Project Title	SAN LCR Project	11/6/2012
Quality Assurance Executive Summary		
Authored by:	*Clifford Smith, PMP* *Case Associates, Inc.*	
Overall Rating	*Green*	
Overall Trend	*Steady*	*The prior report was a 4.8 score.*
Overall Score	*Calculated*	**4.9**
Risk Management	*Carried from worksheet*	5.0
Project Deliverables	*Carried from worksheet*	5.0
Project Management	*Carried from worksheet*	4.9
Product Deliverables	*Carried from worksheet*	4.9
Reporting Summary	*The project is approaching completion and the risk exposure is decreasing as expected.* *Almost all tasks are complete. Those that are not complete by the time the project closes will be accepted by the production team.* *The team is doing an excellent job of tracking and reporting migration progress.*	
Changes since last report	*The overall score increased due to lower risk and near-completion of all project tasks.*	
Current Recommendations	*Project closure should include a list of outstanding issues and remaining tasks that the Sponsor can accept.*	
Status of Prior Recommendations	*The team handled equipment delivery delays and has almost completed all project tasks.*	
Individuals Interviewed/Dates	*Emily Rice, Project Manager 10/22/12* *Mike St. Clair, Team Member, 10/16/12*	
Documents Reviewed/Dates	*QA reviewed the following documents to prepare for this report:* *PM WBS SAN 100112 (Project Schedule)* *PM WBS SAN 102212 (Project Schedule)*	
Meetings Attended/Dates	*SAN Vendor/VAR meeting 10/4/12, 10/11/12* *TOC Meeting 10/2/12*	

Assessment Area	Risk Management - R	11/6/2012
Description	*A Risk Management assessment by which the Contractor evaluates the effectiveness of the risk management strategy and planning for the project.*	
Overall Rating	*Green*	
Overall Trend	*Steady*	*The prior report was a 4.7 score.*
Overall Score	*Calculated*	**5.0**
Reporting Summary	*The score remained the same this month.* *The overall risk exposure has improved. Several risks were closed, some lowered. This is expected as the project approaches completion and the probability of many risks decreases.* *The project is almost complete. There are some incomplete tasks, but they will not impede project closure. Production support will take over any open tasks once the project is accepted.*	
Recommendations	*By the next report, the project should schedule the activities for the TIER 3 Array Migrations.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
R1 - Does a Risk Management Plan exist for the project?	**YES**	**In Progress**	**NO**		**5**	⇔	**Risk Management Plan is approved.**
R2- As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?	**YES**	**Partially**	**NO**		**5**	⇔	**The team plans for risks.** **The team addresses risk triggers with effective and coordinated action.**
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?	**NO**	**Minor**	**YES**		**5**	⇧	**The project is ahead of schedule and most tasks are complete.**
R4- Is the project experiencing variances from budget baselines? Are significant cost overruns occurring? Have significant milestones been missed? If so how frequently?	**NO**	**Minor**	**YES**		**5**	⇔	**No cost overruns are reported.**
R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	**YES**	**Partially**	**NO**		**5**	⇔	
R6 – Do business and technology leadership have shared expectations for urgency and priority?	**YES**	**Partially**	**NO**		**0**		**Project is for technical infrastructure upgrade. No changes for Business processes. Though the project is important, do not expect business leaders to share urgency.**
R7 – Are there risks with the solution provider's team or approach?	**NO**	**Minor**	**YES**		**5**	⇧	**No risks remain with the VAR or the vendor.**
R8- Are the projects human resources appropriately skilled and prepared for the project?	**YES**	**In Progress**	**NO**		**5**	⇔	**Project leadership is experienced.** **Project oversight is engaged.** **Primary vendor and QA vendor engaged.** **Project team is skilled for tasks.** **Tasks are identified in the schedules.**
R9 – Are technology risks being addressed and planned for?	**YES**	**Partially**	**NO**		**5**	⇔	**Technical risks are identified in the Charter, and carried forward to the Risk Matrix as appropriate.** **The team is actively identifying and addressing project risks.**
R10 – Are factors external to the project negatively influencing the project team's ability to succeed?	**NO**	**Minor**	**YES**		**5**	⇧	**The project is almost complete, no external factors to cause delays.**

