product Development Implementation Manager
Tools	Rational Tools Technical Support Project Repository (TSPR)
Standards	End User Project documentation (user's guide, technical manual, install guide, etc.)
More Info....	

Implementation Management: IMP-5 Monitor Installation Activities

Description	Depending on the project, the Product Development Implementation Manager works with sites and project team members to monitor installation activities of projects. This could be as simple as checking installation status or as complex as ensuring the sites have all patches installed, and have the product in use facility wide.
Artifacts Used	Project Plan Deployment Plan
Artifacts Created	◯ Site Certification Checklist
Responsible Role	Product Development Implementation Manager
Tools	Rational Tools Technical Support Project Repository (TSPR)
Standards	
More Info....	

Independent Test and Evaluation

Program Manager

M

Project Manager

No

Independent Testing?

ESE

SQAS

ITE-1
Conduct
Enterprise Systems
Engineering Testing
Meeting

Enterprise Systems Engineering Test Analyst

ITE-2
Perform
Enterprise Systems
Engineering Testing

IV&V Software Test Analyst

ITE-3
Perform
SQAS Systems
Integration Testing

Independent Test and Evaluation
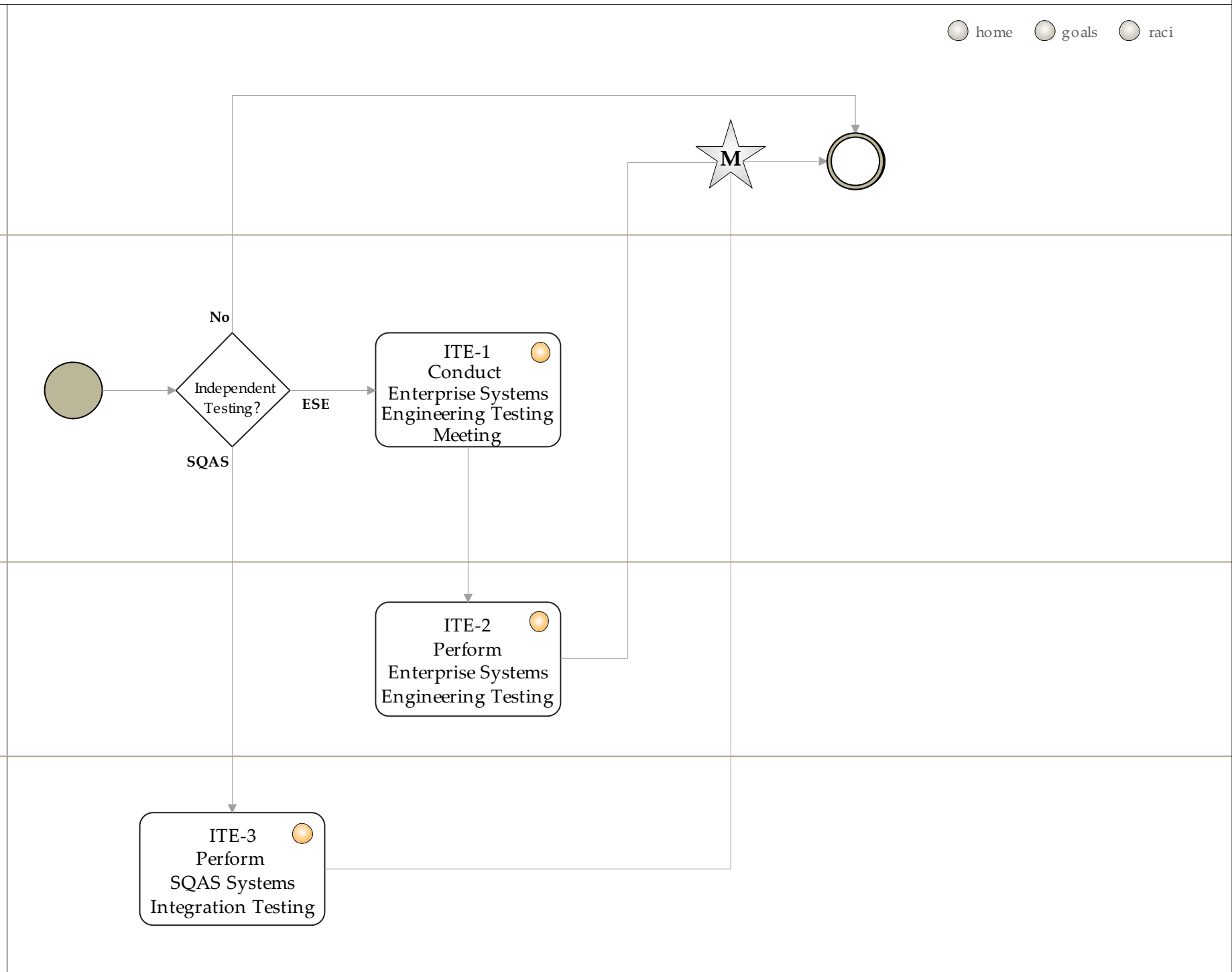
Goals of Independent Test and Evaluation

- Mitigate risk throughout the lifecycle and provide feedback throughout the lifecycle
- Ensure that products meet acceptable quality levels before promotion
- Provide feedback for continuous improvement for process improvement
- Continuously improve the likelihood that a quality product which meets user requirements is deployed on time and on budget
- Ensure consistency in the testing methodologies and practices during Agile development

Independent Test and Evaluation RACI Chart

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

○ home   ○ process   ○ goals

		Role						
		IV&V Software Test Analyst	Enterprise Systems Engineering Test Analyst	Project Manager	Program Manager	SQAS Associate Director	Project Management Division Director	Enterprise Systems Engineering Test Analyst Director
ITE-1	Conduct Enterprise Systems Engineering Testing Meeting			R	A			
ITE-2	Perform Enterprise Systems Engineering Testing		R					A
ITE-3	Perform SQAS Systems Integration Testing	R				A		
ITE-MR1	Conduct Enterprise Systems Engineering Testing Review (Milestone)				R		A	

		Independent Test and Evaluation: ITE-1 Conduct Enterprise Systems Engineering Testing Meeting
Description		The Project Manager conducts a kick off meeting with Enterprise Systems Engineering (ESE) Testing Services in order to plan and coordinate the delivery of testing services identified for the product in the ESE Risk Assessment and Testing Scope Report (RATSR) (completed in Project Planning Process) and the operational readiness testing services. The ESE Testing Entrance Checklist for the project is completed prior to the meeting.
Artifacts Used		ESE Testing Checklist Initial ESE Test Plan Risk Analysis and Testing Scope Report (RATSR)
Artifacts Created	◯	Artifact Review Agenda and Minutes
Responsible Role		Project Manager
Tools		
Standards	◯	ESE Entrance Criteria Checklist ESE Testing Service SharePoint
More Info....		

Independent Test and Evaluation: ITE-2 Perform Enterprise Systems Engineering Testing

Description	The Enterprise Systems Engineering (ESE) Test Analyst executes Operational Readiness and the Independent Testing services for the project. The depth and scope and types of testing are defined in the Project Risk Assessment and Testing Scope Report (RATSR) completed in the Project Planning Process. In addition, Operational Readiness Testing (ORT) is mandatory for all products. Exceptions for the mandatory ORT are projects that are strictly defect repair releases of Legacy VistA or defect repair releases only of Health Care Portfolio Reengineered applications. Operational Readiness executes these types of tests/reviews to determine the deployability and the operational viability of the system under test: System Artifact Evaluation, Rollout Validation, Rollback Validation, Enterprise Network Capacity and Enterprise Performance Validation, Enterprise System Capacity and Enterprise Performance Validation, Disaster Recovery High Availability Evaluation, Operations Evaluation, and Focused User Evaluation. During the transition period for testing process changes, a project may request relief from portions of ESE testing by submitting a Testing Service Waiver. Operational Readiness Testing will not be waived.
Artifacts Used	Component Build System Build ESE Testing Checklist Test Cases Master Test Plan Test Scripts Risk Analysis and Testing Scope Report
Artifacts Created	◉ Testing Service Waiver Criteria ◉ Testing Service Waiver, if applicable Final ESE Testing Test Plan ESE Testing Findings Report or SQA Findings Report (if waiver was approved) ESE Enterprise Testing Findings Report
Responsible Role	ESE Test Analyst
Tools	
Standards	◉ ESE Testing Service Guide ESE Testing Service SharePoint
More Info....	

Independent Test and Evaluation: ITE-3 Perform SQAS Systems Integration Testing

Description	In accordance with VA Directive 4900, Systems Quality Assurance Service (SQAS) performs Systems Integration Testing (SIT) on software if it impacts VA financial systems of record or software that interfaces with such a financial system. SIT verifies the accuracy of the delivered software product and determines whether the product built satisfies the customers' requirements based on functional, system and design specifications. SQAS develops the Independent Verification and Validation (IV&V) Systems Integration Test (SIT) Plan, requirements-based test plans, test cases and test scripts. Test scripts are executed against project software deliverables to verify functionality, including interfaces, and to perform regression testing, or verify correction of defects ("bug fixes"). SQAS issues certification for production implementation and verifies the installation of software configurable items. The delivered software module or release is verified using configurable item (CI) attributes.
Artifacts Used	Configuration Management Plan System Build Defect Report System Design Document Master Test Plan System Integration Plan Product Build Test Cases and Test Scripts Product Documentation Test Readiness Review Report Requirements Specification Document Test Summary Report Requirements Traceability Matrix Use Case Specifications Software Design Document
Artifacts Created	IV&V SIT Defect Report IV&V Test Scripts IV&V SQAS Test Report SQAS Certification IV&V Test Cases
Responsible Role	IV&V Software Test Analyst
Tools	IBM Rational ClearQuest ® IBM Rational Quality Manager ® IBM Rational RequisitePro ® IBM Rational TestManager ®
Standards	○ VA Directive 4900
More Info....	IEEE Standard 829.2008 and IEEE Standard 1012.2004 guide the performance of SQAS Testing

		Independent Test and Evaluation: ITE-MR1 Conduct Enterprise System Engineering Testing Review (Milestone)
Description		The Program Manager conducts a review meeting with, as appicable: • Project Manager • Enterprise System Engineering (ESE) • Testing Service and/or Systems Quality Assurance Service (SQAS) Testing • Release Office Representatives, Service Delivery and Engineering (SD&E) Implementation Manager, • Release Manager, and • Stakeholders. The ESE and/or SQAS Testing Service Representative presents the Testing Findings Report for review by the stakeholders. Lessons Learned are captured during this review. Each project team member is responsible for providing input to the Lessons Learned Report.
Artifacts Used	○	Artifact Review Agenda and Minutes Testing Findings Report
Artifacts Created	○ ○	Review (Milestone) Lessons Learned Report Decision Signatures for Testing
Responsible Role		Program Manager
Tools		
Standards	○ ○	ProPath Reviews Guide Quality Assurance Standard
More Info....		

Start Subsequent Increment

CIO

SSI-8
Conduct
CIO PMAS
Readiness Review

Office of Responsibility

SSI-7
Conduct
OOR PMAS
Readiness Review

SSI-9
Communicate
PMAS Approval

Program Manager

SSI-6
Conduct
PMAS Readiness
Review

Project Manager

SSI-1
Update
Project Charter

SSI-3
Revise
Required Artifacts

SSI-5
Verify
PMAS Readiness

Information Technology Resource Manager

SSI-2
Release
Planning Funds

SSI-4
Determine
Execution Funds
Available

SSI-10
Approve
Funding for
Increment Execution

Goals of Start Subsequent Increment

Specific goals include:

- Providing documented evidence whether or not the PM believes the project has met the requirements of the increment deliverable
- Providing documented evidence whether or not the Release Manager has verified that the infrastructure is in place or funded to implement the increment deliverable
- Providing documented evidence whether or not the Customer has accepted the increment deliverable
- Providing documented evidence of the timeliness of the increment deliverable

Start Subsequent Increment RACI Chart

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Information Technology Resource Manager	Project Manager	Program Manager	Office of Responsibility	Program Executive Officer	Deputy Assistant Secretary	CIO
SSI-1	Update Project Charter		R	A				
SSI-2	Release Planning Funds	R		A				
SSI-3	Revise Required Artifacts		R	A				
SSI-4	Determine Execution Funds Available	R		A				
SSI-5	Verify PMAS Readiness		R	A				
SSI-6	Conduct PMAS Readiness Review			R		A		
SSI-7	Conduct OOR PMAS Readiness Review				R		A	
SSI-8	Conduct CIO PMAS Readiness Review							R
SSI-9	Communicate PMAS Approval				R		A	
SSI-10	Approve Funding for Increment Execution	R		A				

Start Subsequent Increment: SSI-1 Update Project Charter

Description	The Project Manager updates the existing Project Charter to include revised scope, etc. The updated Project Charter is signed by the Business Sponsor, Program Manager, Project Manager, and Integrated Project Team (IPT) Chair.
Artifacts Used	Project Charter
Artifacts Created	Updated Project Charter
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-2 Release Planning Funds

Description	The Information Technology Resource Manager (ITRM) works with the Program Manager to determine if Planning Funds are available per the OI&T Operating Plan. Once this determination is complete, the ITRM notifies the Program Manager that the Release Planning Funds are available and are approved for use in the Planning Phase of the project.
Artifacts Used	OI&T Operating Plan
Artifacts Created	Notification of Release - Planning Funds
Responsible Role	ITRM
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-3 Revise Required Artifacts

Description	The Project Manager reviews all previously created PMAS required project documentation and revises the artifacts as needed. The Project Manager informs the Program Manager when this has effort has been completed.
Artifacts Used	Acceptance Criteria Plan Acquisition Plan Contract Information Enterprise Project Structure (EPS) Integrated Project Team Charter Outcome Statement Product Evaluation and Decision Analysis Plan (buy-only) Project Charter Project Management Plan Project Quad Chart Project Schedule Requirements Specification Document Risk Log System Design Document
Artifacts Created	Revised Acceptance Criteria Plan Revised Acquisition Plan Revised Contract Information Revised Enterprise Project Structure (EPS) Revised Integrated Project Team Charter Revised Outcome Statement Revised Product Evaluation and Decision Analysis Plan (buy-only) Revised Project Charter Revised Project Management Plan Revised Project Quad Chart Revised Project Schedule Revised Requirements Specification Document Revised Risk Log Revised System Design Document
Responsible Role	Project Manager
Tools	
Standards	○ PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-4 Determine Execution Funds Available

Description	The Project Manager and Program Manager work with the Information Technology Resource Manager (ITRM) to determine if Execution Funds are available in the OI&T Operating Plan. These funds are the finances used to fund the increment development and delivery.
Artifacts Used	OI&T Operating Plan
Artifacts Created	Notification of Availability - Execution Funds
Responsible Role	ITRM
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-5 Verify PMAS Readiness

Description	The Project Manager ensures all PMAS required project and increment documentation have been update or completed, approved (where required), and posted on the PMAS portal. The Project Manager prepares the PMAS Approval Presentation and upon completion of the PMAS Readiness Checklist, informs the Program Manager when the increment is ready for PMAS approval.
Artifacts Used	Acceptance Criteria Plan Project Charter Acquisition Plan Project Management Plan Contract Information Project Quad Chart Enterprise Project Structure (EPS) Project Schedule Integrated Project Team Charter Requirements Specification Document Outcome Statement Risk Log Product Evaluation and Decision Analysis Plan (buy-only) System Design Document
Artifacts Created	PMAS Approval Presentation PMAS Readiness Checklist
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-6 Conduct PMAS Readiness Review

Description	The Program Manager reviews all project and increment documentation to determine if the project is ready to present information to the Chief Information Officer (CIO) or designee.
Artifacts Used	PMAS Approval Presentation PMAS Readiness Checklist
Artifacts Created	PMAS Readiness Formal Review Results Updated PMAS Approval Presentation
Responsible Role	Program Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-7 Conduct OOR PMAS Readiness Review

Description	The appropriate office of responsibility reviews all project and increment documentation to determine if the project is ready for presentation to the Chief Information Officer (CIO) or designee. The appropriate office of responsibility will provide a recommendation to the CIO regarding the project's readiness to enter PMAS or guidance to the Program Manager on the project's inefficiencies. The Architecture, Strategy and Design (ASD) Independent Review Team can provide assistance with this task when the appropriate office of responsibility requests assistance.
Artifacts Used	PMAS Approval Presentation PMAS Readiness Review Formal Results
Artifacts Created	Updated PMAS Approval Presentation Updated PMAS Readiness Formal Review Results
Responsible Role	Office of Responsibility
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-8 Conduct CIO PMAS Readiness Review

Description	The Chief Information Officer (CIO) or designee reviews the project and provides formal notification that work may commence on the increment under PMAS. If the increment is approved, the Executive Decision Memorandum is completed and forwarded to the appropriate office of responsibility. If the increment is determined to be not ready to enter PMAS, the Program Manger informs the Project Manager to continue preparing project documentation.
Artifacts Used	PMAS Approval Presentation PMAS Readiness Formal Review Results
Artifacts Created	○ PMAS Readiness Executive Decision Memorandum (EDM)
Responsible Role	CIO
Tools	
Standards	○ PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-9 Communicate PMAS Approval

Description	The appropriate office of responsibility forwards the signed Executive Decision Memorandum (EDM) to specified groups notifying of project's approval to permit the project to proceed under PMAS. This includes the following groups: • Applicable OOR Program Management Staff • Architecture, Strategy and Design • Business Sponsor • Program Planning and Oversight
Artifacts Used	PMAS Readiness Executive Decision Memorandum (EDM)
Artifacts Created	Updated PMAS Readiness Executive Decision Memorandum (EDM)
Responsible Role	Office of Responsibility
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Start Subsequent Increment: SSI-10 Approve Funding for Increment Execution

Description	The Information Technology Resource Manager (ITRM) reviews the completed PMAS Readiness Checklist provided by the Project Manager, approves funding for increment execution and assigns the initial project increment number for budget control. In addition, the ITRM updates the PMAS Readiness Checklist with the increment number, date, and increment funding level. The ITRM returns the PMAS Readiness Checklist to the Project Manager with the increment number, the increment funding level, and the date of approval of funding for increment execution. The increment's six month clock starts with the release of the project increment number by the ITRM. The ITRM will prepare a certification letter to Congress as to the readiness of releasing increment execution funds.
Artifacts Used	PMAS Readiness Checklist PMAS Readiness Executive Decision Memorandum (EDM) PMAS Readiness Notification
Artifacts Created	PMAS Project ID Updated PMAS Readiness Checklist
Responsible Role	ITRM
Tools	
Standards	○ PMAS Guide PMAS Project Documentation Portal
More Info....	

Restart Paused Projects

CIO

RES-5
Conduct
CIO PMAS
Readiness Review

Office of Responsibility

RES-4
Conduct
OOR PMAS
Readiness Review

RES-6
Communicate
PMAS Approval

Program Manager

RES-3
Conduct
PMAS Readiness
Review

Project Manager

RES-1
Revise
Required Artifacts

RES-2
Verify
PMAS Readiness
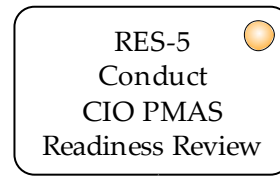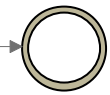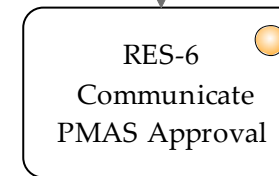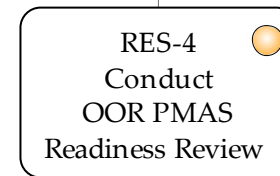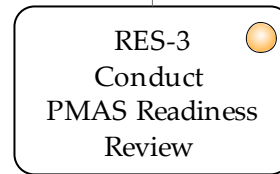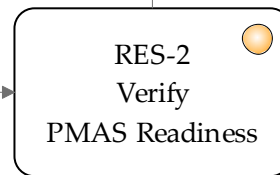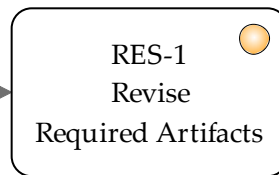
Goals of Restart Paused Projects

Program Management Accountability System (PMAS) is an incremental development approach that ensures frequent delivery of new functionality to customers, coupled with a rigorous management approach that halts programs that fail to meet delivery milestones. This new system will ensure early identification and correction of failing Information Technology programs.

Programs that fail to meet their delivery milestones will be paused. The goal of Restart Paused Projects is to re-plan the project to include the substantial changes needed to ensure successful delivery of functionality. Project Start includes:

- Chartering the project to start
- Refining all required artifacts as designated by PMAS
- Submitting the decision of approval to the Program Change Control Board

The Project Manager must submit the plan for restart within 60 calendar days of the project pause decision. Failure to submit the plan for restart within 60 calendar days will cause the project to be stopped.

