

# **Unemployment Compensation Project** Independent Verification and Validation Monthly Assessment Report Summary

period ending 07 January 2011

---

# Topics for discussion

---

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

---

# General IV&V overview

---

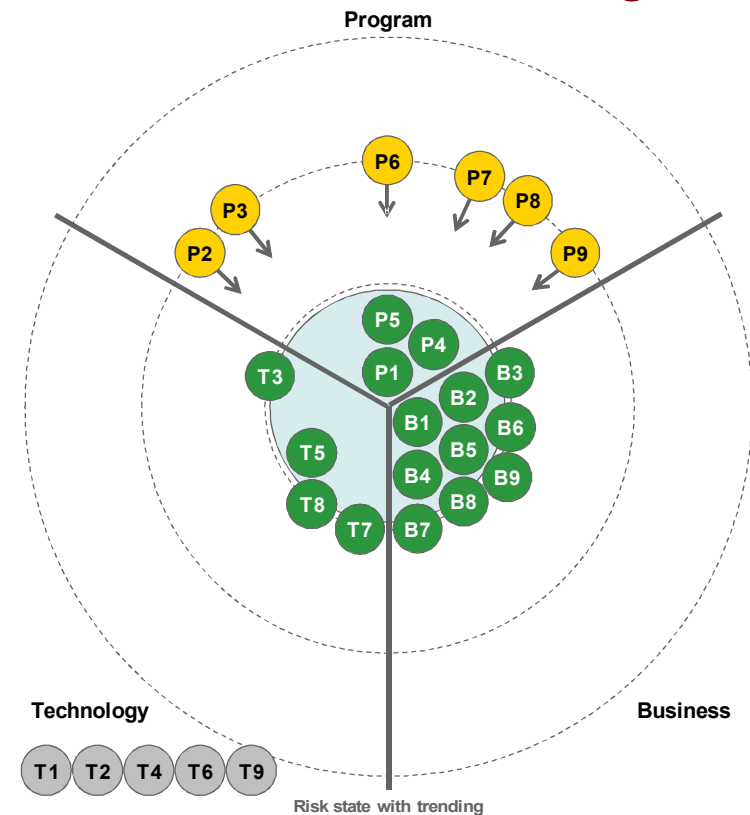
- ▶ The IV&V Team has completed the conduct of the UC3 baseline assessment and distributed the final baseline assessment report (BAR).
- ▶ All deficiencies that were previously reported relative to the UC phase 2 (UC2) BAR have been closed.
- ▶ The project management office (PMO) is in the process of revising the project charter and project management plan (PMP) to address the deficiencies identified in the UC3 BAR.
- ▶ No new deficiencies identified since the last report.





# Overall risk state and trending

## Risk state of UC Project



## Risk state with trending



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

# Key indicators

Indicator	Value	Comment
Is the project approach sound?	Yes	▶ There are no critical deficiencies with the UC project.
Is the project on time?	Yes	▶ Contract negotiations with the selected system integrator (SI) are proceeding on schedule. ▶ Mobilization of the project management office (PMO) is behind schedule.
Is the project on budget?	Yes	
Is scope being managed so there is no scope creep?	Yes	▶ The work being completed as part of the UC2 project is within the scope of the project as defined for the UC modernization project.
What are the project's future risks?	N/A	
Are the project's risks increasing or decreasing?	Decreasing	▶ The UC3 Project Team and the IV&V Team are working together to avoid any deficiencies in the UC3 project processes, controls and execution.
Are there new or emerging technological solutions that will affect the project's technology assumptions?	Unknown	

