4.0 PROJECT APPROACH AND METHODOLOGY

Lower delivery risk, faster project startup, and tighter schedule management are the results that the AWI Unemployment Compensation Claims and Benefits Information System Modernization project will realize with Accenture's Florida-proven Approach and Methodology.

AWI is seeking the Best Value possible for the State. Four of the key components that make up best value are: Design, Workmanship, Quality and Price. We are committed to providing AWI and the State of Florida the Best Value for the modernization of the Unemployment Compensation Claims and Benefits Information System. Meeting that commitment and providing that value for AWI means bringing the best resources, with the right experience to work collaboratively with the UC team from the very first day of the project.

Throughout this response, we reference our solution as *myBIS* (**m**odernizing **y**our **B**enefits **I**nformation **S**ystem). *myBIS*, branded to be easily associated with Florida's myFlorida brand, is our customized, Florida-specific UC solution based on the most up-to-date system developed for use in a large, complex UC program like Florida's. The Best Value for AWI is more than simply proposing the transfer of a UC solution from a state that shares many of the same challenges as Florida.

The Best Value for AWI, as presented in Figure 4-1, is the combination of: our proven, flexible **design** that provides the essential core functionality to meet Florida's requirements; our team's **workmanship** that is based on AWI-specific experience, is familiar to AWI and comes with strong established relationships throughout the UC program; our **quality** assurance and control processes that have earned our North American Public Services group the only CMMI Level 4 rating for a system integrator's entire government practice. Our focus on doing things right the first time means delivering what was promised at the agreed upon **price**, when it is promised and not using change orders and delaying tactics as a standard business practice.

AWI will be able to quickly locate and determine how our *myBIS* solution provides Best Value for the State by looking for the Best Value icon (left) located throughout this response. **This icon identifies key ideas, concepts, examples and recommendations that demonstrate how our design, workmanship, quality and price provide Best Value for AWI and the State.**

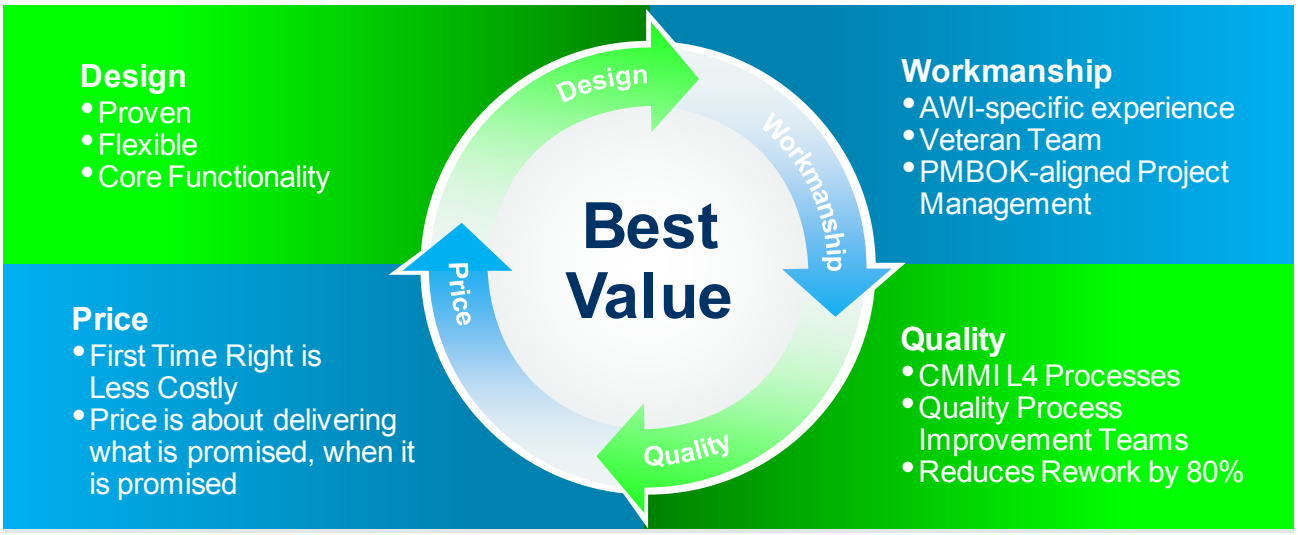

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Figure 4-1. Best Value = Price, Quality, Design, and Workmanship

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The following sections provide our recommended approach for planning, scheduling, managing and accomplishing the tasks described in the Statement of Work. Section 4.1 provides an introduction and overview of our approach outlining how we will address your requirements, bring the right experience at the right time and how we plan for and then execute this mission-critical project. In Section 4.2, we provide evidence why AWI benefits from our proven project management approach and methodology. The fully resource loaded and leveled Project Schedule follows in Section 4.3. Finally, Section 4.4 provides our Project Management Plans approach and methodology.

4.1 Approach

Our proven approach provides lower delivery risk, increased schedule control and management oversight that fits seamlessly into AWI's systems development expectations.

This customized approach starts with our AWI and UC-experienced team and builds the foundation for the "extreme makeover" by using PMBOK-aligned methods and transferring the core solution foundation from the newest UC system in the country.

As outlined in Figure 4-2, the result is a customized approach designed for AWI's UC program that will accomplish the tasks described in the ITN and produce the modernized and integrated UC system Florida needs.

AWI will be able to measure tangible results including reduced manual operations, reduced time and effort to make updates and modifications, and increased access for claimants, employers, other stakeholders, and the general public.

Our approach relies on active participation of AWI so we gain valuable input during all project stages. AWI's continued participation and input will guide project actions. We will capture, track and report on these actions throughout the life of the modernization project.

Accountability and results are the hallmark of our project teams. **For the UC Modernization project, AWI will see your input assigned for action.** That action will be the result of deliberate and purposeful consensus building achieved with people that you already know and trust.

People like **Troy Myers, Kathy McLeskey, Bob Bradner, Thomas Hawkins** and others with AWI experience will be with you from the first day of the project to listen, collaborate and help accomplish this UC modernization.

AWI gains from our tailored approach for the UC design, development and implementation phase. We help the Agency achieve the positive impacts outlined in 443.1113, F.S. and meet the challenges of managing two major system development efforts at the same time.

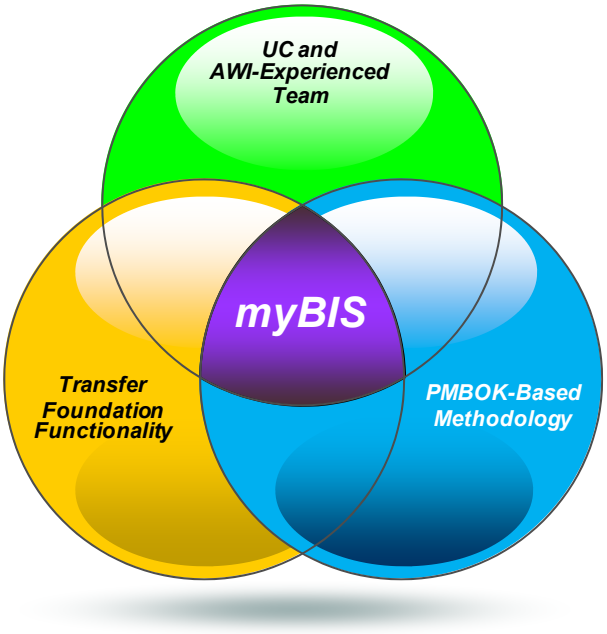

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Figure 4-2. Overall Approach. Our integrated approach reduces risk and promotes agency understanding and acceptance

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In these difficult economic times, we recognize the critical need to deliver the new UC system quickly, efficiently and in a manner that accounts for Florida's budgeting constraints. We have the right Florida experience for doing exactly that.

Accenture is the only SI to have delivered two mission-critical systems for the State of Florida that pay for themselves

Accenture is the only Systems Integrator in Florida to deliver two mission-critical projects for State of Florida clients that actually pay for themselves through the fees collected: the Department of Business and Professional Regulation Single Licensing System and the Statewide eProcurement system, MyFloridaMarketPlace.

This experience gives our team the insight required to work collaboratively with AWI to identify and monitor the project budget continuously, verify the achievement of outcomes throughout the life of the project and deliver the system as scheduled.

Experience that is Earned, Not Acquired

Meaningful unemployment system development experience cannot be gained through the purchase of a bankrupt company; it is earned working side by side with the dedicated State employees delivering these mission-critical services for claimants who desperately need the service. Importantly, companies do not have "experience". People have experience. And having the right people with the right experience is essential for success.

As summarized in Figure 4-3 and expanded in Tab 7 – Personnel, Accenture brings familiar faces to this important effort. **We have worked with AWI and earned the UC experience presented in our resumes delivering for the State of Florida.** Our experience is broader than simply installing "a solution" over and over in small states. We know that each state is unique and that size really does matter. Our key staff earned their UC stripes working collaboratively with clients in multiple states, including Florida, Illinois, Texas, Wisconsin and Kansas among others.

Key Staff Name and Role	Years of Experience					
	UC Experience	AWI Experience	Project Management	Florida Project Experience	Large System Implementation	Legacy System Replacement
Greg Martin, Client Executive	1	1	22	10	22	22
Tim Murray, UC Advisor	10	10	18	10	15	15
Michael Ljung, Quality Assurance Advisor	4	0	9	0	15	15
Troy Myers, Project Manager	12	3	10	3	15	15
Kathy McLeskey, Stakeholder Change Strategy Lead	20	10	10	6	10	10
Thomas Hawkins, Application Development Lead	9	8	9	8	15	15
Bob Bradner, BPR Lead (Bradner Consulting Group)	30	30	30	30	30	0

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Figure 4-3. AWI 's delivery risk is minimized with Accenture's UC and Florida-experienced team working collaboratively with the Agency to manage the schedule and control the project

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Troy Myers, our PMP-certified Project Manager, brings his current UC experience from Illinois, where he is the Project Manager for the Illinois UC Modernization project called IBIS. Troy honed his UC project management skills leading other UC projects in Wisconsin and Kansas before going to guide the Illinois effort. Troy's leadership skills, project management experience and UC program knowledge are familiar to AWI through his work on the Florida Department of Labor and Employment Security (FDLES) UCTAX redesign projects from the late '90s.

Unemployment Compensation is more than "just another program". Our team knows this. They have grown up in UC and have stayed in UC to help our clients overcome the challenges that the country's economic climate has brought to millions.

Accenture's technical approach is flexible and our AWI-specific experience makes the myBIS transfer lower risk

For AWI to achieve the UC program goals in the mandated timeframes, technical flexibility coupled with an adaptable approach is essential. Accenture is right team for both. We base our technical approach on "designing in" flexibility right from the start. Our California integrated eligibility system, called C-IV because it represents the fourth consortium of counties within California that formed together to implement a Statewide Automated Welfare System (SAWS), illustrates this point. With C-IV, we integrated into existing technical environments, converted more than 50 legacy systems and helped the client design and implement efficient new business processes for the largest human services eligibility determination system in the country.

The result of our technical flexibility is maximized staff time, reduced manual processes and few "workarounds". The "designed-in" flexibility allows C-IV to make mandated modifications in significantly less time and for less cost than the other two vendors providing similar program services for other consortiums in California's eligibility program. When the Federal government dictated changes in policy for administering Temporary Assistance for Needy Families (TANF) and Food Stamps (quarterly customer reporting instead of monthly, prospective budgeting instead of retrospective budgeting, substantial rules changes, and changes in notices, reports and interfaces), Accenture was able to implement these policy changes on time at a cost of $800,000, compared to two other consortium vendors who both had delayed projects at a cost of $6,000,000 and $8,000,000, respectively. UC programs face similar mandated program changes constantly. Having a technical foundation that accounts for those changes from the very start helps reduce delivery risk and keeps the project on schedule and operating within the planned budget.

Providing user-friendly, secure, and appropriate access is essential for the UC system. Similar to AWI's requirements, the Georgia Constituent Services Portal that Accenture implemented provides staff, program participants and other stakeholders with the right access to the right information through a secure and easy-to-use internet-based system used by more than 4,000 staff and thousands of clients. This system eliminated manual processes and replaced repetitive data entry tasks with a single point of data collection that freed staff to serve clients more effectively. We bring the same technical flexibility and staff-enhancing approach to the Florida UC Modernization project.

Transferring the Right Solution

AWI wants low delivery risk, minimized delays and the advantage of proven industry-leading practices. The transfer of the core functionality from our Illinois UC solution addresses all of these concerns. We have analyzed AWI's requirements and can meet those requirements using our proposed transfer of the UC foundation components as the starting point. Re-usable and customizable assets from actual projects that have faced and overcome challenges similar to the ones in Florida means less delay, fewer blank stares and reassurance that "scale" is not an issue.

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Functionality of at least 70% is the benchmark most often used to evaluate the feasibility of starting with a "transfer" system. For accounting and HR transfers, 70% is reasonable because those systems are similar from one organization to the next. The same may not hold for unemployment systems.

For complex, integrated systems like UC, the key is transferring the right functionality. Statements of a "transfer" system meeting 80 to 90% of Florida's requirements "out of the box" should be suspect.

Accenture provides AWI with proven project management methodology aligned with industry-leading PMBOK standards

Because laws and special programs vary from state to state, these claims should alarm more than reassure. They may demonstrate lack of knowledge about the complexities of Florida's unemployment compensation program.

Best Value

The core foundation for Florida's modernized UC system is in our Illinois IBIS solution. The design is flexible. The functionality is proven and continuing to be enhanced. Workflows are adaptable. We build in ease of maintenance and modification. And, it fits seamlessly into AWI's technical infrastructure.

Modifications and customization for programs like Trade Readjustment Assistance (TRA) and Short Time Compensation (STC) are quick. Starting with existing and proven designs, templates and methods means faster start-up and less wasted effort for UC staff. Because our team has worked with AWI previously, the number and complexity of Florida's unique UC programs isn't a surprise. We have anticipated and are planning for these adaptations now as we prepare this response.

PMBOK-Aligned Project Management

AWI's UC Modernization project is critical for the Agency's entire mission. Because there is a need for low delivery risk coupled with achieving the mandated schedule, Accenture's project management approach is the right one for this effort.

As outlined in Figure 4-4, and discussed in detail in Section 4.2, Accenture provides AWI with a proven project management methodology and framework based on the industry-leading PMBOK standards that are familiar to AWI staff. Being proactive is one of your goals. Our approach lets AWI be proactive so that the team can quickly resolve issues at the lowest project levels before they become risks.

AWI is familiar with our proven approach because we have used it on multiple Florida projects, as well as large development engagements across the country. Following AWI's leadership and working collaboratively with AWI's UC team, this project management strategy drives the desired project outcomes.

The result for AWI is no risk or issue surprises. From the Business Stakeholder and Technical Steering Committees all the way up to the Agency Executive Management Team (EMT), our project management methodology and tools provide easy access to the right information at the right time. Our approach, methods and tools provide advanced warning for the items that need attention and provide an easy-to-use set of familiar tools for UC staff to track, determine and report project status.

