

National Interagency Resource Ordering and Status System

Operating Principles



Working Copy

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Introduction

This document describes the operating principles for the National Wildfire Coordinating Group's Resource Ordering and Status System (ROSS) Project Team. The document guides ROSS Project Team Members in understanding stated policies and procedures for accomplishing work. The ROSS Project scope includes all work associated with the planning, requirements analysis, design, build, documentation, implementation, support and maintenance of ROSS and The Dispatch Messaging System (DMS). 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 dispatch community (customer) informed of the project status and involve them in reviewing and testing the product as we move 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 ROSS project are outlined in this document, the Change Management Process document, and the Communications Plan. These documents describe the principles the team will follow while performing ROSS business. Audience

The subject matter of this document is useful to any person doing business with, or as a representative of the ROSS 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 ROSS team.

Guiding Principles

Communication Management

Core Team

ROSS Core Team members include: Project Manager, Business Lead, Project Administrative Officer, Assistant Project Manager, Business Requirements Team Leader, Infrastructure Team Leader, Contracting Officer, Implementation Team Leader, Partner Coordinator, and Communications Director.

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

Conference Calls

Team conference calls are held each day at 9 AM Mountain Time. All ROSS team members are welcome to participate on the call. The access number for calls is (208) 387-5998, unless otherwise advised, at the appointed time.

Electronic Mail

Each ROSS team member will have a User ID on the Dispatch Messaging System electronic mail server. Team communications will be conducted via this mechanism. All team members are responsible to read and respond to incoming mail in a timely manner.

Calendar / Team Schedule

All Team members are responsible to submit their calendar each month in 3-month increments to the Project Administrative Officer. Calendar information may be used to schedule team members for various project task assignments.

Communication Plans

Project: Outlines the preliminary strategy for the coordination and implementation of both internal and external information about the ROSS project.

Individual Team: Some of the project teams may elect to have team communication plans. These plans identify who needs what information, how often, and how it will be disseminated.

Briefings

Any scheduled briefing must be coordinated with the Project Manager and Business Lead. The briefing will be logged in the project briefing schedule and listing. When impromptu briefing occur, the Project Manager shall be notified as soon as convenient. Copies of all briefing materials shall be submitted to the Project Administrative Officer for filing in the Official Project Files.

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 e-mail. 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 e-mail to the Project Administrative Officer who is tracking all ROSS briefings. In addition to the listed attendees the following information must be included:

- Title of meeting
- Title of ROSS 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 are encouraged to inform the Project Manager and Business Lead. They will address the concern and clarify any misunderstanding(s).

The Helpdesk Contractor manages Frequently Asked Questions, and posts them on the Helpdesk Website. These FAQs are primarily generated from questions received through Helpdesk calls. Subject Matter Experts and others who respond to FAQs will provide them to the Communications Director who will post on the website and/or publish in the newsletter.

Interfaces with Other Projects

The 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

Various team members are designated as Document Managers. These individuals are responsible for the maintenance of specific documents that are created or developed by the ROSS Team and/or contractors. Completed documents shall be sent to the Project Manager for distribution and/or posting on the ROSS web site.

Document master copies shall be stored at the Project Manager or Project Administrative Officer's work location. The Document Manager is responsible for ensuring that the master document copies are submitted to the Project Manager or Project Administrative Officer. Working copies of documents are considered official project records and should be managed appropriately.

Official records are identified as the following: official correspondence, informal and correspondence, electronic and hard copy notes, plans, and agreements.

All documents shall be labeled and named in accordance with the Project document plan.

ROSS Web Site

The ROSS Web Site serves as a location for anyone to access current information about the ROSS Project. The ROSS Web Master shall assure that the web site is maintained monthly (at a minimum). Generally speaking, all ROSS documents, schedules, plans etc... shall be available on this web site. Certain project documents which contain information that is secure in nature shall be available via a password protected location on the web site.

