Incident Based Automation Project

An NWCG Sponsored Project

Operating Principles

Version 2.0

Working Copy

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Document Information

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Introduction

This document describes the operating principles for the National Wildfire Coordinating Group's (NWCG) e-ISuite Project Team. The document guides e-ISuite Project Team Members in understanding stated policies and procedures for accomplishing work. The e-ISuite Project scope includes all work associated with the planning, requirements analysis, design, build, documentation, implementation, support and maintenance of e-ISuite. Future additions to the project are possible.

The basic Operating Principles for the Team are to work as a cohesive team, supporting each other, to ensure success of the Project. Our objective is to keep the incident business community (customer) informed of the project status and involve them in reviewing and testing the product while working through each phase. Following these Operating Principles will facilitate community involvement and ensure a high degree of project success.

Scope

The basic processes used to manage the e-ISuite Project are outlined in this document, as well as the Change Management process document, and the Communications Plan. These documents describe the principles to be followed while performing e-ISuite business.

Audience: the subject matter of this document is useful to any person doing business with, or as a representative of the e-ISuite Team. It is specifically designed for the Project Team, but will also be useful for managers, other projects, or others who need to communicate or interact with the e-ISuite Team.

Guiding Principles

Communication Management

Core Team
e-ISuite Core Team members include: Project Manager, Deputy Project Manager, Business Lead, Project Lead, and Implementation Lead.

Core team meetings are held every 10-12 weeks for two-three days to coordinate all management activities for the team. Meetings are held at different locations to allow local business community representatives to participate in discussions and better understand the project. The agenda for the meeting is prepared by the Deputy Project Manager and includes items from the following list:

- Work Breakdown Structure update, including status of Action Items
- Team Reports (including NITC, Contractor)
- Briefings on team special issues/concerns
- Staffing issues
- Schedules
- Action Items to do
- Paper presentations
- Other topics

The Deputy Project Manager assures that meeting notes are recorded and distributed to designated team members and to the e-ISuite web site (as appropriate) within five business days following the meeting. Any corrections or additions are to be communicated in writing to the Deputy Project Manager within five business days after the distribution occurs.

Conference Calls

Team conference calls are held each Wednesday at 0900 Mountain Time. All e-ISuite team members are welcome to participate on the call. The access number for calls is: 866-679-7578, Passcode 5970141#.

Electronic Mail
Team communications will be conducted via agency e-mail accounts. All Team Members are responsible to read and respond to incoming mail in a timely manner.

Communication Plan
The Project Communication Plan outlines the preliminary strategy for the coordination and implementation of both internal and external information about the e-ISuite Project. The Project Communication Plan is located on the e-ISuite webpage: http://iba.nwcg.gov

Briefings
Any scheduled briefing must be coordinated with the Deputy Project Manager (who will advise the Project Manager) and Business Lead. The briefing will be logged in the project briefing schedule and listing. When impromptu briefings occur, the Deputy Project Manager shall be notified as soon as convenient.

It is important to provide maximum support to the geographic area within which the project briefing or meeting will be held. This might include preparing an agenda for the meeting/presentation and a sample invitation that the geographic area contact person can simply copy and or distribute via email. Follow-up prior to the meeting increases the likelihood of greater attendance.

At each briefing, a sign-in sheet shall be distributed. Return the completed sheet by fax or email to the Deputy Project Manager who tracks all e-ISuite briefings. In addition to the listed attendees, the following information must be included:

> Title of meeting
> Title of e-ISuite briefing presented
> Dates
> Location
> Actual time of briefing
> Who attended (if different than the title; i.e. managers, business, technical)

See "Confidentiality Statement." It should be signed when applicable.

Managing Rumors and Frequently Asked Questions
Team members who become aware of any concern, misconception, misrepresentation (of the project) or issue being raised regarding the project shall inform the Project Manager and Deputy Project Manager. They will take necessary actions (including informing the Business Lead) to mitigate any issues.

Interfaces with Other Projects
The Deputy Project Manager is the default designee to act as liaison with related projects. As deemed necessary another team member may be asked to act in this capacity.

Document Management

Document Maintenance

Each Team member and/or contractor is responsible for the maintenance of documents they create. Documents in progress will be filed on the StarTeam website for review and comment by other project team members. Completed documents shall be posted on the StarTeam ftp website, and will be posted on the e-ISuite website as appropriate.

Working copies of documents are considered official project records and should be managed appropriately. Official records are identified as the following: official correspondence, informal correspondence, electronic and hard copy notes, plans, and agreements.

e-ISuite Web Site
The e-ISuite Web Site serves as a location for anyone to access current information about the e-ISuite Project. The Web Master shall assure that the web site is maintained monthly (at a minimum). Generally, all e-ISuite documents, schedules, plans, etc shall be available on this web site.