Accomplishing the Project Schedule

Best Value

Troy Myers and the rest of the Accenture Project Leadership Team (PLT) are eager to work with the UC Project Director and PMO to review, update and finalize the project schedule as quickly as possible. We have carefully considered your requirements as outlined in the ITN and developed a realistic plan that allows AWI to comply with its Legislatively-directed project

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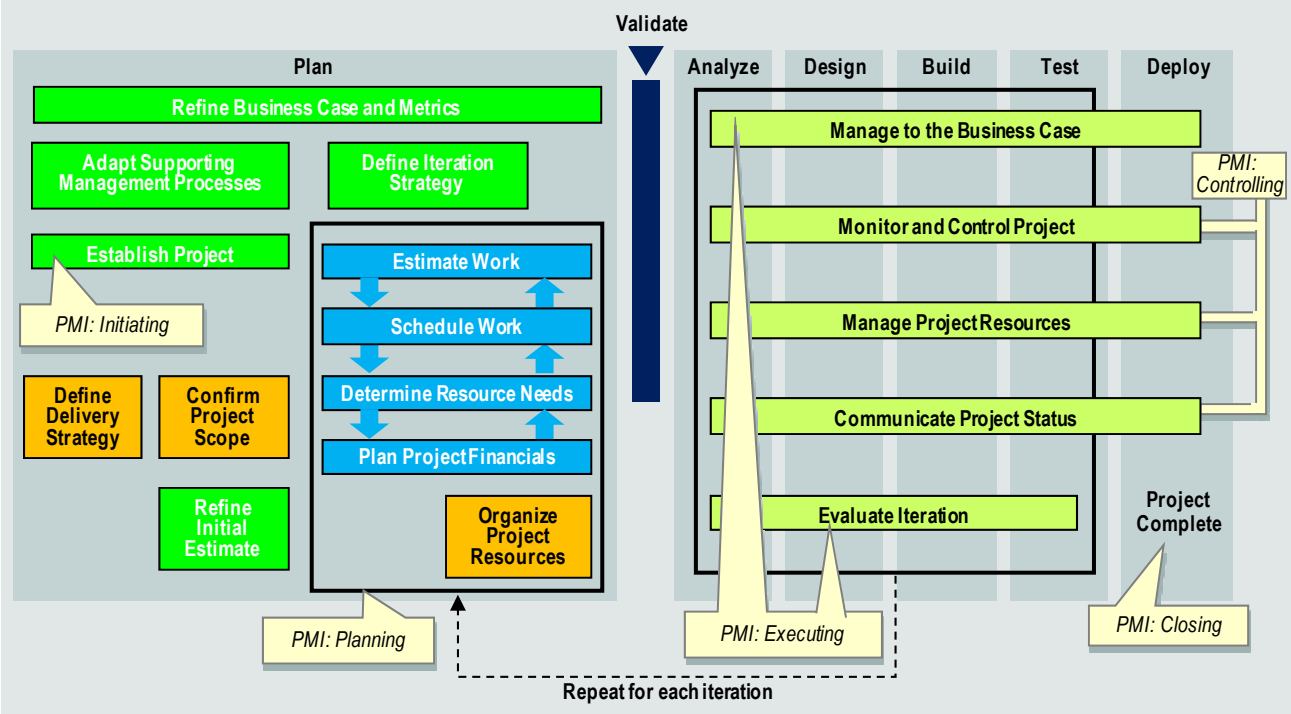

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Figure 4-4. PMI Project Management processes map to, and are encompassed within Accenture's ADM methodology

schedule. Section 4.3 provides the details for our fully defined, resource loaded and leveled project schedule with all the tasks and associated effort to deliver the proposed UC solution.

This AWI-directed and approved Project Schedule is part of an Integrated Master Schedule with performance metrics captured and regularly reported. Our overall approach integrates the details required for project execution, on-going monitoring, oversight and control and project closing so that from beginning to end, AWI is leading the effort, participating in decisions, and is providing input turned into action. Stakeholder consensus is not simply "reached" but serves as one of the guiding principles that helps achieve the program objectives.

The Florida Legislature has laid out an aggressive timeline to accomplish this project. From Day 1, we start capturing the data on schedules, deliverables, requirements verification and other key items identified and agreed to by AWI and Accenture.

Doing so results in the analysis that will provide the baseline measures AWI can use to help determine program success and quickly identify process improvements and schedule accomplishment. We have identified the proposed phase gate milestones as specified in Section D, Exhibit 1, 7.7, Phase Gate Reviews in our proposed Project Schedule.

Our Project Schedule has been baselined and aligns with Project Management Institute (PMI) standards. The standard used for defining the software development and maintenance tasks for this schedule is Accenture's PMBOK-aligned Accenture Delivery Methods.

Project Management Plans

Section 4.4 provides the details for our overall planning effort and includes approach and methodology definitions for each of the sub-plans identified in Section 8.1 of the ITN.

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These definitions and the plans that follow are only the starting point. With AWI's leadership and guidance, we will quickly modify and enhance these initial plans during the first 30 days of the project and mutually develop the overall consolidated Project Management Plan for presentation at the Project Kickoff meeting.

Our PMBOK-aligned project planning assets means faster customization for AWI's Florida-specific requirements

The initial completion of the Project Management Plan and the associated planning deliverables establishes a foundation for the design, build, test and deploy activities throughout the entire project.

The UC project management plans start from the substantial set of planning assets derived from thousands of large scale, complex system design, development and implementation projects for our public sector and commercial clients.

In collaboration with AWI's UC Project Leadership, we will customize these assets specifically for AWI while remaining consistent with the Project Management Institute's (PMI) project management methodology, principles and guidelines. Large, complex projects require a rigorous project management approach rooted in industry best practices and experience to successfully implement and sustain the project. With AWI's guidance and through joint development, review, and AWI approval, we will have the right plans for this project and the right direction to be successful.

In coordination with the Agency, we will hold the kickoff meeting within 30 days of contract initiation. We will present an overview of the project, the schedule, work locations, the deliverables submission, review and approval plan and the plan for requirements validation activities. We will work jointly with AWI to plan every aspect of the project. Accenture's project management planning approach supports and enhances the project control framework provided by our PMBOK-aligned project management methodology and helps the project stay on schedule.

Overall Approach Summary

The combination of our plans, schedule, and methodology together with our UC and Florida-experienced team and the transfer of the right functionality to Florida provide AWI with the best way to plan, execute, manage, administer, and control all phases of the UC Modernization project. Together, AWI and Accenture will have:

- Methodology and controls that are both familiar, user-friendly and present few barriers to immediate use
- A reduced learning curve for the entire UC team
- A project schedule that reduces the chance for "slippage" and helps AWI achieve the milestones identified by the Legislature, and
- A comprehensive project management plan developed, refined and approved by AWI and based on active participation, actionable input and consensus.

The result for AWI is lower project risk, faster uptake and use of familiar methods and tools and, importantly, agreement on direction and success from the very start. Sections 4.2, 4.3 and 4.4 that follow provide details for our project management approach, the project schedule and project management planning.

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4.2 Project Management

AWI needs proven, industry-leading project management controls that provide the right information at the right time to guide and direct this mission-critical project to successful conclusion. Everything about Accenture's approach gives AWI the right information at the right time so the Agency can respond appropriately to external entities (i.e., the Governor's Office or the Legislature) and manage and control this project for success.

Using the tools and methods outlined here, AWI can address the challenges of balancing two major system development efforts at the same time without taxing staff to the point of frustration and delay. AWI is familiar with our approach so very little new training is required for UC staff. This saves time, speeds project startup and lays the foundation for success from the first day.

AWI's familiarity with Accenture comes from our having worked with the Agency on numerous initiatives. These initiatives include the UC Tax Implementation, MyFloridaMarketPlace project, the One Stop Service Tracking project, Call Center Management and Automation – No Touch Initiatives Project, the FLUID Upgrade project, and most recently as the PMO for the Early Learning Information System (ELIS) project.

We manage to the approved Plan, hold our staff, sub-contractor staff and Agency staff accountable for results to meet the schedule and deliverables milestones

For AWI this means lower delivery risk with Accenture. We bring strong schedule control, provide AWI with transparent oversight and are prepared to start from an established base of knowledge and relationships.

This approach is familiar to AWI, and of equal importance, it is familiar to each member of our leadership team. Our team and our methods have been battle-tested together, in Florida. This is not a methodology acquired in a fire sale used by a team that just met each other to start the project. Our team has successfully used this approach to produce required deliverables, meet aggressive schedules and help you and other clients manage and control complex design, development and implementation efforts.

Industry-Leading Project Management Approach

AWI benefits from our project management approach, customized for Florida and guided by the approved Project Management Plan. **We will develop and maintain the Consolidated Project Management Plan (CPMP).** We will use that Plan to manage the project in accordance with the approved project schedule. As depicted in Figure 4-5, our project management methodology aligns with industry standards, including the Project Management Institute's Body of Knowledge (PMBOK).

While we begin with the Accenture Delivery Methods (ADM), **we tailor our project management approach based on AWI review and approval. This becomes the foundation for managing and directing the team in executing the Consolidated Project Management Plan and developing project deliverables.** We do this using the best practices, tools, templates, assets, designs, approaches and knowledge from our previous projects. We enhance our tailored approach by incorporating industry standards from the Project Management Institute's Body of Knowledge (PMBOK), the Institute of Electrical and Electronics Engineers (IEEE), and the Software Engineering Institute's (SEI) Capability Maturity Model Integrated (CMMI).

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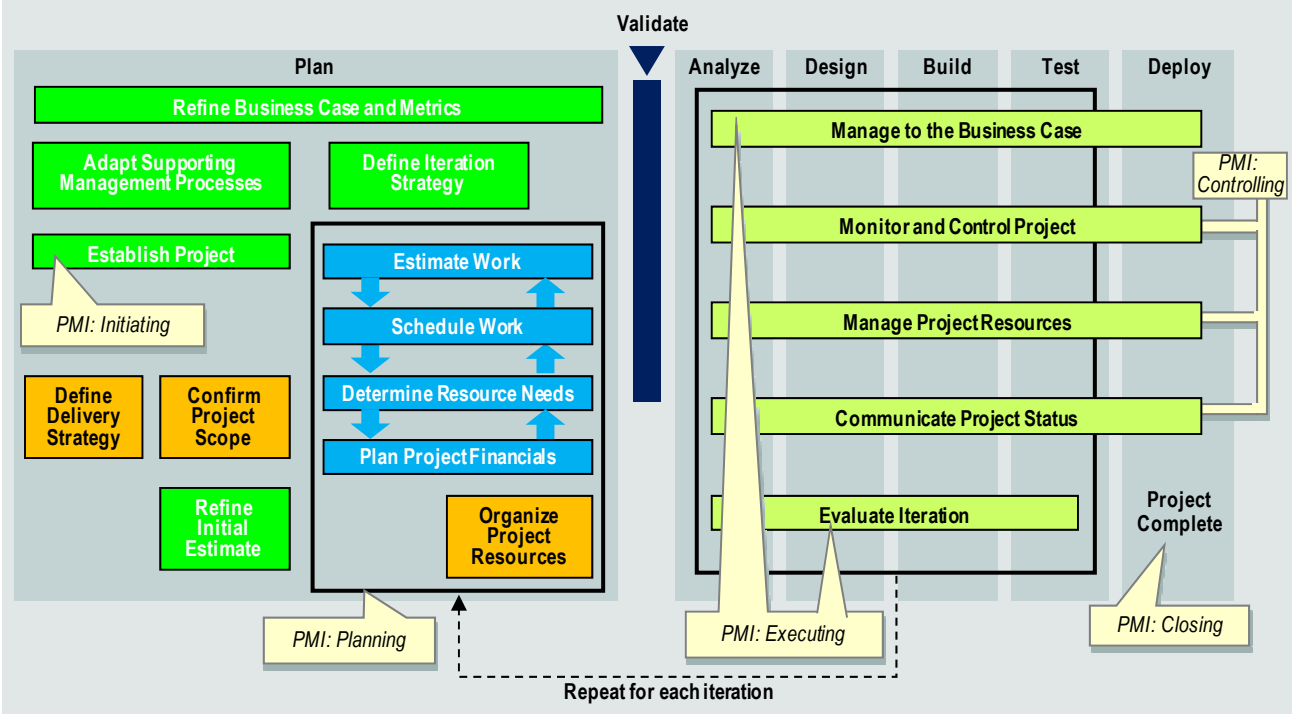

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Figure 4-5. PMI Project Management processes map to, and are encompassed within Accenture's ADM methodology

AWI obtains a structured project management approach with Accenture. Rigorous in design yet flexible enough to accommodate authorized revisions to the Plan, project schedule and other project management materials.

Tailored to AWI's requirements as a starting point, **Troy Myers**, our PMP-certified Project Manager, will work with the Project Director and UC PMO to confirm the approach details. We will finalize these processes through the formal project management plans submitted to the Agency for approval.

AWI will have the project controls needed for transparent monitoring, predictive measuring and timely decision making. **Working together, with AWI's guidance and approval, the Accenture Project Leadership Team (PLT) will develop, implement and maintain standard administrative templates for use throughout the project.**

Figure 4-6 provides an overview of the core *myBIS* project management processes for AWI. These control processes are the cornerstone for modernizing Florida's UC system.

Automating Project Management Controls

Modernization, access and freeing staff from manual tasks is as essential to project management as it is to serving customers. **For AWI, having the right tools,** and knowing how to use them, **means the Project Director and AWI Leadership always know the current project status.**

Using our automated Tool Suite (Accenture Delivery Tools), we build the *myBIS* Tool Suite on several industry-leading platforms including Rational and Microsoft Project Server. The *myBIS* Tool Suite automates the core project management processes needed to manage and control this effort.

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Figure 4-6. Our core management processes provide the cornerstone for AWI to effectively monitor, measure, and control the delivery of the myBIS project

Most importantly, the *myBIS* Tool Suite and the essential project management functions are seamlessly integrated. Integration provide greater control and allows AWI leadership and UC project management to have ready access to predictive metrics which can guide the project and inform the choices that need to be made to keep to the schedule. Figure 4-7 illustrates how we automate the essential elements of the customized *myBIS* project management processes for AWI.

Knowing the current status is simple. The UC Project Director will click the *myBIS* Tool Suite icon on the desktop and immediately have access to the latest updates on new risks identified, deliverables submitted for approval or schedule variance analysis. **The Director can easily customize the views and see updated information presented with just a few clicks.**

The UC PMO team can use the *myBIS* Tool Suite to track and monitor the work plan, determine percents complete and monitor deliverable assignments. We will train AWI leadership, the UC team and the IV&V vendor's team to use the *myBIS* Tool Suite. They can have access to these tools throughout the project.

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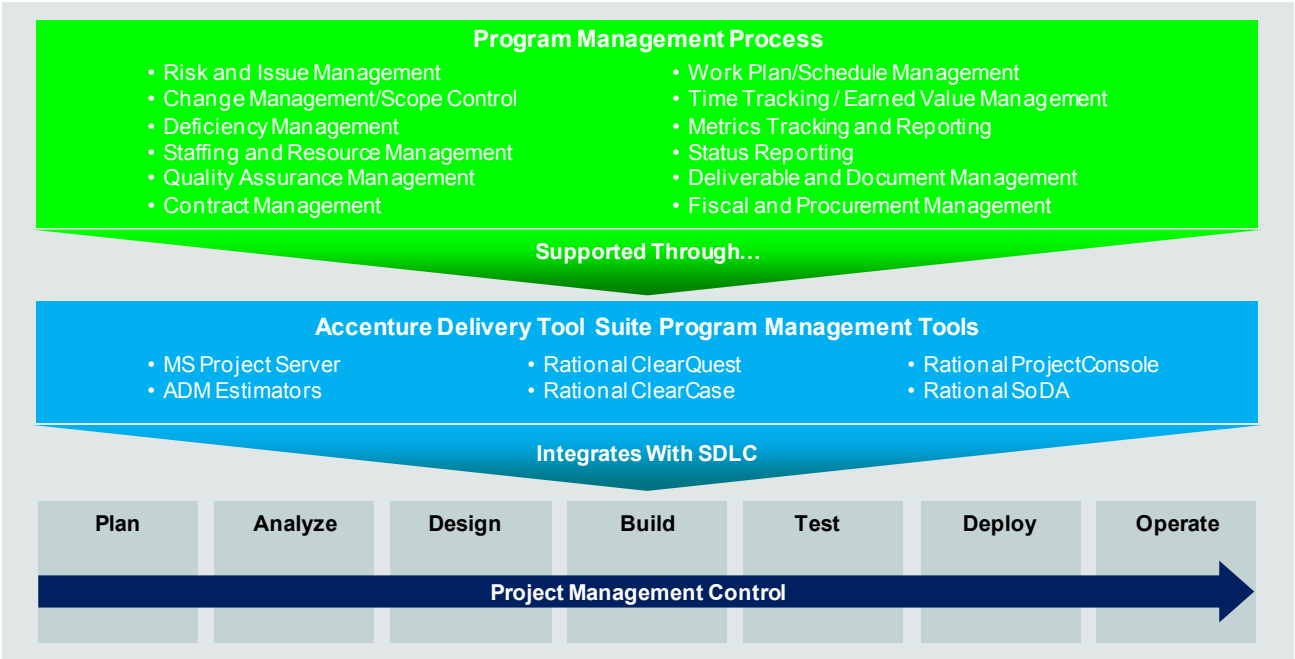

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Figure 4-7. The Accenture Delivery Tool supports our project management processes and integrates with our project activities and tools to provide a single, integrated tool suite throughout the project

PMP-Certified Project Leadership

Troy Myers, our PMP-certified project manager, brings more than a dozen years of project management experience. More than half of that time Troy has spent managing and directing UC projects in Illinois, Wisconsin, Kansas and Florida. Troy is the single-point-of-accountability for Accenture for this project. He will have overall responsibility for its successful delivery. Troy's demonstrated ability to provide regular communications with client leadership, project staff and IV&V vendors lays the foundation for open, transparent communications project-wide.

In Illinois, Troy holds regular meetings with the State's IV&V vendor (initially SDI-Chicago and now Paradigm Solutions) as well as with State Project Leadership in order to review the project status and receive any updated guidance or direction from the State. In addition to these "official" status meetings, Troy regularly meets with his leadership team, including all sub-contractors, and with the various workgroups. These workgroups include State resources, sub-contractors and Accenture staff and, in some cases, other State resources from partner organizations.

