

# Implementation Management



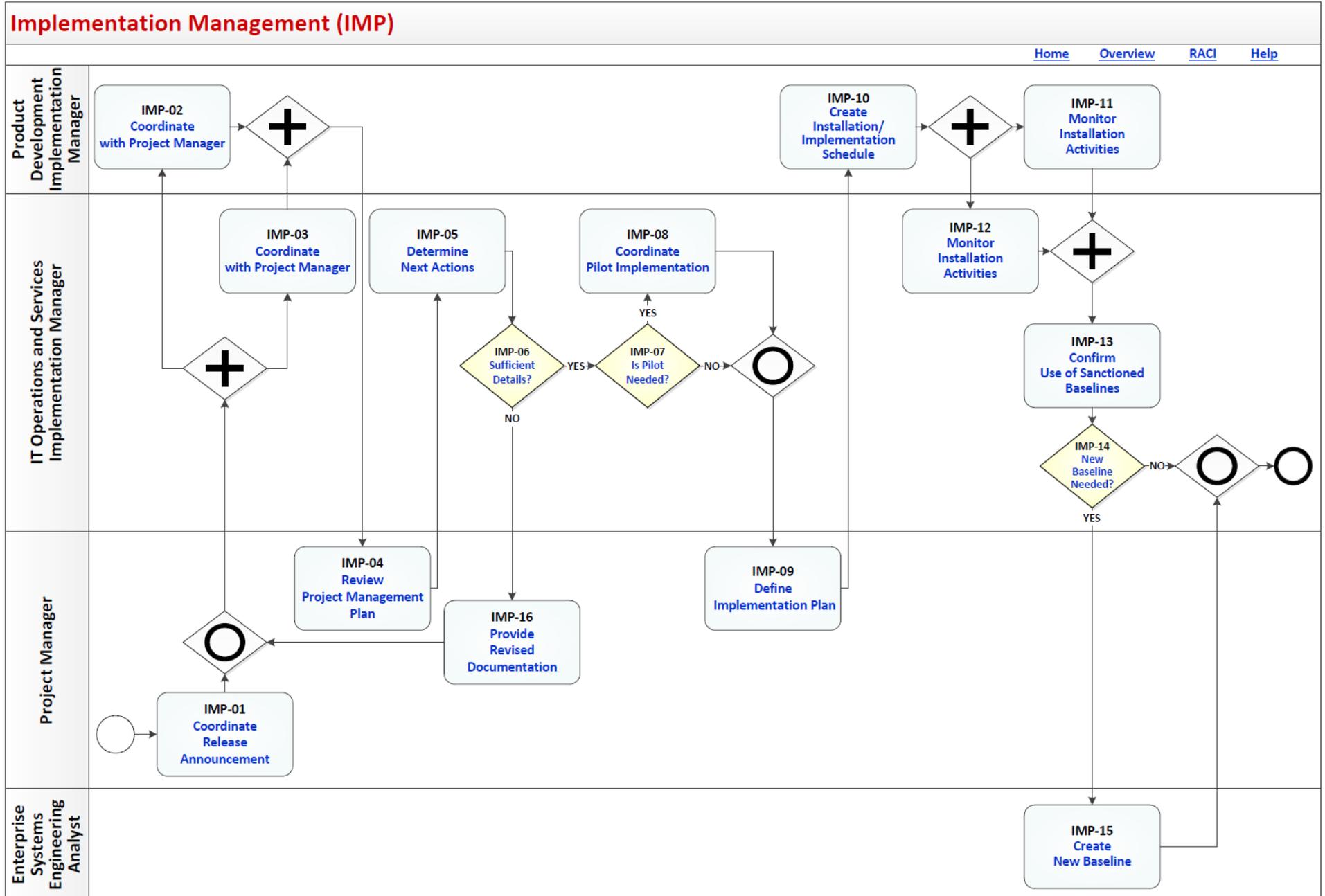
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**Office of Information and Technology**