Document Integrity and Security
Each Team member and/or contractor employee is responsible for documents related to their subject matter area. The author will post documents on the StarTeam, inform other Team Members where the document is filed in StarTeam, and request review and comments as appropriate. To ensure the document's security and integrity, there should be only one person working on a document at a time.

Once a document becomes a "working copy" (past draft stage) the author of that document will advise the Deputy Project Manager, who will create the cover page, assign a document number and post the document on the e-ISuite web site (if applicable).

If a member needs to modify a "working copy" document, they will contact the Deputy Project Manager prior to "checking out" the document on StarTeam.

Document Location
All project documents will be housed on the StarTeam ftp site. The Deputy Project Manager will be the contact person for access to StarTeam.

Document Format
The document exchange standard format for the project is Microsoft word or another format as approved by the e-ISuite Deputy Project Manager. All project correspondence will include the e-ISuite letterhead and appropriate reference information. The font used will be New Times Roman, 12 pitch. All published documents shall be in Adobe Acrobat©.

Document Ownership
All documents are the property of the project Managing Partner (US Forest Service). However, due to contractual law, contract related documents are maintained by the project Contracting Officer and may remain in the contracting agency's files.

Distribution of Project Documents
Pre-Decisional Information that is not posted on the public web site, or made available to the public, shall be approved by the Project Manager or Deputy Project Manager prior to being shared.

Archiving Documents
An Archive folder will be established in StarTeam and be utilized to house historic documents.

Plan Management

Work Breakdown Structure (WBS) Content
All high-level project tasks must be documented in the WBS for e-ISuite. The contractor will maintain a related project plan that will tie to the e-ISuite Project plan for the tasks that are common.

Work Breakdown Structure (WBS) Changes

WBS tasks will maintain their original numbers to avoid confusion when referring to prior versions. If a task needs to be replaced, the original number will be maintained with a note referencing the replacement task number and reason for replacement.

Changes to the WBS will be submitted two weeks prior to each Core Team meeting. Changes will be discussed and approved at the Core Team meeting or by exception during a Core Team conference call. Approved changes to the WBS will be finalized the Wednesday after each Core Team meeting and published on the e-ISuite web site. Reasons for changes must be documented. All tasks include: task number, status, activity, objective(s), deliverables, responsible party(s), and completion date.

The Deputy Project Manager approves all WBS changes.

Each Team Leader has the responsibility to confirm the acceptability of the deliverables for tasks for which their team is responsible. Tasks are reviewed at each Core Team meeting and closed if the Team Leader deems them complete.

Financial Management

Budget

The Project Administrative Officer will coordinate and track all purchases.

The Project Manager approves all purchases. The Deputy Project Manager must submit a detailed budget for each year.

Expense Tracking

All project expenses shall be submitted quarterly (or more often) to the Project Administrative Officer.

Resource Management

Team Organization

The e-ISuite team organization is documented in the Project Staffing Plan. See the e-ISuite web site for the most current version.

Position Descriptions

Position descriptions are maintained by the Project Administrative Officer.

Staff Recruiting

The Deputy Project Manager is responsible to recruit and fill vacant positions as needed with approval from the Project Manager. First consideration is given to existing project staff whose responsibilities are shifting. All e-ISuite Team members are capable and flexible in their ability to shift and serve on multiple teams.

Orientation
New team members will receive the following as part of their orientation:

- Office space including furniture and phone
- Mobile and stationary equipment, software
- ID badge, keys as needed (see building security)
- Information on how to receive travel authorizations
- Login/password for e-ISuite
- Login/password for StarTeame-ISuite Team roster and Organization Chart
- Business cards
- Confidentiality Statement (see Contracting Officer)
- Rules of Behavior Statement
- Introduction to e-ISuite project objectives, scope, team members (see Deputy Project Manager)
- Walkthrough of the e-ISuite Business Requirements

Travel Arrangements
Each team member must obtain pre-approval from the Project Manager prior to making any travel arrangements. All travelers for the e-ISuite Project are responsible for completing the paperwork appropriate to the funding agency

Succession Planning
The Deputy Project Manager is responsible to identify a potential candidate for a vacant position, and/or to work with the Project Manager to implement a development plan to prepare a candidate for advancement.

Confidentiality Statement
Each team member is required to sign a statement of confidentiality for contractual pre-decisional materials. (See Contracting Officer)

Prior to any contract award, any team member who is present when contract sensitive information is discussed, and has not previously signed a Statement of Confidentiality, will be required to sign a Confidentiality Statement.

Team Contact Information Maintenance
Each team member is responsible to communicate Team Roster changes to the Deputy Project Manager to ensure current information. This information is sent to the team immediately following each update.