Assessment Area	Project Deliverables - PR	11/6/2012
Description	*A Verification of Project Deliverables by which the Contractor evaluators if deliverables are appropriately scoped and detailed with respective to the current phase, included but not limited to: Project Management Plan, Change Management, Project Budget, Project Schedule and Project Communications.*	
Overall Rating	*Green*	
Overall Trend	*Steady*	*The prior report was a 4.9 score.*
Overall Score	*Calculated*	**5.0**
Reporting Summary	*The score remained the same this month.* *The project is almost complete. There are some incomplete tasks, but they will not impede project closure. Production support will take over any open tasks once the project is accepted.*	
Recommendations	*By the next report, the project should schedule the activities for the TIER 3 Array Migrations.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
PR1 – Does the project have a clearly defined business case with clear objectives and criteria for success and performance metrics?	YES	In Progress	NO		5	⇔	**CIP ProdSvc SAN Storage document.**
PR2- Have all business, functional and technical requirements been clearly documented and prioritized by stakeholders?	YES	In Progress	NO		5	⇔	**Adequate growth for business use of the SAN is projected in the Business Case.**
PR3- Does the project have a realistic timeline based on a work breakdown structure analysis of required activities?	YES	In Progress	NO		5	⇔	**Much of the work is complete The PM is trying to get firm dates for the Tier 3 Array hardware. The team expects minor to moderate delays.**
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the projects goals?	YES	Partially	NO		5	⇧	**Project is almost complete and is within budget.**
PR5 – Does the project plan contain all tasks required to successfully deliver the project?	YES	Partially	NO		5	⇔	**The PM-level schedule is detailed enough for this project. The technical staff use a more detailed, and differently-organized schedule that generally agrees with the PM-level.**
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	YES	Partially	NO		5	⇔	**The team has overcome delays to finish the project ahead of schedule.**
PR7- Does the project have a formal Change Management Plan? Are changes to scope following these processes?	YES	In Progress	NO		5	⇔	**The adapts well to changes. Most changes have been to the schedule, with no impact on the product scope.**
PR8 – Are communications on the project happening in a timely manner to the right audiences?	YES	Partially	NO		5	⇔	**Communication is appropriate for this project.**
PR9 – Is the Project Manager actively managing schedule and tasks? Is the project plan up to date and accurately reflect project scope?	YES	Partially	NO		5	⇔	**The Project Manager regularly manages the schedule.**
PR10 – Is the Project Manager taking appropriate action in response to the occurrence of issues and risks?	YES	Partially	NO		5	⇔	**The Project Manager is actively addressing Issues and Risks.**