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# Implementation Management Process Maps



# Process: Implementation Management

Overview: The process map for Implementation Management cycles through the following process and review activities:

- IMP-01 Coordinate Release Announcement
- IMP-02 Coordinate with Project Manager
- IMP-03 Coordinate with Project Manager
- IMP-04 Review Project Management Plan
- IMP-05 Determine Next Actions
- IMP-06 Sufficient Details?
- IMP-07 Is Pilot Needed?
- IMP-08 Coordinate Pilot Implementation
- IMP-09 Define Implementation Plan
- IMP-10 Create Installation/Implementation Schedule
- IMP-11 Monitor Installation Activities
- IMP-12 Monitor Installation Activities
- IMP-13 Confirm Use of Sanctioned Baselines
- IMP-14 New Baseline Needed?
- IMP-15 Create New Baseline
- IMP-16 Provide Revised Documentation

# Implementation Management Description and Goals

## Description

The Office of Information Technology (OI&T) Implementation Management (IMP) process establishes a common understanding of the planning, management and the deployment of products and services within VA environments. The IMP process includes the coordination between the Business Sponsor and Field organizations and staff to define, develop, and validate the business requirements needed to support the successful deployment and support of VA products and services. The IMP process defines the services from both Product Development who manage the software and end user interactions and IT Operations and Services (ITOPS) who manage the technology and network infrastructure to successfully accomplish the installation and deployment of applications and systems to achieve the VA mission. The process supports for both enterprise-wide deployments and those within specialized processing centers and environments across OI&T, Veterans Integrated Service Networks (VISNs), and facilities.

## Goals

The goals of the Implementation Management process are to:

- Deliver high quality, cost effective information products and application support services through the implementation and deployment of assigned projects
- Develop key artifacts to guide project teams and installation sites from the completion of product development through national release
- Ensure adequate training plans are developed and executed
- Monitor rollout activities and identify solutions for escalating implementation issues
- Serve as the conduit and forward facing entity to Field IT staff
- Coordinate Field workflow and measure capacity
- Serves as a technical resource to the Project Manager and as a liaison to Project Sponsors and Enterprise Systems Engineering services to Field IT Services

# Implementation Management RACI Information

The following describes the RACI information for this process:

## **IMP-01 Coordinate Release Announcement**

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: IT Operations and Services Implementation Manager; Product Development Implementation Manager; System Owner

Informed Role: Stakeholder(s)

## **IMP-02 Coordinate with Project Manager**

Responsible Role: Product Development Implementation Manager

Accountable Role: Competency Supervisor, Product Development Implementation Management

Consulted Role: Project Manager

Informed Role: None Listed

## **IMP-03 Coordinate with Project Manager**

Responsible Role: IT Operations and Services Implementation Manager

Accountable Role: Sponsor

Consulted Role: Project Manager

Informed Role: None Listed

## **IMP-04 Review Project Management Plan**

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: Product Development Implementation Manager; IT Operations and Services Implementation Manager

Informed Role: None Listed

### **IMP-05 Determine Next Actions**

Responsible Role: IT Operations and Services Implementation Manager

Accountable Role: Sponsor

Consulted Role: None Listed

Informed Role: None Listed

### **IMP-06 Sufficient Details?**

Responsible Role: IT Operations and Services Implementation Manager

Accountable Role: Sponsor

Consulted Role: None Listed

Informed Role: None Listed

### **IMP-07 Is Pilot Needed?**

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: None Listed

Informed Role: None Listed

### **IMP-08 Coordinate Pilot Implementation**

Responsible Role: IT Operations and Services Implementation Manager

Accountable Role: Sponsor

Consulted Role: Facility Engineer

Informed Role: None Listed

### **IMP-09 Define Implementation Plan**

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: Product Development Implementation Manager; IT Operations and Services Implementation Manager

