

# **Unemployment Compensation Project**

## Independent Verification and Validation

## Monthly Assessment Report Summary

period ending 29 October 2010

# Topics for discussion

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- ▶ General IV&V overview
- ▶ Overall risk state and trending
- ▶ Key indicators
- ▶ Key findings and risk areas
- ▶ Recommendations
- ▶ Upcoming IV&V activities
- ▶ Open deficiencies and implications
- ▶ Summary of changes

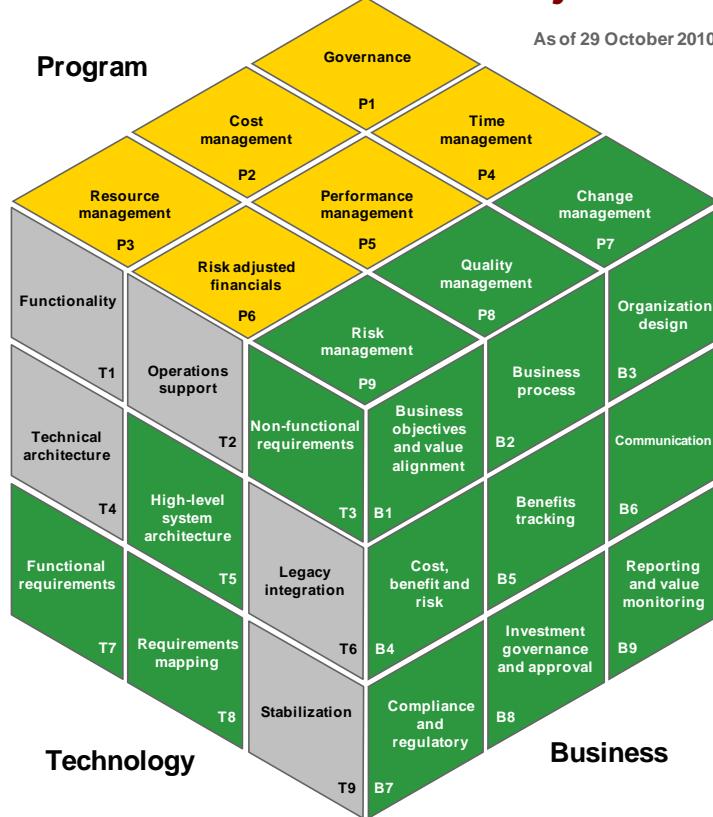
# General IV&V overview

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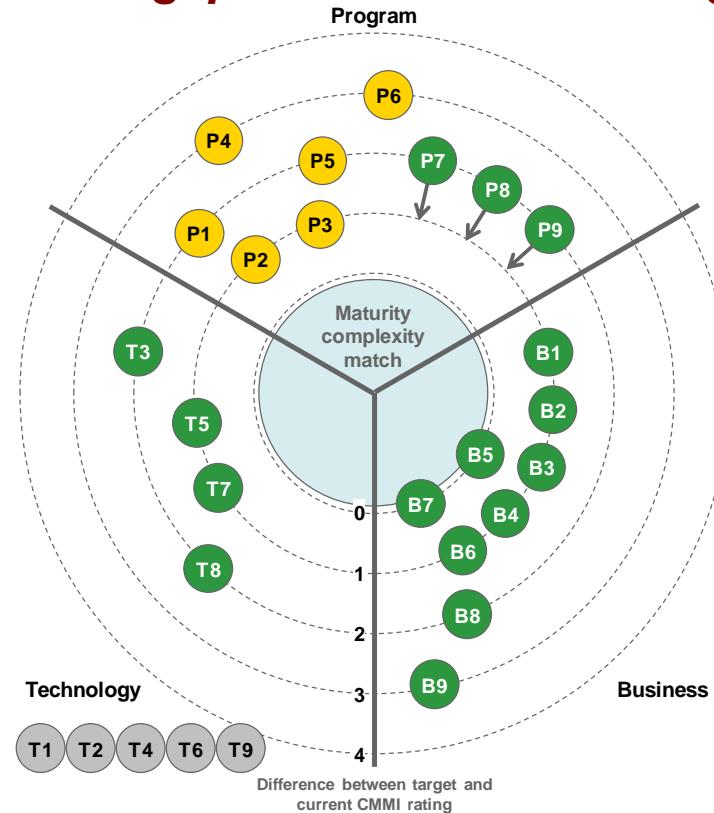
- ▶ The project management office (PMO) is in the process of mobilizing the PMO for UC3 including the development of a PMO mobilization schedule, project charter, project management plan, and schedule for UC3.
- ▶ The PMO has begun onboarding key stakeholders and training them on the project management procedures documented in the project management plan (PMP).
- ▶ The UC3 Project Team and the IV&V Team are working together to avoid any deficiencies in the UC3 project processes, controls and execution.

# Overall risk state and trending

## Risk state of UC Project



## CMMI gap of risks with trending



- Indicates that the area being assessed has critical issues that will result in significant risk to the project most likely resulting in either the inability to achieve the outcomes, inability to meet the projected schedule, or a significant cost over-run. Requires immediate action.
- Indicates that the area being assessed has issues that need to be resolved; inefficiencies exist. Current process/method can be used with refinement.
- Indicates that the area being assessed did not have significant issues to report. Continued monitoring should be performed.
- Indicates that the area being assessed has incomplete information available for a conclusive finding or is not applicable.