Contract Management

Contractor Contacts
Only designated team members are authorized to interface with the Contractor. Check with the Contracting Officer or the Contracting Officer Representative if there are any questions about what interactions are allowed.

Contracted Staff
The Contracting Officer is responsible to maintain the availability of contract staffing. Any issues related to the accessibility or performance of these resources should be directed to the Contracting Officer. Any change in the duties of contract staff must be reflected in the Task Order and documented and approved by the Contracting Officer prior to start of work.

Facility and Asset Management

Office Space
The team works in a virtual environment. Team members are expected to abide by the rules and regulations of their administrative agency/office. For those government employees working at home, a work-at-home-agreement shall be developed and submitted to the Project Manager for review and approval.

Equipment
Equipment is supplied by the administrative agency/office and is subject to the rules and regulations of that agency/office. This includes: security, operation guidelines, software licensing, etc.

The Project Administrative Officer shall maintain a record of all property for this project.

Issue Resolution Process

Business related issues
Issues related to business processes that cannot be resolved within the Business Requirements Team, or have surfaced after the Business Requirements Phase is complete, shall be forwarded to the Deputy Project Manager. The Deputy Project Manager shall document issues and work with the Business Lead to seek resolution. Possible methods of resolution are:

- Business Lead resolves issue and forwards resolution to the Deputy Project Manager
- Deputy Project Manager works with Project Manager to resolve issue
- Project Lead resolves issue and forwards resolution to Deputy Project Manager after discussion with Subject Matter Experts
- Business Lead forwards issue to applicable working committee/task groups for further study and resolution recommendation. Business Lead approves/changes recommendation(s)
- Deputy Project Manager sends resolution to person who submitted the issue

Technical Related Issues
Issues related to technical aspects of the project that cannot be resolved by the e-ISuite Project Team shall be handled in the following manner:

- Agency issues will be forwarded to the appropriate Agency IRM Technical Representative through the Senior Project Manager.
- Interagency issues shall be forwarded to the Senior Project Manager for further resolution.
- Senior Project Manager//Deputy Project Manager sends resolution to person who submitted the issue.

Change Management Process

The e-ISuite Change Management process affects all aspects of the e-ISuite Project. The e-ISuite Change Management Plan outlines the specifics of this process.

Roles and Responsibilities

The following table identifies the roles and responsibilities of key e-ISuite team members. The NWCG Information Technology Committee or NWCG Program Management Unit has not been identified in this table as they are considered ad hoc team members and will be incorporated as deemed necessary.

Role	Membership	Responsibility
Project Core Team	- Project Manager - Deputy Project Manager - Business Lead - Project Leader - Implementation Team Leader - Information Systems Security Officer - Contracting Officer - Partner Coordinator	- The Project Core Team serves as the central management group for the project. They are responsible for all aspects of the project's operation and success - Each team member has specific roles and responsibilities that can be found in the team member position description (see staffing plan).
Business Community Representative (Business Lead)		Project mission oversight, executive support and funding, communication and coordination with affected business and management community, recommends acceptance of final deliverables to the National Wildfire Coordinating Group.
Project Manager		Overall responsibility for oversight of the project, including funding, communication, and coordination
Deputy Project Manager		Responsible for day-to-day operations and direction of the e-ISuite Team.
e-ISuite Team Members		Each team member has specific responsibilities that relate to one or more emphasis areas of the project. Team members may have responsibility for more than one area (e.g. a computer specialist may be on the Infrastructure Team as well as being a trainer on the Implementation Team).
Subject Matter Experts		Person knowledgeable in specific subject area of project process, product, environment or business function.
e-ISuite Partners	The e-ISuite Partner Group is comprised of representatives from the business community that uses the application.	Assist with project marketing, briefings, training sessions and user assistance.

Parties External to the e-ISuite Team

Role	Membership	Responsibility
Independent Verification & Validation	IV&V is typically conducted by a "neutral" party that can review processes/plans/deliverables with an un-biased perspective.	• Reviews project deliverables for technical compliance with established standards and processes.
Contractor(s)	Various contractors are involved in the project.	• Provide project with specific skills on design/development/ implementation of specific deliverables.
Interested Party	Business Community, Users, Private and Government entities.	• Anyone in the community who is interested in e-ISuite (or is a stakeholder).
Committees, Work Groups, Taskforce (outside the project)	These groups may include: • The National Wildfire Coordination Group and it's committees/working teams • The Incident Business Practices Committee • The National Information Technology Center (NITC) • The NWCG IRM Program Management Unit • Other task groups	• Provide oversight to all aspects of the project • Serve as advisors to the project • Provide input to various issues which are presented and documented by the e-ISuite Team.