Project Title	Enterprise Network Technology Refresh Project	8/12/2013
Quality Assurance Executive Summary		
Authored by:	*Clifford Smith, PMP* *Case Associates, Inc.*	
Overall Rating	*Green*	
Overall Trend	*Steady*	*Prior report rating: 4.7*
Overall Score	*Calculated*	**4.9**
Risk Management	*Carried from worksheet*	5.0
Project Deliverables	*Carried from worksheet*	4.9
Project Management	*Carried from worksheet*	4.8
Product Deliverables	*Carried from worksheet*	4.9
Reporting Summary	*The Enterprise Network Technology Refresh project is an infrastructure project.* *The project objectives were clearly defined in initiating documents, including the Business Case, the Charter and elaborated in the schedule.* *The schedule was duration based and did not include effort estimates.* *Though the project will continue, TOC oversight concludes with the 8/19/13 TCO meeting.* *The Services Layers tasks were dependent on resources from Information Security (InfoSec).* *Recent turnover in that group delayed completion of the migration to 8/5/13.* *The project team was well-skilled and worked together well.*	
Changes since last report	*The Enterprise Network Technology Refresh project worked with other projects in the COP. In recent months, some tasks shifted due to dependencies on those other projects. Recent turnover in InfoSec delayed the Services Layers completion. These delays move the completion to 8/5/13. These are the first changes to affect the project completion date of 7/31/13.* *The project team has been installing equipment and has encountered no problems that affect network performance.* *The team has been working off hours to complete this project. Nevertheless the team remains committed and morale is high.*	
Current Recommendations	*The project completed all tasks planned for the TOC oversight period. There are no recommendations.*	
Status of Prior Recommendations	*All QA suggestions were carefully considered and appropriately implemented.*	
Individuals Interviewed/Dates	*Maureen Kinzel-Grubbs, Project Manager 6/24/13, 7/3/13, 7/18/13 (phone), 8/1/13*	
Documents Reviewed/Dates	*TOC_Project_Update_v5 (2) April 2013 (PM's report to the TOC)* *Enterprise Network Tech Refresh_May 2013 (PM's report to the TOC)* *Enterprise Network Technology Refresh project plan 06-03-13 (MS/Project Schedule)* *Enterprise Network Technology Refresh project plan 07-23-13* *Enterprise Network Technology Refresh Project Steering Committee Agenda 07-23-13* *Enterprise Network Tech Refresh_July 2013* *Enterprise Network Tech Refresh TOC update July 2013* *Enterprise Network Tech Refresh TOC update August 2013 - Rev 2*	
Meetings Attended/Dates	*TOC Presentation 7/15/13, 8/19/13* *Project Steering Meeting 5/20/13, 7/3/13* *Project Team Meeting 6/5/13, 7/3/13, 8/7/13*	

Assessment Area	Risk Management - R	8/12/2013
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*	*Prior report rating: 4.7*
Overall Score	*Calculated*	**5.0**
Reporting Summary	*The rating for this sheet increased by .3 from the prior report.* *The project planned ahead for risks and adapted well when external dependencies dictated.*	
Recommendations	*None.*	

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. All risks are closed on the Risk Matrix.
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?	Minor	Minor	YES		5	⇧	The PCI site switches (WAN switches) were delayed by 2 months. The equipment was received and installed. The Services Layers were delayed due to an external dependency on the Information Security (InfoSec) group. InfoSec staff completed their tasks and the project team completed theirs. This project completed all tasks within 1 week of the original schedule.
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 under budget for 2013-13: at 491,200 of the $500,000. The costs include expenses added after the project began for equipment movement, QA services, and PCI switches.
R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	YES	Partially	NO		5	⇔	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?	Minor	Minor	YES		5	⇧	The team completed all tasks. The team showed strong commitment and flexibility. The team experienced no turnover.
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 schedule.
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 actively identified and addressed project risks. The project installed Cisco equipment. This reduced risk of incompatibility issues.
R10 – Are factors external to the project negatively influencing the project team's ability to succeed?	Minor	Minor	YES		5	⇧	The project is worked with other projects (P-series, HNAS, and VM-Ware) to identify dependencies and refine the schedule. Task dates changed throughout the project. Recent turnover in the InfoSec group moved the Services Layers completion into early August; past the planned project completion date of 7/31/13. The team dealt well with external influences very well.