Measuring *myBIS* for Success

Projects as complex and involved as this one will have challenges, issues and risks. **AWI must rely on its selected contractor to help mitigate risks as well as plan for and address the challenges.** Project success will be determined, in part, by the selected contractor's ability to work collaboratively and be familiar with and appreciate AWI's operating environment. Having a proven Florida delivery record is essential.

Collaboration, familiarity and proven delivery experience is needed immediately.

Given the mandated schedule, AWI does not have time to teach those with little or no Agency experience. Some contractors will want to negotiate and posture with Project Leadership. Change orders and schedule issues can mount because they are unfamiliar with AWI. This

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results in delays and frustration. In contrast, our team brings value immediately because we are ready from the first day to move the project forward. We know AWI and AWI knows us.

Following AWI's direction and guidance, **Troy Myers** and the PLT will execute the project plan, develop project deliverables and manage the project in accordance with the agreed upon schedule. Working with AWI from the first day, Troy and the PLT will identify appropriate metrics for these activities. **The agreed upon project performance metrics provide UC staff and AWI leadership with the information needed to manage and control the project.** For AWI consideration, we can offer metrics commonly used on similar projects. Figure 4-8 provides an example of several project metrics as well as an illustration of what a dashboard could look like using our automated Tool Suite.

Two metrics that other clients have found useful for managing and controlling project budgets and schedule are the Cost Performance Index (CPI) and the Schedule Performance Index (SPI). CPI is the ratio of budgeted hours to actual hours and helps measure the efficiency of the effort in hours spent. AWI can use this metric to help predict budget over or under-runs at any point in time. SPI offers a similar approach for measuring the accomplishment of the schedule and is predictive of being on, ahead of or behind the planned schedule. CPI and SPI are just two examples of the metrics that Troy and the PLT can identify and refine for use with AWI leadership and the UC Project Director.

AWI will have transparency and visibility into this project's development activities. This will come from our team's collaborative manner in combination with our automated tools and key metrics. AWI will have ongoing electronic access to project documentation through the Tool Suite. We will store project artifacts, such as requirements documents, design documents, testing plans and results, implementation readiness documents, and post-implementation review documents for ready use.

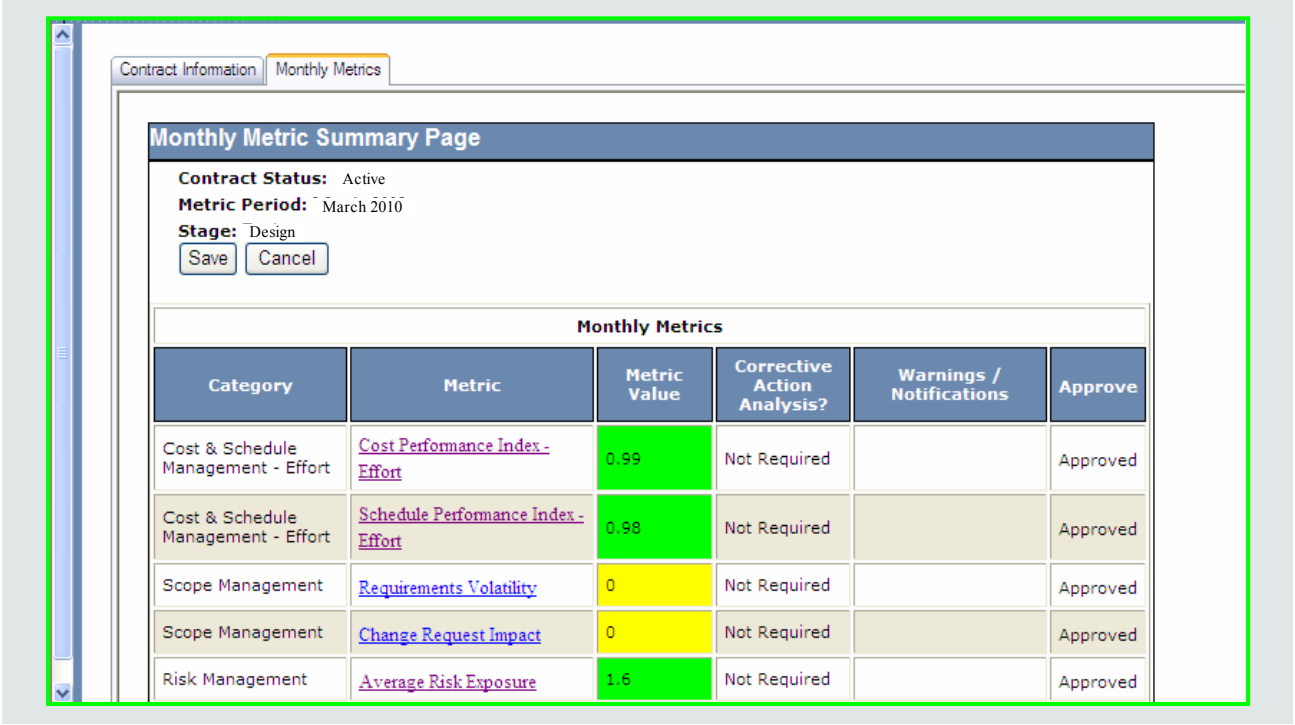

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Figure 4-8. Our project management dashboard uses graphs and color coded metrics to help AWI focus on the priority areas quickly, resulting in more informed management control

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AWI will have access to the project management tools and will know how to use them. AWI's access is real-time. You see what we see when we see it. This improves transparency, provides current information and enables AWI to have management control and oversight electronically, at anytime from anywhere.

Project Governance and Change Control

AWI's governance process can assist in developing a performance management culture that aligns performance measures and organizational actions with the broader UC program goals. Figure 4-9 illustrates how AWI's governance approach can be future-focused, where strategic program goals guide tactical and operational actions.

The three-tiered governance structure consisting of Strategic, Tactical, and Operational levels creates two-way communications channels while increasing AWI oversight and control. This is a proven means of directing projects from the top using the most current information to control the effort.

The UC governance structure will quickly bring attention to the items that need attention while clearly articulating the escalation paths and visibly identifying where and when key decisions happen. Our approach and our tools make this quick identification possible while our collaborative work style makes information sharing and open communications part of the core that helps projects succeed.

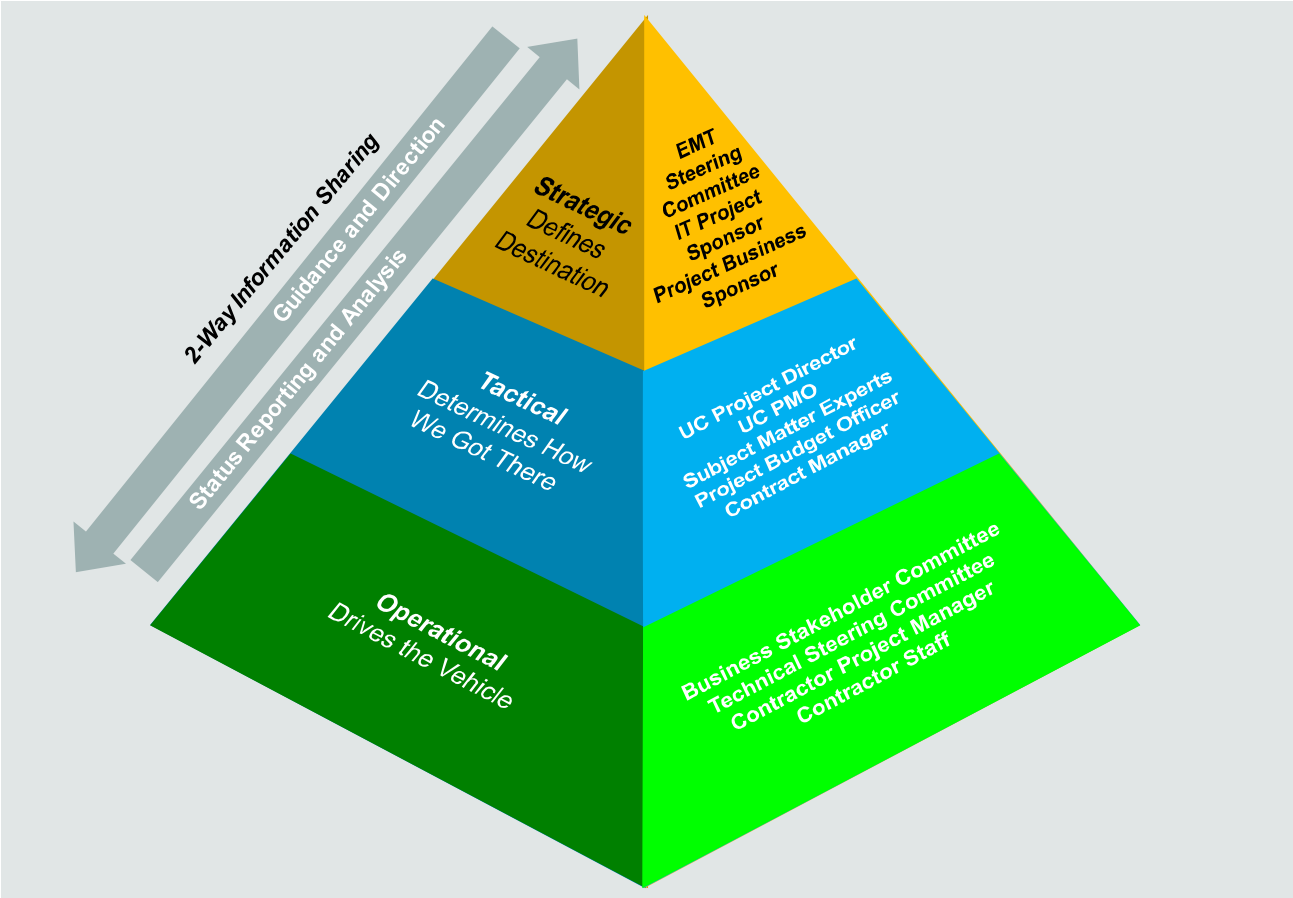

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Figure 4-9. Accenture works within AWI's governance approach to provide lower delivery risk, transparent communications, and user-friendly project control methods

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Our projects effectively manage change reducing delivery and operation risks-- especially risks associated with schedule, quality and scope. The UC Modernization project's complexity demands an effective change control process that is part of the governance and overall project management approach.

While many SI providers talk about their strong adherence to a methodology built on industry standards, they constantly fail to follow accepted change control processes. This results in client frustration and delays to the project schedule. This increases cost, produces confusion and accomplishes little.

For AWI to maintain overall project control, a change control process similar to the one illustrated in Figure 4-10 is needed. Appropriate change control requires identification, analysis, review, approval and finally, contract modification. We will follow the agreed upon change control steps and processes throughout the duration of the project.

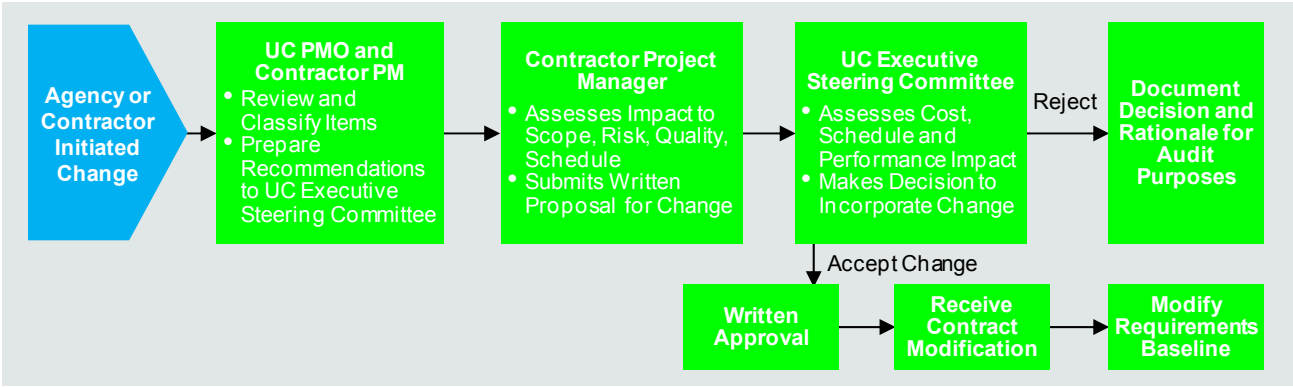

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Figure 4-10. Our change control process incorporates a joint review and AWI approval of change requests to manage scope

True adherence to the industry standards and our methods requires a rigorous change control process. This rigor becomes second nature for the entire project through the integration of the processes into a strong tool set, such as the *myBIS* Tool Suite. AWI and Accenture will build on the initial Change Control Plan during project startup and define this process for both project and contract-related changes.

Best Value

AWI can reduce frustration and increase access to information while maintaining the project schedule using our automated change control processes. Figure 4-11 provides AWI with an example of the integration of change control processes into the project management tool set. This can form the basis for the *myBIS* Automated Change Tracking System (ACTS) within the overall governance model. As with all of the processes, tools and methods proposed here, AWI will review and approve the final details and specifics for an ACTS-type change control process before it is used on the project.

In selecting Accenture, AWI receives project management tools and methods that provide transparent communication, increased oversight, and metric-based reporting running from the team-member level all the way to the Agency Executive Management Team (EMT). Our proven methodologies align with PMBOK. **Accenture is the only SI whose entire North American Public Sector group is CMMI Level 4 assessed.** Accenture helps maximize quality while minimizing risk. Through these methodologies and processes, we identify corrective actions early in order to address them when their cost is lower.

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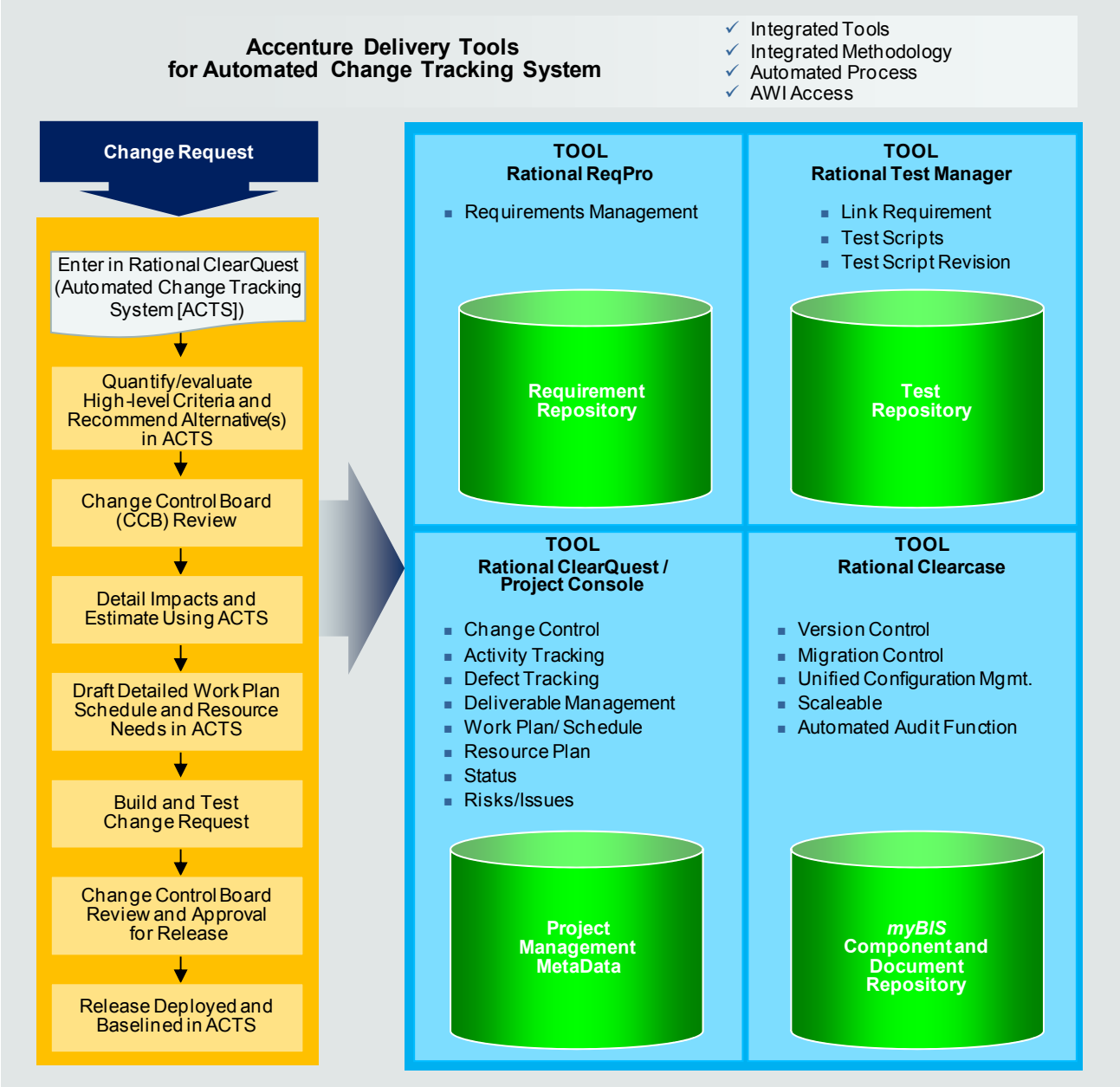

1 FLAWI 119

Figure 4-11. Our comprehensive change management process provides consistency, effective management and scope control for ACTS through our Accenture Delivery Tool Suite

Status Reporting

AWI's Leadership, Project Director, PMO staff, IV&V vendor will have at their fingertips the most current information about the project. **Troy and the PLT will prepare and submit weekly status reports, will participate in weekly status meetings and participate in Executive Steering Committee meetings as required.** Figure 4-12 is an example of a status report outline that provides up-to-date information, reports on previous assignments, and anticipates project milestones and deadlines for preparation and planning.