Informed Role: None Listed

### **IMP-10 Create Installation/Implementation Schedule**

Responsible Role: Product Development Implementation Manager

Accountable Role: Competency Supervisor, Product Development Implementation Management

Consulted Role: Project Manager; IT Operations and Services Implementation Manager; System Owner

Informed Role: Sponsor

### **IMP-11 Monitor Installation Activities**

Responsible Role: Product Development Implementation Manager

Accountable Role: Competency Supervisor, Product Development Implementation Management

Consulted Role: Facility Engineer; Project Manager

Informed Role: IT Operations and Services Implementation Manager

### **IMP-12 Monitor Installation Activities**

Responsible Role: IT Operations and Services Implementation Manager

Accountable Role: Sponsor

Consulted Role: Facility Engineer; Project Manager

Informed Role: Product Development Implementation Manager

### **IMP-13 Confirm Use of Sanctioned Baselines**

Responsible Role: IT Operations and Services Implementation Manager

Accountable Role: Sponsor

Consulted Role: None Listed

Informed Role: None Listed

### **IMP-14 New Baseline Needed?**

Responsible Role: IT Operations and Services Implementation Manager

Accountable Role: Sponsor

Consulted Role: None Listed

Informed Role: None Listed

### **IMP-15 Create New Baseline**

Responsible Role: Enterprise Systems Engineering Analyst

Accountable Role: IT Operations and Services Implementation Manager

Consulted Role: Baseline and Configuration Management

Informed Role: None Listed

### **IMP-16 Provide Revised Documentation**

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: IT Operations and Services Implementation Manager; Product Development Implementation Manager

Informed Role: None Listed

## **Implementation Management Associated Artifacts Information**

Associated Artifacts information (including hyperlinks) for this process includes:

Business Epic

Business Sub-epic

Business User Story

Project Management Plan (PMP) Template

Release Announcement Template

Site Certification Checklist

Software Configuration-GOLD build-Template

## **Implementation Management Tools and Web Sites Information**

The Tools and Web Sites associated with this process (including hyperlinks) include:

Baseline and Configuration Management Portal

IT Operations and Services (ITOPS) Action Item Request Portal

National Service Desk NSD Customer Requirements

Primavera Implementation Web Site

Primavera P6 Enterprise Portfolio Project Management (P6 EPPM), Progress Reporter

Rational Requirements DOORS Next Generation

Rational Team Concert (Change/Configuration Management)

VIP Dashboard

VistA FORUM Systems

## **Implementation Management Standards Information**

Standards associated with this process (including hyperlinks) include:

Baseline Configuration Management - Standards Lists

Scheduling Requirements in VA Primavera

# Implementation Management Process

## Process Activity Name: IMP-01 Coordinate Release Announcement

### Previous Activities

Process Begins

### Next Activities

IMP-02 Coordinate with Project Manager

And

IMP-03 Coordinate with Project Manager

### Description

The Project Manager, or designee in accordance with the Project Management Plan, works with the Sponsor/Business Owner to update the Release Announcement, using the deployment plan information from the Epics and User Stories and the training plan information from the Project Management Plan. The Release Announcement provides information to the sites regarding official national release of a product to the field. The Sponsor/Business Owner usually sends this forward to the sites, but this process may be delegated to the Implementation Manager. Project Manager forwards the Release Announcement to various project Stakeholder(s), if requested (which may include site Clinical Applications Coordinators).

### Input

Business Epic

Business Sub-Epic

Business User Story

Project Management Plan

Release Announcement

### Output

Updated Release Announcement

### Associated Artifacts

Release Announcement Template

### Responsible Role

Project Manager

### Accountable Role

Program Manager

### Consulted Role

IT Operations and Services Implementation Manager; Product Development Implementation Manager; System Owner

**Informed Role**

Stakeholder(s)

**Tools and Websites**

VistA FORUM Systems

**Standards**

None Listed

**More Info**

The Product Development Implementation Manager is consulted when the project scope includes new applications or major enhancements and upgrades to existing systems.

