

Project Title	Office 365	Reporting Date: 8/12/2013
Quality Assurance Executive Summary		
Authored by:	<i>Clifford Smith, PMP Case Associates, Inc.</i>	
Overall Rating	<i>Yellow</i>	
Schedule Rating	<i>Red</i>	<i>The project can expect schedule changes and likely schedule increases as the new PM validates the schedule and manages projects risks. Schedule-related metrics assigned red: R7, R10, PR3, PR6</i>
Budget Rating	<i>Yellow</i>	<i>The project can expect budget changes as the schedule likely increases. Budget-related metrics assigned red: PR5, PR6</i>
Scope Stability Rating	<i>Yellow</i>	<i>Some important project tasks are not yet defined. Scope-related metrics assigned red: PM1, PM8 (note: In this context, scope is 'how the work is to be accomplished,' as well as product scope)</i>
Overall Trend	<i>This is the initial report. No trend data</i>	
Overall Score	<i>Calculated</i>	3.3
Risk Management	<i>Carried from worksheet</i>	3.2
Project Deliverables	<i>Carried from worksheet</i>	3.0
Project Management	<i>Carried from worksheet</i>	3.0
Product Deliverables	<i>Carried from worksheet</i>	3.9
Reporting Summary	<i>The PM was replaced. The new PM is validating the schedule and budget. The schedule requires more detail, such as end user tasks for testing, training, and other deployment tasks. The schedule is very tight and may change when the current PM validates the testing, training, and deployment methods. Schedule changes will likely cause budget changes. The PMO will replace the current PM. However, the project is progressing to the pilot stage.</i>	
Changes since last report	<i>This is an Initial Assessment and there are no Prior Recommendations.</i>	
Current Recommendations	<i>The Project should identify additional risks. This could be part of a larger project-wide Risk Management meeting, or a Risk Mgmt. agenda item in the regular meetings. Carry Assumptions from the Charter forward to the Risk Matrix. Expand the Risk Matrix to include risk response plans and status for each risk. Finalize the schedule and budget. Finalize end user training plans, particularly any needed funding for presentation-based training. Finalize day-1 floor support needs for end user deployments. Identify funding options for potential new and additional costs for training and staff for a longer project. Clearly define project roles, communications, and approach for all project participants. The Planet Tech. work has been acceptable. But the city must be more assertive to ensure that deliverables meet the needs of the project.</i>	
Status of Prior Recommendations	<i>This is an Initial Assessment and there are no Prior Recommendations.</i>	
Individuals Interviewed/Dates	<i>Maribel Villanueva 7/10/13 Emily Rice 7/30/13, 8/1/13, 8/7/13 Mark Van Patten 8/1/13</i>	

Documents Reviewed/Dates	<i>Office 365 Migration- Business Case</i> <i>Release Strategy</i> <i>Office 365 Project Charter</i> <i>Office 365 Executive Steering Committee Charter</i> <i>Project 365 Org Chart</i> <i>Office 365 Project Introduction to TOC_May 2013</i> <i>Office 365_Bureau Update_July 2013</i> <i>O365 Exec Steering Committee Status070413</i> <i>O365 Exec Steering Committee - Agenda 7-18-13</i> <i>ESC - Office 365 Presentation 7-18-13 R2</i> <i>Office 365 Project Teams- Agenda 7-15-13</i> <i>Office 365 Teams Meeting 7-15-13</i> <i>Office 365 Project (schedule)</i> <i>Office 365 Project 2013 07 23 (schedule)</i> <i>Risk Issues Matrix</i> <i>Risk-Management-Plan</i> <i>Office 365 Staffing cost estimate 080813</i> <i>Project 365 Roles and Responsibilities v2</i>
Meetings Attended/Dates	<i>Teams Meeting, 7/15/13</i> <i>Executive Steering Committee, 7/18/13, 8/1/13</i> <i>TOC Report Review w/PMO Mgr. and new PM 8/9/13</i>

Assessment Area	Risk Management - R	Reporting Date: 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	Yellow	Five metrics are yellow. Two metrics are red. Planning assumptions and the impact of PM turnover are the primary risks causing the red assignments.
Overall Trend	This is the initial report. No trend data available.	As the project identifies and manages risks, the TOC can expect variances in the schedule and budget.
Overall Score	Calculated	3.2
Reporting Summary	<p>The Office365 project is encountering high risks. Planning assumptions are to be revisited since the replacement of the PM. The interim PM has been replaced with a permanent PM. A new function is being added to the project, Change Management. This will need to be integrated into the project management structure. This is while the project is deploying to the pilot users.</p> <p>Bureaus may not be clear enough about testing, pilot, or training.</p> <p>As the new PM validates the schedule and budget, other processes are also to be finalized, including training and the actual migration groups.</p> <p>The TOC can expect changes to the schedule and budget.</p>	
Recommendations	<p>The PM and QA should meet to identify additional risks. This could be part of a larger project-wide Risk Management meeting, or a Risk Mgmt. agenda item in the regular meetings.</p> <p>Carry Assumptions from the Charter forward to the Risk Matrix.</p> <p>Expand the Risk Matrix to include risk response plans and status for each risk.</p> <p>Finalize the schedule and budget.</p>	