Assessment Area	Project Deliverables - PR	8/12/2013
Description	*A Verification of Project Deliverables by which the Contractor evaluates if deliverables are appropriately scoped and detailed with respect 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*	*Prior report rating: 4.8*
Overall Score	*Calculated*	**4.9**
Reporting Summary	*The rating for this sheet increased by .1 from the last report.* *The project objectives were clearly defined in initiating documents, including the Business Case, the Charter and elaborated in the schedule.* *The schedule was duration based and did not include effort estimates.* *The project adapted to external dependencies. A dependency on InfoSec delayed the Services Layers migration to 8/5/13 - slightly after the planned project end date of 7/31/13.*	
Recommendations	*None.*	

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 timeline was cooperatively developed by the project manager, technical lead and the project team. All were comfortable with the timeline. The team collaborated on all schedule changes as they adapted to changing external dependencies.
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the projects goals?	YES	Partially	NO		5	⇔	The project had a budget for equipment procurement. The budget was supported by cost estimates from the Technical Lead. The project was under budget for 2013-13:at $491,200 of the $500,000. The project does not have a budget for staff labor. Staff costs was be absorbed by the general fund. The project incurred no cost overruns.
PR5 – Does the project plan contain all tasks required to successfully deliver the project?	YES	Partially	NO		4	⇔	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.
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	YES	Partially	NO		5	⇧	The overall schedule was realistic. It was duration based and did not include effort estimates. Cost estimates apply only to equipment procurement. The estimates were supported by the Technical Lead. The project adapted to external dependencies from other projects as well as delayed equipment deliveries. The external dependency on InfoSec moved the Services Layers migration to 8/5/13. The prior project end date was 7/31/13.
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 were identified.
PR8 – Are communications on the project happening in a timely manner to the right audiences?	YES	Partially	NO		5	⇔	Communication was 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 and the team managed the schedule in every-other-week team meetings. All major milestones were incorporated.
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	8/12/2013
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*	*Prior report rating: 4.8*
Overall Score	*Calculated*	**4.8**
Reporting Summary	*The rating for this sheet stayed the same from the prior report.* *The schedule was duration based and did not include effort estimates.* *The team adjusted some task dates due to external dependencies. The team collaboratively updated the schedule to account for the impact of external dependencies.*	
Recommendations	*None.*	

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 worked well together.
PM3- Is the City effectively leveraging its contractual authority to resolve issues with vendors and subcontractors?	YES	Partially	NO		4	⇔	The City is working with Cisco on a performance problem with the switch management reporting. The issue is not service affecting. The vendor acknowledges the problem and there is an interim work around. Cisco is working on a new release, but has not specified a date. The project team has contingencies if the problem worsens.
PM4 – Are the Project Manager, Sponsor and Steering Committee heeding project warning signs and effectively managing risk?	YES	Partially	NO		5	⇔	The Project Manager actively addressed Risks and Issues.
PM5 – Is the project experiencing negative impacts due to unresolved issues?	NO	Minor	YES		5	⇔	The team reacted well to external dependencies.
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.
PM9 – Are accepted industry best practices for project management being followed?	YES	Partially	NO		4	⇔	The project is not tracking labor estimates and is not able to present labor-cost-related success metrics. The team refined the long-duration tasks into shorter tasks. The team collaboratively updates the schedule to account for changes, especially those caused by external dependencies. 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	⇔	Throughout the project, the team remained confidant in the schedule and budget.

Assessment Area	Product Deliverables - PD	8/12/2013
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*	*Prior report rating: 4.7*
Overall Score	*Calculated*	**4.9**
Reporting Summary	*The rating for this sheet increased by .2 from the prior report.* *Equipment installation is complete. There are no reported failures.* *Cisco has a problem with management reporting from their switches. Cisco provided a workaround that seems to lower CPU spikes. Though this is initial progress, the problem is not yet solved. Cisco was slow to acknowledge the problem.*	
Recommendations	*None.*	

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 Core equipment is installed in parallel and monitored. The other equipment is tested when installed. No failures reported.
PD2- Is the vendor performing according to contract terms? Are they responsive to issues?	YES	Partially	NO		4	⇔	Cisco has a problem with management reporting from their switches. Cisco provided a workaround that seems to lower CPU spikes. Though this is initial progress, the problem is not yet solved. Cisco was slow to acknowledge the problem.
PD3 - Are the vendor's methodologies and work processes compatible with the City standards and best practices?	YES	Partially	NO		0		
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		
PD5 - Are the vendors demonstrating best practice quality assurance processes and controls in the development of deliverables?	YES	Partially	NO		5	⇔	There have been no equipment failures either at delivery or installation.
PD6 - Are deliverables being provided that meet the business need and are fit for use?	YES	Partially	NO		5	⇔	The management reporting issue notwithstanding, the installed equipment is performing as expected.
PD7 – Are deliverables provided of quality that meets or exceeds City requirements?	YES	Partially	NO		5	⇧	The installed equipment is performing as expected for the network data transfer. (Metric PD2 describes the switch management reports issue.)
PD8 - Is proper training, knowledge transfer and documentation accompanying all vendor deliverables?	YES	Partially	NO		5	⇔	Staff is skilled at installation and monitoring of the new equipment. They require no separate training.
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. Even considering recent delivery delays, the City expects that remaining deliveries will be timely.