The IT Operations and Services (ITOPS) Implementation Manager is consulted when the project scope includes hardware, network or infrastructure changes/upgrades, routine enhancements and upgrades to existing systems, and/or maintenance releases.

The Release Announcement is created in the Release Management process.

**Process Activity Name: IMP-02 Coordinate with Project Manager****Concurrent Activities**

IMP-03 Coordinate with Project Manager

**Previous Activities**

IMP-01 Coordinate Release Announcement

Or

IMP-16 Provide Revised Documentation

**Next Activities**

IMP-04 Review Project Management Plan

**Description**

The Product Development (PD) Implementation Manager works with the Project Manager to determine which recurring meetings need to be supported or set up to accomplish Project Management Plan implementation tasks. The PD Implementation Manager works with the Project Manager to gain a shared understanding of the project details, resources needed, and actions that need to be taken.

**Input**

Business Epic

Business Sub-Epic

Business User Story

Project Documentation

Project Management Plan

Release Announcement

### **Output**

Implementation Meeting Invitations

### **Associated Artifacts**

None Listed

### **Responsible Role**

Product Development Implementation Manager

### **Accountable Role**

Competency Supervisor, Product Development Implementation Management

### **Consulted Role**

Project Manager

### **Informed Role**

None Listed

### **Tools and Websites**

VIP Dashboard

### **Standards**

None Listed

### **More Info**

None Listed

## **Process Activity Name: IMP-03 Coordinate with Project Manager**

### **Concurrent Activities**

IMP-02 Coordinate with Project Manager

### **Previous Activities**

IMP-01 Coordinate Release Announcement

Or

IMP-16 Provide Revised Documentation

### **Next Activities**

IMP-04 Review Project Management Plan

### **Description**

The IT Operations and Services (ITOPS) Implementation Manager works with the Project Manager to determine which recurring meetings need to be supported or set up to accomplish the Project Management Plan implementation tasks. The ITOPS Implementation Manager works

with the Project Manager to gain a shared understanding of the project details, resources needed, and actions that need to be taken.

### **Input**

Business Epic

Business Sub-Epic

Business User Story

Project Documentation

Project Management Plan

Release Announcement

### **Output**

Implementation Meeting Invitations

### **Associated Artifacts**

None Listed

### **Responsible Role**

IT Operations and Services Implementation Manager

### **Accountable Role**

Sponsor

### **Consulted Role**

Project Manager

### **Informed Role**

None Listed

### **Tools and Websites**

VIP Dashboard

### **Standards**

None Listed

### **More Info**

None Listed

## **Process Activity Name: IMP-04 Review Project Management Plan**

### **Previous Activities**

IMP-02 Coordinate with Project Manager

AND

IMP-03 Coordinate with Project Manager

## **Next Activities**

IMP-05 Determine Next Actions

## **Description**

The Project Manager, in collaboration with the Product Development Implementation Manager and/or the IT Operations and Services (ITOPS) Implementation Manager, reviews the Project Management Plan to ensure timelines are met through the various actions coordinated by Implementation Manager(s).

## **Input**

Business Epic

Business Sub-Epic

Business User Story

Deployment Plan

Project Management Plan

## **Output**

Updated Project Management Plan

## **Associated Artifacts**

Project Management Plan (PMP) Template

## **Responsible Role**

Project Manager

## **Accountable Role**

Program Manager

## **Consulted Role**

Product Development Implementation Manager; IT Operations and Services Implementation Manager

## **Informed Role**

None Listed

## **Tools and Websites**

Rational Team Concert (Change/Configuration Management)

## **Standards**

None Listed

## **More Info**

None Listed

## **Process Activity Name: IMP-05 Determine Next Actions**

### **Previous Activities**

IMP-04 Review Project Management Plan

### **Next Activities**

IMP-06 Sufficient Details?

