Project Title	Enterprise Network Technology Refresh Project	10/2/2012
Quality Assurance Executive Summary		
Authored by:	*Clifford Smith, PMP* *Case Associates, Inc.*	
Overall Rating	*Green*	
Overall Trend	*Steady*	*This is the initial report, no trend available.*
Overall Score	*Calculated*	**4.8**
Risk Management	*Carried from worksheet*	4.8
Project Deliverables	*Carried from worksheet*	4.7
Project Management	*Carried from worksheet*	4.7
Product Deliverables	*Carried from worksheet*	5.0
Reporting Summary	*The Enterprise Network Technology Refresh project is an infrastructure project. Through the life of the project, the TOC can expect schedule changes as the project team adjusts to other end-user-facing projects and emergency support incidents.* *The project objectives are clearly defined in initiating documents, including the Business Case, the Charter and elaborated in the schedule.* *The schedule is duration based and does not include effort estimates. The project will not be able to develop some of the standard performance metrics that include reporting actual effort against estimates.* *The schedule contains some long-duration tasks. These make actively managing the schedule more difficult.* *The project team is procuring load balancers and access layer equipment. The POs are due in October. QA will have more detail to report at the next TOC meeting.*	
Changes since last report	*This is the Initial Assessment. No prior report available.*	
Current Recommendations	*The project should determine what metrics it has available for effective status communication to oversight bodies, such as the TOC. Then it should define those reporting metrics and seek approval from the oversight bodies.* *The project should try to further break down the longer tasks. Shorter durations will make schedule management more effective.* *Once per month, at the project team meetings, the PM should ensure that the group reviews the higher-level risks. As an alternative, the PM could review the higher-level risks with the risk owner to verify that the risks are being satisfactorily addressed.*	
Status of Prior Recommendations	*This is the Initial Assessment. No prior report available.*	
Individuals Interviewed/Dates	*Maureen Kinzel-Grubbs, Project Manager 8/30/12* *Neal Bialostosky, Technical Lead 9/12/12* *Vinnie Puglia, Project Sponsor, 9/14/12*	
Documents Reviewed/Dates	*The following documents were reviewed in preparation for this report:* *Enterprise Network Technology Refresh Project Task Order for QA* *Enterprise Network Technology Refresh Project Quality Assurance Management Plan (QAMP)* *Enterprise Network Technology Refresh Charter 083012 FINAL* *LAN Network Tech Refresh TOC Introduction (TOC Presentation)* *TOC_LAN_Lifecycle_Replacement - Business Case* *Enterprise Network Technology Refresh project plan 082012* *Enterprise Network Technology Refresh project plan 091112* *Enterprise Network Technology Refresh Project Communication Plan* *Enterprise Network Technology Refresh Project FINAL.Risk.Management.Plan* *Enterprise Network Technology Refresh Project Risk Matrix 072112* *Enterprise Network Technology Refresh Project Steering Committee Agenda 08-29-12* *Steering Committee Enterprise Network Tech Refresh Project 08-29-12 (minutes)* *Enterprise Network Technology Refresh Project Team minutes 8-29-12*	
Meetings Attended/Dates	*Initial Kickoff Meeting, 9/6/12* *Project Team Meeting, 9/12/12* *TOC Presentation 10/2/12*	

Assessment Area	Risk Management - R	10/2/2012
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*	*This is the initial report, no trend available.*
Overall Score	*Calculated*	**4.8**
Reporting Summary	*The Charter contains a good initial list of risks for the project.*	
Recommendations	*Once per month, at the project team meetings, the PM should ensure that the group reviews the higher-level risks. As an alternative, the PM could review the higher-level risks with the risk owner to verify that the risks are being satisfactorily addressed.*	

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**		**The team has a Risk Management Plan that is similar to other projects of similar size and scope.**
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 identifies appropriate mitigation and avoidance strategies.**
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?	**NO**	**Minor**	**YES**		**0**		**QA needs more information.**
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**		**The project is on budget.**
R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	**YES**	**Partially**	**NO**		**4**		**The Project Sponsor is engaged and supportive. Team members are active and enthusiastic. The project is engaging other stakeholders to determine dependencies and potential conflicts.**
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**		**4**		**The City is the solution provider on this project. Staffing levels, availability, and turnover are all risks and are identified in the Risk List.**
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. 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**		