Document Integrity and Security

The Document Manager is responsible for documents related to their subject matter. To check out a document for review and/or comments, contact the Document Manager. There should be only one person working on a document at a time. This will insure the documents security and integrity.

Once a document becomes a "working copy" (past draft stage) the appropriate Team Leader will e-mail the document to the Project Administrative Officer. The Project Administrative Officer will create the cover page, assign a document number and post the document on the ROSS web site. (if applicable).

If a member needs to modify a "working copy" document, they will contact the Project Administrative Officer and "check out" the document.

Document Location

All project documents will be housed at the Project Manager or Project Administrative Officer's work location. This is subject to change once the NWCG filing and repository systems are developed. The Project Administrative Officer will maintain the repository and be the contact person for access to documents.

Document Format

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

Document Ownership

All documents are the property of the NWCG. However, due to contractual law, contract related documents are maintained by the project Contracting Officer and may remain in the contracting agencies files.

Distribution of Project Documents

Pre-Decisional Information that is not posted on the public Web site, or made available to the public, is pre-decisional and needs to go through the Project Manager before being shared.

Archiving Documents

This process has not been developed yet.

Plan Management

Work Breakdown Structure (WBS) Content

All high-level project tasks must be documented in the WBS for ROSS. The contractor will maintain a related project plan that will tie to the ROSS project plan for the tasks that are common.

Work Breakdown Structure (WBS) Changes

WBS tasks will maintain their original numbers to avoid confusion with the community 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 ROSS web site. Reasons for changes must be documented. All tasks include: task number, status, activity, objective(s), deliverables, responsible party(s), and completion date.

Task Signoffs and Approvals

The 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. Team Leaders 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 ROSS team organization is documented in the Project Staffing Plan. See the ROSS web site for the most current version.

Position Descriptions

Position Descriptions are maintained by the Project Administrative Officer.

Staff Recruiting

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

Orientation

Team Leaders are responsible to execute the following for each new team member:

- Office space including furniture and phone

- Mobile and stationary equipment, software
- ID Badge, keys as needed (see building security)
- Travel authorization (see Project Administrative Officer)
- Login/Password for DMS (see Helpdesk)
- ROSS Team roster and Organization Chart (see Project Administrative Officer)
- Business cards and ROSS shirt (see Project Administrative Officer)
- Confidentiality Statement (see Contracting Officer)
- Introductions to ROSS project objectives, scope, team members (see Project Manager)
- Walkthrough of the ROSS Business Requirements (see Business Requirements Team Leader)

Travel Arrangements

Each team member must obtain pre-approval from their Team Leader prior to making any travel arrangements. All travelers for the ROSS project are responsible for completing the paperwork appropriate to the funding agency. Succession Planning

Each Team Leader is responsible to identify a potential candidate for their 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. (See Contracting Officer)

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

Team Contact Information Maintenance

Each team member is responsible to communicate Team Roster changes to the Project Administrative Officer to keep contact information current. 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. This information shall be documented in the Contract Administration Plan.

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. Team Leaders may be authorized by the Contracting Officer to sign timesheets of contract staff. Any change in the duties of contract staff must be reflected in their 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.

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 that are surfaced after the Business Requirements Phase is over, shall be forwarded to the Project Manager. The Project Manager shall document issues and work with the Business Lead and NICC Manager to seek resolution. Possible methods of resolution are:

- Business Lead resolves issue and forwards resolution to Project Manager.
- NICC Manager resolves issue and forwards resolution to Project Manager.
- NICC Manager resolves issue and forwards resolution to Project Manager after discussion with Geographic Area Coordinator(s).
- NICC Manager forwards issue to National Dispatch Efficiency Working Group (or other working group/task force) for further study and resolution recommendation. NICC Manager approves/changes recommendation(s).
- NICC Manager resolves issue and forwards resolution to Project Manager after discussion with Dispatch Community at large.
- 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 ROSS Infrastructure Requirements Team shall be handled in the following manner:

- Agency Issues will be forwarded to the appropriate Agency IRM Technical Representative as recommended by the NWCG IRM Working Team or the NWCG IRM Program Management Office. Copies of the resolution shall be forwarded to the NWCG IRM Working Team.
- Interagency Issues shall be forwarded to the NWCG IRM Working Team chair for resolution by the working team. Copies of the resolution shall be forwarded to Agency IRM Technical Representatives.
- Project Manager/Project Manager sends resolution to person who submitted the issue.