City of Portland

Technology Oversight Committee Quality Assurance Guidelines

1 About this document

This document defines the Quality Assurance (QA) services and deliverables required by the City of Portland Technology Oversight Committee of selected quality assurance vendors to support its role to provide oversight to selected city project. These guidelines will enable all quality assurance vendors to provide services in a and Planning[1] and State of New Mexico Department of Information Technology[2] as well as other examples of QA services on projects within the city like the Public Safety Systems Revitalization Program[3]. See Section 5 - Reference Materials for more information.

For the purposes of this document "Contractor" refers to the firm on selected and under contract to provide quality assurance services to the Technology Oversight Committee.

This document is posted online at: http://www.portlandonline.com/omf/index.cfm?c=56407

2 Authority

As directed by council resolution 36844 the City of Portland Office of Management and Finance(OMF) is responsible for creating an independent citizen oversight committee for specific City of Portland technology projects. The Bureau of Technology Services Administrative Rule BTS-1.07 Technology Project Oversight defines

City's business practices. The City will adopt an approach to these projects that applies project management, citizen oversight and quality assurance. One component of project oversight will be addressed through ongoing review from an independent citizen Technology Oversight Committee (TOC). One component of quality assurance will be addressed by having projects contract for services with a qualified, external quality assurance firm."

3 Introduction to the QA Guidelines

3.1 Purpose

The purpose of the QA guidelines is to establish common, repeatable standards for the delivery of QA services and deliverables for all QA efforts done on behalf of the Technology Oversight Committee.

3.2 Quality Assurance Approach

To ensure that the appropriate quality management and risk management activities are conducted these guidelines are based on the Project Management Institute's (PMI) Standard as described in the Project Management Body of Knowledge (PMBOK), Fourth Edition, 2008. This includes activities of Quality Assurance and Quality Management that determine the quality policy, objectives, and responsibilities, and implements For the purpose of this document, the term "quality standards" shall refer to both Project "process" and "product" quality standards. "Process" quality standards shall cover organizational influences, management support, decision drivers, project management, schedule, resourcing, experience, and others. "Product" quality standards shall cover product content, design, development, deployment, environment, technology,

3.2.1 Definitions

Quality Assurance

"Quality Assurance" means the project is adhering to project management disciplines, planned and performed according to its project plans and that such adherence can be verified by an independent

Quality Management

"Quality Management" is defined as "a subset of project management that includes the process required to assure that the Project shall satisfy the needs for which it was undertaken." Quality Management consists of activities in quality planning, quality assurance, and quality control

Verification

"Verification" means the project is adhering to project management disciplines, planned and performed according to its project plans and that such adherence can be verified by an independent examination of

Independent

"Independent" means autonomous and impartial verification and validation assessment of a project's adherence to project management plans and compliance with business requirements. These independent assessments are performed by an entity that is not responsible for developing the product or performing the

3.3 Overview of Contractor Tasks, Deliverables and Processes

The QA Contractor shall perform the following tasks:

1. Develop Quality Assurance Management Plan
2. Conduct Initial Review and Assessment
3. Provide Monthly Reviews and Reports
4. Post implementation Assessment Report

By virtue of the Contractor successfully completing these tasks the Technology Oversight Committee is able to provide oversight to help ensure the City of Portland that the project team and Contractors are applying best practices in project and quality management. This includes the delivery of products that meet business requirements for the project in respect to schedule, cost, scope, functionality, security, and other relevant

3.3.1 Develop Quality Assurance Management Plan

The Contractor is responsible for developing a QA Management Plan for the task order that defines the deliverables, timelines, frequency, and Contractor personnel assigned for the duration of the task order. Following the acceptance of the QA Management Plan by the city the next report will usually be the Initial Assessment Report provided by the Contactor. The Contractor should specify in the QA Management Plan a list of inputs from the City that is needed to perform quality assurance. This would include but is not limited to; all project documentation, formal solicitations (RFP) and contracts as well as access to key staff such as

3.3.2 Initial Review and Assessment

The Contractor is responsible for conducting an initial review of project risks and activities to produce an initial assessment of the project. The initial assessment should include:

- A Risk Management assessment by which the Contractor evaluates the effectiveness of the risk management strategy and planning for the project. This includes specific assessment of the Risk
- A Verification of Project Deliverables by which the Contractor evaluates if deliverables are appropriately scoped and detailed with respective to the current phase, included but not limited to: Project Management Plan, Project Requirement, Project Budget, Project Schedule and Project Communications. This includes specific assessment of the Project Deliverables metrics and criteria documented in Section 6 of
- A Project Management assessment that 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. This includes specific assessment of
- 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. This includes specific assessment of the Product Deliverables metrics and criteria documented in Section 6 of this document.