### **Description**

The IT Operations and Services (ITOPS) Implementation Manager in collaboration with the Sponsor determines what next steps need to be performed including:

- Are communications needed?
- Confirms what hardware is being deployed
- Are additional resources needed?
- Is a pilot required to confirm operational concepts in the Epics and User Stories?

The ITOPS Implementation Manager adds Action Items to the ITOPS Action Item Request Portal. To engage the National Service Desk for Tier 1 support, use the National Service Desk (NSD) Customer Requirement portal to submit a requirements survey.

If Sufficient Details are not present to perform the implementation tasks, the ITOPS Implementation Manager requests revisions to the Project Documentation.

If a pilot is needed, the ITOPS Implementation Manager coordinates the Pilot Implementation at one of the Initial Operating Capability Test Sites.

### **Input**

Business Epic

Business Sub-Epic

Business User Story

Deployment Plan

Notification of Site Readiness

Project Management Plan

### **Output**

Action Items

Updated Project Management Plan

### **Associated Artifacts**

Project Management Plan (PMP) Template

### **Responsible Role**

IT Operations and Services Implementation Manager

**Accountable Role**

Sponsor

**Consulted Role**

None Listed

**Informed Role**

None Listed

**Tools and Websites**

National Service Desk NSD Customer Requirements

IT Operations and Services (ITOPS) Action Item Request Portal

**Standards**

None Listed

**More Info**

The ITOPS Action Item Request Portal is also known as Tasks, Resources, Administrations, and Communications (TRAC).

**Process Activity Name: IMP-06 Sufficient Details?****Previous Activities**

IMP-05 Determine Next Actions

**Next Activities**

If "Yes":

IMP-07 Is Pilot Needed?

Or

If "No":

IMP-16 Provide Revised Documentation

**Description**

The IT Operations and Services (ITOPS) Manager determines if sufficient details to perform implementation tasks are available (Yes) or not (No).

**Responsible Role**

IT Operations and Services Implementation Manager

**Accountable Role**

Sponsor

**Consulted Role**

None Listed

**Informed Role**

None Listed

**Process Activity Name: IMP-07 Is Pilot Needed?****Previous Activities**

IMP-06 Sufficient Details?

**Next Activities**

If "Yes":

IMP-08 Coordinate Pilot Implementation

Or

If "No":

IMP-09 Define Implementation Plan

**Description**

The Project Manager determines if a pilot is needed (Yes) or not (No).

**Responsible Role**

Project Manager

**Accountable Role**

Program Manager

**Consulted Role**

None Listed

**Informed Role**

None Listed

**Process Activity Name: IMP-08 Coordinate Pilot Implementation****Previous Activities**

IMP-07 Is Pilot Needed?

**Next Activities**

IMP-09 Define Implementation Plan

**Description**

The IT Operations and Services Implementation (ITOPS) Manager collaborates with the Field Engineer at an Initial Operating Capability Test Site to conduct a pilot implementation. Results of the pilot implementation are reviewed and the Epics and User Stories are updated if needed.

**Input**

Action Items

Business Epic

Business Sub-Epic

Business User Story

Project Management Plan

Site Certification Checklist

**Output**

Updated Action Items

Updated Business Epic

Updated Business Sub-Epic

Updated Business User Story

**Associated Artifacts**

Business Epic

Business Sub-epic

Business User Story

**Responsible Role**

IT Operations and Services Implementation Manager

**Accountable Role**

Sponsor

**Consulted Role**

Facility Engineer

**Informed Role**

None Listed

**Tools and Websites**

IT Operations and Services (ITOPS) Action Item Request Portal

Rational Requirements DOORS Next Generation

**Standards**

None Listed

**More Info**

The ITOPS Action Item Request Portal is also known as Tasks, Resources, Administrations, and Communications (TRAC).

**Process Activity Name: IMP-09 Define Implementation Plan**

**Previous Activities**

IMP-07 Is Pilot Needed?