All team leads will attend status meetings and will be available for specific questions about their areas of responsibility. Each status meeting will include approval of the previous meeting minutes, a discussion of

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action items from the previous meeting, progress reports on milestones and phase gate entry/exit compliance and an update on deliverable status. The agenda will also include a discussion of identified project risks and issues and, when appropriate, mitigation plans for those items.

We will facilitate project-related meetings necessary to fulfill our responsibilities. Minutes for Accenture-led meetings will be prepared and distributed as agreed upon. We will make agendas available at least one business-day prior to each meeting.

Project artifacts will be stored on the *myBIS* Tool Suite and accessible for the duration of the project. Assignments, with due dates, will be documented and be part of the minutes. Everything about our collaborative working style with AWI and other contractors builds accountability.

We are accountable for our actions and we hold others accountable for their actions. This builds trust, confidence and integrity across the entire project. We begin in the Planning Phase when we meet with your project management staff and key stakeholders to document stakeholder expectations and a common understanding of project goals and objectives as well as contract requirement fulfillment.

Florida Agency for Workforce Innovation
Unemployment Compensation Claims and Benefits Information System Project
Project Status Report

Example Project Status Report

Project Status Summary
Update on Last Period's Activity
Plan for Next Period
Issues for Management Attention
- Status of Identified Issues
- New Issues Identified

Risks for Management Attention
- Status of Identified Risks
- New Risks Identified

Opporutnities for Management Attention
- Status of Identified Opportunities
- New Opportunities identified

Deliverables Status
- Deliverables Submitted for Approval
- Approved Deliverables

Phasegate and Critical Path Status
Team Lead Status Report
- Technical Architecture Lead
- Stakeholder Change Strategy
- Web Portal Lead
- Functional Architeture Lead
- Testing Lead
- Conversion Lead
- Implementation Lead
- Training Lead

Metrics
- Estimated Person-Hours for Remaining Work
- Actual Person-Hours Completed
- Modules Successfully Coded and Unit Tested
- Test Cases, Scripts, Scenarios Executed
- System Test Cycle Complete
- Defects Found, Open, Closed and Average Hours to Fix

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FLAWI 037

Figure 4-12. Our status reporting provides AWI with current, actionable information

Stakeholder expectations become part of the Project Management Plan and are revisited throughout the project to make sure we are living up to your requirements and expectations.

Our approach resolves issues at the lowest level possible while providing visibility to AWI project leadership at every step along the way—no surprises.

Managing Risks, Issues and Opportunities

AWI's oversight and management reporting is enhanced by our practice of accountability and responsibility. AWI will see clear lines of authority and staff who take ownership of assignments. Assignments and due dates will be documented and will be visible through regular project status reports as well as through the *myBIS* automated project management tools.

Risks, issues and opportunities will be identified, documented, assigned an owner. Reporting will take place at regular risk and issue meetings. Throughout the project, we will use a proven process focusing on identifying and reducing threats (risks and issues) and for building on the opportunities (ways to improve results) identified. The result for AWI is that by working together, we achieve the project objectives throughout the entire project lifecycle. Figure 4-13 illustrates the major risk and issue management steps that include:

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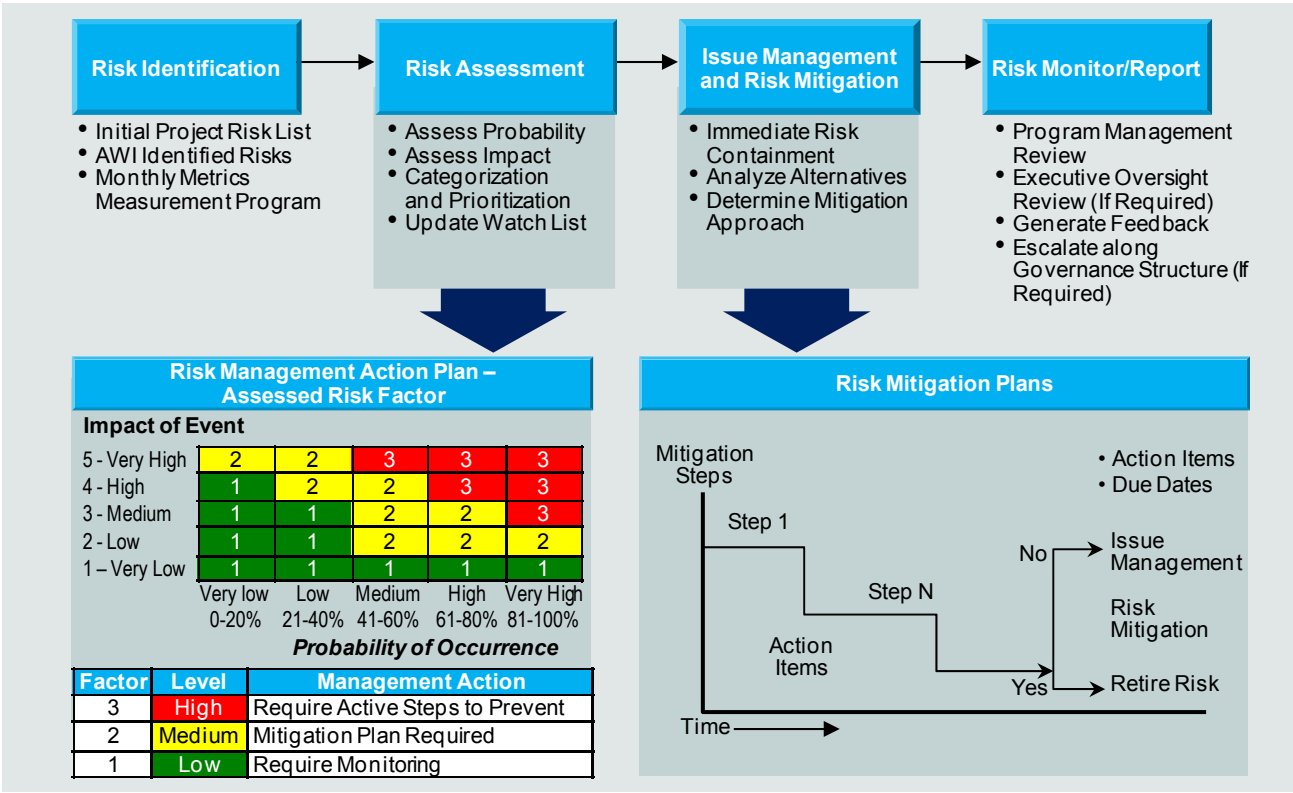
- Identifying and assessing risks and issues
- Determining effective risk-mitigation actions
- Maintaining and monitoring a single risk watch list
- Updating, reporting and escalating risks and issues to obtain appropriate action
- Using an automated tool suite for risk and issue management.

This process starts with an initial risk list that we develop using our project leadership team's experience and knowledge. As presented in Tab 7 – Personnel, we propose a team experienced in implementing complex, UC and Florida-specific projects. The team understands many of the UC Modernization project's inherent risks, and AWI will benefit from the initial, comprehensive risk list we bring. We will review this list with AWI during the Risk Management Plan development process to confirm its accuracy and to identify additional risks.

Our Risk Management Plan defines the initial method for continuing to identify risks throughout the project including adding risks to the list and reporting on risks in accordance with the project's governance structure. **We will work collaboratively with AWI to finalize the details for tracking, controlling and reporting risks in the Risk Management Plan.**

We will use an automated tool in our Tool Suite, Rational ClearQuest, to perform the risk processes and the processes for risk tracking, controlling and reporting. We will review this tool with AWI to obtain approval for its use before finalizing the Risk Management Plan.



1 FLAWI 118

Figure 4-13. Our rigorous Risk Management Plan would lower project risk by pro-actively assessing and mitigating risks to avoid negative impacts

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This tool will provide the structured repository for identifying and updating risks. Assigned owners of risks use this tool to update the risks with mitigation strategies. We will monitor risks through this tool and will report on the risks through management status reports.

Most importantly, we will provide AWI with access to the tool, and we will train UC staff on the tool so they can review risks and their status at any time. In addition to reporting risks through the management status reports, we suggest a focused Quarterly Risk Review meeting with the UC Project Director and AWI Leadership.

We will also use this tool to track project issues. Issues are realized risks. We identify them through the risk management process or when a team member encounters an unexpected problem. As depicted in Figure 4-14, the issue management approach that we use follows a process similar to our risk management process.

In addition to identifying, assessing and assigning issues, we will monitor them and the process for their resolution. AWI will see regular reports on issues and, once again, we will train AWI staff on the tool and provide access to it for monitoring issues at any time.

Opportunities arise from collaboration. We will track, analyze, review and report opportunities for their entire lifecycle

Opportunities, such as refining a business process or combining several features of the initial claims intake screens can happen at any time, especially during requirements gathering, detailed design review, UAT or even during training.

Our Tool Suite provides the automated means for identifying these opportunities, classifying them (e.g., time savings, process improvement), tracking and reporting opportunities. This keeps the new ideas from drifting away and provides the UC Project Director and AWI Leadership with real-time insight for future improvements.

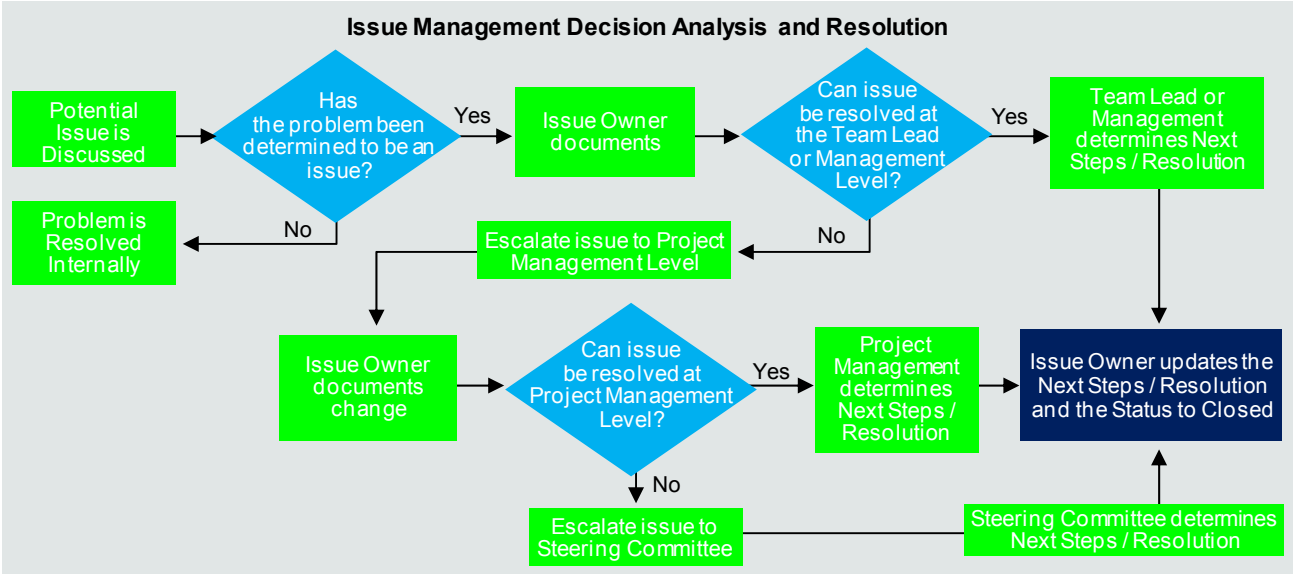

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Figure 4-14. Our transparent issue tracking and resolution proactively seeks the root cause and resolution for issues to prevent reoccurrence and solve the "right problem"

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Scope Management

Working with AWI during the initiation phase of the project, Troy and the PLT will define a consistent, standardized scope change control management, monitoring and reporting process. With AWI's guidance and approval, we will put the processes in place for identifying, consolidating, and prioritizing changes based on the agreed upon change control steps. This allows AWI to make informed decisions on release schedules and priorities.

We will identify scope issues and participate in scope management meetings. As part of our overall project management approach related to controlling and managing scope, Accenture will confirm program requirements are baselined and put under proper configuration management. We will coordinate contract management activities with the UC Contract Manager. We will work together to define and facilitate the scope management process for requirements. We will confirm requests to change business and technical requirements and confirm that changes to scope and requirements follow the defined change control procedures.

Similar to the overall change control process, AWI benefits from the way we document scope change using the reviewed and approved Scope Change Request template and process. In this template, we document the rationale and benefits of the change and analyze how the change will affect all aspects of scope, budget, time, quality and risk.

Because scope management is essential to AWI's ability to meet the aggressive schedule mandated by the Legislature, we go further and identify impacts to objectives and expectations of stakeholders as well as document program requirement changes and their rationale. After documenting the scope change request it will flow into the overall change control process for evaluation, approval and then development and implementation.

Developing and Using Project Standards

AWI wants consistency, ease of use and open communications from top to bottom for this project. The best way to create this consistency, ease of use and openness is through the identification and adoption of standards across the entire project.

At AWI's direction and approval, Accenture will develop, implement and maintain project management standards and guidelines for all project management methodologies, processes and approaches.

AWI will receive the training and guidance on the standards needed to help UC staff, the UC PMO and Project Director and AWI Leadership obtain the consistency, ease of use and open communications needed to guide and control the project.

Quality assurance reviews and monitoring are keys for verifying the use of the adopted project standards. AWI will review and approve the quality assurance processes as part of the Quality Management Plan submitted during project initiation.

Like the other plans outlined in this section, AWI will see proven templates and approaches as the starting point for the QA effort. Our Public Service projects adhere to the quality processes that support our independently assessed CMMI Level 4 rating.

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The CMMI Ladder in Figure 4-15 illustrates the importance of this rating to our quality program. The figure shows the quality, in bold, and the corresponding performance level. The Carnegie Mellon SEI, which developed the CMMI framework, defines organizations performing at levels of 4 or 5 as Mature.

Level 4 and 5 organizations can achieve project objectives. Our Quality Management Plan will detail these processes and their incorporation into the other work activities required to maintain this rating and verify the use of standards and guidelines throughout the project.

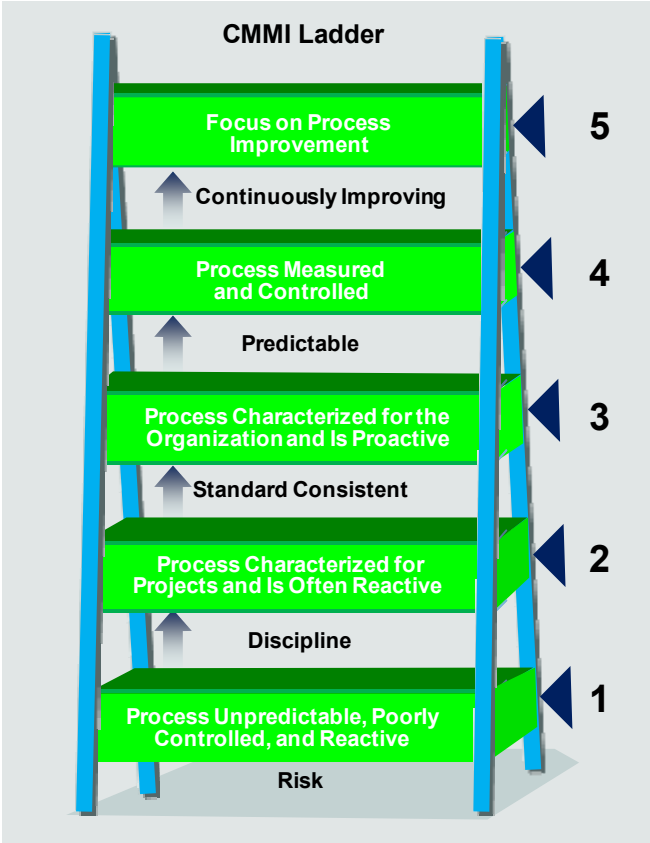

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Figure 4-15. Our entire Public Service group is CMMI Level 4 providing AWI with a strong focus on project quality

Deliverables Management

The deliverables submission approach we will use conforms to your defined expectations and requirements. Prior to beginning work on a project deliverable, we create and obtain approval of a Deliverable Expectation Document (DED), working with AWI to gain agreement on the goal, content and timeline.

