

Unemployment Compensation Project Independent Verification and Validation Monthly Assessment Report Summary

period ending 30 September 2010

General

- ▶ All critical deficiencies with the UC project identified by the IV&V Team have been addressed.
- ▶ Activities:
 - ▶ 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 UC3 Project Team and the IV&V Team are working together to avoid any deficiencies in the UC3 project processes, controls and execution.

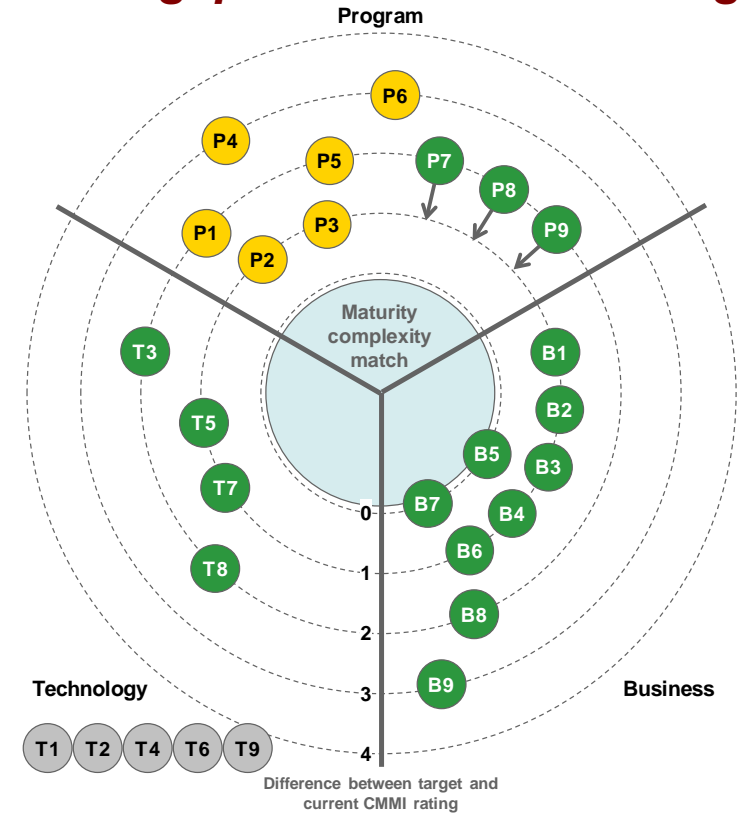
Overall risk state and trending

Risk state of UC Project

As of 30 September 2010



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.

Summary of changes

- ▶ Deficiencies addressed
 - ▶ No existing deficiencies addressed since the last report.
- ▶ New deficiencies identified
 - ▶ No new deficiencies identified since the last report.
- ▶ Risk ratings
 - ▶ No risk ratings changed since the last report.
- ▶ Capability maturity model integrated (CMMI) ratings
 - ▶ No CMMI rating changes since the last report.

Key findings and risk areas

▶ Governance

- ▶ 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

- ▶ 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

▶ Governance

- ▶ Define decision frameworks for each level of governance with attendant priorities and decision rights.
- ▶ Outline expectations, accountability and authority for each governance tier.
- ▶ Establish and communicate priorities for decision criteria to ensure decisions are aligned to the project's objectives.
- ▶ Define success based upon the realization of business benefits and develop metrics to measure the level of success.

Recommendations (continued)

▶ Program

- ▶ Develop an integrated master schedule that allows for the roll-up of activities, work effort, resources and costs.
- ▶ 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.
- ▶ 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.
- ▶ Build the capability within the project governance structure to integrate risk management, change control and planning processes including an associated risk decision framework.