# Key indicators

Indicator	Value	Comment
Is the project approach sound?	Yes	► Critical deficiencies with the UC project previously identified by the IV&V Team have been addressed.
Is the project on time?	Yes	
Is the project on budget?	Yes	
Is there scope variance (scope creep)?	No	► The work being completed as part of the UC2 project is within the scope of the project as defined in the UC modernization project – phase 2 RFQ.
What are the project's future risks?	N/A	
Are the project's risks increasing or decreasing?	Decreasing	► The UC3 Project Team and the IV&V Team are working together to avoid any deficiencies in the UC3 project processes, controls and execution.
Are there new or emerging technological solutions that will affect the project's technology assumptions?	Unknown	

# Key findings and risk areas

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- ▶ The governance structure does not contain a decision framework in sufficient detail to properly govern the project.
  - ▶ As a result, it is not clear how risks and issues are escalated through the governance tiers, as well as who is responsible for making decisions.
- ▶ Program processes, controls, and disciplines are not in place and not properly institutionalized within the UC project.
  - ▶ This has resulted in incomplete project planning, inadequate integrated master schedules, lack of appropriate performance management, resource management, and overall poor program visibility.

# Recommendations

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Area	Recommendations
Governance	<ul style="list-style-type: none"><li>▶ Define decision frameworks for each level of governance with attendant priorities and decision rights.</li><li>▶ Outline expectations, accountability and authority for each governance tier.</li><li>▶ Establish and communicate priorities for decision criteria to ensure decisions are aligned to the project's objectives.</li><li>▶ Define success based upon the realization of business benefits and develop metrics to measure the level of success.</li></ul>
Program	<ul style="list-style-type: none"><li>▶ Develop an integrated master schedule that allows for the roll-up of activities, work effort, resources and costs.</li><li>▶ Develop a risk management strategy and decision framework. Map the risk events in the risk register with plan activities and analyze through simulation to determine risk hotspots, overall cost and schedule risk exposure, and cost benefit analysis of alternate mitigation scenarios.</li><li>▶ Implement objective-based performance metrics (e.g., earned value management) to the project master schedule to more accurately track remaining effort and performance to date.</li><li>▶ Build the capability within the project governance structure to integrate risk management, change control and planning processes including an associated risk decision framework.</li></ul>
Business	<ul style="list-style-type: none"><li>▶ None</li></ul>
Technology	<ul style="list-style-type: none"><li>▶ None</li></ul>

# Upcoming IV&V activities

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- ▶ Conduct deliverable assessment on the UC3 project management materials.
  - ▶ Includes project charter, project management plan, project schedule and supporting documents and information.
- ▶ Schedule and conduct interviews with key stakeholders as part of the baseline assessment.
  - ▶ Eighteen (18) interviews to be conducted weeks of 8 and 15 November 2010.
- ▶ Conduct baseline assessment and prepare Baseline Assessment Report (BAR).

# Open deficiencies and implications

No.	Areas	Deficiency	Implications
D1	P1: Governance	The decision framework is not defined in sufficient detail to properly govern the project.	<ul style="list-style-type: none"><li>▶ Limited capacity to facilitate timely decision making and forecast typical challenges (risks and issues) that could face the program.</li><li>▶ Inability to deliver a desirable solution that represents the anticipated outcome for the business units.</li><li>▶ Misalignment in project operational decisions to the intended project objectives.</li></ul>
D2	P2: Cost management P3: Resource management P4: Time management P5: Performance management	The project schedule is not an integrated master schedule (IMS) and does not contain all elements required to make it useful for managing the project.	<ul style="list-style-type: none"><li>▶ Unable to establish true visibility and determine forecasting capability to schedule and cost performance in achieving project expectations.</li><li>▶ Unable to determine the true cost performance and probabilistic cash flow.</li></ul>
D3	P5: Performance management	There is no performance measurement baseline (PMB) against which program performance can be measured.	<ul style="list-style-type: none"><li>▶ Inability to ascertain and analytically support a point of view for current and forecasted project performance.</li><li>▶ The lack of performance management metrics impacts the ability to effectively manage timelines and resources.</li></ul>
D7	P1: Governance P9: Risk Management	The governance structure and associated decision framework is not defined in sufficient detail to properly manage risks and issues.	<ul style="list-style-type: none"><li>▶ Inadequate handling of risks (identification, mitigation and resolution) and limited dealing with issues that evolve from risks.</li></ul>

# Summary of changes

Item	Description
Deficiencies addressed	<ul style="list-style-type: none"><li>▶ Open deficiencies identified in the last report have not been addressed.</li></ul>
New deficiencies identified	<ul style="list-style-type: none"><li>▶ No new deficiencies identified since the last report.</li></ul>
Risk ratings	<ul style="list-style-type: none"><li>▶ No risk ratings changed since the last report.</li></ul>
Capability maturity model integrated (CMMI) ratings	<ul style="list-style-type: none"><li>▶ No CMMI rating changes since the last report.</li></ul>
Interviews conducted	<ul style="list-style-type: none"><li>▶ No interviews conducted since the last report.</li></ul>
Artifacts received	<ul style="list-style-type: none"><li>▶ Artifacts received include budget and status reports.</li></ul>