3.3.3 Provide Monthly Reviews and Reports

The Contractor shall provide monthly reports to the Technology Oversight Committee. These reports will appraise the current status of the project and track issues, trends and recommendations. The monthly reports shall reflect the current phase of the project and should be tailored to the project respective of risk, The Contractor should include the baseline established in the initial assessment deliverable and track the progress of the metrics at each monthly report. This report shall also include an executive summary of project progress and a forward looking calendar of significant deadlines, decisions and milestones that need Monthly reports shall be delivered to the Technology Oversight Committee following the format established in Section 6 which includes a written report and a presentation of report information. Reports shall be submitted to the City Project Manager, Bureau Director, CTO and CAO 10 business days prior to the monthly meeting to provide review and feedback. The final version shall be provided to the Technology

3.3.4 Post Implementation Assessment Report

Ninety days following the completion of the project the Contractor should provide a post implementation report. This report will assess if the business and technical objectives were achieved based on project scope and acceptance criteria. The Contractor shall validate if prior established project outcome metric and

4 Reporting Schedule

Unless specified otherwise in the task order the Contractor will follow a monthly cycle for reporting QA status. Monthly reports shall be delivered to the Technology Oversight Committee following the format established in Section 6 which includes a written report and a presentation of report information. Reports shall be submitted to the City Project Manager, Bureau Director, CTO and CAO 10 business days prior to the monthly meeting to provide review and feedback. The final version shall be provided to the Technology Oversight Committee no less
Week 1-2 Contractor conducts interview, verifies and drafts assessment and reports.
Week 3 - Draft report and presentation distributed for review by City staff.
Week 4 - Contractor delivers report and presentation to the Technology Oversight Committee.

5 Reference Materials

These documents provided accepted best practice and guided the formation of the Quality Assurance Guidelines for the Technology Oversight Committee.

A Guide to the Project Management Body of Knowledge (PMBOK Guide) Fourth Edition, 2008 Project Management Institute. http://www.pmi.org/en/PMBOK-Guide-and-Standards/Standards-Library-of-PMI-Global-

1 http://www.oregon.gov/DAS/EISPD/ITIP/IT_Investment_Oversight.shtml
2 www.doit.state.nm.us/docs/project_oversight/proj_mgmt_templates/QAIVVGuidelines.doc
3 https://www.portlandonline.com/omf/index.cfm?c=44868

6 Initial Review and Monthly Quality Assurance Templates and Metrics

For each assessment area defined in section 3.3.2 Initial Review and Assessment a rating should be provided to describe the Contractors evaluation of that aspect of the project. Reports delivered to the TOC should include both written reports and a formal presentation of findings. Reports should contain but are not limited to the

- Executive Summary of report findings
- Detailed project area assessments using the format provided below.
- A summary of all project assessment areas ratings metrics ratings that have changed since the last
- The status of prior recommendations

As defined in section 3.3.2 Initial Review and Assessment these should include but are not limited to:

- Risk Assessment
- Verification of Project Deliverables
- Project Management Assessment
- Product Deliverables Assessment

Assessment areas shall be evaluated using a series of metrics that contribute to the overall rating for the area. Rating and Metrics associated with an Assessment area shall be rated using the following Green, Yellow, Red

GREEN - All scope, budget, schedule or quality assurance issues are manageable by the project team and are being resolved in an appropriate timeframe (30 days for short term projects and 60 days for long term projects).

YELLOW - All scope, budget, schedule or quality assurance issues are manageable but one or more require escalation to the projects steering committee for management intervention and resolution following the timeframe for escalated issue resolution (45 days for short term projects and 60 days for long term projects).

RED – Scope, budget, schedule or quality assurance issues have been escalated to project governance but intervention and resolution have not yet occurred resulting in significant risk to scope schedule or budget. Issues at this level are likely to require intervention from Bureau leadership, CTO/CAO or the Technology Oversight

The following worksheets of this workbook contains the Quality Assurance Reporting Template.