Or

IMP-08 Coordinate Pilot Implementation

### **Next Activities**

IMP-10 Create Installation/Implementation Schedule

### **Description**

The Project Manager works with the assigned Implementation Manager(s) to further define the Implementation Plan elements in the Project Management Plan. The implementation plans describe how the product is implemented, monitored, and controlled in the Implementation Phase of the project life cycle. The Project Manager includes applicable subsidiary checklists and other planning documents to define the management approach to be used by the Implementation Management team to deliver the intended increment(s).

### **Input**

Business Epic

Business Sub-Epic

Business User Story

Deployment Plan

Project Management Plan

### **Output**

Updated Project Management Plan (includes Implementation Plan)

### **Associated Artifacts**

Project Management Plan (PMP) Template

### **Responsible Role**

Project Manager

### **Accountable Role**

Program Manager

### **Consulted Role**

Product Development Implementation Manager; IT Operations and Services Implementation Manager

### **Informed Role**

None Listed

### **Tools and Websites**

Rational Team Concert (Change/Configuration Management)

### **Standards**

None Listed

**More Info**

None Listed

**Process Activity Name: IMP-10 Create Installation/Implementation Schedule****Previous Activities**

IMP-09 Define Implementation Plan

**Next Activities**

IMP-11 Monitor Installation Activities

And

IMP-12 Monitor Installation Activities

**Description**

The Product Development Implementation Manager develops the Installation/Implementation Schedule. The Installation/Implementation schedule is included in the overall Project Management Plan and integrated Project Schedule.

**Input**

Deployment Plan

Project Management Plan (includes Implementation Plan)

Project Schedule

**Output**

Updated Project Schedule (in the designated Project Management Tool)

**Associated Artifacts**

None Listed

**Responsible Role**

Product Development Implementation Manager

**Accountable Role**

Competency Supervisor, Product Development Implementation Management

**Consulted Role**

Project Manager; IT Operations and Services Implementation Manager; System Owner

**Informed Role**

Sponsor

**Tools and Websites**

Primavera Implementation Web Site

Primavera P6 Enterprise Portfolio Project Management (P6 EPPM), Progress Reporter

VIP Dashboard

## **Standards**

Scheduling Requirements in VA Primavera

## **More Info**

None Listed

## **Process Activity Name: IMP-11 Monitor Installation Activities**

### **Concurrent Activities**

IMP-12 Monitor Installation Activities

### **Previous Activities**

IMP-10 Create Installation/Implementation Schedule

### **Next Activities**

IMP-13 Confirm Use of Sanctioned Baselines

### **Description**

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.

### **Input**

Business Epic

Business Sub-Epic

Business User Story

Project Management Plan

Project Schedule

### **Output**

Updated Action Item

Updated Project Management Plan

Updated Project Schedule

### **Associated Artifacts**

Project Management Plan (PMP) Template

### **Responsible Role**

Product Development Implementation Manager

### **Accountable Role**

Competency Supervisor, Product Development Implementation Management

**Consulted Role**

Facility Engineer; Project Manager

**Informed Role**

IT Operations and Services Implementation Manager

**Tools and Websites**

Rational Team Concert (Change/Configuration Management)

**Standards**

None Listed

**More Info**

None Listed

**Process Activity Name: IMP-12 Monitor Installation Activities****Concurrent Activities**

IMP-11 Monitor Installation Activities

**Previous Activities**

IMP-10 Create Installation/Implementation Schedule

**Next Activities**

IMP-13 Confirm Use of Sanctioned Baselines

**Description**

The IT Operations and Services (ITOPS) 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.