Restart Paused Projects RACI Chart - 1

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed
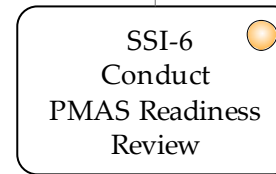
		Role					
		Project Manager	Program Manager	Office of Responsibility	Program Executive Officer	Deputy Assistant Secretary	CIO
RES-1	Revise Required Artifacts	R	A				
RES-2	Verify PMAS Readiness	R	A				
RES-3	Conduct PMAS Readiness Review		R		A		
RES-4	Conduct OOR PMAS Readiness Review			R		A	
RES-5	Conduct CIO PMAS Readiness Review						R
RES-6	Communicate PMAS Approval			R		A	

Restart Paused Projects: RES-1 Revise Required Artifacts

Description	The Project Manager reviews all previously created PMAS required project documentation and revises the artifacts as needed. The Project Manager informs the Program Manager when this has effort has been completed.
Artifacts Used	Acceptance Criteria Plan Acquisition Plan Contract Information Enterprise Project Structure (EPS) Integrated Project Team Charter Outcome Statement Product Evaluation and Decision Analysis Plan (buy-only) Project Charter Project Management Plan Project Quad Chart Project Schedule Requirements Specification Document Risk Log System Design Document
Artifacts Created	Revised Acceptance Criteria Plan Revised Acquisition Plan Revised Contract Information Revised Enterprise Project Structure (EPS) Revised Integrated Project Team Charter Revised Outcome Statement Revised Product Evaluation and Decision Analysis Plan (buy-only) Revised Project Charter Revised Project Management Plan Revised Project Quad Chart Revised Project Schedule Revised Requirements Specification Document Revised Risk Log Revised System Design Document
Responsible Role	Project Manager
Tools	
Standards	○ PMAS Guide PMAS Project Documentation Portal
More Info....	

Restart Paused Projects: RES-2 Verify PMAS Readiness

Description	The Project Manager ensures all PMAS required project documentation has been completed, approved (where required), and posted on the PMAS portal. The Project Manager prepares the PMAS Restart Presentation and upon completion of the PMAS Readiness Checklist, informs the Program Manager when the project is ready for PMAS approval. As part of the PMAS approval the Project Manager identifies the factors that contributed to the project being paused and the updated artifacts reflect the efforts to remediate or mitigate said factors.
Artifacts Used	Acceptance Criteria Plan Project Charter Acquisition Plan Project Management Plan Contract Information Project Quad Chart Enterprise Project Structure (EPS) Project Schedule Integrated Project Team Charter Requirements Specification Document Outcome Statement Risk Log PMAS Approval Presentation System Design Document Product Evaluation and Decision Analysis Plan (buy-only)
Artifacts Created	◯ PMAS Readiness Checklist ◯ PMAS Restart Presentation
Responsible Role	Project Manager
Tools	
Standards	◯ PMAS Guide <u>PMAS Project Documentation Portal</u>
More Info....	

Restart Paused Projects: RES-3 Conduct PMAS Readiness Review

Description	The Program Manager reviews all project documentation to determine if the project is ready to present information to the Chief Information Officer (CIO) or designee. This includes a review of the factors that contributed to the project being paused and the updated artifacts reflect the efforts to remediate or mitigate said factors.
Artifacts Used	PMAS Readiness Checklist PMAS Restart Presentation
Artifacts Created	PMAS Readiness Formal Review Results Updated PMAS Restart Presentation
Responsible Role	Program Manager
Tools	
Standards	PMAS Guide <u>PMAS Project Documentation Portal</u>
More Info....	

Restart Paused Projects: RES-4 Conduct OOR PMAS Readiness Review

Description	The appropriate office of responsibility reviews all project documentation to determine if the project is ready for presentation to the Chief Information Officer (CIO) or designee. This includes a review of the factors that contributed to the project being paused and the updated artifacts reflect the efforts to remediate or mitigate said factors. The appropriate office of responsibility provides a recommendation to the CIO regarding the project's readiness to enter PMAS or guidance to the Program Manager on the project's inefficiencies. The Architecture, Strategy and Design (ASD) Independent Review Team can provide assistance with this task when the appropriate office of responsibility requests assistance.
Artifacts Used	PMAS Readiness Formal Review Results PMAS Restart Presentation
Artifacts Created	Updated PMAS Readiness Formal Review Results Updated PMAS Restart Presentation
Responsible Role	Office of Responsibility
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Restart Paused Projects: RES-5 Conduct CIO PMAS Readiness Review

Description	The Chief Information Officer (CIO) or designee reviews the project and provides formal notification that work may recommence on the project under PMAS. If the project is approved, the CIO completes the Executive Decision Memorandum and forwards it to the appropriate office of responsibility. If the project is determined to be not ready for PMAS, the Program Manager informs the Project Manager to continue preparing project documentation.
Artifacts Used	PMAS Readiness Formal Review Results PMAS Restart Presentation
Artifacts Created	○ PMAS Readiness Executive Decision Memorandum (EDM)
Responsible Role	CIO
Tools	
Standards	○ PMAS Guide PMAS Project Documentation Portal
More Info....	

Restart Paused Projects: RES-6 Communicate PMAS Approval

Description	The appropriate office of responsibility forwards the signed Executive Decision Memorandum (EDM) to specified groups notifying of project's approval to permit the project to proceed under PMAS. This includes the following groups: • Applicable OOR Program Management Staff • Architecture, Strategy and Design • Business Sponsor • Program Planning and Oversight
Artifacts Used	PMAS Readiness Executive Decision Memorandum (EDM)
Artifacts Created	Updated PMAS Readiness Executive Decision Memorandum (EDM)
Responsible Role	Office of Responsibility
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Business Intake

Chief Information Officer (CIO)

BIP-7
Issue
Executive Decision
Memorandum

Prioritize? — **No**

Yes

Planning and Long Term Issues Board /Budget and Near Term Issues Board

BIP-8
Prioritize
Requirements on
CFO UFR List

Business Intake Review Board (BIRB)

BIP-4
Conduct
Business Intake
Review Board
Review

BIP-6
Develop
Assessment
Recommendation

Office of Responsibility (OOR)

BIP-5
Create
Support
Documentation

Executive Customer Advocate

BIP-2
Conduct
Executive Customer
Advocate Review

BIP-3
Submit
Business
Requirements to
CFO UFR List

Business Analyst

BIP-1
Define
Business
Requirements

Business Intake

Goals of Business Intake

Business Intake provides the process for submitting unfunded business requirements to the Office of Information & Technology (OI&T) and establishes the initial OI&T assessment for business needs identified. This process facilitates an OI&T review of the new business requirements for compliance and completeness while identifying possible risks and impacts to existing short term and long term technology goals within the OI&T as well as identifying budgetary impacts.

The Business Intake process shall:

- Provide one standard process for submitting unfunded business requirements requests to the Office of Information & Technology (OI&T)
- Provide a means for new business requirements submitted through the Business Intake process to be added to the Chief Financial Officer (CFO) unfunded requirements (UFR) list
- Establish the primary office of responsibility (OOR) for the purpose of assessing and reviewing the business need
- Develop a rough order of magnitude (ROM) estimate of costs and other resources needed for the business requirements
- Determine the architectural fit of the new business requirements
- Identify possible risks and impacts to existing short term and long term technology goals within OI&T and alignment with the information technology (IT) strategy
- Provide assessment recommendation for the Chief Information Officer (CIO) regarding the dispensation of the new business requirements
- Promulgate the decision by the CIO to the Planning and Long Term Issues Board (PLTIB) and the Budget and Near Term Issues Board (BNTIB) in the form of an Executive Decision Memorandum (EDM)
- Request prioritization of unfunded requirements from the PLTIB/BNTIB
- Serve as a potential entrance point to the ProPath Project Planning process under the guidance of the Project Management Accountability System (PMAS) for projects that are subsequently removed from the UFR list for funding and execution

Business Intake RACI Chart -1

			Role								
		Business Analyst	**Executive Customer Advocate**	**Solution Architect**	**Program Manager**	**Business Unit Lead**	**Office of Responsibility**	**Technical and Business Architecture Director**	**Business Intake Review Board**	**Planning and Long Term Issues Board/Budget and Near Term Issues Board**	**Chief Information Officer**
BIP-1	**Define Business Requirements**	R				A					
BIP-2	**Conduct Executive Customer Advocate Review**		R				A				
BIP-3	**Submit Business Requirements to Chief Financial Officer Unfunded Requirements List**		R				A				
BIP-4	**Conduct Business Intake Review Board Review**								R		A
BIP-5.1	**Create Office of Responsibility Impact Analysis**				R		A				
BIP-5.2	**Create Initial Architectural Analysis**			R				A			
BIP-5.3	**Create Quad Chart**	R			A						
BIP-5.4	**Compile Business Requirements Package**				R		A				

Business Intake RACI Chart -2

R = Responsible   A = Accountable   C = Consulted   I = Informed

		Role									
		Business Analyst	Executive Customer Advocate	Solution Architect	Program Manager	Business Unit Lead	Office of Responsibility	Technical and Business architecture Director	Business Intake Review Board	Planning and Long Term Issues Board/Budget and Near Term Issues Board	Chief Information Officer
BIP-6	Develop Assessment Recommendation								R		A
BIP-7	Issue Executive Decision Memorandum										R
BIP-8	Prioritize Requirements on Chief Financial Officer Unfunded Requirements List									R	A

Business Intake: BIP-1 Define Business Requirements

Description	The Business Analyst defines the Business Requirements using one of the following: Business Requirements Document (BRD): • Creates in draft form by the Enterprise Systems Manager (ESM), Office of Business Process Integration (OBPI), or Corporate Business Analyst to capture and describe the business needs of the customer/business owner. • Provides insight into the current state and proposed business area or process, identifies stakeholders and profiles primary and secondary user communities. • Identifies what capabilities the stakeholders and the target users need and why these needs exist, providing a focused overview of the request requirements, constraints, and Information Technology (IT) options considered. • Provides documentation at a maturity level of 2 (at a minimum) sufficient to support subsequent IT Project Planning (see Requirement Level Guide below in Standards). • Required to be entirely completed prior to submission for out-of-cycle requests introduced in the current fiscal year. Business Change Request: • Used as necessary to amend existing BRD or to define instances where a full BRD may not be necessary (e.g. SD&E changes). • Provides sufficient detail to provide a high level view of the request and define rough order of magnitude (ROM) cost estimation for out-year requests. The Business Analyst submits the business requirements to the appropriate Executive Business Analyst.
Artifacts Used	Business Needs New Service Request
Artifacts Created	○ Business Change Request ○ Business Requirements Document
Responsible Role	Business Analyst
Tools	IBM Rational RequisitePro ® (input tool)
Standards	○ Requirement Level Guide
More Info....	All business requirements are subject to internal reviews at the Business Office level prior to submission for Executive Customer Advocate review.

Business Intake: BIP-2 Conduct Executive Customer Advocate Review

Description	The Executive Customer Advocate reviews the business requirements from the appropriate service line which have been internally reviewed by the business office. The Executive Customer Advocate determines if there is sufficient information for a rough order of magnitude (ROM) estimate of cost, staffing and other resources required. If there is not enough information for a ROM estimate, the business requirements are sent back to the Business Analyst for further updates and clarification. If there is sufficient information for a ROM estimate, the Executive Customer Advocate: • Coordinates the business requirements with other stakeholders and makes any necessary updates • Keeps the customer informed on the status and disposition of the business requirements • Accepts the business requirements when the review and coordination are completed • Adds the accepted business requirements to the Chief Financial Officer (CFO) unfunded requirements (UFR) list • Adds the accepted business requirements to the Business Intake Review Board calendar
Artifacts Used	Business Change Request Business Requirements Document
Artifacts Created	Updated Business Change Request Updated Business Requirements Document
Responsible Role	Executive Customer Advocate
Tools	SharePoint Work Flow Function
Standards	
More Info....	

Business Intake: BIP-3 Submit Business Requirements to CFO UFR List

Description	The Executive Customer Advocate submits a request to the appropriate budget analyst for the Director, IT Budget Execution and Control Service for inclusion of the business requirements on the Chief Financial Officer (CFO) Unfunded Requirements (UFR) list.
Artifacts Used	Business Requirements Document or Business Change Request
Artifacts Created	Chief Financial Officer Unfunded Requirements List Update Request
Responsible Role	Executive Customer Advocate
Tools	
Standards	
More Info....	The Chief Financial Officer Unfunded Requirements List Update Request is made via e-mail to the appropriate Budget Analyst for the Director, IT Budget Execution and Control Service.

Business Intake: BIP-4 Conduct Business Intake Review Board Review

Description	The Business Intake Review Board (BIRB) performs further analysis on the business requirements in order to: • Evaluate the impact of the business requirements on current work (i.e. whether it fits into the current initiative, etc.) • Determine the lead organization within OI&T which will be designated as the office of responsibility (OOR) • Assign staff, as designated by each Business Intake Review Board member from their respective area, to provide further impact analysis.
Artifacts Used	Business Change Request Business Requirements Document
Artifacts Created	Office of Responsibility and Support Staff Designation Memorandum
Responsible Role	Business Intake Review Board
Tools	SharePoint Work Flow Function
Standards	
More Info....	From the time the Executive Customer Advocate places the business requirements on the BIRB calendar until the BIRB forwards the assessment recommendation to the Chief Information Officer shall be no more than thirty (30) calendar days. Emergent requirements predicate an abbreviated five (5) calendar days time frame.

Business Intake: BIP-5 Create Support Documentation

○ home   ○ process   ○ goals   ○ raci

Program Manager

BIP-5.1
Create
Office of
Responsibility
Impact Analysis

BIP-5.4
Compile
Business
Requirements
Package

Solution Architect

BIP-5.2
Create
Initial Architectural
Analysis

Business Analyst

BIP-5.3
Create
Quad Chart

Business Intake: BIP-5.1 Create Office of Responsibility Impact Analysis

Description	The office of responsibility is responsible for the creation of the Office of Responsibility Impact Analysis which examines the business requirements for: • Scope • Technical feasibility • Potential Impact • Rough Order of Magnitude (if not captured in the Quad Chart) The Office of Responsibility Impact Analysis is added to the business requirements package and submitted to the Business Intake Review Board.
Artifacts Used	Business Change Request Business Requirements Document Office of Responsibility and Support Staff Designation Memorandum
Artifacts Created	Office of Responsibility Impact Analysis
Responsible Role	Program Manager
Tools	SharePoint Work Flow Function
Standards	
More Info....	

Business Intake: BIP-5.2 Create Initial Architectural Analysis

Description	The Solution Architect performs a high level architectural analysis based on the business requirements to determine if the proposed work effort fits within the current information technology strategy. The Solution Architect also determines if business requirements are already met by a current capability in order to avoid duplication. This activity may be deferred for emergent requirements with a five (5) day "clock" or at the discretion of the Business Intake Review Board.
Artifacts Used	Business Change Request Business Requirements Document Office of Responsibility and Support Staff Designation Memorandum
Artifacts Created	Initial Architectural Analysis (as needed)
Responsible Role	Solution Architect
Tools	
Standards	SharePoint Work Flow Function
More Info....	

Business Intake: BIP-5.3 Create Quad Chart

Description	The Business Analyst is responsible for the creation of the Quad Chart which is a formal document that summarizes the high level scope, deliverables, schedule, and planned budget for a set of business requirements. The Business Analyst collaborates with the office of responsibility and assigned support staff to create the Quad Chart . The Quad Chart is used as a communication tool across organizations and is designed to support the decision making and prioritization process. This activity may be deferred for emergent requirements with a five (5) day "clock" or at the discretion of the Business Intake Review Board.
Artifacts Used	Business Change Request Business Requirements Document (BRD) Office of Responsibility and Support Staff Designation Memorandum
Artifacts Created	Quad Chart (as needed)
Responsible Role	Business Analyst
Tools	SharePoint Work Flow Function
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	Quad chart Web site Information requests may be sent to the Program Plans and Controls Quad Mail Group - **VA OIT OED PPC QUAD CM**.

Business Intake: BIP-5.4 Compile Business Requirements Package

Description	The Program Manager compiles the Business Requirements Review Package to submit to the Business Intake Review Board. The package consists of two or more of the following: • Business Requirements Document or the Business Change Request • Office of Responsibility Impact Analysis • Initial Architectural Analysis (as needed) • Quad Chart (as needed)
Artifacts Used	Business Change Request Business Requirements Document Initial Architectural Analysis Office of Responsibility Impact Analysis Quad Chart
Artifacts Created	Business Requirements Package
Responsible Role	Program Manager
Tools	SharePoint Work Flow Function
Standards	
More Info....	

Business Intake: BIP-6 Develop Assessment Recommendation

Description	The Business Intake Review Board (BIRB) makes a recommendation to the Chief Information Officer (CIO) based on an the assessment of the business requirements package. The recommendation validates the following: • The business needs represent a new requirement for which a capability does not already exist elsewhere in the enterprise (either already in use or already under development) • Technology exists to fulfill the business requirements • The Business Requirements Package includes all the information needed to begin development of an actionable project/acquisition package
Artifacts Used	Business Requirements Package
Artifacts Created	Business Intake Review Board Assessment Recommendation Updated Business Requirements Package
Responsible Role	Business Intake Review Board
Tools	SharePoint Work Flow Function
Standards	
More Info....	From the time the Executive Customer Advocate places the business requirements on the BIRB calendar until the BIRB forwards the assessment recommendation to the Chief Information Officer shall be no more than thirty (30) calendar days. Emergent requirements predicate an abbreviated five (5) calendar days time frame.

Business Intake: BIP-7 Issue Executive Decision Memorandum

Description	The Chief Information Officer (CIO) considers the Business Intake Review Board (BIRB) Assessment Recommendation and issues an Executive Decision Memorandum for Business Intake with the possible dispositions of: • No prioritization from Planning and Long Term Issues Board (PLTIB) or the Business and Near Term Issues Board (BNTIB) is needed. Business requirements will be removed from the Chief Financial Officer (CFO) Unfunded Requirements (UFR) List with the intent of beginning the work effort. Examples are because budget is in place or impact to budget is minimal, impact on resources or existing roadmap or initiatives is low, or business need is high because of mandate or legislation. • Prioritization is needed from the PLTIB or BNTIB because the business requirements are UFRs and will remain on the CFO UFR list as a possible future effort.
Artifacts Used	Business Requirements Package (including Business Intake Review Board Assessment Recommendation)
Artifacts Created	Executive Decision Memorandum for Business Intake
Responsible Role	Chief Information Officer
Tools	SharePoint Work Flow Function
Standards	
More Info....	An information copy of all Executive Decision Memorandums for Business Intake will be sent to the PLTIB and to the BNTIB.

Business Intake: BIP-8 Prioritize Requirements on CFO UFR List

Description	The Planning and Long Term Issues Board (PLTIB) and the Budget and Near Term Issues Board (BNTIB) provide prioritization for the business requirements as part of the normal course of prioritizing the Chief Financial Officer Unfunded Requirements List.
Artifacts Used	Chief Financial Officer Unfunded Requirements List Business Requirements Package
Artifacts Created	Updated/prioritized Chief Financial Officer Unfunded Requirements List
Responsible Role	Planning and Long Term Issues Board/Budget and Near Term Issues Board
Tools	
Standards	
More Info....	