AWI has lower delivery risk with our approach to deliverables management because we maintain the approved master deliverable schedule for the project and coordinate the submission of the deliverables through the UC Contract Manager. We develop written Deliverable Expectation Documents (DEDs) and final deliverables.

We submit DEDs and deliverables to AWI and receive comments we track through the revision process for re-submission. Figure 4-16 is an example of the deliverables management process that we have used successfully with other clients. AWI's guidance and review during the project initiating phase will provide the final details that we will follow during the project.

Because we base our DED process on years of experience combined with knowledge of current development methodology practices, AWI will receive DEDs that align with industry standards and conform to the Agency's specific acceptance and adequacy expectations as mutually agreed to between AWI and Accenture.

AWI places great value on the DED process as the cornerstone of the deliverables management effort. Effectively working with AWI to maximize the DED value reduces delivery risk and minimizes surprise. In conjunction with AWI, we will maintain and update deliverables throughout the project life cycle and term of the contract as required by the Agency and agreed to by Accenture.

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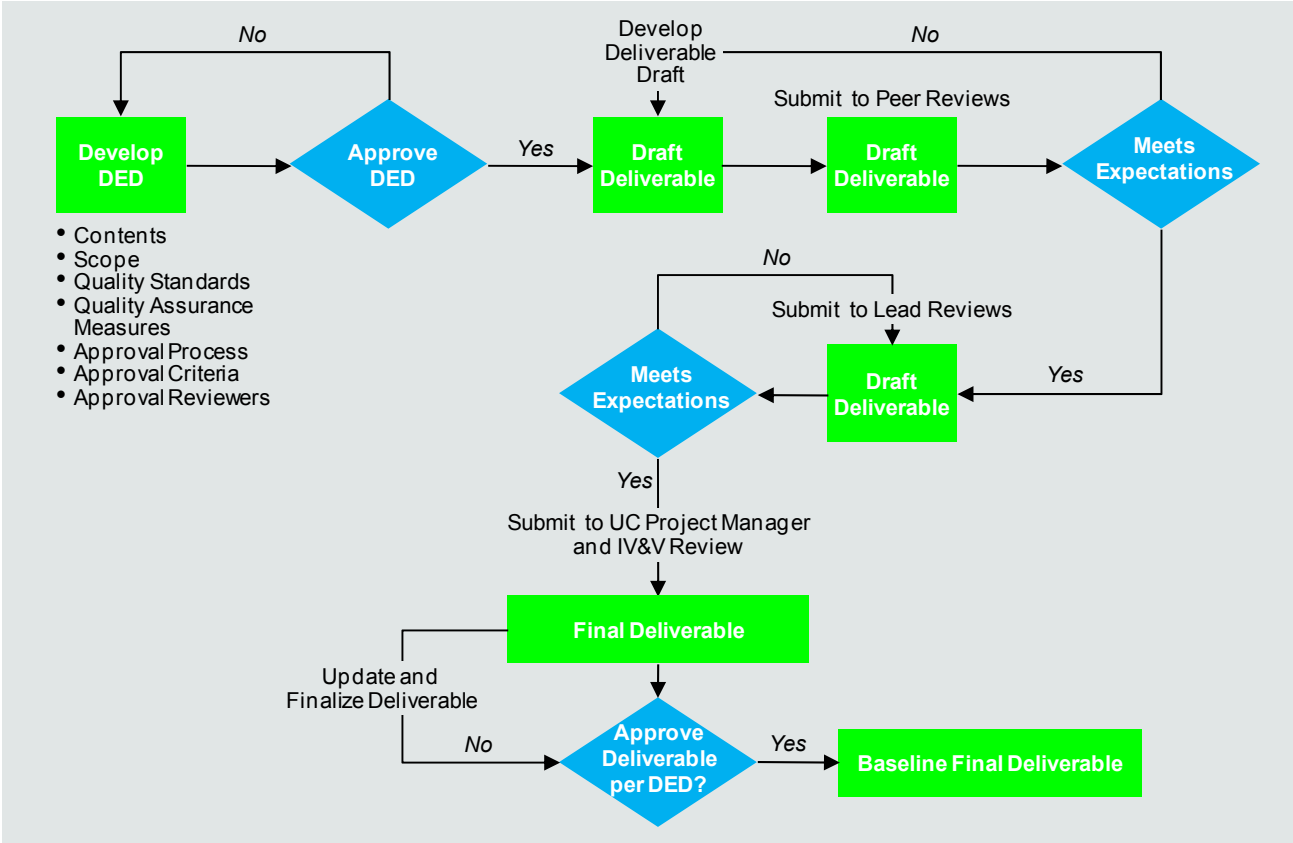

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Figure 4-16. The deliverable review and approval process provides AWI the necessary oversight and control to minimize schedule delays

The DED will include the contents, scope, quality standards, quality assurance measures, approval process, approval criteria and reviewers. **We agree that the Agency will approve the DED for the deliverables prior to commencement of the work on that deliverable.** We understand that the primary focus of the Agency's review will be to determine whether the deliverable satisfies the criteria specified in the DED. We will provide all deliverables in the mutually agreed-upon format currently supported by the Agency.

AWI will have 10 business days to provide review and approval or specific disapproval for deliverables or their revisions, unless otherwise specified within the Scope of Work. This period includes review by Agency staff as well as project IV&V. If no response is received in this time period, we understand that the deliverable is deemed to be accepted unless an alternate plan is mutually agreed upon.

With Accenture, the DED process reduces delivery risk and minimizes surprises

AWI's UC Contract Manager will serve as the single-point-of-contact for all deliverables and will be the primary resource that our project management team works with for the submission of all DEDs, deliverables and any other agreed upon supporting documentation. **We agree to provide the required electronic copies for the Contract Manager, Project Director and IV&V vendor.** We expect that the Agency will designate appropriate staff to accomplish all review and approval activities and any internal follow-up and management of the review and approval process.

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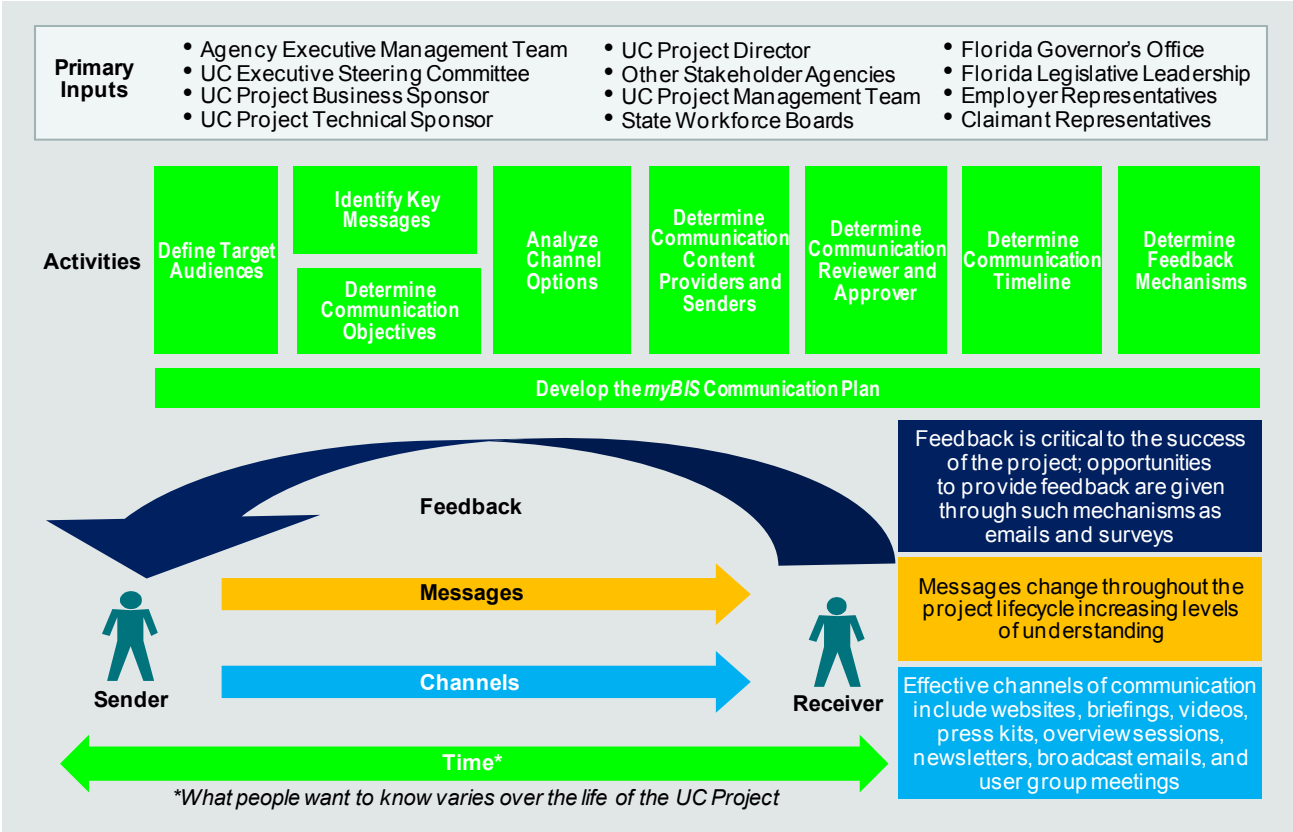
As requested by AWI, **written deliverable documents will go through a thorough quality assurance review** prior to its submission to the Agency for acceptance. This analysis will include the incorporation of prior deliverable comments, when applicable, to the greatest extent possible. **A senior member of the Accenture team who was not involved in production of the deliverable will conduct this review.** As part of this review, we will monitor the deliverables process for adherence to the approved project standards and guidelines.

Communications

Effective communication is critical for the UC Modernization project's success. Building awareness, understanding and commitment to this project is vital. With your input, we create a Communications Plan reflecting your priorities and strategic messages. As outlined in Figure 4-17, this results in powerful and consistent communication to all project stakeholders. The plan provides a sound framework to share the right information at the right time to keep the UC modernization stakeholders informed throughout the project. Using our Communication approach, AWI will know exactly which messages are delivered to what audiences so that all stakeholders understand the progress and status of the project.

Bob Bradner, under the direction of **Troy Myers** and the PLT, will be responsible for the overall communications, coordination and reporting effort. We will use AWI reviewed and approved standards and templates. Effective communication must occur early in the project and continue throughout the entire effort. In developing the communication approach, we focus first on the audiences. These are the people who must



2 FLAWI 159

Figure 4-17. Our open and comprehensive project communications approach will enable AWI to guide and direct the information shared between multiple stakeholders, thus reducing confusion and minimizing delay

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know about the project and the UC Modernization effort. The stakeholders are our primary inputs for defining our audiences. We identify and meet with stakeholders to identify our target audiences.

As seen in Figure 4-18, once we have identified our target audiences, working the UC Project team, we can develop key messages and objectives. The purpose of this communications approach is to raise awareness, build consensus and facilitate decision-making. Key messages are items that each audience group needs to know to achieve the *myBIS* communication objectives.

Channel options are the means for transmitting key messages to our audiences. Channels could be status reports, an intranet website, or newsletters. We will review these options with AWI when developing the plan. Once we identify the appropriate channel options, we can develop potential content providers for each key message area. These providers are those responsible for authoring the communications to the audience groups.

We must also identify those who need to review and approve communications. Most communications should require some level of review and approval to confirm that the correct messages go to the correct audience groups. Our approach and plan defines the approvals required for communications. For example, the plan will likely prohibit communications from going outside AWI without the approval of the UC Project Director or their designee.

We plan communications on a defined schedule and with a defined frequency. We distribute communications when required to do so. Finally, we define feedback channels in the plan. These channels allow us to respond to questions raised by our audiences and to measure the effectiveness of our communications. As we receive feedback, we may update the Communications Plan. This helps continually improve project communications. **In collaboration with AWI Project Management, we will prepare the agreed upon formal reports and presentations as well as provide the project-specific information for the monthly ARRA reporting on jobs created or retained.**

Benefits and Risks of Approach

AWI benefits from our approach to project management because you will have the right information available at the right time for the right people to make decisions, understand issues, and provide oversight and direction for this project.

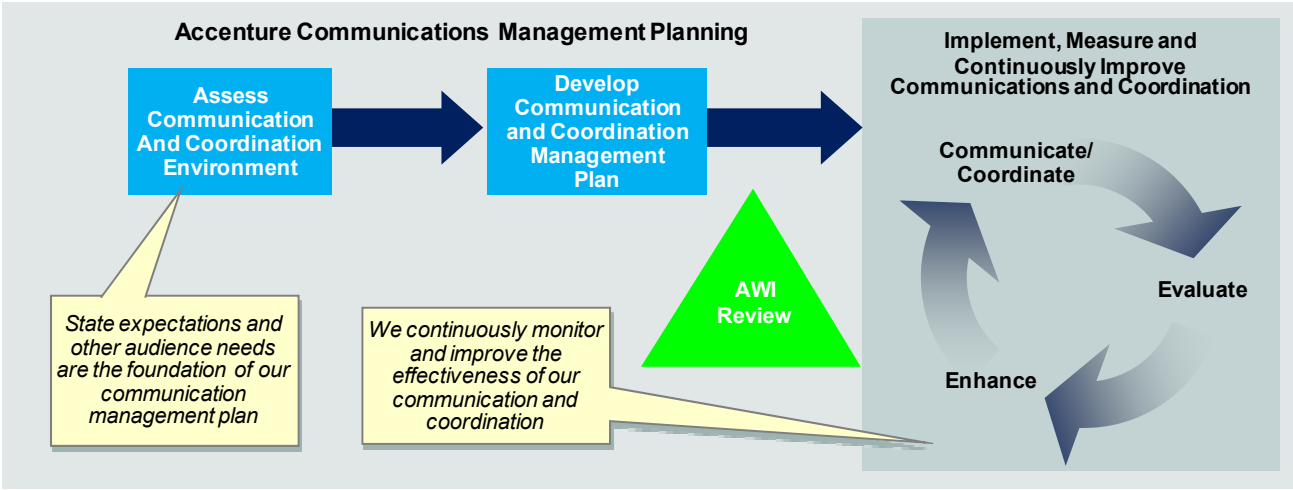

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Figure 4-18. Our approach results in communication and coordination that not only supports but strengthens daily operations

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As described in Figure 4-19, we will apply a disciplined, rigorous and control-based methodology to planning, delivering and operating the UC project. Higher quality service, cost control and on-time schedule performance result from our project management approach.

Our approach helps reduce risk by employing a management plan focused on robust issue and risk management, controlling quality and partnered governance. Our project management approach enhances the quality of our UC design, development and implementation efforts and lowers the risk of its delivery.

Conclusion

AWI can rely on the comprehensive and detailed project management approach provided by Accenture. Our Florida clients, including other State Agencies, use this approach for their mission-critical system development efforts. The foundation of our methodology is PMBOK customized to the unique needs of the UC project.

This methodology combines the experience of our team's UC implementation efforts with our Florida-specific experience for an effective, easy-to-use methodology that is familiar to UC staff. The result is faster project startup, less confusion about terminology and better use of UC staff time and effort. This helps the project start on track, stay on track and deliver the desired benefits.

Key Risk	Mitigation Strategy
Implementing the project within the mandated time frame	• Diligent focus on quick decisions made with the right key stakeholders. • Willingness to consider out-of-the-box functionality that meets AWI needs
Limited AWI resources and time to support two projects simultaneously (UC and ELIS)	• Establish teams to focus staff on implementation areas within their area of expertise
Coordination of personnel from various agencies	• Establish strong governance model prior to beginning project • Include impacted agencies in key decision
Maintaining the project schedule while continuing to perform UC business	• Identify release schedule that helps reduce impact to Agency • Identify back-up resources for key team members
Manage expectations of internal and external stakeholders in order to accept such a significant change	• Define communication strategy early in the project • Identify respected Agency personnel to become champions of the project

FLAWI 036

Figure 4-19. The strategies we propose to mitigate risks with our approach reduces complications and helps maintain schedule

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4.3 Project Schedule

AWI has an aggressive timeline to accomplish this project. Appendix A provides our proposed Project Schedule to meet this schedule. We have included all tasks and associated effort to deliver myBIS. We have identified the proposed Phase Gate milestones as specified in Section D, Exhibit 1 7.7, Phase Gate Reviews. Our Project Schedule has been baselined and aligns with the Project Management Institute (PMI) standards.