**Input**

Action Items

Business Epic

Business Sub-Epic

Business User Story

Project Management Plan

Project Schedule

**Output**

Updated Action Items

Updated Project Management Plan

Updated Project Schedule

**Associated Artifacts**

Project Management Plan (PMP) Template

**Responsible Role**

IT Operations and Services Implementation Manager

**Accountable Role**

Sponsor

**Consulted Role**

Facility Engineer; Project Manager

**Informed Role**

Product Development Implementation Manager

**Tools and Websites**

Rational Team Concert (Change/Configuration Management)

**Standards**

None Listed

**More Info**

None Listed

**Process Activity Name: IMP-13 Confirm Use of Sanctioned Baselines****Previous Activities**

IMP-11 Monitor Installation Activities

AND

IMP-12 Monitor Installation Activities

**Next Activities**

IMP-14 New Baseline Needed?

**Description**

The IT Operations and Services (ITOPS) Implementation Manager ensures OI&T standards and baselines are incorporated into implementation processes. Sustainable processes are put in place prior to the system handoff in sustainment to the System Owner.

If a new baseline is needed, one is created in collaboration with Baseline and Configuration Management section.

**Input**

Business Epic

Business Sub-Epic

Business User Story

Project Management Plan

**Output**

Software Configuration (GOLD build)

New Baseline Request

**Associated Artifacts**

Software Configuration-GOLD build-Template

**Responsible Role**

IT Operations and Services Implementation Manager

**Accountable Role**

Sponsor

**Consulted Role**

None Listed

**Informed Role**

None Listed

**Tools and Websites**

None Listed

**Standards**

None Listed

**More Info**

To request a new baseline, request a change to an existing baseline or have a question about baselines, send email to [vait.bcmintake@va.gov](mailto:vait.bcmintake@va.gov).

**Process Activity Name: IMP-14 New Baseline Needed?**

**Previous Activities**

IMP-13 Confirm Use of Sanctioned Baselines

**Next Activities**

If "Yes":

IMP-15 Create New Baseline

Or

If "No":

Process Ends

**Description**

The IT Operations and Services (ITOPS) Implementation Manager determines if a new baseline is needed (Yes) or not (No).

**Responsible Role**

IT Operations and Services Implementation Manager

**Accountable Role**

Sponsor

**Consulted Role**

None Listed

**Informed Role**

None Listed

**Process Activity Name: IMP-15 Create New Baseline****Previous Activities**

IMP-14 New Baseline Needed?

**Next Activities**

Process Ends

**Description**

The Enterprise Systems Engineering Analyst, in collaboration with Baseline and Configuration Management section within the Security Management and Analytics group, triage and coordinate baseline requests when a request for a new baseline is made.

**Input**

Business Epic

Business Sub-Epic

Business User Story

New Baseline Request

Software Configuration (GOLD build)

**Output**

New Baseline Configuration

Updated Software Configuration (GOLD build)

**Associated Artifacts**

Software Configuration-GOLD build-Template

**Responsible Role**

Enterprise Systems Engineering Analyst

**Accountable Role**

IT Operations and Services Implementation Manager

**Consulted Role**

Baseline and Configuration Management

**Informed Role**

None Listed

**Tools and Websites**

Baseline and Configuration Management Portal

Rational Team Concert (Change/Configuration Management)

**Standards**

Baseline Configuration Management - Standards Lists

**More Info**

None Listed

**Process Activity Name: IMP-16 Provide Revised Documentation****Previous Activities**

IMP-06 Sufficient Details?

**Next Activities**

IMP-02 Coordinate with Project Manager

And

IMP-03 Coordinate with Project Manager

**Description**

The Project Manager works with the Implementation Manager(s) to provide revised documentation for the increment.

**Input**

Business Epic

Business Sub-Epic

Business User Story

Deployment Plan

Project Documentation

Project Management Plan

Release Announcement

**Output**

Updated Project Documentation

**Associated Artifacts**

None Listed

**Responsible Role**

Project Manager

**Accountable Role**

Program Manager

**Consulted Role**

IT Operations and Services Implementation Manager; Product Development Implementation Manager

**Informed Role**

None Listed

**Tools and Websites**

Rational Team Concert (Change/Configuration Management)

**Standards**

None Listed

**More Info**

None Listed

END OF PROCESS.