Project Planning

Program Manager

PRP-1
Initiate
Planning

PRP-8
Obtain
Approval to Start

Project Manager

PRP-2
Determine
Requirements

PRP-3
Develop
Project Management
Plan (PMP)

PRP-4
Perform
Testing Intake
Assessment

PRP-5
Evaluate
Acquisitions

PRP-7
Initiate
Release Planning

Solution Architect

PRP-6
Evaluate & Define
Product
Acceptance
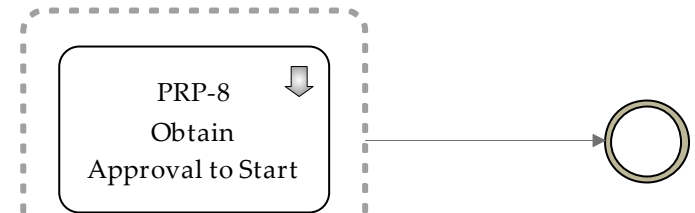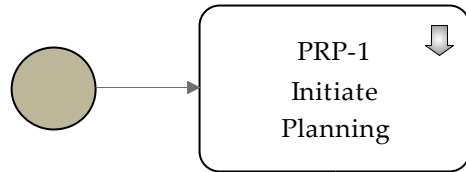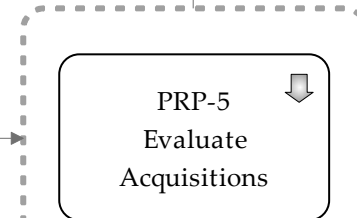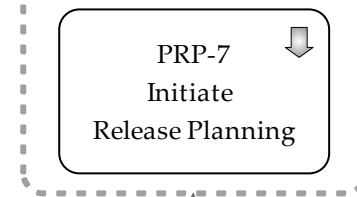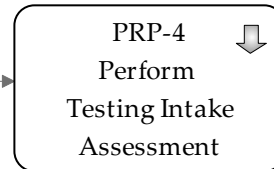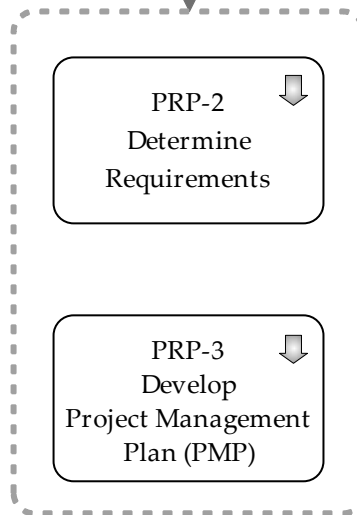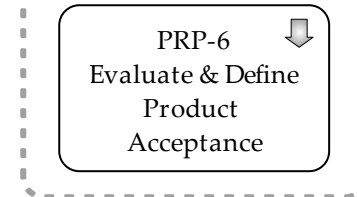
Goals of Project Planning

Planning is a continuous process and persists until all project increments are identified and all committed delivery milestones are met. During initial Project Planning, the project develops required artifacts for PMAS approval as well as perform preliminary Release and Test Planning activities.

PMAS Approval

In the Planning state, the project develops required artifacts and obtains approvals to permit the project increment(s) to transition to an Active state. For a project to attain an Active state, the following artifacts are required:

For a project to attain an Active state, the following artifacts are required:

- Acceptance Criteria Plan
- Acquisition Plan
- Contract Information
- Enterprise Project Structure
- Integrated Project Team Charter
- Outcome Statement
- PMAS Approval Presentation
- PMAS Readiness Checklist
- Product Evaluation and Decision Analysis Plan (buy-only)

- Project Charter
- Project Management Plan (PMP)
- Project Quad Chart
- Project Schedule
- Requirements Specification Document (RSD)
- Risk Log
- System Design Document (all sections up to and including Conceptual Design) or Software Design Document (all sections up to and including Conceptual Design)

The Project Planning process formerly applied to both new projects and projects placed in the 'Paused' state by the CIO or designee. The Restart Paused Projects (RES) process now covers the latter scenario where as new projects continued to be covered by the Project Planning process and have roughly 60 calendar days to complete planning.

Project Planning RACI Chart - 1

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Software Metrics and Estimation Team Member	Functional Analyst	Program Analyst	Solution Architect	Enterprise System Engineering Testing Analyst	Information Technology Resource Management (ITRM)	Project Manager	Program Manager	Application & Data Architecture Service Director	Office of Responsibility	Chief, PM Monitor and Control Division	Software Development Director	Program Planning and Oversight Director	Deputy Assistant Secretary	CIO
PRP-1.1	Create Project Charter							R	A							
PRP-1.2	Form Integrated Project Team							R	A							
PRP-1.3	Release Planning Funds						R							A		
PRP-1.4	Validate Enterprise Project Structure							R						A		
PRP-1.5	Update Project Quad Chart								A							
PRP-1.6	Identify Project Management Environment							R	A							
PRP-1.7	Identify Technical Environment							R					A			
PRP-2.1	Document Requirements		R					A								
PRP-PR1	Conduct Peer Review of Requirements Specification Document		R					A								

Project Planning RACI Chart - 2

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role														
		Software Metrics and Estimation Team Member	Functional Analyst	Program Analyst	Solution Architect	Enterprise System Engineering Testing Analyst	Information Technology Resource Management (ITRM)	Project Manager	Program Manager	Application & Data Architecture Service Director	Office of Responsibility	Chief, PM Monitor and Control Division	Software Development Director	Program Planning and Oversight Director	Deputy Assistant Secretary	CIO
PRP-FR1	Conduct Formal Review of Requirements Specification Document							R	A							
PRP-2.2	Perform Requirements-Based Estimation	R										A				
PRP-2.3	Create System Design Document							R					A			
PRP-FR2	Conduct Formal Review of System Design Document							R	A							
PRP-2.4	Create Concept of Operations (CONOPs)							R	A							
PRP-FR3	Conduct Formal Review of Concept of Operations (CONOPS)							R	A							
PRP-3.1	Create Project Management Plan							R	A							
PRP-3.2	Review Quality Assurance Standard							R	A							
PRP-3.3	Create Risk Management Plan							R	A							

Project Planning RACI Chart - 3

		Role														
		Software Metrics and Estimation Team Member	Functional Analyst	Program Analyst	Solution Architect	Enterprise System Engineering Testing Analyst	Information Technology Resource Management (ITRM)	Project Manager	Program Manager	Application & Data Architecture Service Director	Office of Responsibility	Chief, PM Monitor and Control Division	Software Development Director	Program Planning and Oversight Director	Deputy Assistant Secretary	CIO
PRP-3.4	Create Contingency Plan							R	A							
PRP-3.5	Create Project Schedule							R	A							
PRP-3.6	Create Risk Log							R	A							
PRP-3.7	Identify Staff Assignments							R	A							
PRP-3.8	Identify Dependent Projects								A							
PRP-3.9	Request Planning Budget Increase								A							
PRP-FR4	Conduct Formal Review of Project Management Plan							R	A							
PRP-4.1	Submit Intake Assessment Form							R	A							
PRP-4.2	Perform CARA Analysis						R	A								
PRP-4.3	Update Project Schedule							R	A							

Project Planning RACI Chart - 4

		Software Metrics and Estimation Team Member	Functional Analyst	Solution Architect	Configuration Manager	Enterprise System Engineering Testing Analyst	Information Technology Resource Management (ITRM)	Project Manager	Program Manager	Application & Data Architecture Service Director	Office of Responsibility	Standards & Compliance Director	Software Development Director	Program Planning and Oversight Director	Deputy Assistant Secretary	CIO
PRP-4.4	Submit Testing Workload Forecast							R	A							
PRP-4.5	Update ESE Master Testing Workload Schedule					R		A								
PRP-5.1	Evaluate Contracts							R	A							
PRP-5.2	Create Budget Execution Performance Deliverables							R	A							
PRP-5.3	Create Acquisition Plan							R	A							
PRP-6.1	Conduct Product Evaluation			R						A						
PRP-6.2	Create Acceptance Criteria Plan							R	A							
PRP-7.1	Create Release Contact Form							R	A							
PRP-7.2	Create Configuration Management Plan				R							A				
PRP-PR2	Conduct Peer Review of Configuration Management Plan				R							A				

Project Planning RACI Chart - 5

		Software Metrics and Estimation Team Member	Functional Analyst	Program Analyst	Configuration Manager	Enterprise System Engineering Testing Analyst	Information Technology Resource Management (ITRM)	Project Manager	Program Manager	Application & Data Architecture Service Director	Office of Responsibility	Standards and Compliance Director	Program Planning and Oversight Director	Deputy Assistant Secretary	CIO
PRP-FR5	Conduct Formal Review of Configuration Management Plan				R							A			
PRP-7.3	Create Disaster Recovery Plan							R	A						
PRP-7.4	Create Contingency Plan							R	A						
PRP-PR3	Conduct Peer Review of Additional Release Plans							R	A						
PRP-FR6	Conduct Formal Review of Additional Release Plans							R	A						
PRP-7.5	Create Release Management Plan							R	A						
PRP-PR4	Conduct Peer Review of Release Management Plan							R	A						
PRP-FR6	Conduct Formal Review of Release Management Plan							R	A						
PRP-7.5	Create Service Level Agreements							R	A						

Project Planning RACI Chart - 6

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role													
		Software Metrics and Estimation Team Member	Functional Analyst	Program Analyst	Configuration Manager	Enterprise System Engineering Testing Analyst	Information Technology Resource Management (ITRM)	Project Manager	Program Manager	Application & Data Architecture Service Director	Office of Responsibility	Standards and Compliance Director	Program Planning and Oversight Director	Deputy Assistant Secretary	CIO
PRP-7.7	Create Operational Acceptance Plan							R	A						
PRP-QR1	Conduct Process Quality Gate Review of Planned Release							R	A						
PRP-8.1	Determine Execution Funds Available						R		A						
PRP-8.2	Verify PMAS Readiness							R	A						
PRP-8.3	Conduct PMAS Readiness Review								RA						
PRP-8.4	Conduct OOR PMAS Readiness Review										R			A	
PRP-8.5	Conduct CIO PMAS Readiness Review														R
PRP-8.6	Communicate PMAS Approval										R			A	
PRP-8.7	Approve Funding for Increment Execution							R	A						

Project Planning: PRP-1 Initiate Planning

Program Manager

PRP-1.5
Update
Project Quad
Chart

Project Manager

PRP-1.1
Create
Project Charter

PRP-1.4
Validate
Enterprise Project
Structure

PRP-1.6
Identify
Project
Management
Environment

PRP-1.2
Form
Integrated Project
Team

PRP-1.7
Identify
Technical
Environment

ITRM

PRP-1.3
Release
Planning Funds
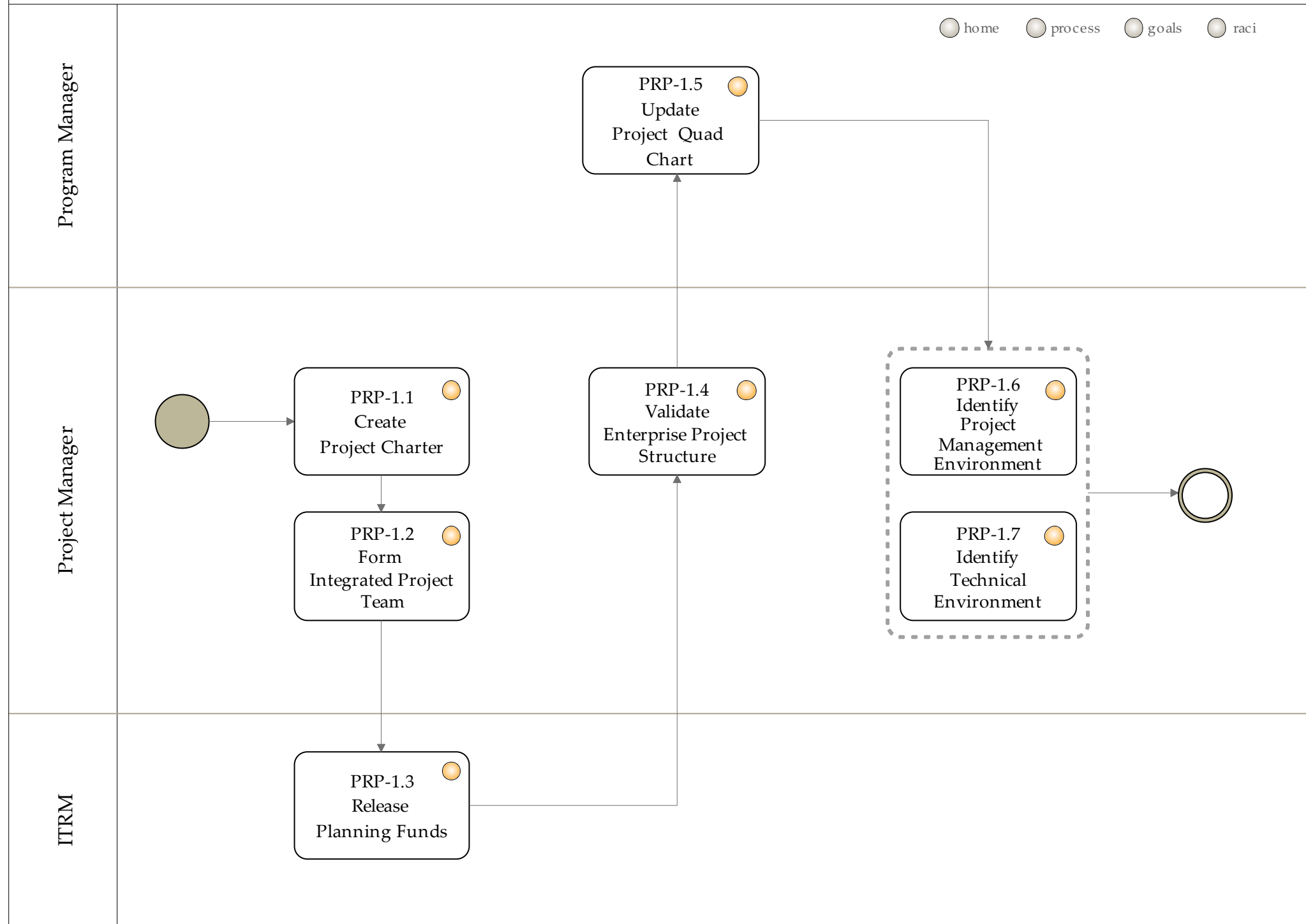
Project Planning: PRP-1.1 Create Project Charter

Description	The Project Manager creates the Project Charter. If an existing Project Charter was created, it should be updated to include revised scope, etc. The revised Project Charter is signed by the Business Sponsor, Program Manager, Project Manager, and Integrated Project Team (IPT) Chair.
Artifacts Used	Business Requirements Document
Artifacts Created	Project Charter
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	For information on how to set up a project folder on the PMAS portal, the Project Manager contacts the Communications Representative. If the Communications Representative is not known, then the Project Manager contacts the **VA OIT OED Communications Managers mail group** for assistance or goes to the Communication Services web site to view the current list of representatives. Communication Services Website

Project Planning: PRP-1.2 Form Integrated Project Team

Description	The Project Manager forms the Integrated Project Team (IPT) using "Integrated Project Team Guide" to determine the required attendees and referring to the PMAS Guide (Appendix B.9) for the basic IPT Membership Process. The IPT is a team of people with complementary skills and expertise who collaborate and commit to a timely delivery of specified work products. The IPT members provide skills and advocacy appropriate to all phases of the project life cycle and are collectively responsible for delivery of work products as specified and committed. The IPT should include empowered representatives from organizations, disciplines, and functions that have a stake in the success of the project. The IPT Roles Matrix, included in the IPT Charter, must be completed during this activity. The Charter is created and signed by all IPT members and the Chief Information Officer (CIO) during this activity.
Artifacts Used	Business Requirements Document Project Charter Updated list of VA staff resources
Artifacts Created	◯ IPT Charter ◯ IPT Kick-Off Meeting Agenda and Minutes
Responsible Role	Project Manager
Tools	
Standards	◯ Integrated Project Team Guide ◯ PMAS Guide PMAS Project Documentation Portal
More Info....	Refer to the *Integrated Project Team Guide* for guidance on IPT members and how to obtain membership.

Project Planning: PRP-1.3 Release Planning Funds

Description	Information Technology Resource Management (ITRM) works with the Program Planning & Oversight to determine if Planning Funds are available per the OI&T Operating Plan. Once this determination is complete, ITRM notifies the Program Manager that the Release Planning Funds are available and are approved for use in the Planning Phase of the project.
Artifacts Used	OI&T Operating Plan
Artifacts Created	Notification of Release - Planning Funds
Responsible Role	ITRM
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-1.4 Validate Enterprise Project Structure

Description	The Project Manager validates the project details against the Enterprise Project Structure (EPS), working with the EPS support team (part of Program Planning and Oversight) to complete the required and other applicable fields. Each project is required to be registered/listed in the EPS with an EPS Code. In addition, the project names and an EPS Code as recorded in the EPS will serve as the VA recognized official name and will be used for identification, synchronization, and reconciliation of project artifacts throughout the projects lifecycle, budget formulation and expenditure tracking, and program/project management processes. **Note:** The Information Technology Resource Management (ITRM) will provide increment level budget formulation and expenditure tracking using the Budget Tracking Tool (BTT).
Artifacts Used	Enterprise Project Structure (EPS) OI&T Operating Plan Project Charter
Artifacts Created	Updated Enterprise Project Structure (EPS)
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	Enterprise Project Structure (EPS) Website EPS Primer Presentation and Numbering Scheme For more information on how to update the Enterprise Project Structure contact VA OIT OED PPC EPS.

Project Planning: PRP-1.5 Update Project Quad Chart

Description	The Program Manager updates the Project Quad Chart. If a Project Quad Chart does not exist, the Program Manager creates one during this activity. The Project Quad Chart is a document that provides a high level summary of the proposed Business Requirements along with the initial proposed schedule, deliverables, and initial funding. The document includes mandates, dependencies, and risks. Completion of the Project Quad Chart is a joint effort between the Business group and OI&T that summarizes what each project entails. The Project Quad Chart is used in the prioritization process and is an input into the decision process of which projects will be executed.
Artifacts Used	Business Requirements Document Enterprise Project Structure Project Quad Chart
Artifacts Created	Updated Project Quad Chart
Responsible Role	Program Manager
Tools	
Standards	⊙ Project QUAD Chart with instructions ⊙ PMAS Guide PMAS Project Documentation Portal
More Info....	QUAD Chart Website Information requests may be sent to the Program Plans and Controls Quad Mail Group - **VA OIT OED PPC QUAD CM**.

Project Planning: PRP-1.6 Identify Project Management Environment

Description	The Project Manager identifies the hardware, software, and tools needed to perform the functions for the project, including the following: • Hardware (coordinate with Enterprise System (ESE)) • Project SharePoint • IBM Rational Tools ® • User accounts established and configured according to standards • Training required to use the tools and methods • Project Schedule in designated Project Management Tool • Project entry in the Project Repository (TSPR)
Artifacts Used	Project Charter
Artifacts Created	⬤ Project Initiation Checklist (Applicable Project Management Activities)
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-1.7 Identify Technical Environment

Description	The Project Manager identifies the hardware, software, and tools needed to perform the functions for the project, including the following: • Identification of the Development Account that will be used for development • Appropriate access for developers to the Development Account • Ensuring the Development Account is fully patched
Artifacts Used	Project Charter
Artifacts Created	○ Project Initiation Checklist (Applicable Technical Environment Activities)
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-2 Determine Requirements

Project Manager

★ P → ★ F

PRP-2.3
Create
System Design
Document ○

★ F

PRP-2.4
Create
Concept of
Operations
(CONOPs) ○

★ F → ◎

Functional Analyst

●

PRP-2.1
Document
Requirements ○

Software Metrics and Estimation Team Member

PRP-2.2
Perform
Requirements-Based
Estimation ○
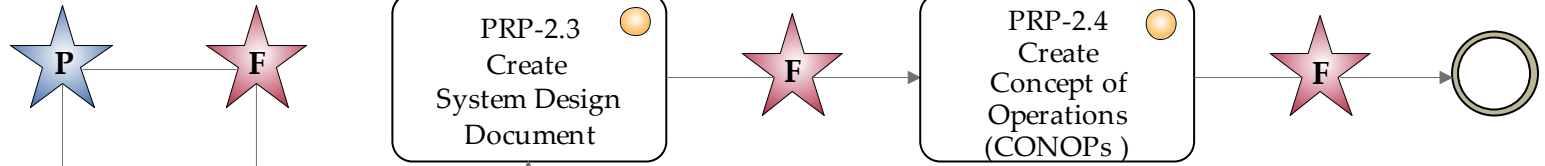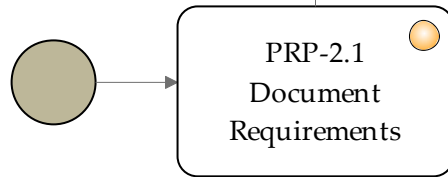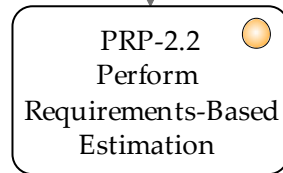
Project Planning: PRP-2.1 Document Requirements

Description	The Functional Analyst works with the various groups (i.e., Architecture, Strategy and Design (ASD), Enterprise System (ESE), Program Management, etc) to document the increment specifications. Specifications that should be considered, at a minimum, include: • Functional • Security • Reliability • Usability • Performance • Multi-Divisional
Artifacts Used	Business Requirements Document
Artifacts Created	○ Requirements Specification Document
Responsible Role	Functional Analyst
Tools	IBM Rational RequisitePro ®
Standards	○ PMAS Guide ○ Requesting Function Point Services Process Guide Electronic and Information Technology Accessibility Standards (Section 508) web page PMAS Project Documentation Portal
More Info....	Contact the Section 508 Office at the mail group [email: **Section508@va.gov**] to obtain the appropriate checklists. The Requirements Specification Document template provided serves as a guide for those project teams currently not leveraging a VA approved requirements management tool. However, project teams are encouraged to continue to use the approved Requirements Management tools in lieu of using the provided template. Request the initial function point count when the majority of the requirements have been stabilized by sending an email to Software Metric and Estimation (SM&E) team [email address: **VAOITOEDPPCProjectEstimationSupport@va.gov**].