Our management team will follow the PMI guideline of "Progressive Elaboration," in which detail is added to the activities section of the project schedule for the upcoming phase as the current phase is completed. However, the required level of detail is simply not available until the applicable project phases. Because this is our initial version of the project schedule, we have saved a baseline to be used for future reference.

In the Planning Phase of the project, we will work with AWI to finalize the schedule. This may involve updating dates, modifying the release schedule, or changing the number of hours allocated to specific parts of the project. We will also update resource assignments based on the final AWI, Accenture, and subcontractor staffing. When those updates are complete, we will save another baseline prior to tracking actual hours and progress against the schedule. This will be the baseline used to identify and resolve any cost or schedule variances. These metrics can be calculated as actual hours and estimates to complete (ETCs) are logged in the project schedule.

When the Requirements Validation phase is complete, we will add the newly available details to the Design phase of the schedule and save another baseline. This process will continue throughout the project, allowing historical information to be saved while always working and comparing performance against the current plan. Each Phase Gate review will include an elaborated version of the project schedule, highlighting the new information made available by the previous phase.

Our approach to developing project schedules and tracking performance against them allows our management team to identify and resolve issues as early as possible. Because the current phase of the project will always have detailed tasks with appropriate resource assignments and realistic effort, those metrics can be used to gain important insight into the team's progress and drive management decisions that improve outcomes for the entire project.

It is our intent to review and discuss our proposed schedule with you in detail both during negotiations as well as at the start of the contract. In accordance with PMI Standards, we will finalize our schedule and our Phase Gate approach during the first 30 days of the contract.

Please see our Project Schedule in Appendix A.

In addition to our proposed Project schedule, we are pleased to submit our recommendations for a Proposed Optional Approach per the ITN Section B.7 Tab 4. We believe that adoption of some or all of these recommendations could help you realize the "annually recurring tangible benefits" that are outlined in the Feasibility Study. We have given careful thought to these recommendations and will be happy to discuss with you at your earliest convenience.

Please see our Proposed Optional Schedule Approach in Appendix B.

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4.4 Project Management Plans

AWI gains from our experience in delivering complex UC programs in large, diverse states. There have been many lessons learned. **The benefit for AWI is we have learned that comprehensive planning, effective communication, and strong and accessible management oversight are critical elements in delivering complex design, development and implementation programs on time and within budget**. We incorporate industry-leading practices from our collective experiences in planning for and then managing large modernization programs.

Our industry-leading project planning assets and experience result in faster customization for AWI's Florida-specific requirements

We applied these practices in selecting the people, processes and technologies that provide the best value for AWI and the State of Florida. The collaborative project planning activities taking place during the first 30 days of project initiation set the tone for the development of the Consolidated Project Management Plan (CPMP) and the associated planning deliverables. Importantly, **this joint effort establishes the foundation for the design, build, test and deploy activities throughout the remainder of the project.**

Because we understand that fact and because our team has established working relationships with your UC team, **Troy Myers, Bob Bradner, Thomas Hawkins**, and **Kathy McLeskey** bring UC experiences common to AWI and use familiar language that quickly and efficiently begins this essential element for project success.

Ever mindful of the mandated project schedule, our team will work with AWI's UC Project Director and the UC PMO to refine the set of project management plans outlined here in order to develop the overall CPMP. **The CPMP will follow the agreed upon project approach and schedule.** This section provides details for our overall project planning effort and includes approach and methodology definitions for each of the sub-plans identified in Section 8.1 of the ITN.

These definitions for the plans that follow are only the starting point. With AWI's leadership and guidance, we will quickly modify and enhance these initial plans during the first 30 days of the project and mutually develop the overall CPMP for presentation at the Project Kickoff meeting. **All of our key project staff will attend and participate in the Project Kickoff meeting.**

The UC project management plans outlined here start from the substantial set of planning assets collected from the thousands of large scale, complex system design, development and implementation projects we have accomplished for our public sector and commercial clients.

In collaboration with AWI's UC Project Leadership, we will customize these assets specifically for AWI requirements while remaining consistent with industry standards, methodology, principles and guidelines. **Large, complex projects require a rigorous project management approach rooted in leading industry practices and proven experience to successfully implement and sustain the project.** With AWI's guidance and through joint development, review, and AWI approval, we will have the right plans for this project and the right direction to be successful.

In coordination with the Agency, we will hold the kickoff meeting within 30 days of contract initiation. We will present an overview of the project, the schedule, work locations, the deliverables submission, review and approval plan and the plan for requirements validation activities. We will work jointly with AWI to plan every aspect of the project. Figure 4-20 illustrates the relationship of each sub-component plan to the overall CPMP.

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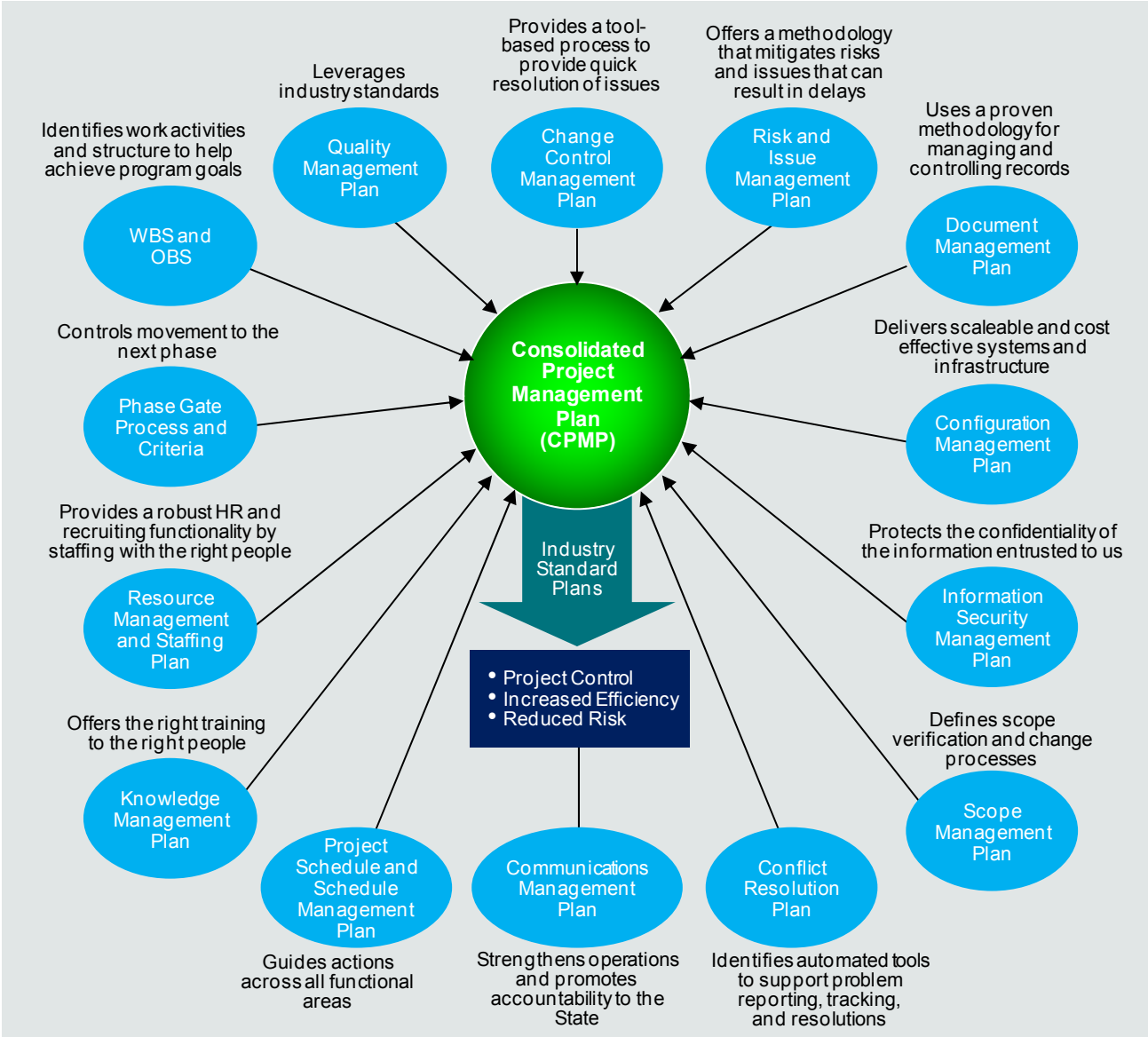

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Figure 4-20. Our extensive Project Planning experience and demonstrated methodologies produce mature plans for the UC Modernization project

We clearly understand the importance of the State's requirement for an integrated set of plans to document our practices, methods and approaches for the UC Modernization. These plans are "living" documents, developed and refined during project initiation and maintained to support ongoing operations during all phases of the project. Each will meet the requirements established and will be submitted to AWI within the timeframes specified.

Best Value

Our plans are highly interrelated and support the design, development, implementation and ongoing management of an effective UC implementation. We typically conduct a comprehensive review of the CPMP annually but will work with AWI to establish an agreed upon review schedule for the CPMP. We will update the CPMP as business processes or conditions change.

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The following section outlines the definition and approaches for each of the project management plan sub-components. The overall CPMP represents the combination of all the sub-components into an integrated whole that is the controlling plan for the entire project.

Consolidated Project Management Plan (CPMP)

The Consolidated Project Management Plan (CPMP) is the overall guiding document for the project. It outlines the project's objectives, roles and responsibilities for project planning and execution, the overall timeframe for the project, project plan and process dependencies and the delivery strategy for the project. It gives an overview of project processes and points to more specific information contained in other documents.

The CPMP provides a more detailed account of the activities the project will undertake, the methods for project governance and key resource information (e.g., tools, documents, personnel) to guide project team members. The Project Plan is the initiating document for the project and represents a formal commitment by AWI to undertake the effort described and the associated personnel commitment.

The CPMP will be a reference guide throughout the project and used to plan and manage project activities and deliverables. It assists management with keeping the project on schedule, anticipating potential problems, and reacting to the realities of a project lifecycle. The CPMP and the associated Project Schedule will evolve as the project evolves. As planning activities are completed, updates to the Project Schedule reflect the finalized or updated version of the associated plan.

The CPMP will have the following key areas and sub-components: Work Breakdown Structure, Organizational Breakdown Structure, Project Schedule, Communication Management Plan, Document Management Plan, Schedule Management Plan, Quality Management Plan, Issue Management Plan, Scope Management Plan, Risk Management Plan, Resource Management and Staffing Plan, Configuration Management Plan, Knowledge Management Plan, Phase Gate Review and Acceptance Process, Phase Gate Approval Criteria, Project Change Control Management Plan, Information Security Plan, and the Conflict Resolution Plan.

Work Breakdown Structure (WBS)

A work breakdown structure (WBS) depicts the work activities and the relationships among work activities. The lowest level work activities decomposes to a two-week duration to expose all project risk factors, allow accurate estimates of resource requirements, and schedule duration for each work activity. The subdivision of all work performed is as follows:

- Task - Major activities
- Major Subtask - Logical grouping of subtasks
- Subtasks - Groups of work packages that are required to complete a task; each subtask shall consist of work packages and shall result in a defined deliverable or milestone
- Work Package - The smallest work effort or work increment
  - A work package is defined by:
    - A description
    - An identifiable product
    - The skill/resources categories
    - The estimated resource units by skill/resource category
    - Overall duration of the activity

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Organizational Breakdown Structure (OBS)

The OBS works in conjunction with the WBS and displays organizational relationships and then uses them for understanding assignments and the overall impact of on the project. While the OBS is not task-focused, it does provide a method for quickly looking at the resources assigned to the project and helps create and maintain the organizational structure for the project as it moves through the phases to accomplish the work.

Our plan efficiently uses the OBS to group together similar project activities or "work packages" and relates them to the UC Modernization project's organization structure.

The WBS and OBS work together providing AWI more project oversight and control

Our OBS helps define the responsibilities for project management, schedule, cost reporting, budgeting and other project controls. The OBS provides an organizational rather than a task-based perspective of the project.

The hierarchical structure of the OBS allows the aggregation (rollup) of project information to higher levels. Our approach connects the WBS and the OBS by defining project responsibilities and work assignments. This creates the possibility for powerful analysis and reporting that measures project and workforce performance across the entire effort.

Project Schedule

In Appendix A, we have included our baseline Project Schedule. Upon contract signing we will refine our Project Schedule based on our our negotiations with you. **Troy Myers** and the PLT will use the project initiation steps to thoroughly identify all tasks, resource loading, estimating and effort and work with AWI's Project Director to reach agreement on these key elements of the Schedule prior to finalizing the overall project schedule.

AWI obtains lower schedule risk with our proven methodology derived from implementing UC-specific projects in multiple large states that have complex operating similar to Florida's. This structured delivery framework facilitates highly reliable estimates and schedules. AWI can be confident that Accenture will deliver. We have demonstrated previous schedule achievement for AWI and will bring that same apporach and drive to accomplish this Legislatively mandated schedule.

Through the use of automated estimating tools that are continuously updated and enhanced based on lessons gained from previous projects, AWI will see resource estimating, ramp-up and loading that will result in the right people being available at the right time in order to maintain the schedule.

The Project Schedule outlines the tasks associated with each of these stages (e.g., Plan, Analyze, etc) as well as each work area. We will deliver the Project Schedule for the Project within the first month, manage on a weekly basis and resubmit for approval at the beginning of each release.

The Project Schedule identifies the sub-tasks and work duration timeframes. The work tasks will have forecasted resource utilization based on the input and refinement received from AWI. In addition, the Project Schedule records primary dependencies.

As future planning efforts are completed (e.g., test planning), additional tasks may be added as well as additional resources in order to complete the task in the duration defined and/or having the correct business stakeholder participation. These refinements and any variance validation will be part of the weekly status reporting and associated meeting.

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Communication Management Plan

AWI's desire to completely makeover the UC program in Florida will face the challenges inherent in making changes happen with any large, complex organization and program. The key to UC Modernization is the creation and use of a Communication Management Plan to facilitate, manage, and promote the desired change. AWI staff will be concerned about what the future may hold for them. Claimants will be worried about receiving their appropriate benefits without disruption. Employers will be interested in how this modernization will make their lives easier. The list goes on and on for each of the key stakeholders.

Best Value

AWI needs a proven approach to defining, implementing and managing a communication program geared to the requirements of a large, diverse state that has concentrated urban claimants and employers as well as dispersed rural customers that may have transportation and other challenges. Experience delivering a communications program across these geographic differences and to the scale of AWI's customer base is what Accenture brings with our proven delivery record in Texas, California, Illinois and here in Florida.

As illustrated in Figure 4-21, AWI reviews and approves our Communication Management Plan working in conjunction with **Bob Bradner** and **Troy Myers**. As a normal part of project management, we will monitor and update the plan on a regular basis. Projects and organizations that place high value on effective communication achieve higher levels of stakeholder acceptance and buy-in of the change.

The AWI UC Modernization project communications approach helps AWI stakeholders feel excited about the project and its expected outcome. We will work with the Agency to identify some innovative, creative yet cost effective ways to achieve excitement.