Assessment Area	Project Deliverables - PR	10/2/2012
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*	*This is the initial report, no trend available.*
Overall Score	*Calculated*	**4.7**
Reporting Summary	*The project objectives are clearly defined in initiating documents, including the Business Case, the Charter and elaborated in the schedule.* *The schedule is duration based and does not include effort estimates. The project will not be able to develop some of the standard performance metrics that include reporting actual effort against estimates.* *The schedule contains some long-duration tasks. These make actively managing the schedule more difficult.*	
Recommendations	*The project should determine what metrics it has available for effective status communication to oversight bodies, such as the TOC. Then it should define those reporting metrics and seek approval from the oversight bodies.* *The project should try to further break down the longer tasks. Shorter durations will make schedule maintenance easier.* *The schedule should include more detail about equipment purchases, detailing the purchasing events so they may be tied to the budget in the Charter.*	

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		**The Business Case is clear and detailed.**
PR2- Have all business, functional and technical requirements been clearly documented and prioritized by stakeholders?	YES	In Progress	NO		5		
PR3- Does the project have a realistic timeline based on a work breakdown structure analysis of required activities?	YES	In Progress	NO		5		**The project team collectively developed the schedule. They are capable and confident in the schedule.**
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the projects goals?	YES	Partially	NO		4		**The project has a budget for equipment procurement. The budget is supported by cost estimates from the Technical Lead.** **The project does not have a budget for staff labor. Staff costs will be absorbed by the general fund.**
PR5 – Does the project plan contain all tasks required to successfully deliver the project?	YES	Partially	NO		3		**The project team collectively created the schedule. They are confident in their ability to complete the tasks.** **The schedule includes task durations and assignments. It does not include estimated effort. Also, some task durations are longer than they should be. The project should further break down some of these tasks for effective schedule monitoring.**
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	YES	Partially	NO		5		**The overall schedule is realistic. It is duration based and does not include effort estimates.** **Cost estimates apply only to equipment procurement. These estimates are supported by estimates from the Technical Lead.**
PR7- Does the project have a formal Change Management Plan? Are changes to scope following these processes?	YES	In Progress	NO		5		**BTS has a standard Change Management plan, including forms.** **No changes of scope have yet been identified.**
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 is leading the team through schedule development. All major milestones are incorporated. The team actively manages the schedule in its every-other-week tam meetings.**
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.**

Assessment Area	Project Management - PM	10/2/2012
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*	*This is the initial report, no trend available.*
Overall Score	*Calculated*	**4.7**
Reporting Summary	*The schedule is duration based and does not include effort estimates. The project will not be able to develop some of the standard performance metrics that include reporting actual effort against estimates.* *The schedule contains some long-duration tasks. These make actively managing the schedule more difficult.*	
Recommendations	*The project should determine what metrics it has available for effective status communication to oversight bodies, such as the TOC. Then it should define those reporting metrics and seek approval from the oversight bodies.* *The project should try to further break down the longer tasks. Shorter durations will make schedule maintenance easier.*	

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 understand their roles and are working well together.**
PM3- Is the City effectively leveraging its contractual authority to resolve issues with vendors and subcontractors?	YES	Partially	NO		0		
PM4 – Are the Project Manager, Sponsor and Steering Committee heeding project warning signs and effectively managing risk?	YES	Partially	NO		5		**The Project Manager is 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		**No turnover yet identified.**
PM9 – Are accepted industry best practices for project management being followed?	YES	Partially	NO		3		**The project is not tracking labor estimates and will not be able to labor-cost-related success metrics.** **The project will need to determine what metrics is can and will report to oversight bodies.** **Some schedule tasks are too long and the PM may be able to further break them down to enable monitoring.** **Budget estimates are for equipment procurement.**
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	10/2/2012
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*	*This is the initial report, no trend available.*
Overall Score	*Calculated*	**5.0**
Reporting Summary	*The project team is procuring load balancers and access layer equipment. The POs are due in October. QA will have more detail to report at the next TOC meeting.*	
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**		**0**		
PD2- Is the vendor performing according to contract terms? Are they responsive to issues?	**YES**	**Partially**	**NO**		**0**		
PD3 - Are the vendor's methodologies and work processes compatible with the City standards and best practices?	**YES**	**Partially**	**NO**		**0**		**The equipment vendors will not entail methodologies or work processes.**
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**		**0**		**No evidence to use as a basis.**
PD6 - Are deliverables being provided that meet the business need and are fit for use?	**YES**	**Partially**	**NO**		**0**		**No evidence to use as a basis.**
PD7 – Are deliverables provided of quality that meets or exceeds City requirements?	**YES**	**Partially**	**NO**		**0**		**No evidence to use as a basis.**
PD8 - Is proper training, knowledge transfer and documentation accompanying all vendor deliverables?	**YES**	**Partially**	**NO**		**0**		**No evidence to use as a basis.**
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?	**YES**	**Partially**	**NO**		**0**		
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 long history. When the City orders the equipment, it expects that deliveries will be timely.**