Project Planning: PRP-PR1 Conduct Peer Review of Requirements Specification Document

Description	The Functional Analyst conducts a Peer Review of the Requirements Specification Document in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 　1. Distribute the Peer Review Materials. 　2. Review the Peer Review Materials. 　3. Distribute the Consolidated Peer Review Findings. 　4. Record the Finding Resolutions. 　5. Implement the Finding Resolutions. The goal of the peer review of the Requirements Specification Document is to resolve any questions the project team may have and to ensure the quality of the deliverable.
Artifacts Used	Requirements Specification Document
Artifacts Created	🔵 Record of Notification 🔵 Requirements Specification Document Checklist (Review Findings Summary included) Updated Requirements Specification Document
Responsible Role	Functional Analyst
Tools	
Standards	⚪ ProPath Reviews Guide ⚪ Quality Assurance Standard
More Info....	

Project Planning: PRP-FR1 Conduct Formal Review of Requirements Specification Document

Description	The Project Manager conducts a Formal Review of the Requirements Specification Document in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Requirements Specification Document and the appropriate approval signatures.
Artifacts Used	Requirements Specification Document
Artifacts Created	○ Artifact Review Agenda and Minutes ○ Requirements Specification Document Checklist (Review Findings Summary included) Updated Requirements Specification Document (Approval Signatures included)
Responsible Role	Project Manager
Tools	IBM Rational ClearQuest ® IBM Rational RequisitePro ®
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-2.2 Perform Requirements-Based Estimation

Description	The Software Metrics and Estimation (SM&E) team member will: • Respond to requests for project Function Point Analysis Services • Assign each incoming Function Point Analysis Service request to SM&E team member • Monitor, track, and report on assigned requests • Conduct Function Point Analysis activities in accordance with the current version of the counting rules of the International Function Point Users Group (IFPUG) and in accordance with accepted local counting guidelines • Post Analysis Results, when completed, to the project's Project Notebook entry in TSPR The Project Manager or designee will work with the SM&E team member to update, as needed, the project schedule and labor estimates to reflect values listed in the Function Point Estimate Workbook.
Artifacts Used	Application Function Point Baseline Count Requirements Specification Document
Artifacts Created	Function Point Estimate Workbook
Responsible Role	Software Metrics and Estimation (SM&E) team member
Tools	
Standards	○ Function Point Analysis Guide ○ Function Point Estimate Workbook ○ Project Repository (TSPR) Data Entry Guide IFPUG Counting Practices Manual (CPM) TSPR User Manual
More Info....	For further guidance and assistance contact mail group **VAOITOEDPPCprojectestimationsupport**@va.gov.

Project Planning: PRP-2.3 Create System Design Document

Description	The Project Manager creates the initial System Design Document and completes the appropriate sections up to and including the Conceptual Design. In addition to the Conceptual Design, the initial sections of this document provide for basic technical overview of the project and ensure alignment with the VA IT architecture and design frameworks that will ultimately be reviewed as part of three distinct processes: • One-VA Technical Reference Model (TRM) • Technical Analysis Review-Technical Analysis Summary Process • VA Certification and Accreditation Process For Legacy Vista Systems, the Project Manager has the option to create an initial Software Design Document and complete the sections up to and including Conceptual Design. The Software Design Document replaces the System Design Document for submission to PMAS.
Artifacts Used	Business Requirements Document Project Charter Requirements Specification Document
Artifacts Created	○ Software Design Document (all sections up to and including Conceptual Design) ○ System Design Document (all sections up to and including Conceptual Design)
Responsible Role	Project Manager
Tools	IBM Rational ClearCase ®
Standards	○ PMAS Guide ○ Technical Analysis Review-Technical Analysis Summary Process One-VA Technical Reference Model PMAS Project Documentation Portal VA Certification and Accreditation Division web page
More Info....	The results of the Technical Analysis Request/Technical Analysis Summary (TAR/TAS) process can be used in lieu of the System Design Document or the Software Design Document so long as the same approval participants are involved in the TAR/TAS process.

Project Planning: PRP-FR2 Conduct Formal Review of System Design Document

Description	The Project Manager conducts a Formal Review of the System Design Document (or Software Design Document) in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the System Design Document (or Software Design Document) and the appropriate approval signatures.
Artifacts Used	System Design Document (all sections up to and including Conceptual Design) Software Design Document (all sections up to and including Conceptual Design)
Artifacts Created	○ Artifact Review Agenda and Minutes ○ System Design Document Checklist (Review Findings Summary included) Updated System Design Document (Approval Signatures included) Updated Software Design Document (Approval Signatures included)
Responsible Role	Project Manager
Tools	IBM Rational ClearQuest ® IBM Rational RequisitePro ®
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-2.4 Create Concept of Operations (CONOPs)

Description	The Project Manager is responsible for the creation of the CONOPs, or Concept of Operations, that is both an analysis and formal document to describe how an asset, system, or capability will be employed and supported. It is developed to bridge the gap between the Business Need Statement and the Requirements Specification Document (RSD) by identifying the capabilities needed to satisfy the business need and fill the gaps expressed in the business needs statement, and to assist in identifying and selecting balanced solutions in the Analysis of Alternative (AoA).
Artifacts Used	Business Requirements Document Requirements Specification Document
Artifacts Created	Concept of Operations (CONOPs)
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-FR3 Conduct Formal Review of CONOPS

Description	The Project Manager conducts a Formal Review of the Concept of Operations (CONOPS) in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps:
	  1. Plan the Formal Review.
	  2. Review the Formal Review Materials.
	  3. Implement the Finding Resolutions.
	
	The goal of the formal review is to obtain stakeholder concurrence of the CONOPS and the appropriate approval signatures.

Artifacts Used	Concept of Operations (CONOPS)
Artifacts Created	Artifact Review Agenda and Minutes Concept of Operations (CONOPS) (Review Findings Summary included) Updated Concept of Operations (CO NOPS) (Approval Signatures included)
Responsible Role	Project Manager
Tools	IBM Rational ClearQuest ® IBM Rational RequisitePro ®
Standards	ProPath Reviews Guide Quality Assurance Standard
More Info....	

Project Planning: PRP-3 Develop Project Management Plan (PMP)

Program Manager

PRP-3.8
Identify
Dependent Projects

Exceed 10%
Planning
Budget?

Yes

PRP-3.9
Request
Planning Budget
Increase

No

Project Manager

PRP-3.7
Identify
Staff Assignments

PRP-3.1
Create
Project Management
Plan

PRP-3.2
Review
Quality Assurance
Standard

PRP-3.3
Create
Risk Management
Plan

PRP-3.4
Review
Project
Communication
Standard

PRP-3.5
Create
Project Schedule

PRP-3.6
Create
Risk Log

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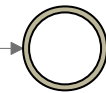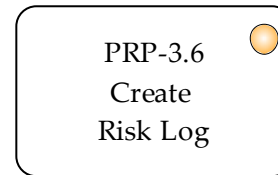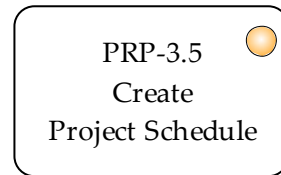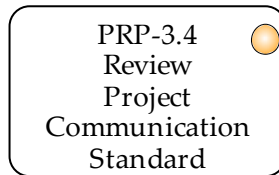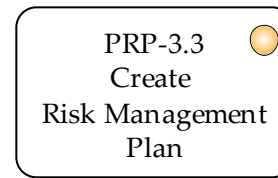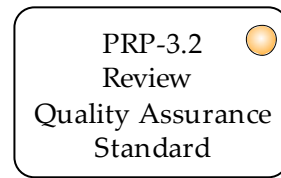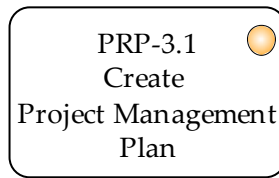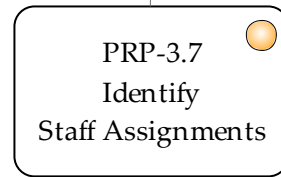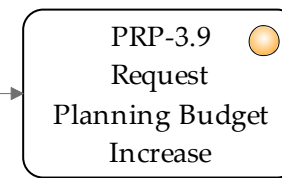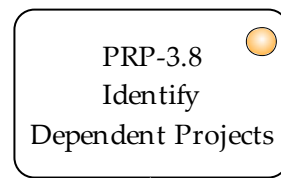
Project Planning: PRP-3.1 Create Project Management Plan

Description	The Project Manager creates the Project Management Plan (PMP) which is the formal, approved document that defines how the project is executed, monitored, and controlled. It is composed of one or more subsidiary management plans and other planning documents. The objective of the PMP is to define the management approach to be used by the project team to deliver the intended increment(s).
Artifacts Used	Business Requirements Document Project Charter
Artifacts Created	🔵 Project Management Plan
Responsible Role	Project Manager
Tools	
Standards	⚪ PMAS Guide ⚪ Project Artifact Summary Guide <u>PMAS Project Documentation Portal</u>
More Info....	

Project Planning: PRP-3.2 Review Quality Assurance Standard

Description	The Project Manager is required to review and follow the Quality Assurance Standard. The Quality Assurance (QA) Standard details the overall approach to quality assurance activities for a project. The standard documents how the project defines, implements, and assures quality during the software development process. The standard is also a communication vehicle for the entire project team, including the project manager, developers, test analysts, Software Quality Assurance (SQA) analysts, technical writers, functional analysts, other project teams, and users. List any deviations and their reasons to Quality Assurance Standard in either the Project Management Plan (PMP) or the Quality Assurance Plan. List any deviations from the Standard in the PMP. If the project is large in scope create a separate Quality Assurance Plan and reference it in the PMP.
Artifacts Used	Business Requirements Document Project Charter
Artifacts Created	Project Management Plan (Section 12 – Quality Assurance Plan) Quality Assurance Plan (if not documented in the PMP)
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide Quality Assurance Standard PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-3.3 Create Risk Management Plan

Description	The Project Manager creates the Risk Management Plan. The Project Manager has the option to create the Risk Management Plan in section 9 of the Project Management Plan (PMP) or, if the project is large in scope, a separate Risk Management Plan should be created and referenced in the PMP. Risk Management is the art and science of identifying, analyzing, and responding to risk factors throughout the life of a project and in the best interests of its objectives. The project identifies, analyzes, tracks, and monitors risks that may negatively impact the project's performance, costs, and schedule, as well as any risks that impact other projects.
Artifacts Used	Business Requirements Document Project Charter
Artifacts Created	Project Management Plan (Section 9 - Risk Management Plan) Risk Management Plan (if not documented in the PMP)
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-3.4 Review Project Communication Standard

Description	The Project Manager is required to review and follow the Communication Standard. If it is determined that the program/project must deviate from the standard, section 8 of the Project Management Plan (PMP) should indicate the reason and list, in bullet format, the planned deviations. If the project is large in scope, a separate Communication Plan should be created and referenced in the PMP. The Communication Standard describes how projects should communicate with team members, end users, management, and other points of contact. The standard describes how stakeholders are kept informed of project activities, as well as the mechanism to receive stakeholder feedback and adjust activities accordingly in a timely manner. The standard additionally details how products are delivered (minutes, dashboard, briefings, documentation, etc.) and where they are stored.
Artifacts Used	Business Requirements Document Project Charter
Artifacts Created	Communication Plan (if not documented in the PMP) Project Management Plan (Section 8 - Communication Plan)
Responsible Role	Project Manager
Tools	
Standards	PMAS Guide Communication Standard PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-3.5 Create Project Schedule

Description	The Project Manager creates the Project Schedule based on the activities defined in ProPath, the required PMAS artifacts, and the National Release Checklist. The schedule includes the required Universal Project Milestones (UPMs). The schedule takes into consideration the type and size of the project, product, application, and system when considering potential methodologies that can be applied (for example: Sequential, Iterative, or Agile) and the number of increments required for delivery. The Project Manager submits the Project Schedule to the Integrated Project Team and records approval of the schedule in the Project Schedule Approval template.
Artifacts Used	Project Charter Project Management Plan Requirements Specification Document
Artifacts Created	Project Schedule (created in a designated project management tool) Project Schedule Approval
Responsible Role	Project Manager
Tools	
Standards	Instructions for PMAS Dashboard PMAS Guide Project Artifact Summary Guide Universal Project Milestone document National Release Checklist PMAS Database - Quick Start Guide PMAS Project Documentation Portal
More Info....	Information Planner website Integrated Master Plan & Integrated Master Schedule website

Project Planning: PRP-3.6 Create Risk Log

Description	The Project Manager documents the initial risks that may have an impact on the project's cost, schedule, or performance. The Project Manager will follow the Risk Management process as defined in the Risk Management Guide.
Artifacts Used	Project Charter Stakeholder Request
Artifacts Created	◯ Risk Log
Responsible Role	Project Manager
Tools	IBM Rational ClearQuest ®
Standards	◯ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-3.7 Identify Staff Assignments

Description	The appropriate office of responsibility is responsible for applying sufficient staff as identified in the project and increment plans, with the appropriate skills, to enable successful execution of the project or increment. This is defined in the OI&T Operating Plan. The Project Manager, to obtain government staff, must: • Develop a specific resource list of government staff by competency needed for desktop to data center including management, development, testing, operations, security, development, and sustainment. • Advise Integrated Project Team (IPT) members of needed staff by competency. IPT members are then responsible for coordinating with the leadership within their competency office for required personnel.
Artifacts Used	Project Management Plan
Artifacts Created	⬤ PMAS Resource Assignments
Responsible Role	Project Manager
Tools	
Standards	⬤ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-3.8 Identify Dependent Projects

Description	The Program Manager, to ensure proper planning or re-planning (if the project is on 'pause'), determines the project's dependencies as related to other projects. This information is used to create the Project Dependency Matrix which includes:
	
	A listing of the projects
	   • A description of the project
	   • A description of the dependency
	   • Known schedule impacts

Artifacts Used	Project Management Plan System Design Document
Artifacts Created	◯ Project Dependency Matrix
Responsible Role	Program Manager
Tools	
Standards	◯ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-3.9 Request Planning Budget Increase

Description	The Program Manager works with the Deputy CIO of Product Development to obtain additional planning funds when the project planning budget will exceed the 10% recommended threshold.
Artifacts Used	Contracts (Existing) Enterprise Project Structure OI&T Operating Plan Planning Funds Project Charter Project Schedule Quad Chart
Artifacts Created	Authorization to Exceed 10% Planning Threshold
Responsible Role	Program Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-FR4 Conduct Formal Review of Project Management Plan

Description	The Project Manager conducts a Formal Review of the Project Management Plan in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Project Management Plan and the appropriate approval signatures.
Artifacts Used	Project Management Plan
Artifacts Created	◯ Artifact Review Agenda and Minutes ◯ Project Management Plan Checklist (Review Findings Summary included) Updated Project Management Plan (Approval Signatures included)
Responsible Role	Project Manager
Tools	IBM Rational ClearQuest ® IBM Rational RequisitePro ®
Standards	◯ ProPath Reviews Guide ◯ Quality Assurance Standard
More Info....	

Project Planning: PRP-4 Perform Testing Intake Assessment

Project Manager

PRP-4.1
Submit
Intake Assessment
Form

PRP-4.3
Update
Project Schedule

PRP-4.4
Submit
Testing Workload
Forecast

Enterprise System Engineering Analyst

PRP-4.2
Perform
CARA Analysis

PRP-4.5
Update
ESE Master Testing
Workload Schedule
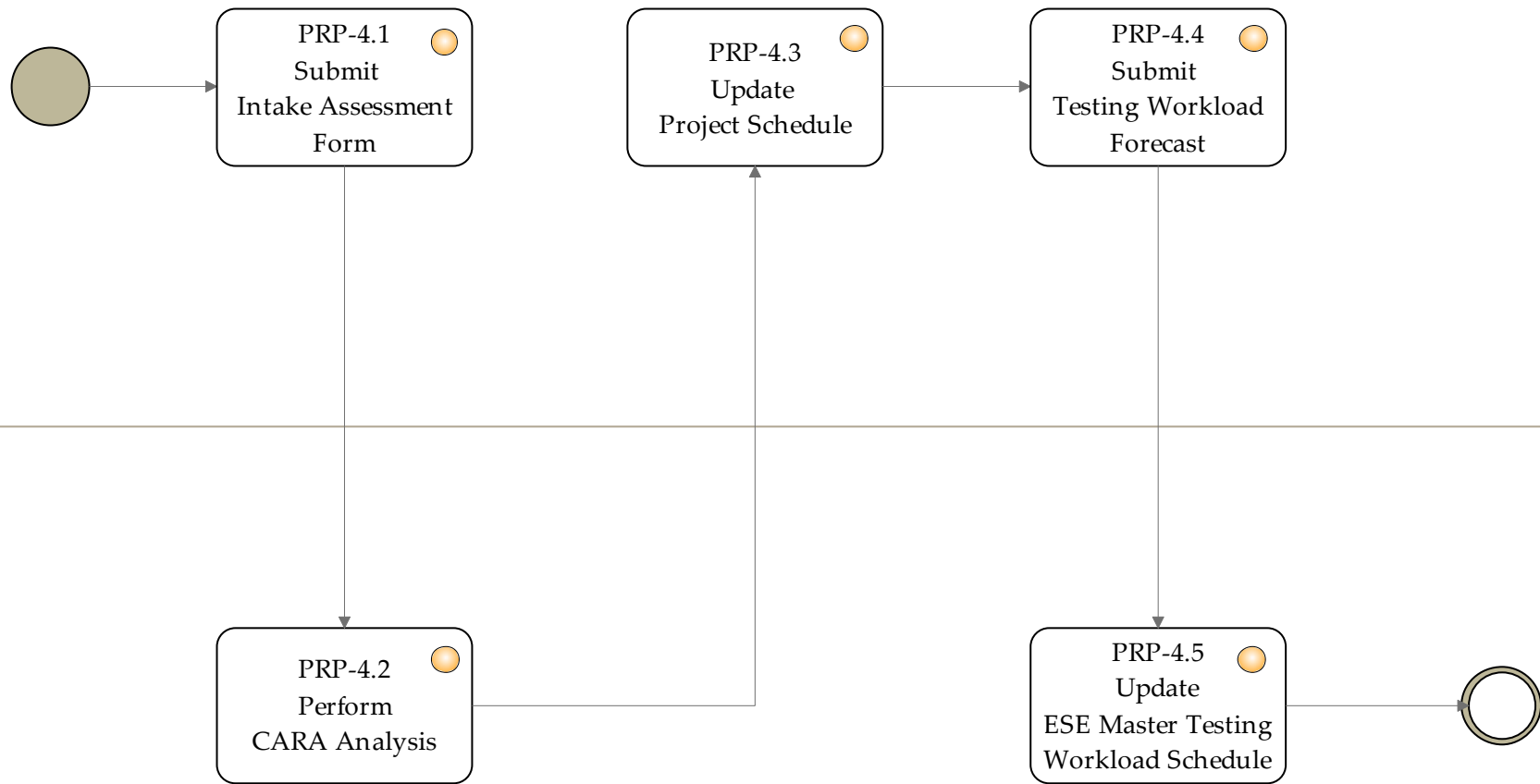
Project Planning: PRP-4.1 Submit Intake Assessment Form

Description	The Project Manager submits the Project Intake Form. The Intake Assessment form captures key data necessary to perform the Criticality Analysis and Risk Assessment (CARA). The data is also used by various stakeholders for planning purposes. The Project Manager completes the Enterprise System Engineering (ESE) Testing Intake form immediately following the Requirements Specification Document (RSD) and the System Design Document (SDD) formal reviews.
Artifacts Used	Concept of Operations (CONOPS) Requirements Specification Document System Design Document
Artifacts Created	ESE Testing Intake Assessment Form
Responsible Role	Project Manager
Tools	Intake Assessment web site
Standards	
More Info....	