# Key findings and risk areas

Area	Key finding	Implications
Program	<ul style="list-style-type: none"> <li>▶ Project management procedures are not consistent with the governance structure and associated decision framework.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inconsistencies in the application of project management procedures.</li> <li>▶ Misalignment in project operational decisions to the intended project objectives.</li> <li>▶ Ambiguous decision accountability.</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Change management process incomplete.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inability to determine the effects of changes on the project schedule and budget.</li> <li>▶ Late stage surprises of unforeseen events that impact program objectives.</li> <li>▶ Change impacts not understood.</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Quality management process incomplete and does not provide for an effective level of quality management for project deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inability to deliver a desirable solution that represents the anticipated outcome for the business units.</li> <li>▶ May also result in cost overruns, delayed timelines, deliverable rework, and inadequate quality.</li> <li>▶ Incomplete or inaccurate work products.</li> </ul>
Business	<ul style="list-style-type: none"> <li>▶ None</li> </ul>	
Technology	<ul style="list-style-type: none"> <li>▶ None</li> </ul>	

# Recommendations

---

Area	Recommendations
Program	<ul style="list-style-type: none"><li>▶ Develop an integrated set of project management procedures and supporting materials that are aligned with the governance structure and associated decision framework.</li><li>▶ Expand the quality management procedures to include all activities required to provide for an effective level of quality management for the project.</li></ul>
Business	▶ None
Technology	▶ None

---

# Upcoming IV&V activities

---

- ▶ Review materials provided by the UC Project Team including the following:
  - ▶ Revised project charter and project management plan (PMP) and associated materials



# Open deficiencies and implications

No.	Areas	Deficiency	Implications
D1	P1: Governance P2: Cost management P3: Resource management P4: Time management P5: Performance management P6: Risk adjusted financials P7: Change management P8: Quality management P9: Risk management	Project management procedures are not consistent with the governance structure and associated decision framework.	<ul style="list-style-type: none"> <li>▶ Inconsistencies in the application of project management procedures.</li> <li>▶ Misalignment in project operational decisions to the intended project objectives.</li> <li>▶ Ambiguous decision accountability..</li> </ul>
D3	P7: Change management	Change management process incomplete.	<ul style="list-style-type: none"> <li>▶ Inability to determine the effects of changes on the project schedule and budget.</li> <li>▶ Late stage surprises of unforeseen events that impact program objectives.</li> <li>▶ Change impacts not understood.</li> </ul>
D4	P8: Quality management	QM process incomplete and does not provide for an effective level of quality management for project deliverables.	<ul style="list-style-type: none"> <li>▶ Inability to deliver a desirable solution that represents the anticipated outcome for the business units.</li> <li>▶ May also result in cost overruns, delayed timelines, deliverable rework, and inadequate quality.</li> <li>▶ Incomplete or inaccurate work products.</li> </ul>

# Open deficiencies and implications (continued)

No.	Areas	Deficiency	Implications
D5	P8: Quality management	Deliverable expectation process incomplete and does not provide for an effective level of quality management for project deliverables.	<ul style="list-style-type: none"> <li>▶ Inability to deliver a desirable solution that represents the anticipated outcome for the business units.</li> <li>▶ May also result in cost overruns, delayed timelines, deliverable rework, and inadequate quality.</li> <li>▶ Incomplete or inaccurate work products.</li> </ul>
D6	P8: Quality management	Phase gate review process is incomplete.	<ul style="list-style-type: none"> <li>▶ Inability to deliver a desirable solution that represents the anticipated outcome for the business units.</li> <li>▶ May also result in cost overruns, delayed timelines, deliverable rework, and inadequate quality.</li> <li>▶ Incomplete or inaccurate work products.</li> </ul>
D7	P9: Risk management	Risk and issue management processes are incomplete.	<ul style="list-style-type: none"> <li>▶ Inability to determine the effects of risks and issues on the project schedule and budget.</li> <li>▶ Late stage surprises of unforeseen events that impact program objectives.</li> <li>▶ Risk and issue impacts not understood.</li> </ul>

---

# Summary of changes

---

Item	Description
Deficiencies addressed	▶ D2 – A revised governance structure and associated decision framework were incorporated into a revised draft of the PMP.
New deficiencies identified	▶ No new deficiencies identified since the last report.
Risk ratings	▶ No risk rating changes since the last report.
Maturity ratings	▶ No maturity rating changes since the last report.
Interviews conducted	▶ No interviews conducted since the last report.
Artifacts received	▶ Artifacts received include the second draft of the project charter and PMP.