Change Management Process

The ROSS Change Management Process affects all aspects of the ROSS Project. The ROSS Change Management Plan outlines the specifics of this process.

Roles and Responsibilities

The following table identifies the roles and responsibilities of key ROSS team members. The NWCG IRM Working Team or NWCG IRM Program Management Office has not been identified in this Table. They are considered ad hoc team members and will be incorporated into teams as deemed necessary.

Role	Membership	Responsibility
Change Review Board	<ul style="list-style-type: none"> • Project Manager • Business Lead • National Interagency Coordination Center Representative • Geographic Area Coordination Center Representatives (2) • Local Dispatch Center Representatives (4) 	<ul style="list-style-type: none"> • Reviews all submitted changes that have the potential to affect application scope, cost, schedule, and/or resource requirements. • Follow the processes documented in the ROSS Change Management Plan.
Contracting Officer		<ul style="list-style-type: none"> • Works in concert with key team members to develop contract specifications. • Approves changes to contracts. • Reviews submitted deliverable inspections and acceptance information. • Submits and/or approves contract related payments.
Project Administrative Officer		<ul style="list-style-type: none"> • Administrative and project management process support and coordination.

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Role	Membership	Responsibility
Project Core Team	<ul style="list-style-type: none"> • Project Manager • Deputy Project Manager • Project Administrative Officer • Business Lead • Business Requirements Team Leader • Implementation Team Leader • Infrastructure Team Leader • Contracting Officer • Partner Coordinator • Communications Director 	<ul style="list-style-type: none"> • The Project CORE Team serves as the central management group for the project. They are responsible for all aspects of the projects operation and success. • Each team member has specific roles and responsibilities that can found in the team member position description (see staffing plan).
Business Community Representative (Business Lead)		<ul style="list-style-type: none"> • Project mission oversight, executive support and funding, communications and coordination with affected business and management community, and recommends acceptance of final deliverables to the National Wildfire Coordination Group.
Project Manager		<ul style="list-style-type: none"> • Responsible for day-to-day operations and direction of the ROSS teams.

Role	Membership	Responsibility
ROSS Team Members		<ul style="list-style-type: none"> Each team member has specific responsibilities that relate to one or more emphasis areas of the project. Many team members will 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 Expert(s)		<ul style="list-style-type: none"> Person knowledgeable in specific subject area of project process, product, environment, or business function, etc.
ROSS Partners	The ROSS Partner Group is comprised of representatives from the business community that uses the application.	<ul style="list-style-type: none"> The ROSS Partners assist with project marketing, briefings, trainings, and user assistance.

Parties External to the ROSS 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.	<ul style="list-style-type: none"> Reviews project deliverables for technical compliance with established standards and processes.

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Contractor(s)	Various contractors are involved in the project.	<ul style="list-style-type: none"> • Provide project with specific skills on design/development/implementation of specific deliverables.
Interested Party	Business Community, Users, Private and Government entities.	<ul style="list-style-type: none"> • Anyone in the community who is interested in ROSS (or is a stakeholder).
Work Groups, Taskforce (outside the project)	<p>These groups may include:</p> <ul style="list-style-type: none"> • The National Wildfire Coordination Group (NWCG) and their working teams • The National Dispatch Efficiency Workgroup (DEW) • The National Interagency Coordination Center (NICC) Coordinator • The National Information Technology Center (NITC) • The NWCG IRM Program Management Office • Dispatch Training Committee • Other task groups 	<ul style="list-style-type: none"> • 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 ROSS Team.