Project Planning: PRP-4.2 Perform CARA Analysis

Description	The Enterprise System Engineering (ESE) Analyst performs risk based assessment (Criticality Analysis and Risk Assessment (CARA)) of requirements outlined in the Requirements Specification Document (RSD) and specifications outlined in the System Design Document (SDD). This assessment prescribes what type of testing service will be performed on the project during ESE Testing and the timeline required for the effort.
Artifacts Used	Concept of Operations (CONOPS) ESE Testing Intake Assessment Form Requirements Specification Document System Design Document
Artifacts Created	ESE Risk Analysis and Testing Scope Report (RATSR) Software Testing Scope Report
Responsible Role	ESE Analyst
Tools	
Standards	◯ Standardized RiskBased Approach to Testing
More Info....	

Project Planning: PRP-4.3 Update Project Schedule

Description	The Project Manager updates the Project Schedule. Once the Project Manager reviews the results from the Enterprise System Engineering (ESE) Risk Analysis and Testing Scope Report (RATSR), the Project Manager reviews and makes any necessary changes to the Project Schedule.
Artifacts Used	ESE Risk Analysis and Testing Scope Report (RATSR) Project Schedule
Artifacts Created	Updated Project Schedule
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-4.4 Submit Testing Workload Forecast

Description	The Project Manager provides Enterprise System Engineering (ESE) with the revised project schedule and anticipated start date of testing. The Project Manager utilizes information from the ESE Risk Analysis and Testing Scope Report (RATSR) to include Release Management and ESE testing in the project schedule.
Artifacts Used	ESE Risk Analysis and Testing Scope Report (RATSR) Updated Project Schedule
Artifacts Created	Completed Workload Form Preliminary Release Management and ESE Testing Schedule
Responsible Role	Project Manager
Tools	
Standards	
More Info....	<u>Workload Forecasting web site</u>

Project Planning: PRP-4.5 Update ESE Master Workload Testing Schedule

Description	The Enterprise System Engineering (ESE) Analyst updates the ESE Testing Master Workload Schedule with the changes that were submitted by the Project Manager to the PM's Project Schedule.
Artifacts Used	Preliminary Release Management and ESE Testing Schedule Workload Forecast Form
Artifacts Created	Updated ESE Testing Master Workload Forecast Form
Responsible Role	ESE Analyst
Tools	
Standards	
More Info....	

Project Planning: PRP-5 Evaluate Acquisitions

Project Manager

PRP-5.1
Evaluate
Contracts

PRP-5.2
Create
Budget Execution
Performance
Deliverables

PRP-5.3
Create
Acquisition Plan
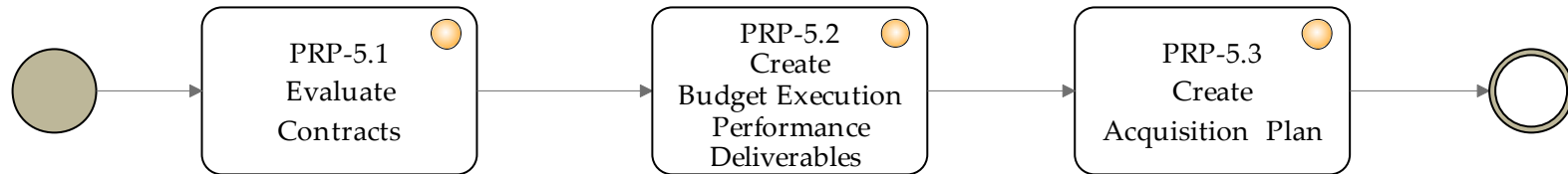
Project Planning: PRP-5.1 Evaluate Contracts

Description	The Project Manager will work with the Contracting Officer and General Counselor (GC) to put forth contract recommendations to: (1) Proceed with a contracting action, or (2) Document any current contract in place that can be leveraged. It is noted that there should be consensus on the recommendations going forward but in the event that consensus cannot be met, then this should be noted at the time of the submission for PMAS approval.
Artifacts Used	Existing Contract(s)
Artifacts Created	◯ Contract Information
Responsible Role	Project Manager
Tools	
Standards	◯ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-5.2 Create Budget Execution Performance Deliverables

Description	The Project Manager documents the planned Fiscal Year (FY) accomplishments or achievements. The Outcome Statement identifies planned Fiscal Year (FY) accomplishments or achievements for each project and the FY budget identified for those accomplishments. This document should include anything that will be bought or produced for the project with current FY budget. Include quantifiable measures, if available.
Artifacts Used	FY Budget
Artifacts Created	⦿ Outcome Statement
Responsible Role	Project Manager
Tools	
Standards	⦿ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-5.3 Create Acquisition Plan

Description	The Project Manager creates the initial Acquisition Plan and completes the appropriate sections up to and including the Acquisition Strategy. This plan provides release-specific information such as: • Program Office Information • Purpose of the Acquisition • History and Need • Current and Future Requirements that the Acquisition addresses • Requirement Specifics • Statement of Work • Deliverables • Government Furnished Material • Data Requirements • Administration and Monitoring of the Acquisition (post-Award) • Costing and Funding • Technical Evaluations
Artifacts Used	Project Management Plan Project Schedule Requirements Specification Document
Artifacts Created	○ Acquisition Plan (all sections up to and including Acquisition Strategy)
Responsible Role	Project Manager
Tools	
Standards	○ PMAS Guide <u>PMAS Project Documentation Portal</u>
More Info....	

Project Planning: PRP-6 Evaluate & Define Product Acceptance

Project Manager

PRP-6.2
Create
Acceptance Criteria
Plan

Solution Architect
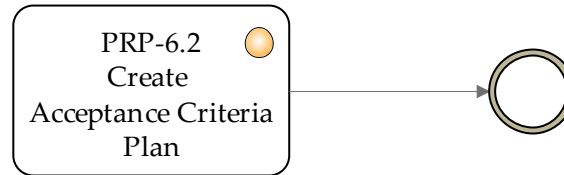
PRP-6.1
Conduct
Product Evaluation
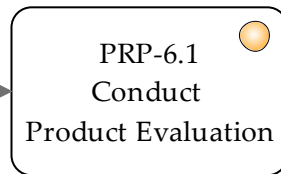
Project Planning: PRP-6.1 Conduct Product Evaluation

Description	The Solution Architect creates the Product Evaluation and Decision Analysis to document the criteria for evaluating alternative project solutions or products when at least one solution or product is being considered for purchase. The criteria typically addresses cost, benefits, and risks and should be within quantifiable areas such as functionality, performance, capacity, and scaleability. The Product Evaluation and Decision Analysis is only required for projects with buy decisions and provides a comparative breakdown of each solution.
Artifacts Used	Business Requirements Document Requirements Specification Document
Artifacts Created	◯ Product Evaluation and Decision Analysis
Responsible Role	Solution Architect
Tools	
Standards	◯ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-6.2 Create Acceptance Criteria Plan

Description	The Project Manager creates the Acceptance Criteria Plan. This document contains the mutually agreed to criteria by which the system will be accepted by the customer at each increment. Per the direction of the Chief Information Officer (CIO), each software development project increment must contain working code that is manifested to the end user. This manifestation can be in infrastructure code that is delivered to the end customer but not physically visible to the end customer or can be manifested in code that is physically visible to the end customer. If this is an operations project or Commercial-Off-The-Shelf (COTS) implementation project, the increment must deliver some functionality to the user. A new acceptance criteria plan is required for each increment. In addition to the mutually agreed criteria for which the system is to be accepted, the Acceptance Criteria Plan also contains the Customer Acceptance Form, a template for which key stakeholders acknowledge formal acceptance of the increment deliverable. This form is only to be completed at the end of the increment cycle upon the signature of the three key stakeholders (Project Manager and Customer).
Artifacts Used	Business Requirements Document Project Charter Requirements Specification Document
Artifacts Created	⦿ Acceptance Criteria Plan
Responsible Role	Project Manager
Tools	
Standards	⦿ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-7 Initiate Release Planning

Configuration Manager

PRP-7.2
Create
Configuration
Management Plan

P   **F**

Project Manager

PRP-7.1
Create
Release Contact
Form

PRP-7.3
Create
Disaster Recovery
Plan

PRP-7.4
Create
Contingency Plan

PRP-7.5
Create
Release
Management Plan

P   **F**

P   **F**

PRP-7.6
Create
Service Level
Agreements

PRP-7.7
Create
Operational
Acceptance Plan

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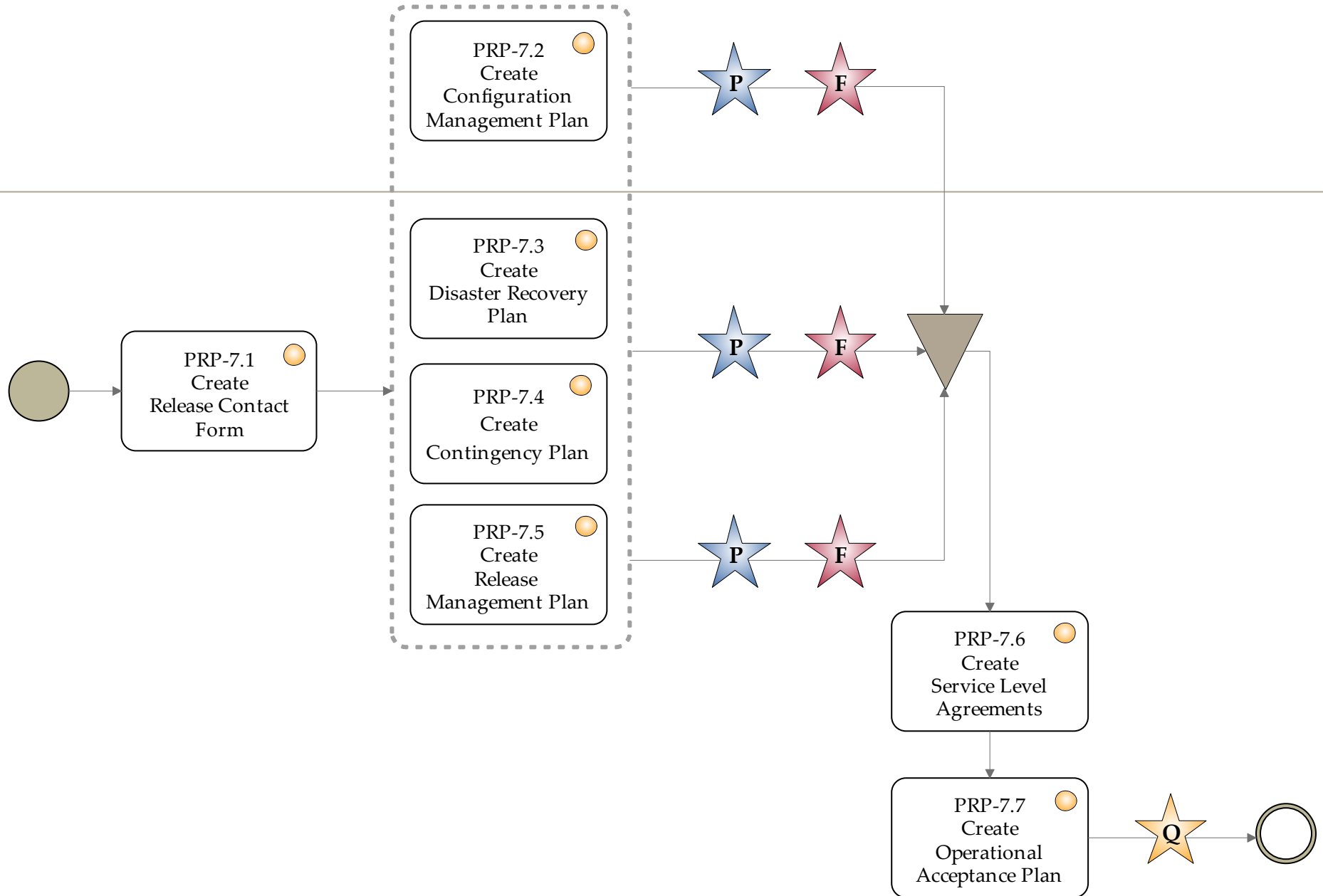
Project Planning: PRP-7.1 Create Release Contact Form

Description	The Project Manager creates the Release First Contact Form following the procedures provided on the Lifecycle and Release Site in order to request formal project support from Release Management, if the Release Contact First Form has not yet been created (as part of Project Planning - Intake Assessment). The Project Manager will create the initial checklist for completion throughout the duration of the project, if the initial National Release Checklist has not yet been created (as part of Create Project Schedule).
Artifacts Used	Project Charter Project Management Plan
Artifacts Created	First Contact Form National Release Checklist
Responsible Role	Project Manager
Tools	
Standards	First Contact Form Submission National Release Checklist
More Info....	

Project Planning: PRP-7.2 Create Configuration Management Plan

Description	The Configuration Manager creates the Configuration Management Plan. The Configuration Management Plan includes information on: • Configuration Items (CI) • Configuration Packages • Configuration Management Database (CMDB) • Any Miscellaneous items related to the Configuration Management activities of this release. This plan is a living artifact that is consistently updated throughout the lifecycle of Release Management.
Artifacts Used	Project Management Plan
Artifacts Created	Configuration Management Plan
Responsible Role	Configuration Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-PR2 Conduct Peer Review of Configuration Management Plan

Description	The Configuration Manager conducts the Configuration Management Plan Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Configuration Management Plan is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Configuration Management Plan
Artifacts Created	◯ Configuration Management Plan Review Findings Summary ◯ Record of Notification Updated Configuration Management Plan
Responsible Role	Configuration Manager
Tools	
Standards	◯ ProPath Reviews Guide ◯ Quality Assurance Standard
More Info....	

Project Planning: PRP-FR5 Conduct Formal Review of Configuration Management Plan

Description	The Configuration Manager conducts the Configuration Management Plan Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Configuration Management Plan and appropriate approval signatures.
Artifacts Used	Configuration Management Plan
Artifacts Created	○ Artifact Review Agenda and Minutes ○ Configuration Management Plan Review Findings Summary Updated Configuration Management Plan (Approval Signatures included)
Responsible Role	Configuration Manager
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-7.3 Create Disaster Recovery Plan

Description	The Project Manager puts the Disaster Recovery Plan in place to ensure that if an event occurs during release, adequate controls are in place to restore the system to pre-Disaster state. Disaster Recovery planning involves 3 types of mechanisms: • Preventive measures - These controls are aimed at preventing an event from occurring. • Detective measures - These controls are aimed at detecting or discovering unwanted events. • Corrective measures - These controls are aimed at correcting or restoring the system after disaster or event.
Artifacts Used	Project Management Plan Release Management Plan
Artifacts Created	Disaster Recovery Plan
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-7.4 Create Contingency Plan

Description	The Project Manager creates the Contingency Plan to provide specific strategies and actions to deal with an emergency related to the specific release. This plan provides a coordinated set of steps in case of a non-IT emergency and may work in conjunction with the Disaster Recovery steps outlined in the Disaster Recovery Plan.
Artifacts Used	Disaster Recovery Plan Project Management Plan Release Management Plan
Artifacts Created	Contingency Plan
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-PR3 Conduct Peer Review of Additional Release Plans

Description	The Project Manager conducts the Additional Release Plans Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Additional Release Plans is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Contingency Plan Disaster Recovery Plan
Artifacts Created	○ Contingency Plan Review Findings Summary ○ Disaster Recovery Plan Review Findings Summary ○ Record of Notification Updated Contingency Plan Updated Disaster Recovery Plan
Responsible Role	Project Manager
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-FR6 Conduct Formal Review of Additional Release Plans

Description	The Project Manager conducts the Additional Release Plans Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Additional Release Plans and appropriate approval signatures.
Artifacts Used	Contingency Plan Disaster Recovery Plan
Artifacts Created	○ Artifact Review Agenda and Minutes ○ Contingency Plan Review Findings Summary ○ Disaster Recovery Plan Review Findings Summary Updated Contingency Plan (Approval Signatures included) Updated Disaster Recovery Plan (Approval Signatures included)
Responsible Role	Project Manager
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-7.5 Create Release Management Plan

Description	The Project Manager creates the Release Management Plan in order to provide information to include but not limited to: • Release item information • Release schedule • Release contact details • Capital development funding • Target groups affected • Change requests • Configuration items The Release Management Plan is created in conjunction with updates to the National Release Checklist to ensure all required deliverables are provided.
Artifacts Used	Project Management Plan Project Schedule
Artifacts Created	🔵 Release Management Plan
Responsible Role	Project Manager
Tools	
Standards	⚪ National Patch Module (NPM) Guide National Release Checklist
More Info....	

Project Planning: PRP-PR4 Conduct Peer Review of Release Management Plan

Description	The Project Manager conducts the Release Management Plan Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Release Management Plan is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Release Management Plan
Artifacts Created	○ Record of Notification ○ Release Management Plan Review Findings Summary Updated Release Management Plan
Responsible Role	Project Manager
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-FR7 Conduct Formal Review of Release Management Plan

Description	The Project Manager conducts the Release Management Plan Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Release Management Plan and appropriate approval signatures.
Artifacts Used	Release Management Plan
Artifacts Created	○ Artifact Review Agenda and Minutes ○ Release Management Plan Review Findings Summary Updated Release Management Plan (Approval Signatures included)
Responsible Role	Project Manager
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-7.6 Create Service Level Agreements

Description	The Project Manager creates a Service-Level Agreement (SLA), which is a negotiated agreement between two parties (i.e., OI&T and ESE, or OI&T and FOD) where one is the customer and the other is the service provider. This can be a legally binding formal or informal 'contract'. The SLA records a common understanding about services, priorities, responsibilities, guarantees and warranties. Each area of service scope should have the 'level of service' defined. The SLA may specify the levels of availability, serviceability, performance, operation, or other attributes of the service such as billing.
Artifacts Used	Project Management Plan Requirements Specification Document (RSD)
Artifacts Created	⦿ Service Level Agreement
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-7.7 Create Operational Acceptance Plan

Description	The Project Manager working with the Project Manager, ESE Lifecycle Manager, and Operational Support Manager collaborate to complete the Operational Acceptance Plan describing resource availability and post-deployment expectations.
Artifacts Used	Concept of Operations (CONOPs)
Artifacts Created	Operational Acceptance Plan
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Project Planning: PRP-QR1 Conduct Process Quality Gate Review of Planned Release

Description	The Project Manager conducts the Release Plans Process Quality Gate Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Process Quality Gate Reviews) to ensure that the Release Management process has been successfully followed and all required artifacts have been completed and stored in the appropriate project repository. The Project Manager shall perform the following general steps: 1. Ensure that lessons learned are captured by the project team members. 2. Complete and signs the Release Plans Process Quality Gate Review Checklist. 3. Submit the review artifacts to Process Quality Management Service for concurrence via the Outlook mail group - **OED Process Mnagement Service**. 4. Obtain concurrence from Process Quality Assurance. 5. Post completed Release Plans Process Quality Gate Review Checklist and Lessons Learned Report to the appropriate project repository. 6. Ensure that corrective actions are applied to the project moving forward and/or submits. recommendations for process change to **Process Management Service.**
Artifacts Used	Configuration Management Plan Disaster Recovery Plan Configuration Management Plan Review Findings Summary Disaster Recovery Plan Review Findings Summary Contingency Plan Operational Acceptance Plan Contingency Plan Review Findings Summary Release Management Plan Release Management Plan Review Findings Summary
Artifacts Created	● Process Quality Gate Review Lessons Learned Report ● Release Plans Process Quality Gate Review Checklist
Responsible Role	Project Manager
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Project Planning: PRP-8 Obtain Approval to Start

