Implementation Management

Process Asset Library

Office of Information and Technology
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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 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).
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
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
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.

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.