A Communications plan typically includes the following elements:

- Plan ID – The area requiring communication
- Activity – Communication message activity (Ex. Internet Site, Intranet Site, Newsletter #1, etc.)
- Message/Purpose – The purpose and key elements of the message
- Target Audience(s) – The individual or groups who receive the activity/message
- Location – The geographic area, department, and corporate entities receiving the message

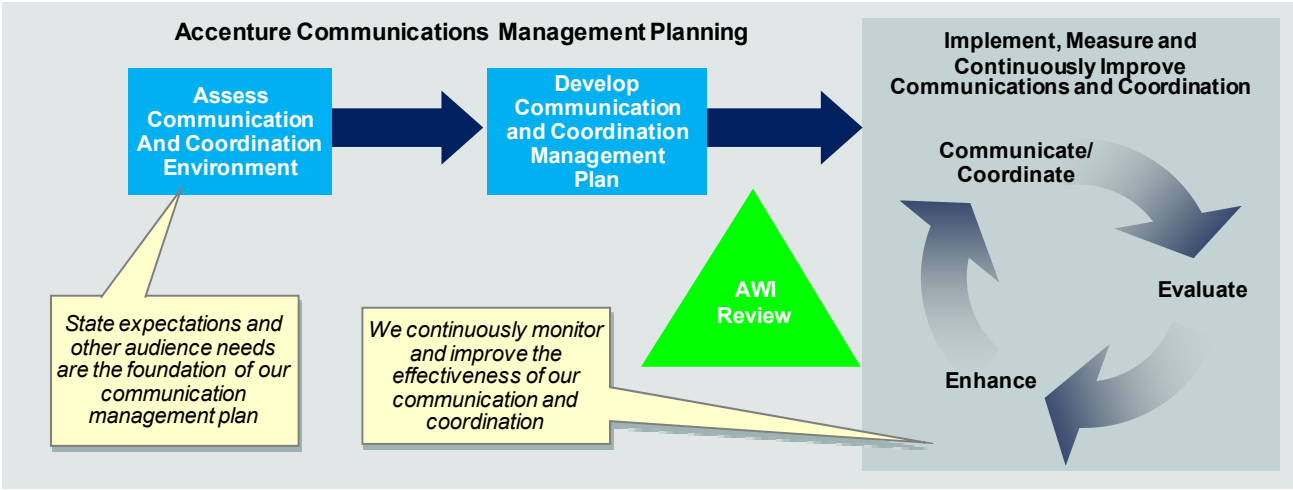

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Figure 4-21. Our approach results in communication and coordination that not only supports but strengthens daily operations

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- Vehicle/Channel – The method used to deliver the message (Ex. e-mail, voicemail broadcast, Internet, etc.)
- Timing/Delivery Date – The date the message is to be communicated or, if it is too early in the program to identify a specific date, a time frame such as a month, directly before a phase begins, or on-going communication
- Responsible/Developer – The individual or team that writes and creates the message materials
- Deliverer/Sender – The individual or group that delivers the message or communication activity
- Sent Date – The actual date the message was sent or communication activity conducted
- Feedback Mechanism – The mechanism by which the project team measures the effectiveness of the communication and acknowledges and addresses audience questions and concerns.

Document Management Plan

AWI has records and document management requirements that stem from both State and Federal mandates. Accenture's document management planning approach takes into account these requirements as well as bringing leading practices from other, similar projects that have records management needs. Our plan outlines the efficient and systematic controls for identifying, classifying, archiving, preserving, and destroying program records.

We establish procedures and schedules that discuss how the plan is developed, maintained, and modified. We seek approval from AWI for the initial plan and all modifications made to the plan during the course of the project. On a scheduled basis, mutually coordinated with AWI and Accenture, we review the plan for out-dated or changed directives and put immediate remediation efforts in action.

Our approach as the custodian of any UC records is based on applicable Federal and State regulations and AWI requirements. Our plan will account for management of the record retention plan, retrieval of records and tracking changes to requirements. The plan outlines how an organization should monitor the quality, timeliness, and effectiveness of records to make sure they fulfill requirements and are within scope of the records retention policy. The Document Management Plan documents the procedures necessary to implement record management across a program. Document management promotes:

- Increased accountability and compliance with records management policies
- Improved access to critical information

Records are all documented information generated and received by company employees, regardless of the medium of transmission, location of storage, or importance. For example, records include, but are not limited to, reports, letters, memoranda, e-mail, graphics, data, handwritten notes, and any other documentary materials.

Records Management is an established systematic control over the projects' retained records. A Records Retention Schedule lists records by name and type. The schedule authorizes the retention and disposition of records after their creation.

During project planning, the created retention schedule lists the types of retained records created on an engagement. These records are required to validate work agreed upon by contractual arrangement. They also support any client specific requirements that affect the ownership or retention of the retained records.

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Schedule Management Plan

The Accenture team uses the Microsoft Project suite to create, baseline, and manage the project schedule. The Schedule Management Plan includes the activity definition, activity sequencing, activity duration estimating, schedule development, schedule maintenance, schedule integration, and schedule control. This task will include preparation and maintenance of a comprehensive overarching project schedule, incorporating any subordinate or lower level schedules as required.

The schedule would be resource loaded, as appropriate, and will be re-baselined in accordance with Project Management Institute (PMI) standards after approval from the UC Project Director. We enforce regular collection of time reports from each project resource to track actual progress at the task level. The result is progress reporting that provides the AWI team members with a view into key deadlines and milestones at both a task and project level.

Quality Management Plan

AWI's ability to meet the aggressive, Legislatively mandated schedule is tied directly to the quality of the work that is produced by the selected vendor. **The biggest reason for delays and increased cost is poor quality.** AWI needs a UC-experienced Systems Integrator (SI) that takes quality seriously, from the very first day of the project. One that practices a "first time right" approach to design and development activities and that has attained and continues to maintain one of the highest independently assessed levels of sustained quality processes—CMMI Level 4.

Best Value

Accenture is the only SI whose entire North American Public Sector practice has achieved CMMI Level 4 and has maintained that assessed level through re-evaluation in 2004, 2006 and again in 2009. We will work with the AWI project management team to create a Quality Management Plan during the project planning phase that promotes a quality-focused project environment. The purpose of quality activities (e.g., quality Reviews, testing, and validation) is to verify that we provide business value, deliver to agreed expectations, and deliver quality products. A key component of our methods is planning for and then managing quality activities.

The Quality Management Plan identifies the stakeholders and key participants in the quality process and their respective roles and responsibilities. The Quality Management Plan, depicted below in Figure 4-22, supports our efforts to deliver a quality solution by outlining the project approach and criteria for performing quality reviews at all project levels as well as defining the approach for verifying and validating product quality throughout the project lifecycle. Our quality assurance activities include:

- Peer Reviews
- Verification and Validation Activities
- Process and Product Quality Assurance (PPQA) Reviews
- Quality Assurance (QA) Reviews
- Client Satisfaction Surveys
- Stage/Phase Reviews
- Performance Management.

Peer Reviews. We conduct peer reviews on deliverables in all phases of the project lifecycle to verify that the deliverable meets requirements and to identify defects early for efficient correction. We define the project Peer Review process in the Quality Management Plan so that all team members have access to the process.

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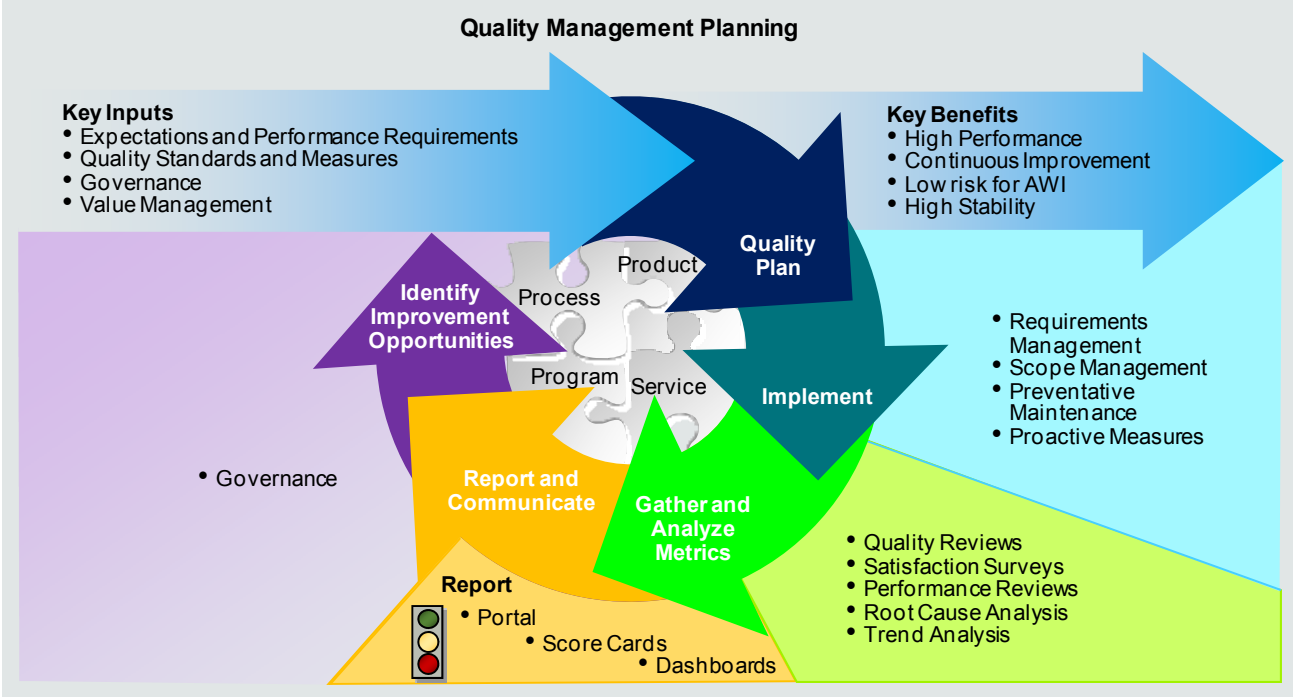

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Figure 4-22. Our quality management planning process provides the AWI with a stable and high-performing system

We plan to peer review all final versions of requirements, design, code, and testing deliverables at least once before they are submitted to you for a formal review.

Verification and Validation Activities. Planning for verification and validation activities is another key component of implementing quality on the project. Verification checks that a derived deliverable is correct from the inputs of the corresponding stage and is internally consistent. The process of verification is an attempt to catch problems as early as possible in the project and make sure that the specifications are complete, correct and adhere to standards.

We conduct verification activities such as unit testing, assembly testing and product testing to evaluate that we built the solution right and that the deliverable conforms to the project standards for architecture, design, coding, and testing. Although the Quality Management Plan outlines our high-level verification plan activities, our Test Plan outlines the detailed test approach for each test type.

We use validation activities, such as User Acceptance Testing, design walkthrough/workshop, demonstrations, and conference room pilot sessions to review our work with you to make sure that we develop a system/product that is usable as intended in its operating environment. We work with you to validate system specifications throughout the lifecycle to make sure that the development process is still on track to provide a solution that meets the requirements.

Process and Product Quality Assurance (PPQA) Reviews. We begin working with the Process and Solution Quality (PSQ) Team early on in project start-up to formalize the rollout of quality and project management processes for the project. PSQ helps to facilitate the rollout of ADM and CMMI processes throughout the project, which decreases project ramp up time. PSQ works with our team to train team members on quality and quantitative project management processes so they are ready to implement these processes in their daily activities.

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Quality Assurance (QA) Reviews. Our Quality Assurance Process is a formal review of the project by an experienced Accenture QA Director that is external to the project. The primary purpose of the review is to verify the project is progressing based on client expectations, that the project will bring business value, and that the project will deliver the solution on time and within budget according to the approved project plan. The process verifies the project is doing the 'Right Thing' in the 'Right Way' to achieve the 'Right Results'. The process emphasizes proactive follow-up and corrective actions with the intent to efficiently and effectively resolve issues and implement improvements.

QA Directors conduct periodic meetings with the client and Accenture leadership to assess satisfaction, review the processes by which project expectations are met and managed, discuss status, issues and risks so that corrective actions can be taken if necessary. QA Directors communicate the results of the project's QA review to the project team. The QA Director also works with the client through the Client Satisfaction process.

Client Satisfaction Surveys. As part of our quality approach, we implement a Client Satisfaction Survey process to collect and understand your feedback so we can identify and address opportunities for improvement and to increase value delivered throughout the life of the project. We conduct surveys at least annually to understand your satisfaction with overall quality of service, delivery, value of results, and relationship. We analyze results regularly to facilitate continued improvement. We address any areas of concern and opportunities for improvement through follow-up meetings with appropriate client executives.

Performance Management. As a CMMI Level 4 organization, we quantitatively manage performance through ongoing performance measure tracking and analysis to verify we are meeting project goals. This performance data provides a basis to make course adjustments and to avoid surprises -- resulting in low risk, on time, and on-budget delivery.

We quantitatively manage our cost, schedule, quality assurance, scope and risk processes to verify any possible performance issues in these areas do not cause larger project delivery issues. To confirm the achievement of expected benefits and value, we use metrics to measure our progress against quality processes. Our CMMI Level 4 processes prescribe quality metrics and models that we track and analyze monthly to verify that we are meeting quality goals.

A project team can encounter various issues and impediments that could threaten the successful delivery of a quality solution. Our quality assurance approach provides you with a proven quality framework from Day 1. Our approach provides the processes and tools to verify and validate the solution throughout the lifecycle so we deliver a solution that achieves your business outcomes.

Our approach also consists of obtaining an independent Quality Assurance Advisor resource that is responsible for quality assurance monitoring for the project, known as our Client Quality Management Assessment (CQMA). For this project, **Michael Ljung** will conduct the CQMA. Michael provides an objective perspective and assists our team in adherence to quality management policies and standards.

The Quality Management Plan is required reading for each project team member so that the quality approach is understood by all team members. This helps us to deliver a consistent quality approach to you. The Quality Management Plan is a living document updated throughout the project lifecycle.

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Issue Management Plan

An issue is a problem that has occurred and is having an impact on the project. Our Issue Management approach resolves problems to minimize negative impacts to the project. Issues can be the result of risks being realized or unforeseen problems that arise on the project. Left unresolved, an issue impedes or prohibits project-related progress or development by affecting scope, budget, schedule, resources, and/or quality. We must actively manage and resolve issues to keep the project and phases on track.

The Issue Management Plan defines the process of how to identify, track, resolve, and report a specific issue. Our Issue Management Plan provides our technique for efficient Issue analysis and quick resolution to minimize potential negative impacts.

Scope Management Plan

We base our Scope Management Plan on the Institute of Electrical and Electronics Engineers (IEEE) Standards # 1058-1998, the Project Management Body of Knowledge (PMBOK), and PMI Practice Standards. The approved ITN requirements and then the Requirements Traceability Matrix (RTM) manages the Project Scope.

The project team uses the RTM to validate that the requirements are complete and correct, that every confirmed requirement is addressed by some component of the application, and that every application component is built to support some requirement. The project manager uses the RTM to assess the impact of any requirements/scope changes. The approved design documents become the detailed scope definition. The Detailed Project Schedule manages project scope. Any changes to the milestone, deliverable or release dates in the Detailed Project Schedule would be a project scope change.

This Scope Management Plan defines the processes that will:

- Define and document how the scope will be defined, verified, controlled
- Develop a detailed Scope Statement for the project as the basis for future project decisions
- Subdivide the major transition deliverables and work into smaller, more manageable components
- Formalize acceptance of the completed deliverables
- Control changes to the scope

We use the Scope Management Plan consistently throughout the life of the project. We create a version of the plan for each phase and include process updates from prior phases based on the evaluation of the Scope Management processes.

From a Contract Management perspective, we would leverage our Accenture Contract Management group to aid our project management team in managing the AWI UC contract. We would employ an Accenture Contract Manager who would work with the Accenture Project Manager and Project Director to handle all activities related to the AWI UC contract, including our sub-contractor contracts.

Risk Management Plan

The purpose of the Risk Management Plan is to outline the process for managing all risks, as depicted in Figure 4-23. Management of risks includes systematically identifying and assessing risks, determining risk mitigation and contingency plans, and monitoring and reporting progress in reducing risk.

A Risk Management Plan is critical to the success of any project. A highly visible system like the *myBIS* Solution needs an effective plan for identifying and more importantly controlling and mitigating project risks

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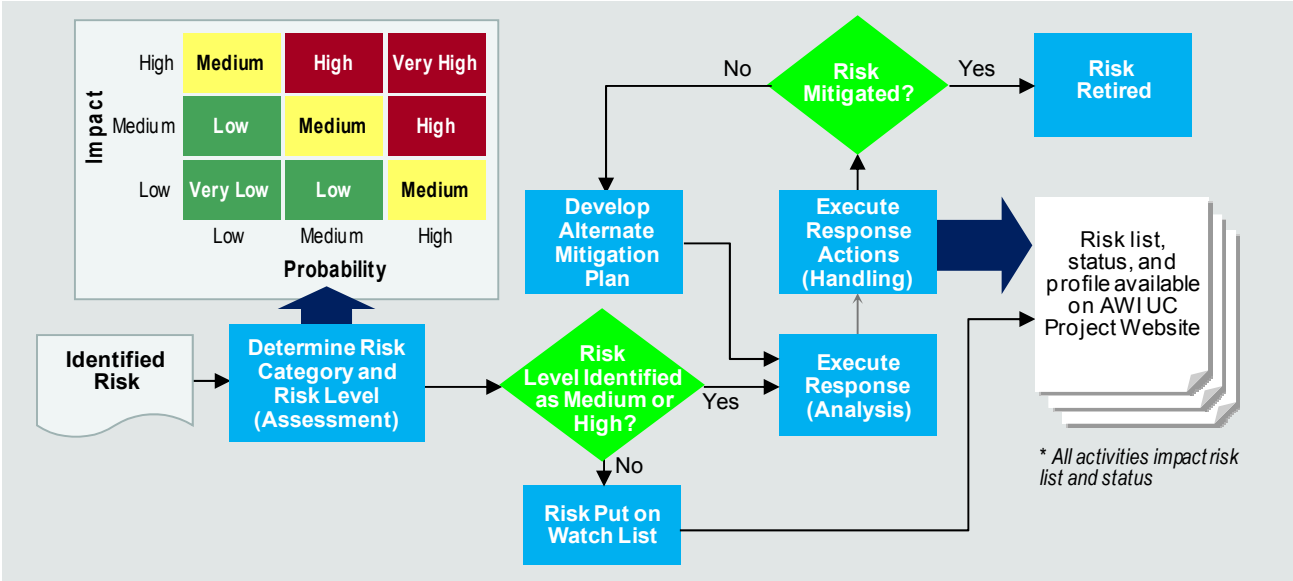

3 FLAWI 107

Figure 4-23. Our risk management approach comprehensively and proactively assesses and mitigates project risks to alleviate negative project impact

that may threaten the achievement of project objectives. Our Risk Management planning focuses attention on identifying and minimizing threats to achieving the project objectives.