○ home   ○ process   ○ goals   ○ raci

CIO

PRP-8.5
Conduct
CIO PMAS
Readiness Review

Office of Responsibility

PRP-8.4
Conduct
OOR PMAS
Readiness Review

PRP-8.6
Communicate
PMAS Approval

Program Manager

PRP-8.3
Conduct
PMAS Readiness
Review

Project Manager

PRP-8.2
Verify
PMAS Readiness

ITRM

PRP-8.1
Determine
Execution Funds
Available

PRP-8.7
Approve
Funding for
Increment Execution
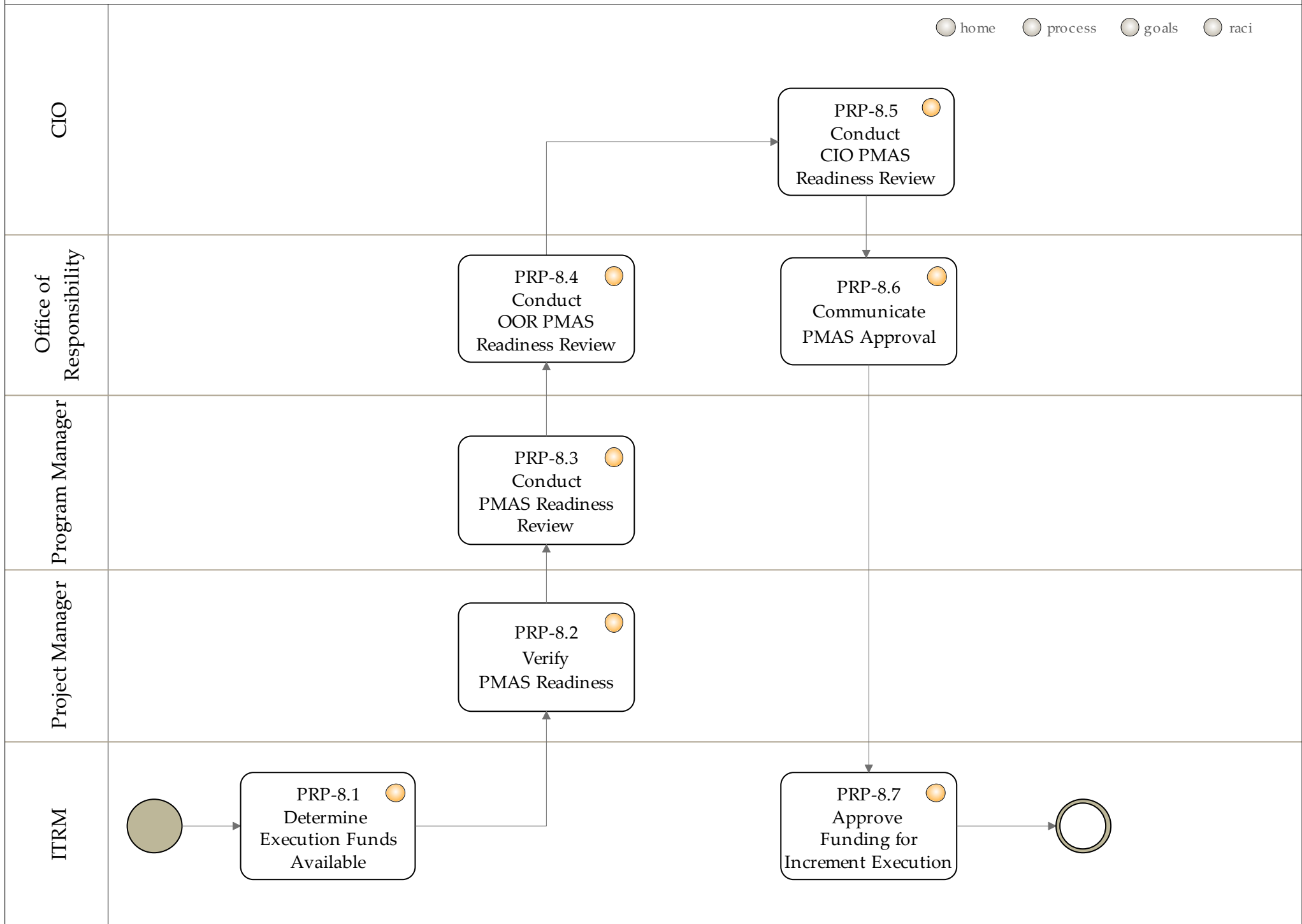
Project Planning: PRP-8.1 Determine Execution Funds Available

Description	Information Technology Resource Management (ITRM) works with the Program Planning & Oversight to determine if Execution Funds are available per the OI&T Operating Plan. Once this determination is complete, representation within Program Plans & Oversight notifies the Program Manager that the Execution Funds are available to fund the increment development and delivery.
Artifacts Used	OI&T Operating Plan
Artifacts Created	Notification of Availability - Execution Funds
Responsible Role	ITRM
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-8.2 Verify PMAS Readiness

Description	The Project Manager ensures all PMAS required project documentation has been completed, approved (where required), and posted on the PMAS portal. The Project Manager prepares the PMAS Approval Presentation and upon completion of the PMAS Readiness Checklist, informs the Program Manager when the project is ready for PMAS approval.
Artifacts Used	Acceptance Criteria Plan Project Charter Acquisition Plan Project Management Plan Contract Information Project Quad Chart Enterprise Project Structure (EPS) Project Schedule Integrated Project Team Charter Requirements Specification Document Outcome Statement Risk Log Product Evaluation and Decision Analysis Plan (buy-only) System Design Document
Artifacts Created	⦿ PMAS Approval Presentation ⦿ PMAS Readiness Checklist
Responsible Role	Project Manager
Tools	
Standards	○ PMAS Guide PMAS Project Documentation Portal
More Info....	For information on how to set up a project folder on the PMAS portal, the Project Manager contacts the Communications Representative. If the Communications Representative is not known, then the Project Manager contacts the **VA OIT OED Communications Managers mail group** for assistance or goes to the Communication Services web site to view the current list of representatives. Communication Services Website

Project Planning: PRP-8.3 Conduct PMAS Readiness Review

Description	The Program Manager reviews all project documentation to determine if the project is ready to present information to the Chief Information Officer (CIO) or designee.
Artifacts Used	PMAS Approval Presentation PMAS Readiness Checklist
Artifacts Created	PMAS Readiness Formal Review Results Updated PMAS Approval Presentation
Responsible Role	Program Manager
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-8.4 Conduct OOR PMAS Readiness Review

Description	The appropriate office of responsibility reviews all project documentation to determine if the project is ready for presentation to the Chief Information Officer (CIO) or designee. The appropriate office of responsibility provides a recommendation to the CIO regarding the project's readiness to enter PMAS or guidance to the Program Manager on the project's inefficiencies. The Architecture, Strategy and Design (ASD) Independent Review Team can provide assistance with this task when the appropriate office of responsibility requests assistance.
Artifacts Used	PMAS Approval Presentation PMAS Readiness Formal Review Results
Artifacts Created	Updated PMAS Approval Presentation Updated PMAS Readiness Formal Review Results
Responsible Role	Office of Responsibility
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-8.5 Conduct CIO PMAS Readiness Review

Description	The Chief Information Officer (CIO) or designee reviews the project and provides formal notification that work may commence on the project under PMAS. If the project is approved, the CIO completes the Executive Decision Memorandum and forwards it to the appropriate office of responsibility. If the project is determined to not be ready for PMAS, the Program Manager informs the Project Manager to continue preparing project documentation.
Artifacts Used	PMAS Approval Presentation PMAS Readiness Formal Review Results
Artifacts Created	○ PMAS Readiness Executive Decision Memorandum (EDM)
Responsible Role	CIO
Tools	
Standards	○ PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-8.6 Communicate PMAS Approval

Description	The appropriate office of responsibility forwards the signed Executive Decision Memorandum (EDM) to specified groups notifying of project's approval to permit the project to proceed under PMAS. This includes the following groups: • Applicable OOR Program Management Staff • Architecture, Strategy and Design • Business Sponsor • Program Planning and Oversight
Artifacts Used	PMAS Readiness Executive Decision Memorandum (EDM)
Artifacts Created	Updated PMAS Readiness Executive Decision Memorandum (EDM)
Responsible Role	Office of Responsibility
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Project Planning: PRP-8.7 Approve Funding for Increment Execution

Description	The Information Technology Resource Management (ITRM) reviews the completed PMAS Readiness Checklist provided by the Project Manager, approves funding for increment execution and assigns the initial project increment number for budget control. In addition, the ITRM updates the PMAS Readiness Checklist with the increment number, date, and increment funding level. The ITRM returns the PMAS Readiness Checklist to the Project Manager with the increment number, the increment funding level, and the date of approval of funding for increment execution. The increment's six month clock starts with the release of the project increment number by the ITRM, who will in turn prepare a certification letter to Congress as to the readiness of releasing increment execution funds.
Artifacts Used	PMAS Readiness Checklist PMAS Readiness Executive Decision Memorandum (EDM) PMAS Readiness Notification
Artifacts Created	PMAS Project ID Updated PMAS Readiness Checklist
Responsible Role	ITRM
Tools	
Standards	PMAS Guide PMAS Project Documentation Portal
More Info....	

Test Preparation

Program Manager

TST-5
Prepare
External
Agreements

Project Manager

TST-4
Submit
Enterprise System
Engineering
Request Form

Software Quality Assurance Analyst

F

F

Test Analyst

P

TST-3
Establish
Development Test
Environments

P

TST-1
Identify
Test Risks

TST-2
Create
Master Test Plan

TST-6
Create
Test Cases and
Test Scripts

TST-7
Create
Test Case
Traceability
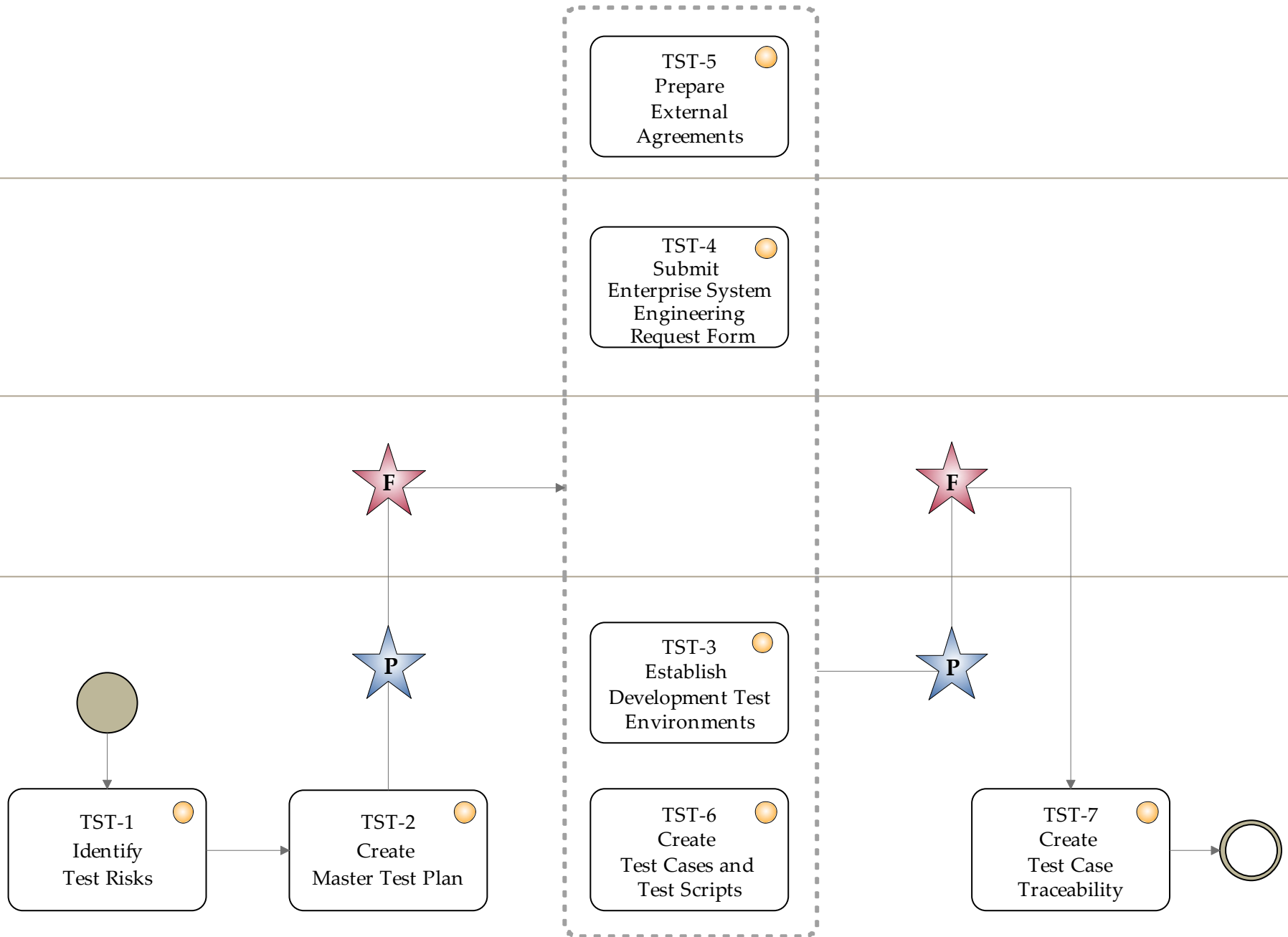
Goals of Test Preparation

- Select products and product components for test and certification.

- Establish and maintain the testing environments, procedures, and criteria.

- Ensure continuous monitoring of testing progress to Program Management and Development Management.

Test Preparation RACI Chart - 1

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role				
		Test Analyst	Software Quality Assurance Analyst	Project Manager	Program Manager	Program Executive Officer
TST-1	Identify Test Risks	R		A		
TST-2	Create Master Test Plan	R		A		
TST-PR1	Conduct Peer Review of Master Test Plan	R		A		
TST-FR1	Conduct Formal Review of Master Test Plan		R	A		
TST-3	Establish Development Test Environments	R		A		
TST-4	Submit Enterprise System Engineering Request Form			R	A	
TST-5	Prepare External Agreements				R	A
TST-6	Create Test Cases and Test Scripts	R		A		
TST-PR2	Conduct Peer Review of Test Cases/Test Scripts	R		A		

Test Preparation RACI Chart - 2

		Role				
		Test Analyst	Software Quality Assurance Analyst	Project Manager	Program Manager	Program Executive Officer
TST-FR2	**Conduct Formal Review of Test Cases/Test Scripts**		R	A		
TST-7	**Create Test Case Traceability**	R		A		

Test Preparation: TST-1 Identify Test Risks

Description	The Test Analyst identifies and manages risks that negatively impact test execution and risks related to the testing of critical functionality. Steps include: • Identify test execution risks • Record the risks in tracking tool • Assess the potential impacts and probability for each risk • Plan mitigation for each risk • Monitor the risks through closure
Artifacts Used	Requirements Specification Document Risk Management Plan Use Case Specifications
Artifacts Created	Updated Risk Management Plan
Responsible Role	Test Analyst
Tools	IBM Rational ClearQuest ®
Standards	
More Info....	

Test Preparation: TST-2 Create Master Test Plan

Description	The Test Analyst working with the Project Manager creates the Master Test Plan to document the overall approach to testing. The Master Test Plan includes items to be tested, test strategy, test criteria, test deliverables, test schedule, test environments, staffing and training needs, risks and constraints, and test metrics.
Artifacts Used	Interface Control Document Project Management Plan Requirements Specification Document System Design Document Use Case Specifications
Artifacts Created	○ Master Test Plan
Responsible Role	Test Analyst
Tools	IBM Rational Quality Manager ®
Standards	○ Approved Application Abbreviation Document
More Info....	

Test Preparation: TST-PR1 Conduct Peer Review of Master Test Plan

Description	The Test Analyst conducts the Master Test Plan Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Master Test Plan is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Master Test Plan
Artifacts Created	○ Master Test Plan Checklist (Review Findings Summary included) ○ Record of Notification Updated Master Test Plan
Responsible Role	Test Analyst
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Test Preparation: TST-FR1 Conduct Formal Review of Master Test Plan

Description	The Software Quality Assurance Analyst conducts the Master Test Plan Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Master Test Plan and appropriate approval signatures
Artifacts Used	Master Test Plan
Artifacts Created	○ Artifact Review Agenda and Minutes ○ Master Test Plan Checklist (Review Findings Summary included) Updated Master Test Plan (Approval Signatures included)
Responsible Role	Software Quality Assurance Analyst
Tools	IBM Rational Quality Manager ®
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Test Preparation: TST-3 Establish Development Test Environments

Description	The Test Analyst prepares the applicable test environments by either creating them from scratch or by modifying existing test environments. Configuration Management and Change Control processes have important ties to this test activity. Steps include: 1. Identify requirements for the applicable test environment and test data 2. Identify test environments procedures and criteria 3. Create, acquire, or modify test data serving as input and file conditions for test cases and test scripts 4. Determine the integration sequence of the product build 5. Maintain the product integration environments throughout the project 6. Dispose of those portions of the test environments and test data that are no longer useful
Artifacts Used	Interface Control Document Master Test Plan Requirements Specification Document System Design Document Use Case Specifications
Artifacts Created	Development Test Environments
Responsible Role	Test Analyst
Tools	
Standards	○ Approved Application Abbreviation Document
More Info....	

Test Preparation: TST-4 Submit Enterprise System Engineering Request Form

Description	The Project Manager contacts Enterprise System Engineering (ESE) via the ESE Service Requests page to schedule ESE resources. There are three distinct service requests: • Test Center Infrastructure (Test Lab) • Patient Safety Patch Review • Independent Verification and Validation (IV&V) Test Center Infrastructure requests are used for User Access, Database Backup/Restore/Refresh, Lab Service Requests, and Miscellaneous Issues. The Patient safety Patch Review is used to request a review of a legacy Patient Safety patch. An IV&V request should <u>not</u> be submitted if an Intake Assessment form was submitted during Project Planning for the current Project Management Accountability System (PMAS) project increment.
Artifacts Used	Master Test Plan Project Management Plan
Artifacts Created	Enterprise System Engineering (ESE) Request
Responsible Role	Project Manager
Tools	
Standards ◯	ESE Request Form Submission Guide
More Info....	Any system development project can request Enterprise System Engineering Testing. A project that must satisfy the mandatory testing requirements submits the Enterprise System Engineering Request Form and undergoes Enterprise System Engineering Testing.

Test Preparation: TST-5 Prepare External Agreements

Description	If the Development Team has not previously specified the Initial Operating Capability (IOC) sites, the Program Manager completes the Field Operations (FO) New Action Request to ensure Field Operations participation. The Program Manager solicits IOC sites and prepares the Test Site Memorandums (MOUs) and related Data Transfer Agreements (DTAs), if applicable, between the system development project and the IOC sites. Upon completion the MOUs are submitted for review and approval. The Program Manager ensures that IOC sites agree to perform Initial Operating Capability Evaluation according to the specified requirements and evaluation criteria provided in the MOUs. Each product or system is to be installed in a production account of the IOC site. The total number of sites, the type of sites, the size of sites, and the duration for the IOC Evaluation Process is determined after an evaluation of the risks posed by the product, system requirements, business requirements and customer requirements. This decision is guided by the development team in conjunction with all stakeholders to include business owners, customers, and Service Delivery and Engineering representatives.
Artifacts Used	Business Requirements Document Requirements Specification Document Master Test Plan Use Case Specifications Project Management Plan
Artifacts Created	⦿ Field Operations New Action Request ⦿ IOC Site Memorandum of Understanding
Responsible Role	Program Manager
Tools	
Standards	○ Approved Application Abbreviation Document ○ IOC Site Memorandum of Understanding Guide
More Info....	○ Site Name, Station ID, and Facility Size Document ○ IOC Site Selection Guide Send FO New Action Request to the mail group **VA IT FIELD OPERATIONS REQUEST**

Test Preparation: TST-6 Create Test Cases and Test Scripts

Description	The Test Analyst creates tests to exercise the product or system under test. These tests are commonly referred to as "Test Cases" or "Test Scripts". A Test Case is a specific condition being executed within a system under test. A Test Case includes set up steps, input data, user interaction, expected and actual results, and the type of test or technique being performed. A Test Script is a collection of step-by-step instructions that defines a test and enables its execution. Test Scripts may take the form of either documented textual instructions that are executed manually or computer readable instructions that enable automated test execution.
Artifacts Used	Interface Control Document Requirements Specification Document System Design Document Use Case Specifications
Artifacts Created	Test Cases Test Scripts
Responsible Role	Test Analyst
Tools	IBM Rational Quality Manager ®
Standards	
More Info....	

Test Preparation: TST-PR2 Conduct Peer Review of Test Cases/Test Scripts

Description	The Test Analyst conducts the Test Cases/Test Scripts Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Test Cases/Test Scripts is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Test Cases/Test Scripts
Artifacts Created	◯ Record of Notification ◯ Test Cases and Test Scripts Checklist (Review Findings Summary included) Updated Test Cases/Test Scripts
Responsible Role	Test Analyst
Tools	
Standards	◯ ProPath Reviews Guide ◯ Quality Assurance Standard
More Info....	

Test Preparation: TST-FR2 Conduct Formal Review of Test Cases/Test Scripts

Description	The Software Quality Assurance Analyst conducts the Test Cases/Test Scripts Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan Formal Review. 2. Review Formal Review Materials. 3. Implement Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Test Cases/Test Scripts and appropriate approval signatures.
Artifacts Used	Test Cases/Test Scripts
Artifacts Created	Artifact Review Agenda and Minutes Test Cases and Test Scripts Approval Signatures Test Cases and Test Scripts Checklist (Review Findings Summary included) Updated Test Cases/Test Scripts
Responsible Role	Software Quality Assurance Analyst
Tools	IBM Rational Quality Manager ®
Standards	ProPath Reviews Guide Quality Assurance Standard
More Info....	