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Assessment Area	Project Management - PM	11/6/2012
Description	*The Project Management assessment area evaluates the projects organization, roles and responsibilities and management oversight to ensure the project has engaged all stakeholders at the appropriate level and is provided clear authority, managerial support and business ownership.*	
Overall Rating	*Green*	
Overall Trend	*Improving*	*The prior report was a 4.6 score.*
Overall Score	*Calculated*	**4.9**
Reporting Summary	*The score increased .3 from the prior report.* *The project did an excellent job if right-sizing the project management functions.*	
Recommendations	*The Project Manager should update the schedule when information is available for the Tier 3 Array Migration hardware delivery.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
PM1 – Does the project have an experienced project manager and executive sponsor assigned to the project?	YES	In Progress	NO		5	⇔	**Both the Project Manager and Sponsor are experienced.**
PM2-Are all project roles and responsibilities clearly defined and assigned?	YES	Partially	NO		5	⇔	**Team members, including vendors, are working well.**
PM3- Is the City effectively leveraging its contractual authority to resolve issues with vendors and subcontractors?	YES	Partially	NO		5	⇧	**The project worked very well with vendor, requiring the vendor to adapt when necessary.**
PM4 – Are the Project Manager, Sponsor and Steering Committee heeding project warning signs and effectively managing risk?	YES	Partially	NO		5	⇔	**The Project Manager and the project team are addressing risks appropriately.**
PM5 – Is the project experiencing negative impacts due to unresolved issues?	NO	Minor	YES		5	⇔	
PM6 – Are business units and end users involved and participating as stakeholder in the project outcomes?	YES	Partially	NO		0		**Often in an infrastructure project, business involvement is minimal.**
PM7 – Is the City properly prepared for the organizational and cultural changes that the project will affect?	YES	Partially	NO		0		**This project will not cause organizational or cultural change.**
PM8 – Has turnover occurred on key roles such as the PM, Sponsor, Steering Committee or leads? If so, are transitions being managed properly?	NO	Minor	YES		5	⇧	**The only significant turnover was handle well, with no impact on the project.**
PM9 – Are accepted industry best practices for project management being followed?	YES	Partially	NO		4	⇔	**The project is following reasonable practices for a short-term infrastructure project.**
PM10 – Does the project team have confidence that the project goals are obtainable given the project scope, budget and timeline?	YES	Partially	NO		5	⇔	**The project team is confident in that the project goals are achievable within scope and timeline. Project Management is confident that the project is achievable within the budget.**

Assessment Area	Product Deliverables - PD	11/6/2012
Description	*A Verification of Product Deliverables by which the Contractor verifies if product deliverables are of acceptable quality and delivered on agreed upon schedule and cost.*	
Overall Rating	*Green*	
Overall Trend	*Steady*	*The prior report was a 4.9 score.*
Overall Score	*Calculated*	**4.9**
Reporting Summary	*The score decreased .1 from the prior report.* *The only factor that changed was due to delays in the Tier 3 Array hardware delivery. The exact delays are unknown. The project expects the delays to be minor.*	
Recommendations		

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
PD1 - Does the project have clear criteria for testing and acceptance?	YES	In Progress	NO		5	⇔	**The task orders are detailed and specific.**
PD2- Is the vendor performing according to contract terms? Are they responsive to issues?	YES	Partially	NO		4	⇔	**The vendor was delayed delivering the Tier 3 Array hardware.**
PD3 - Are the vendor's methodologies and work processes compatible with the City standards and best practices?	YES	Partially	NO		5	⇔	**The VAR adapts to the City standards. Hitachi has standards that fit well with the City. Weekly face-to-face meetings with the VAR and Hitachi have been productive.**
PD4 - Is the vendor showing discipline and diligence to reduce the impacts of change to the project and agreed upon scopes of work?	YES	Partially	NO		0		**No evidence to use as a basis.**
PD5 - Are the vendors demonstrating best practice quality assurance processes and controls in the development of deliverables?	YES	Partially	NO		5	⇔	**The City and Hitachi have strong interaction while defining deliverables.**
PD6 - Are deliverables being provided that meet the business need and are fit for use?	YES	Partially	NO		5	⇔	**Delivered hardware and technical services have been complete and accurate. Documentation has been helpful.**
PD7 – Are deliverables provided of quality that meets or exceeds City requirements?	YES	Partially	NO		5	⇔	**Deliverables meet expectations. Hitachi practices and methods are helpful.**
PD8 - Is proper training, knowledge transfer and documentation accompanying all vendor deliverables?	YES	In Progress	NO		5	⇔	**Hitachi training began. (The City has high expectations for this formalized software training for the SAN staff.)**
PD9 –Is staff turnover occurring on the vendor's project teams? Are contractual processes being followed for the reassignment of vendor staff to the project? Is proper knowledge transfer occurring?	NO	Minor	YES		5	⇔	**Hitachi replaced their Project Manager. The project considers this a positive event. The new PM is more responsive and detail oriented.**
PD10 – Does the project manager have confidence that the vendor is able and committed to deliver the project on schedule with required scope?	YES	Partially	NO		5	⇔	**The City and the vendors have regular face-to-face meetings. These meetings are building the PM's confidence.**