Our approach relies on systematically identifying and assessing risks, determining risk mitigation and contingency plans, and monitoring and reporting progress in reducing risk. It is important to understand and manage risks throughout the lifecycle of the project to minimize the likelihood of realized risks. The onset of risk realized initiates the Issue Management Plan.

Our Risk Management approach includes a weekly review of project risks with the Project Management team (AWI and Accenture) in order to clearly identify the most current and correct risks. The review and decision making on proposed strategies to mitigate or avoid project risks that cannot be resolved at the Project Management level employs a formal escalation process.

This continuous approach to Risk Management allows us to address a fundamental principle throughout the Risk Management process, which is responding to changes over time. We use the Risk Management processes consistently throughout the life of the project. We create a version of the plan for each contract phase and include process updates from prior phases based on the evaluation of Risk Management processes.

Resource Management and Staffing Plan

We base our resource management and staffing plan approach on two key concepts – having the right people at the right time and retaining a high-performance, as illustrated in Figure 4-24. Our Project Management Team built our proposal estimates, Project Schedule, and Resource Management and Staffing

Plan for this proposal using AWI's requirements, our estimator from the *myBIS* Solution, and their experience implementing large scale unemployment compensation systems. AWI needs a skilled team dedicated to the Agency's vision for this project. You want a consistent contractor team of Unemployment Compensation practitioners, technical architects and developers on the ground in Tallahassee with depth of skill in both technology and to support this project.

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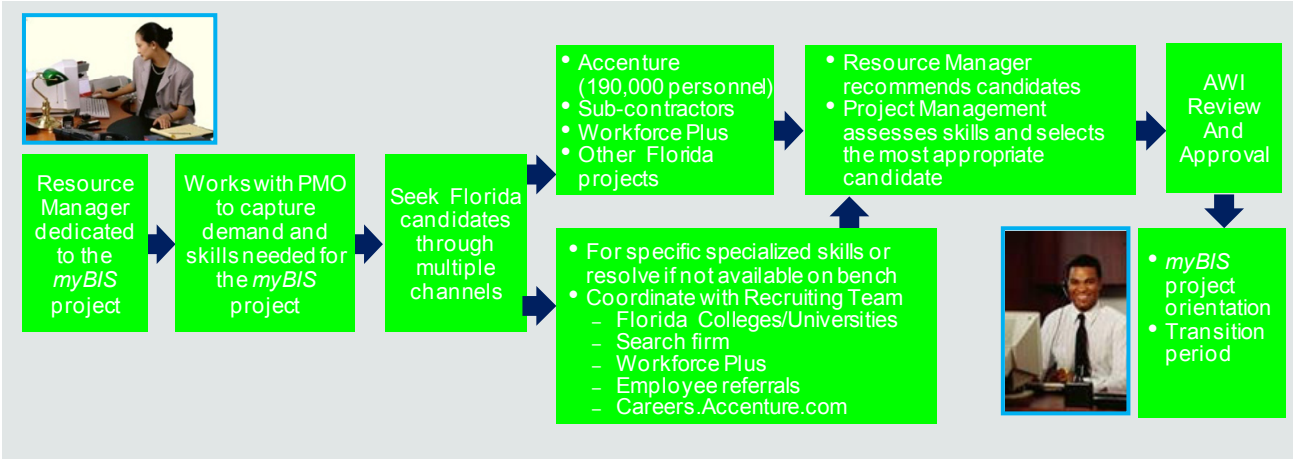

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Figure 4-24. Accenture's Florida focus brings the right staff to the AWI project at the right time with the right skills to reduce delivery risk and maintain the schedule

The UC Program proposes a staffing approach for the project that combines stability and consistency with flexibility. Our core team of Key Personnel along with a team of business analysts, testing staff, developers and training staff will be on-site in Tallahassee. We will work closely with you to guide the implementation and validate that the project remains aligned with your expectations.

In the Resource Management and Staffing Plan, we describe how we estimated resources and the relationship among the estimating model, work plan, project schedule and staffing plan. This relationship produces a staffing plan that identifies the resource management requirements including the start date, skills, experience, level, and roles and responsibilities. Our project will use this process for the duration of the project as we identify additional staffing requirements.

Configuration Management Plan

Configuration Management (CM) enables the controlled and repeatable management of information technology components as they evolve in all stages of development and maintenance. CM implements a process by which the project teams and stakeholders identify, communicate, implement, document and manage changes. The CM work plan tracks the CM activities.

The Configuration Management Plan is for internal and external stakeholders, functional business owners, and end users. When properly implemented, Configuration Management:

- Establishes and maintains the integrity and consistency of the items that are under its control
- Identifies the baseline configuration of an item under CM at given points in time, and be able to recover past baseline configurations when necessary
- Accounts for and reports the progress of development and maintenance deliverables
- Prevents unauthorized access to assets
- Provides coordination, tracking, and management of change activities
- Facilitates concurrent development
- Facilitates maintenance efforts.

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Knowledge Management Plan

The Knowledge Management Plan documents the scope of project knowledge management, including the processes used to manage knowledge assets across the project. The effective management of project knowledge assets enables the sharing and leveraging of collective project knowledge. It also helps achieve optimal project performance. The knowledge management plan includes the following information that the project submits:

- Key deliverables
- Demo/prototypes
- Training and educational material
- Business processes and metrics
- Project management plans, processes, and procedures
- Project improvement results
- Project estimates and actuals.

We consider AWI to be integral members of our team. We know that in addition to providing subject matter expertise, working closely together will help us to move the project more quickly, achieve results that are in line with AWI's objectives, facilitate knowledge transfer and increase system acceptance. Equally important is an atmosphere of cooperation and enthusiasm. This must exist throughout the project.

AWI personnel and the Accenture team both need to embrace the long-term vision of this project and exchange ideas openly and continuously as part of the integrated team. AWI knowledge, anecdotes, and observations will enhance our existing knowledge and increase the overall project success.

Best Value

Individuals learn best by doing, so we actively engage the AWI team in knowledge transfer throughout the project lifecycle, eliminating the need for less-effective crash courses just before system deployment. Because one of the best ways to learn a skill is to teach it to others, we encourage early recipients of knowledge transfer to become coaches among their peer groups.

All project documentation, software user and technical manuals will be online to give AWI professionals easy access to comprehensive documentation, job aids and quick reference materials at the point of need, and grows throughout the AWI transition as the team contributes new tips and standard practices.

Transferring appropriate knowledge to AWI is a key component of building the requisite skills needed to achieve long-term sustainability. Successful knowledge transfer requires a disciplined and planned approach so that we transfer technical knowledge and skills to AWI professionals at the right time. We use a formal process for planning and monitoring skill and knowledge transfer from the Accenture team to AWI resources throughout the project.

Phase Gate Review and Acceptance Process

The following sub-sections highlight the Phase Gate process, each approved phase, and the next initiated gate, as well as the Program Decision Making process and the Escalation process. The Phase Gate Process, as shown in Figure 4-25 provides a vehicle for movement from one project phase to the other during periodic formal reviews between Accenture and AWI. The emphasis is on phase completion. The goal is to do things right the first time and minimize the cost of poor quality and rework.

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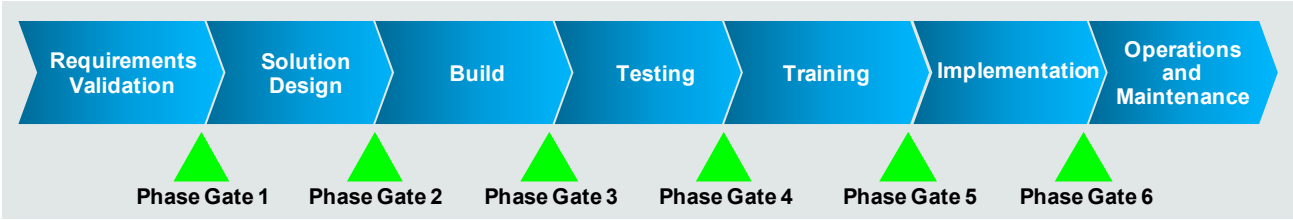

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Figure 4-25. Our phase gate review approach promotes accountability across the AWI UC Modernization project

As part of our overall quality management approach, we include Phase Gate Reviews**.** Our methods build in confirmation points at the end of each phase to verify that all required elements for that phase are complete and to confirm that the project team is ready to enter the next phase. These reviews help us to verify that the appropriate items are complete for each phase so that there is not a surprise in a future phase. During Stage/Phase Reviews, project leadership:

- Verifies all exit criteria for that phase have been met
- Verifies all entry criteria for the next phase have been met
- Verifies that traceability relationships are properly established between the requirement items and reflect any updates or changes for that phase
- Confirms the deliverables for that phase are complete, consistent and have undergone the appropriate quality reviews
- Reviews the deliverables with the appropriate stakeholder groups to obtain approval and sign-off
- Place the approved deliverables under configuration management as appropriate according to the Configuration Management Plan

The Phase Gate process is the final step and formal conclusion after Peer Review, Testing, and Internal Controls review and sign-off processes are completed within each phase. This process ties the conclusion of project phases to entry/exit criteria and deliverables.

For each of the phases there is an executed Gate Checkpoint. This process uses AWI Gatekeepers who have responsibility for making sure that required deliverables were completed and that exit criteria met. Each Gate has a set of exit criteria, which include an inventory of deliverables that are required as a part of the phase. To address the number of issues and unmitigated risks that may move forward to a subsequent phase of the program criteria are established.

Each phase has an associated set of checklists. The teams receive both the Gate Review document and the actual checklists at the beginning of each phase. The Team Leads are responsible for making sure that each of their sub-teams have reviewed and updated (if necessary) their checklists at the beginning of each Phase. Each checklist is incorporated as exit criteria.

Phase Gate Approval Criteria

The objective of Phase Gate Approval is to ensure the overall health of the project as it moves from phase to phase. Desired outcomes of the Phase Gate Review are to:

- Identify and correct defects early in the process.
- Evaluate a deliverable against project standards.

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- Reduce the number of System Investigation Requests (SIRs) as the work effort progresses.
- Reduce time and costs resulting from rework.

Accenture will work with AWI to establish approval criteria.

Project Change Control Management Plan

Once we have baselined our project plan in the first 30 days, proposed changes are subject to a structured change control process. Changes made at each step, from requirements to design, can have major impact on system design and project scope. Therefore, we carefully review and manage changes.

Best Value

Changes can be either minor or major changes. Minor changes are most often the result of incidents or bugs, take little time or effort to implement, and can be controlled at the project level. Major changes are likely to require significant effort to implement and hence affect project timelines. It is critical to not only track major change, but also to monitor minor changes, especially considering the potential for what were initially minor changes to become major.

Our change control process involves the following steps.

- **Initiation** - Any person involved in the project effort, such as AWI staff, an Accenture team member, or an end user can initiate a change request. Change requests normally originate from an issue. A change request provides a description of the issue and specifies the reason(s) for a change. Possible reasons include the discovery of a problem, the need to accommodate changing business processes, or a suggestion for general improvement. The originator then forwards the completed change request to their team lead.
- **Evaluation** – If the requested change has an impact on either contracted deliverables or the project plan, we require a full impact evaluation. The team lead assigns the change request to an analyst for evaluation and recommendation for action. If the change is relatively minor and can be implemented without affecting any contractual documents, the team lead approves the change. The team lead elevates the request to the UC Executive Steering Committee, whose membership includes the project leaders and managers, when a change cannot be timely completed. The impact of not implementing a change needs considered along with reasonable alternative strategies. We examine the supporting reasons to confirm that the change is to correct potential non-performance of a contractually agreed specification or requirement.
- **Review and Approval** – After completing an evaluation, the UC Project Director or the UC Executive Steering Committee, approves, or rejects the change request, and notifies any impacted parties. Our Change Control Management process is rooted in defining scope and maintaining a change control process in the project, so that any changes to project scope, schedule, cost, and configured items have an already defined, easy to use process. Throughout the life of the project, our Change Control Management Plan is consistently used. We create a version of the plan for each phase and include process updates from prior phases based on the evaluation of Change Control Management processes.

Information Security Plan

The Information Security Plan is an overview of the information security policies for both procedural and technical security management. The network and application functions covered from a technical viewpoint include network topology, Local Access Network/Wide Area Network devices and Single Sign On approach. The Plan covers the physical procedures for building access and password management procedures for the project from a procedural viewpoint.

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The scope of the Information Security Plan is to provide additional details for the Security administration of the components within the *myBIS* Solution. The Security Plan provides details regarding the security capabilities and approaches for various software components within *myBIS*.

Conflict Resolution Plan

Developing a solution and implementation approach that can meet the needs of a number of stakeholder groups and multiple agencies is critical. Effective management of the conflicting needs of multiple stakeholder groups and cross agencies is difficult but important. It is important that the selected Contractor have a solid, clearly-defined approach and process to appropriately handle and resolve conflicts that may arise.

Large project environments where multiple stakeholders are involved with varying needs and expectations requires an overarching approach for planning, especially for areas where conflict may arise. Our experience has taught us that conflict is most effectively resolved using a direct approach. We employ a number of methods to help stakeholders and agencies work through the conflict by confronting the issue head on and working together to identify the root of the conflict and finding ways to resolve it (problem solving). We use four methods to address conflicts and resolve them efficiently:

- **Issue Management** – Accenture uses formal issue management to drive decision-making at the correct level of delegation within the system. Anyone on the project can identify issues during any phase. Team leaders evaluate issues logged in the formal issue tracking process. Any Items logged require a formal decision and audit trail.
- **Decision Analysis and Resolution (DAR)** – DAR is a structured and formalized process that help organize decision-making when complex or high-impact decisions where a variety of possible resolutions exists. The DAR process facilitates identifying alternative solutions and decision selection criteria to use in the decision-making process and the documentation of the final decision. The benefits of DAR include:
  - Improves the quality of decisions and reduces the subjective nature of decision-making
  - Provides guidance and instructions for large organizations with many projects in making decisions using similar techniques
  - Provides specific guidance for when and how to use different decision making techniques based on factors such as impact to cost and schedule, size and complexity of organization or project, and project environment
  - Provides a quantitative view in helping make difficult project decisions
- **Cross Agency User Group and Focus Group Meetings** – It is important that we provide a forum for the stakeholders to share ideas, leading practices, and lessons learned, as well as a platform to raise any issues or concerns they have regarding the *myBIS* Solution and/or the project. Cross-stakeholder User Group meetings and Focus Group sessions are two communication vehicles that provide this type of venue for the project team. As we facilitate discussions about issues and concerns stakeholders may raise via the Cross-Stakeholder User Group meetings and Focus Group sessions it is critical that AWI and Accenture team reiterate and enforce the formal Issue Management process.
- **Executive Steering Committee** – The Executive Steering Committee plays a critical role in resolving conflicts as well. Issues may arise when different stakeholders submit conflicting requests to modify the *myBIS* Solution, during implementation or ongoing maintenance. Conflicts that result from change requests submitted via the AWI UC DDI Phase Change Control Procedure may require further escalation through the Issue Escalation levels to resolve the matter.

Figure 4-26 on the following pages shows an example outline of the CPMP.

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Figure 4-26. Our program management plan defines the policies, standards, and processes that enable and drive a controlled and well executed program (1 of 2)

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Figure 4-26. Our program management plan defines the policies, standards, and processes that enable and drive a controlled and well executed program (2 of 2)

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