Test Preparation: TST-7 Create Test Case Traceability

Description	The Test Analyst ensures test case traceability by linking the test cases and test scripts to requirements in order to ensure accurate traceability. Development Teams that do not have access to automated tools should update the Requirements Traceability Matrix that was created during the Requirements process.
Artifacts Used	Requirements Specification Document Requirements Traceability Matrix Test Cases Test Scripts Use Case Specifications
Artifacts Created	Updated Requirements Traceability Matrix
Responsible Role	Test Analyst
Tools	IBM Rational Quality Manager ®
Standards	
More Info....	

Release Management

Project Manager

REL-1
Conduct
Initial Operating
Capability

REL-2
Plan
Release Deployment

REL-3
Distribute
Release

Release Management
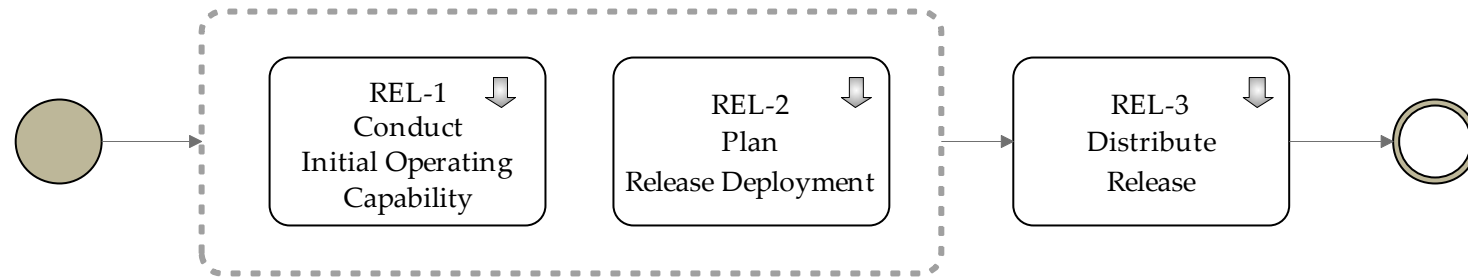
Goals of Release Management

- The Goals of the Release Management process are to:
- Proactively mitigate risk
- Standardize management practices
- Clarify responsibility and accountability
- Establish meaningful performance metrics
- Accelerate delivery of business solutions
- Ensure communication and training are included
- Improve quality of business solution
- Assure processes are sufficiently flexible enough to encourage unilateral adoption
- Provide documented evidence whether or not the PM believes the project has met the requirements of the increment deliverable
- Provide documented evidence whether or not the Release Manager has verified that the infrastructure is in place or funded to implement the increment deliverable
- Provide documented evidence whether or not the Customer has accepted the increment deliverable
- Provide documented evidence of the timeliness of the increment deliverable
- Verify that the system is operationally ready for further deployment
- Obtain the required certification and decision memoranda which include:
    - Initial Operating Capability Evaluation Site Concurrence Statement
    - Initial Operating Capability Go No Go Decision Memorandum
    - Post Initial Operating Capability Decision Memorandum

Release Management RACI Chart - 1

		Customer	Project Manager	IOC Implementation Manager	Configuration Manager	Training Manager	Implementation Manager	Integrated Product Team	Product Support Release Coordinator	Product Support Manager	Program Manager	ESE Release Officer	ESE Lifecycle and Release Management Director	Standards and Compliance Director	Software Development Director	ESE Executive Director	Initiative Leads
REL-1.1	Verify Authority to Operate		R														A
REL-1.2	Conduct Initial Operating Capability Go No Go Meeting		R												A		
REL-1.3	Notify Chief Information Officer of Initial Operating Capability Decision		R														A
REL-1.4	Conduct Initial Operating Capability Evaluation Focus Meeting		R												A		
REL-1.5	Perform Initial Operating Capability Evaluation			R												A	
REL-1.6	Collect Concurrences and Initial Operating Capability Evaluation Data			R												A	
REL-1.7	Prepare Exception Memoranda		R												A		
REL-1.8	Evaluate Initial Operating Capability Findings		A	R													
REL-MR1	Initial Operating Capability Findings Review (Milestone)		A	R													
REL-1.9	Perform Recognition Activities		A	R													

Release Management RACI Chart - 2

R = Responsible   **A** = Accountable   **C** = Consulted   **I** = Informed

		Role															
		Customer	Project Manager	IOC Implementation Manager	Configuration Manager	Training Manager	Implementation Manager	Integrated Product Team	Product Support Release Coordinator	Product Support Manager	Program Manager	ESE Release Officer	ESE Lifecycle and Release Management Director	Standards and Compliance Director	Software Development Director	ESE Executive Director	Initiative Leads
REL-2.1	Create Deployment Plan		R								A						
REL-PR1	Conduct Peer Review of Deployment Plan		R								A						
REL-FR1	Conduct Formal Review of Deployment Plan		R								A						
REL-2.2	Create Training Plan					R					A						
REL-PR2	Conduct Peer Review of Training Plan					R					A						
REL-FR2	Conduct Formal Review of Training Plan					R					A						
REL-2.3	Prepare Product for Release		R								A						
REL-2.4	Request Site Readiness Assessment		R								A						
REL-2.5.1	Prepare Customer Acceptance Form		R								A						
REL-2.5.2	Validate Infrastructure in Place or Funded		R								A						

Release Management RACI Chart - 3

R = Responsible A = Accountable C = Consulted I = Informed

		Customer	Project Manager	IOC Implementation Manager	Configuration Manager	Training Manager	Implementation Manager	Integrated Product Team	Product Support Release Coordinator	Product Support Manager	Program Manager	ESE Release Officer	ESE Lifecycle and Release Management Director	Standards and Compliance Director	Software Development Director	ESE Executive Director	Initiative Leads
REL-2.5.3	Obtain Acceptance by Customer	R															
REL-2.5.4	Notify Stakeholder of Increment Acceptance		R								A						
REL-2.6	Obtain Operational Acceptance		R								A						
REL-2.7	Conduct Product Support Review								R	A							
REL-2.8	Conduct ESE Release Office Review											R	A				
REL-2.9	Submit VHA National Deployment Request		R								A						
REL-2.10	Obtain VHA National Deployment Approval		R								A						
REL-QR1	Conduct Process Quality Gate Review of Plan Release Deployment		R								A						
REL-3.1	Post Product								R	A							
REL-3.2	Notify Support Entity											R	A				

Release Management RACI Chart - 4

		Role															
		Customer	Project Manager	IOC Implementation Manager	Configuration Manager	Training Manager	Implementation Manager	Integrated Product Team	Product Support Release Coordinator	Product Support Manager	Program Manager	ESE Release Officer	ESE Lifecycle and Release Management Director	Standards and Compliance Director	Software Development Director	ESE Executive Director	Initiative Leads
REL-3.3	Request Updated Status of Configuration Items				R									A			
REL-3.4	Distribute Release		R								A						
REL-3.5	Run Back-Out Procedures		R								A						
REL-3.6	Update Incident Response Plan		R								A						
REL-3.7	Send Notification of Successful Release		R								A						

Release Management: REL-1 Conduct Initial Operating Capability Activities

Initial Operating Capability Implementation Manager

- home
- process
- goals
- raci

REL-1.5 Perform Initial Operating Capability Evaluation → **REL-1.6** Collect Concurrences and Initial Operating Capability Evaluation Data → **REL-1.8** Evaluate Initial Operating Capability Findings → **M** → **REL-1.9** Perform Recognition Activities

Project Manager

REL-1.1 Verify Authority to Operate → **REL-1.2** Conduct Initial Operating Capability Go No Go Meeting → **REL-1.3** Notify Chief Information Officer of Initial Operating Capability Decision → **REL-1.4** Conduct Initial Operating Capability Evaluation Focus Meeting

REL-1.7 Prepare Exception Memoranda

Release: REL-1.1 Verify Authority To Operate

Description	The Project Manager ensures an Authority To Operate is in place. The Project Manager obtains a copy of the Authority To Operate in order to verify the product meets security standards and is authorized to be used during initial operating capability.
Artifacts Used	Authority To Operate
Artifacts Created	Authority To Operate issued by Authorizing Official
Responsible Role	Project Manager
Tools	
Standards	⬤ NIST SP 800-37 - Guide for the Security Certification and Accreditation of Federal Information Systems
More Info....	The Certification and Accreditation Security Engineer (CASE) or the Facility Information Security Officer (ISO) is responsible for obtaining the Authority To Operate and furnishing the ATO to the Program Manager.

Release Management: REL-1.2 Conduct Initial Operating Capability Go No Go Meeting

Description	The Project Manager in coordination with the Initial Operating Capability (IOC) Implementation Manager conducts a Go No Go meeting with all stakeholders (i.e., Enterprise System Engineering (ESE) Release Office Representative, ESE Testing representatives for both Independent Testing and Operational Readiness Testing, Product Development Software Quality Assurance Management, Service Delivery and Engineering Field Operations, Field Operations and Development Implementation Manager, Business Owners, Chief Officers and other stakeholders) to determine whether to proceed to Initial Operating Capability evaluation. A Go No Go decision to proceed or not proceed to IOC evaluation is reached at this point.
Artifacts Used	ESE Enterprise Testing Findings Report (from Operational Readiness Test) ESE Testing Findings Report Initial Operating Capability Site Memorandum of Understanding Initial Operating Capability Testing Waiver Master Test Plan National Release Checklist Release Notes Risk Management Plan System Quality Assurance Findings Report (from Product Development SQA) Test Case Test Scripts Updated Patch or New Patch VHA Issue Brief for releases without Integrated Project Team governance
Artifacts Created	🔵 Artifact Review Agenda and Minutes 🔵 Initial Operating Capability Go No Go Decision Memorandum
Responsible Role	Project Manager
Tools	
Standards	⚪ Initial Operating Capability Site Selection Guide ⚪ Memorandum of Understanding Guide
More Info....	For non-IPT governed project - Completed Release Request Initiation Template - Initial Operating Capability to the mail group **VA OIT OED VHA Release Approval** for any software (VistA, HealtheVet and related Commercial-Off-The-Shelf/Government-Off-The-Shelf (COTS/GOTS)) that is released in the health care environment. This includes external development code. Artifacts Used must accompany request.

		Release Management: REL-1.3 Notify Chief Information Officer of Initial Operating Capability Decision

Description	The Project Manager notifies the Chief Information Officer (CIO) of the decision which is documented via the Initial Operating Capability Go No Go Decision Memorandum. The Initial Operating Capability evaluation is considered an initial deployment into a field production account and as such is outside the six month Program Management Accountability System (PMAS) window. The reason the CIO is notified is because the Initial Operating Capability Go No Go Decision Memorandum serves as notification that a product has met or exceeded PMAS 6 month acceptance requirement. The Decision Memorandum will be signed off by the following signatories: • Head of Product Development or their designee • Head of Service Delivery and Engineering or their designee • Business Customer Representative(s) • Business Owner Representative(s) • Security Office Representative (if required)
Artifacts Used	Initial Operating Capability Go No Go Decision Memorandum
Artifacts Created	Updated Initial Operating Capability Go No Go Decision Memorandum
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Release Management: REL-1.4 Conduct Initial Operating Capability Evaluation Focus Meeting

Description	The Project Manager in coordination with the Initial Operating Capability (IOC) Implementation Manager conducts a focus meeting with all IOC participants (i.e., Field Operations, Development Team, Site Representatives, Business Owners, Business Office Representatives, Veterans Administration/ Veterans Health Administration/Veterans Benefits Administration and Patient Safety Representatives) to plan and coordinate evaluation activities.
Artifacts Used	Initial Operating Capability Site Memorandum of Understanding Master Test Plan
Artifacts Created	◉ Artifact Review Agenda and Minutes
Responsible Role	Project Manager
Tools	
Standards	○ Initial Operating Capability Site Selection Guide ○ Memorandum of Understanding Guide
More Info....	

Release Management: REL-1.5 Perform Initial Operating Capability Evaluation

Description	The Initial Operating Capability (IOC) Implementation Manager coordinates the performance of the IOC evaluation. IOC evaluation (formerly known as field testing) is when a product/system that has been modified/enhanced is placed into a limited number of production (live) environments, in order to evaluate the new features and functionality of the product/system and to ascertain if the features and functionality perform as expected and do not adversely affect the existing functionality of the product/system. Activities include: • Distribute the product and product documentation to the Evaluation Sites • Facilitate the timely installations at the Evaluation Sites • Conduct formal or bi-weekly Evaluation Site calls • Track defects identified during Initial Operating Capability Evaluation • Address issues and questions identified during evaluation • Obtain Site Concurrence Statements
Artifacts Used	Initial Operating Capability Site Memorandum of Understanding Master Test Plan Test Case Test Scripts
Artifacts Created	◉ Initial Operating Capability Site Concurrence Statement ◉ Initial Operating Capability Site Evaluation Defect Log ◉ Initial Operating Capability Site Evaluation Log
Responsible Role	Initial Operating Capability Implementation Manager
Tools	IBM Rational ClearQuest ® Test Manager
Standards	
More Info....	

Release Management: REL-1.6 Collect Concurrences and Initial Operating Capability Evaluation Data

Description	The Initial Operating Capability Implementation Manager obtains the following documents: • Initial Operating Capability Site Concurrence Statements • Initial Operating Capability Site Evaluation Log • Initial Operating Capability Site Evaluation Summary
Artifacts Used	Initial Operating Capability Site Evaluation Log Initial Operating Capability Site Evaluation Summary Initial Operating Capability Site Memorandum of Understanding
Artifacts Created	Initial Operating Capability Site Concurrence Statement
Responsible Role	Initial Operating Capability Implementation Manager
Tools	
Standards	
More Info....	

Release Management: REL-1.7 Prepare Exception Memoranda

Description	The Project Manager reviews the findings and decides whether or not the Patch for a Patch Reporting Memorandum and Software Release with Known Anomaly Reporting Memoranda are required. Steps include:
	
	 1. Software Release with Known Anomaly Reporting Memorandum
	 2. Patch for a Patch Reporting Memorandum is required when a patch is:
	     a. required to correct functionality that the previous patch did not fully correct
	     b. required to correct functionality that was previously working as designed but the prior patch broke
	     c. used to correct a patch that was released that broke previously existing functionality
	     d. corrects a patch that created an issue that was not already there - it broke something
	     e. a response to a flawed patch, and a response, which is manageable in its scope
	     f. a Patch for a Patch is usually an emergency patch.
	 3. Patch Entered in Error Reporting Memorandum is required when a problem is found to be caused by the installation of a nationally released patch.

Artifacts Used	Initial Operating Capability Site Evaluation Log Initial Operating Capability Site Evaluation Summary
Artifacts Created	◯ Patch Entered in Error Reporting Memorandum ◯ Patch for a Patch Reporting Memorandum, if applicable ◯ Software Release with Known Anomaly Reporting Memorandum, if applicable
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Release Management: REL-1.8 Evaluate Initial Operating Capability Findings

Description	Initial Operating Capability (IOC) Implementation Manager in conjunction with the Project Manager conducts an analysis of all the findings from all of the sites to evaluate results of the IOC. The Project Manager and IOC Implementation Manager determine whether to recommend proceeding into full deployment.
Artifacts Used	For each IOC site: • Initial Operating Capability Site Concurrence Statement • Initial Operating Capability Site Evaluation Log • Initial Operating Capability Site Evaluation Summary
Artifacts Created	○ Comprehensive Initial Operating Capability Evaluation Summary ○ Go No Go Review (Milestone) Lessons Learned Report ○ Initial Operating Capability Evaluation Recommendation
Responsible Role	Initial Operating Capability Implementation Manager
Tools	
Standards	
More Info....	

Release Management: REL-MR1 Initial Operating Capability Findings Review (Milestone)

Description	The Initial Operating Capability Implementation Manager in conjunction with the Project Manager presents their analysis of the IOC Evaluation to all stakeholders to determine how to proceed. The milestone meeting participants include the Project Manager, Enterprise System Engineering (ESE) Release Office Representative, ESE Testing representatives for both Independent Testing and Operational Readiness Testing, Product Development Software Quality Assurance Management, Service Delivery and Engineering Field Operations, Field Operations and Development Implementation Manager, Release Manager, Product Support and other stakeholders as identified. A post IOC Decision Memorandum will be produces and signed off by the following signatories: • Head of Product Development or their designee • Head of Service Development and Engineering or their designee • Business Customer Representative • Business Owner Representative • Security Office Representative (if required)
Artifacts Used	Comprehensive Initial Operating Capability Evaluation Summary Comprehensive Initial Operating Capability Log Go No Go Review (Milestone) Lessons Learned Report Initial Operating Capability Evaluation Recommendation
Artifacts Created	Artifact Review Agenda and Minutes Review (Milestone) Lessons Learned Report Go Decision Signatures for Initial Operating Capability Testing Initial Operating Capability Record of Request Post Initial Operating Capability Decision Memorandum
Responsible Role	Initial Operating Capability Implementation Manager
Tools	Technical Services Project Repository (TSPR)
Standards	Initial Operating Capability Testing and/or National Deployment Request Guide Release Process Request Site
More Info....	

Release Management: REL-1.9 Perform Recognition Activities

Description	The Initial Operating Capability Implementation Manager nominates those evaluation sites that participated in Initial Operating Capability evaluation and those individuals who worked diligently at each site to ensure that evaluation is accomplished to upper level Office of Information & Technology management for review and award.
Artifacts Used	Completed Site and Individual Nomination Forms
Artifacts Created	Site Recognition Letter Individual Recognition Letter
Responsible Role	Initial Operating Capability Implementation Manager
Tools	
Standards	Test Site Recognition Awards Program Guide
More Info....	

Release Management: REL-2 Plan Release Deployment

○ home   ○ process   ○ goals   ○ raci

Project Manager

- REL-2.4 Request Site Readiness Assessment
- REL-2.5 Accept Increment
- Accepted? — No / Yes
- REL-2.3 Prepare Product for Release
- REL-2.6 Obtain Operational Acceptance
- Medical Care? — Yes / No
- REL-2.9 Submit VHA National Deployment Request
- REL-2.10 Obtain VHA National Deployment Approval
- REL-2.1 Create Deployment Plan — P F

Training Manager

- REL-2.2 Create Training Plan — P F

Product Support Release Coordinator

- REL-2.7 Conduct Product Support Review

ESE Release Officer

- REL-2.8 Conduct ESE Release Office Review

Release Management: REL-2.1 Create Deployment Plan

Description	The Project Manager creates the Deployment Plan which is developed based on a thorough analysis of the steps necessary to achieve the deployment and implementation goals of the release - specifically to deploy Configuration Items in the release to a Production Environment. Recommended sections to be included in the Deployment Plan are:
	• Scope of the Release
	• Deployment and Implementation Strategy
	• For Each Phase:
	    • Define and explain each phase, identifying all participants, and describing what their roles and responsibilities are
	    • Deliverable products are identified
	    • Operational readiness requirements prior to deployment
	    • Deployment and Implementation success criteria

Artifacts Used	Architecture and Design Documents Configuration Management Plan Project Management Plan Release Management Plan
Artifacts Created	Deployment Plan
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Release Management: REL-PR1 Conduct Peer Review of Deployment Plan

Description	The Project Manager conducts the Deployment Plan Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Deployment Plan is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Deployment Plan
Artifacts Created	Deployment Plan Review Findings Summary Record of Notification Updated Deployment Plan
Responsible Role	Project Manager
Tools	
Standards	ProPath Reviews Guide Quality Assurance Standard
More Info....	

Release Management: REL-FR1 Conduct Formal Review of Deployment Plan

Description	The Project Manager conducts the Deployment Plan Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Deployment Plan and appropriate approval signatures.
Artifacts Used	Deployment Plan
Artifacts Created	⦿ Artifact Review Agenda and Minutes ⦿ Deployment Plan Review Findings Summary Updated Deployment Plan (Approval Signatures included)
Responsible Role	Project Manager
Tools	
Standards	⦿ ProPath Reviews Guide ⦿ Quality Assurance Standard
More Info....	

Release Management: REL-2.2 Create Training Plan

Description	Working with the VALU IT National Training and Education Office, the Training Manager completes the Training Plan. The Training Plan incorporates curriculum and training development, as well as the conduct of multi-level training, for the various components of the project. The plan also delineates responsibilities and provides a timeline for the development and conduct of required training relating to the project.
Artifacts Used	Configuration Management Plan Deployment Plan Release Management Plan
Artifacts Created	○ Training Plan
Responsible Role	Training Manager
Tools	
Standards	
More Info....	Contact the VALU IT National Training and Education Office at the mail group **VA IT Training Requests**.