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		4		Yes. The plan is not final. But the current draft describes the RM processes. Some steps have already been taken, such as initial risk gathering and establishing a Risk Matrix.
R2- As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?	YES	Partially	No		3		Some project risks are being discussed as part of usual project management activities. Some risks were identified early in the project. More risks are being identified during meetings that are not being captured in the Risk Matrix. Project assumptions from the Charter have not been carried forward to the Risk Matrix.
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?	NO	Minor	YES		3		The prior PM issued a schedule to be used as a baseline on 7/19/13. However, the new PM has not distributed the schedule. The PM will verify/validate the schedule before distributing it to be used as a baseline. The new PM does not yet know if the project is missing any milestones and will verify with the project team. No schedule variances are known.
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		4		The prior PM issued a budget. The new PM verify/validate the budget before distributing it as a baseline.

R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	YES	Partially	NO		4	<p>PPB is out of scope for this project.</p> <p>Bureaus (the subset that sends representatives to the Teams and Steering meetings) do not seem clear on the project approach or their responsibilities.</p> <p>Each Bureaus has a liaison tied to a BTS Technical Business Consultant (TBC). All have established contact.</p>
R6 – Do business and technology leadership have shared expectations for urgency and priority?	Yes	Partially	NO		4	<p>The bureaus that receive credit card payments share an urgency to be PCI-compliant.</p> <p>The urgency from Microsoft is not likely to be shared by business users. Though business users will understand the need for this change, they will see it as a risk without much benefit.</p> <p>The project has not been able to identify pilot users of the 300 licenses purchased.</p> <p>End users are eagerly looking forward to additional e-mail storage.</p>
R7 – Are there risks with the solution provider’s team or approach?	NO	Minor	Yes		2	<p>Bureaus will be responsible for testing their own <i>non-vertical</i> apps. BTS will assist as requested. This risks ineffective testing and raises the risk of issues at deployment.</p> <p>Testing approach assumes very quick turnaround by support/coding staff to keep project on schedule.</p> <p>The project is developing presentation-based training for end users. This may help ease the acclimation to the Office2013 Ribbon.</p> <p>Some Office uses may not be easy for a user to rework their approach to their daily tasks. To identify these, the project is establishing Training Coordinators in each bureau. This will help users redesign the few tasks that require it.</p> <p>The project may have underestimated the need for on-the-floor support for first day (or 2) of use.</p> <p>The schedule assumes very high deployment velocity and defines 9 deployment groups that are not delineated by bureau or other business-related groups. The project has a high risk of not completing by April 2014.</p>
R8- Are the project's human resources appropriately skilled and prepared for the project?	YES	In Progress	NO		3	<p>As the project is currently defined, it may have suitable skills for the work.</p> <p>However, the project may need more training and support staff assigned or purchased from a vendor.</p>
R9 – Are technology risks being addressed and planned for?	YES	Partially	NO		3	<p>The project hired a vendor to specific expertise to technology risks.</p> <p>The project is planning small initial pilots to validate the approach and reduce risk.</p> <p>More risks should be captured in the Risk Matrix. Strategies and status should be described for each risk.</p>
R10 – Are factors external to the project negatively influencing the project team’s ability to succeed?	NO	Minor	YES		2	<p>BTS is assigning a new Change Manager that may change some of the project's approach.</p> <p>The Communications Manager associated with the project is leaving City service.</p> <p>These external influences may improve the project, but they may also delay the project somewhat.</p> <p>The Windows-7 replacement is due to complete by December. It is a prerequisite for the Office2013 deployment.</p> <p>The PM was recently replaced with an interim PM. The interim PM was later replaced by a permanent PM.</p>

Assessment Area	Project Deliverables - PR	Reporting Date: 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	Yellow	Five metrics are yellow. Three metrics are red. The schedule must be validated by the new PM. New tasks should be added and the overall timeline may change.
Overall Trend	This is the initial report. No trend data	The PM is validating the schedule and budget.
Overall Score	Calculated	3
Reporting Summary	The prior PM created a schedule. But it was lacking some necessary tasks and may have been built on some invalid assumptions. The new, interim PM is validating the schedule and budget.	
Recommendations	Finalize end user training plans, particularly any needed funding for presentation-based training. Finalize day-1 floor support needs for end user deployments. Identify funding options for potential new and additional costs for training and staff for a longer project.	

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 cites several compelling reasons for the Office365 upgrade. The implied objectives are to avoid potential loss of vendor support, add email storage, and DR capabilities. PCI compliance is not addressed in the Business Case.
PR2- Have all business, functional and technical requirements been clearly documented and prioritized by stakeholders?	YES	In Progress	NO		3		In one sense there are no new functional requirements to satisfy. However, there are functions in Office2003 that are significantly different in Office2013. It may not be reasonable to expect some users to figure out how to modify their processes for Office2013.
PR3- Does the project have a realistic timeline based on a work breakdown structure analysis of required activities?	YES	In Progress	NO		2		Several factors may change the project schedule. Practical deployment velocity and user training needs may slow the project. The new PM must validate the schedule. Assumptions and risks must be addressed before the new PM can validate the current schedule.
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the project's goals?	YES	Partially	NO		3		The new PM must validate the budget. Items that may affect the budget include additional training costs and a longer project schedule.