Release Management: REL-PR2 Conduct Peer Review of Training Plan

Description	The Training Manager conducts the Training Plan Peer Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Peer Reviews) performing the following general steps: 1. Distribute the Peer Review Materials. 2. Review the Peer Review Materials. 3. Distribute the Consolidated Peer Review Findings. 4. Record the Finding Resolutions. 5. Implement the Finding Resolutions. The goal of the peer review of the Training Plan is to resolve any questions the project team may have and to ensure quality of the deliverable.
Artifacts Used	Training Plan
Artifacts Created	⬤ Record of Notification ⬤ Training Plan Review Findings Summary Updated Training Plan
Responsible Role	Training Manager
Tools	
Standards	⬤ ProPath Reviews Guide ⬤ Quality Assurance Standard
More Info....	

Release Management: REL-FR2 Conduct Formal Review of Training Plan

Description	The Training Manager conducts the Training Plan Formal Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Formal Reviews) performing the following general steps: 1. Plan the Formal Review. 2. Review the Formal Review Materials. 3. Implement the Finding Resolutions. The goal of the formal review is to obtain stakeholder concurrence of the Training Plan and appropriate approval signatures.
Artifacts Used	Training Plan
Artifacts Created	○ Artifact Review Agenda and Minutes ○ Training Plan Review Findings Summary Updated Training Plan (Approval Signatures included)
Responsible Role	Training Manager
Tools	
Standards	○ ProPath Reviews Guide ○ Quality Assurance Standard
More Info....	

Release Management: REL-2.3 Prepare Product for Release

Description	The Project Manager communicates key information about the upcoming release to Stakeholders. This communication should include information regarding: • Impacts to users and stakeholders • Release Schedule • What is being Released • Miscellaneous Information deemed necessary The Project Manager must plan for introductory orientation and training for your applications support teams providing on-going maintenance. This would include Product Support and Vista Maintenance at a minimum.
Artifacts Used	Communication Plan or Project Management Plan (Section 8 - Communication Plan) Deployment Plan Release Management Plan Software Release with Known Anomaly Reporting Memorandum, if applicable Training Plan
Artifacts Created	○ Package-Patch Completion Transition Document ○ Release Announcement
Responsible Role	Project Manager
Tools	
Standards	○ Initial Operating Capability Testing and National Deployment Request Guide
More Info....	

Release Management: REL-2.4 Request Site Readiness Assessment

Description	The Project Manager requests a Site Readiness Assessment from the Enterprise Operations and Field Development (EOFD) Integrated Project Team (IPT) Representative (liaison to the field), i.e. Field Implementation Manager, EIE Project Manager, or Field Project Manager to identify project deployment requirements and determine the readiness of the field site to receive the deployment. Additional actions include:
	  • Field liaison works with the Office of Executive Support (OES) to create an Action Item to the field to solicit responses regarding site readiness.
	  • OES creates a share portal to collect the information, and send a formal request to the field with suspense dates.
	  • OES monitors the responses from the field and notifies the field liaison when the action is complete. Responses can be exported into a spreadsheet for analysis."
	
	Note: This action is typically only applicable in situations where physical hardware is involved.

Artifacts Used	Deployment Plan
Artifacts Created	Request Site Readiness Assessment
Responsible Role	Project Manager
Tools	OES Action Item Request Share Portal Spreadsheet
Standards	
More Info....	The EOFD Implementation Manager should be the liaison between the project and the field sites.

Release Management: REL-2.5 Accept Increment

Project Manager

REL-2.5.1
Prepare
Customer
Acceptance Form

REL-2.5.2
Validate
Infrastructure in
Place or Funded

REL-2.5.4
Notify
Stakeholder of
Increment
Acceptance

Customer
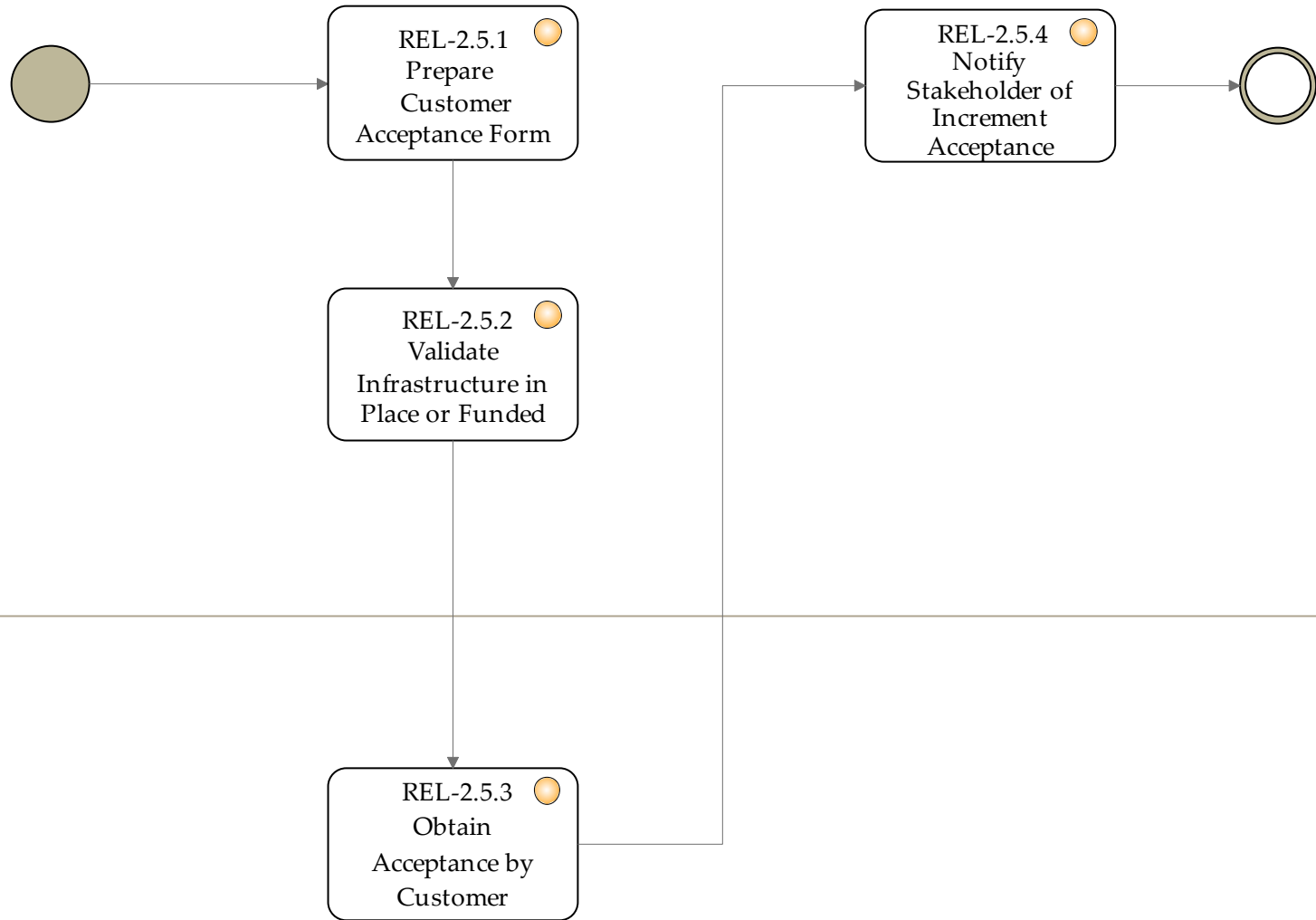
REL-2.5.3
Obtain
Acceptance by
Customer

Release Management: REL-2.5.1 Prepare Customer Acceptance Form

Description	The Project Manager prepares the Customer Acceptance Form. The Project Manager signs this to indicate that all increment requirements have been met.
Artifacts Used	Acceptance Criteria Plan Requirements Specification Document
Artifacts Created	Customer Acceptance Form (Acceptance Criteria Plan - Attachment B)
Responsible Role	Project Manager
Tools	
Standards	⚪ PMAS Guide
More Info....	

Release Management: REL-2.5.2 Validate Infrastructure in Place or Funded

Description	The Project Manager signs the Customer Acceptance form indicating whether the IT infrastructure is in place or funded to deploy the increment. If not, Project Manager returns form to PM with notification of reasons for return.
Artifacts Used	Customer Acceptance Form (Acceptance Criteria Plan - Attachment B) Requirements Specification Document
Artifacts Created	Updated Customer Acceptance Form (Acceptance Criteria Plan - Attachment B)
Responsible Role	Project Manager
Tools	
Standards	⬤ PMAS Guide
More Info....	

Release Management: REL-2.5.3 Obtain Acceptance by Customer

Description	The Customer signs the Customer Acceptance Form indicating acceptance or rejection of the increment.
Artifacts Used	Customer Acceptance Form (Acceptance Criteria Plan - Attachment B) Requirements Specification Document
Artifacts Created	Updated Customer Acceptance Form (Acceptance Criteria Plan - Attachment B)
Responsible Role	Customer
Tools	
Standards	PMAS Guide
More Info....	

Release Management: REL-2.5.4 Notify Stakeholder of Increment Acceptance

Description	The Project Manager notifies stakeholders of acceptance or rejection of the increment via email including the Acceptance Criteria Plan. The stakeholders include but are not limited to: OOR, ITRM, ASD, and the Business Sponsor. If the Project Manager and/or Customer do not accept the delivery of the increment, the project has missed the milestone and receives a 'strike' ('3 strikes rule').
Artifacts Used	Customer Acceptance Form (Acceptance Criteria Plan - Attachment B)
Artifacts Created	Email of Acceptance/Rejection
Responsible Role	Project Manager
Tools	
Standards	○ PMAS Guide
More Info....	

Release Management: REL-2.6 Obtain Operational Acceptance

Description	Project Manager working with the EIE Lifecycle Manager and Operational Support Manager collaborate to complete the Operational Acceptance Plan describing resource availability and post-deployment expectations. Signatures indicate Operational Support Entity's willingness to accept responsibility for the support and operations of the product.
Artifacts Used	Operational Acceptance Plan
Artifacts Created	Updated Operational Acceptance Plan
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Release Management: REL-2.7 Conduct Product Support Review

Description	The assigned Product Support Release Coordinator will review the product based on the guidelines found in the Product Support Release of Products and Patches Guide.
Artifacts Used	Package-Patch Completion Transition Document
Artifacts Created	○ Product Support Approval Document
Responsible Role	Product Support Release Coordinator
Tools	
Standards	○ Product Support Account Maintenance Guide ○ Product Support Completion and Release Checklist ○ Product Support Primavera (TeamPlay) Guide ○ Product Support Release of Products and Patches Guide ○ Product Support Software Distribution Directories Guide
More Info....	

Release Management: REL-2.8 Conduct ESE Release Office Review

Description	The ESE Release Officer or designee reviews the product for all testing and certification requirements. He/she will work with Product Support to assure the product is complete and acceptable for National Release.
Artifacts Used	Package-Patch Completion Transition Document Product Support Approval Document
Artifacts Created	⬤ VA OI&T EIE Release Profile
Responsible Role	ESE Release Officer
Tools	
Standards	
More Info....	

Release Management: REL-2.9 Submit VHA National Deployment Request

Description	The Project Manager submits the completed VHA National Deployment Addendum to mail group **VA OIT OED VHA Release Approval** for any software (VistA, HealtheVet and related Commercial-Off-The-Shelf/Government-Off-The-Shelf (COTS/GOTS)) that is released in the health care environment. This also includes products with external development. The items listed in Artifacts Used must accompany the request. Other activities include: • Complete and submit the National Deployment Addendum • Inform the Product Support Release Coordinator of status This activity can be executed at the same time as activity REL-2.4 Request Site Readiness Assessment.
Artifacts Used	Installation Guide Initial Operating Capability (IOC) Test Evaluation Summary Initial Operating Capability (IOC) Test Site Concurrence Statements Testing Service Waiver, if applicable Package-Patch Completion Transition Document Software Release with Known Anomaly Reporting Memorandum SQA Review Checklist
Artifacts Created	⬤ National Deployment Addendum
Responsible Role	Project Manager
Tools	Technical Services Project Repository (TSPR)
Standards	⬤ Initial Operating Capability Testing and National Deployment Request Guide Release Request Process Site
More Info....	

Release Management: REL-2.10 Obtain VHA National Deployment Approval

Description	The Software Development Directors receive the approval to advance to VHA National Deployment via a VHA Issue Brief from the VHA OHI Release Board. The Software Development Directors inform the Project Manager of the decision via email and attach the memorandum or brief to be filed with project artifacts. The Project Manager informs the Product Support Release Coordinator of the decision via email and attach the memorandum or brief to be filed with project artifacts. This activity can be executed at the same time as activity REL-2.6 Obtain Operational Acceptance.
Artifacts Used	National Deployment Addendum
Artifacts Created	Record of Notification VHA Issue Brief
Responsible Role	Project Manager
Tools	Technical Services Project Repository (TSPR)
Standards	Initial Operating Capability Testing and National Deployment Request Guide Release Request Process Site
More Info....	

Release Management: REL-QR1 Conduct Process Quality Gate Review of Plan Release Deployment

Description	The Project Manager conducts the Release Deployment Plans Process Quality Gate Review in accordance with the ProPath Reviews Guide (appropriate sections pertaining to Process Quality Gate Reviews) to ensure that the Release Management process has been successfully followed and all required artifacts have been completed and stored in the appropriate project repository. The Project Manager shall perform the following general steps: 1. Ensure that lessons learned are captured by the project team members. 2. Complete and signs the Release Deployment Plans Process Quality Gate Review Checklist. 3. Submit the review artifacts to Process Quality Assurance for concurrence via the Outlook mail group - **Process Management Service** 4. Obtain concurrence from Process Quality Assurance. 5. Post completed Release Plans Process Quality Gate Review Checklist and Lessons Learned Report to the appropriate project repository. 6. Ensure that corrective actions are applied to the project moving forward and/or submits recommendations for process change to mail group **Process Management Service.**
Artifacts Used	Deployment Plan Deployment Plan Review Findings Summary Release Management Plan Release Management Plan Review Findings Summary Training Plan Training Plan Review Findings Summary
Artifacts Created	Process Quality Gate Review Lessons Learned Report Release Deployment Plans Process Quality Gate Review Checklist
Responsible Role	Project Manager
Tools	
Standards	ProPath Reviews Guide Quality Assurance Standard
More Info....	

Release Management: REL-3 Distribute Release

home   process   goals   raci

Configuration Manager

REL-3.3
Request
Updated Status
of Configuration
Items

Project Manager

REL-3.4
Distribute
Release

Install
Successful?

Yes

No

REL-3.7
Send
Notification of
Successful Release

REL-3.5
Run
Back-Out
Procedures

REL-3.6
Update
Incident Response
Plan

Incident
Resolved?

Yes

No
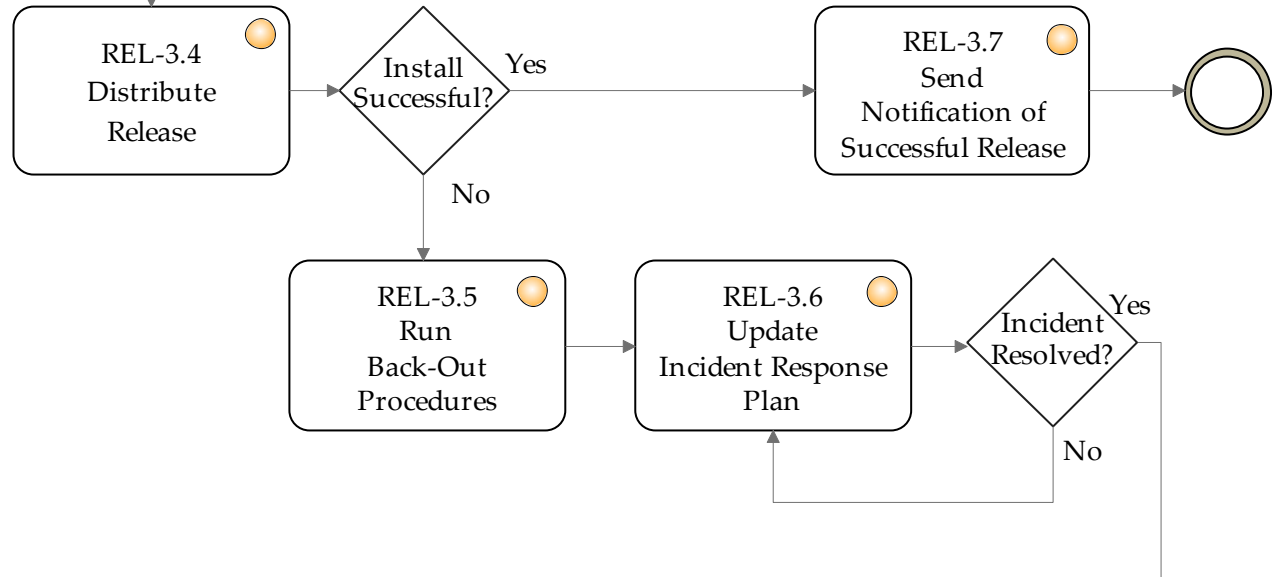
Product Support Release Coordinator

REL-3.1
Post
Product

ESE Release Officer

REL-3.2
Notify
Support Entity

Release Management: REL-3.1 Post Product

Description	The assigned Product Support Release Coordinator releases the product based on the guidelines found in the Product Support Release of Products and Patches Guide.
Artifacts Used	Executive Decision Memorandum or VHA Issue Brief
Artifacts Created	Automatic generated email
Responsible Role	Product Support Release Coordinator
Tools	
Standards	○ Product Support Release of Products and Patches Guide
More Info....	

Release Management: REL-3.2 Notify Support Entity

Description	The ESE Release Officer or designee finalizes the VA OI&T EIE Release Profile, including a review by the Project Manager for accuracy. The ESE Release Officer or designee sends the VA OI&T EIE Release Profile to **VA IT EIE Release Notifications**. This indicates that the product has completed all certifications and requirements for release and operational handoff.
Artifacts Used	Executive Decision Memorandum or VHA Issue Brief Enterprise Testing Services Findings Report VA OI&T EIE Release Profile Operational Acceptance Plan
Artifacts Created	Updated VA OI&T EIE Release Profile
Responsible Role	ESE Release Officer
Tools	
Standards	
More Info....	

Release Management: REL-3.3 Request Updated Status of Configuration Items

Description	The Configuration Manager requests an updated status on all Configuration Items (CI) related to the release. The Program Manager, Project Manager, and Software Quality Assurance (SQA) Manager provide the Project Manager an updated status of Configuration Items. The updated CI status is distributed to deployment and implementation teams.
Artifacts Used	Configuration Management Plan Release Management Plan
Artifacts Created	Updated Release Management Plan
Responsible Role	Configuration Manager
Tools	
Standards	
More Info....	

Release Management: REL-3.4 Distribute Release

Description	The Project Manager approves distribution of the release. All configuration items are distributed in a release package using proper methods of distribution detailed in the Deployment Plan. The Project Manager uses the National Release Checklist to ensure all required artifacts are included in the Release Package.
Artifacts Used	Deployment Plan
Artifacts Created	Release Package
Responsible Role	Project Manager
Tools	
Standards	National Release Checklist
More Info....	

Release Management: REL-3.5 Run Back-Out Procedures

Description	The Implementation Manager, working with members of the release team, runs the back-out procedures as outlined in the Installation Guide and provides issue resolution information to the Project Manager. The Project Manager analyzes the issue and determines the point in the lifecycle that should be readdressed and updates the Deployment Plan.
Artifacts Used	Contingency Plan Deployment Plan
Artifacts Created	Updated Deployment Plan
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Release Management: REL-3.6 Update Incident Response Plan

Description	The Project Manager updates the Incident Response Plan as necessary based upon the findings in the incident report and corrective actions taken to resolve the issue.
Artifacts Used	Incident Report Incident Response Plan
Artifacts Created	Updated Incident Response Plan
Responsible Role	Project Manager
Tools	
Standards	
More Info....	

Release Management: REL-3.7 Send Notification of Successful Release

Description	The Project Manager sends a Notification of Successful Release to all stakeholders and customers.
Artifacts Used	Project Management Plan – Communication Plan Sections
Artifacts Created	⬤ Release Notification
Responsible Role	Project Manager
Tools	
Standards	
More Info....	