PR5 – Does the project plan contain all tasks required to successfully deliver the project?	YES	Partially	NO		2	<p>The project may need more training resources for active training. The project may also need day-1 floor support resources (perhaps not if the training is stronger)</p> <p>The project may not be taking enough active control of the testing process where they do not have vertical applications staff.</p> <p>The schedule has no tasks defined for the end users testing their applications.</p> <p>The schedule does not have tasks assigned for software remediation. Most such work will be on Access applications. This will be difficult to estimate. but the project should confirm the availability of staff should they be needed.</p>
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	YES	Partially	NO		2	<p>The schedule is aggressive from the beginning and does not allow for contingency. When the deployment velocity is determined, and the deployment groups are finalized, there will likely be more groups and a longer timeline.</p> <p>Costs may increase for user training and staff to support a longer project schedule.</p>
PR7- Does the project have a formal Change Management Plan? Are changes to scope following these processes?	YES	Partially	NO		3	<p>No, the project does not have a CMP. The new PM will follow reasonable steps to control project scope.</p>
PR8 – Are communications on the project happening in a timely manner to the right audiences?	YES	Partially	NO		4	<p>The prior PM complained of extreme restrictions on communication with bureaus outside of BTS. The new PM is not having the same difficulty.</p> <p>Communication with Steering and project sub-teams is occurring at regular meetings.</p> <p>BTS TBCs communicate with Bureau liaisons.</p>
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		3	<p>The prior PM created a schedule and was maintaining the %complete for tasks.</p> <p>The new PM will validate the schedule for completeness and viability.</p>
PR10 – Is the Project Manager taking appropriate action in response to the occurrence of issues and risks?	YES	Partially	NO		3	<p>The new PM is considering reported risks while validating the inherited schedule. Action will be in the form of a new schedule and budget. (note: The Risk Management sheet in this report has recommendations regarding Risk identification and management.)</p>

Assessment Area	Project Management - PM	Reporting Date: 8/12/2013
Description	<i>The Project Management assessment area evaluates the project's 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.</i>	
Overall Rating	Yellow	<i>Four metrics are yellow. Two metrics are red. Communications and project approach must be clearly defined for all participants.</i>
Overall Trend	<i>This is the initial report. No trend data</i>	
Overall Score	<i>Calculated</i>	3.0
Reporting Summary	<i>The PMO assigned a permanent PM to replace the interim PM. Turnover at the PM position can decrease project morale, lead to disconnects in planning and execution, and hinder consistent vendor management. At project meetings, some bureaus express a need for clarity for testing, pilots, and training.</i>	
Recommendations	<i>Clearly define communications, and approach for all project participants.</i>	

Metric	Green 5 points	Yellow 3 points	Red 1 points 0 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		2		The original PM was released from the project. The current PM is skilled and experienced. But the PMO assigned another PM to replace the current interim PM. The Executive Sponsor is very experienced and engaged with the project.
PM2-Are all project roles and responsibilities clearly defined and assigned?	YES	In Progress	NO		3		The project has a Roles and Responsibilities document from May '13. Though the project does not have a Comm plan, The R&R document is an excellent start and needs a Comm Matrix to serve as a Comm Plan. The Charter does not define roles. No document narrates the project approach. Business end users are not clear on their role in testing.
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		0		This is the Initial Assessment and there have been no prior warnings from QA.
PM5 – Is the project experiencing negative impacts due to unresolved issues?	NO	Minor	YES		4		The prior PM developed schedule 7/23/13. However, the current PM is validating the schedule. The schedule seems to be missing some important tasks. But there have been no reported variances yet.
PM6 – Are business units and end users involved and participating as stakeholder in the project outcomes?	YES	Partially	NO		4		Bureaus do not seem clear on the project approach or their responsibilities. Some bureaus attend team and steering meetings. BTS has TBCs assigned to each bureau. All bureau liaisons have been in contact with their TBCs.

PM7 – Is the City properly prepared for the organizational and cultural changes that the project will affect?	YES	Partially	NO		0		The project will not cause significant cultural or organizational changes.
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		2		The original PM was released from the project. The interim PM was replaced by a permanent PM. This turnover is happening just as the project is finalizing planning and beginning execution.
PM9 – Are accepted industry best practices for project management being followed?	YES	Partially	NO		3		The project has no Communication Plan (though the Roles and Resp. document is a good start), or a PMP. The schedule is being validated, this will validate the budget. The project does have some basic documents and a schedule that must be validated and likely enhanced.
PM10 – Does the project team have confidence that the project goals are obtainable given the project scope, budget and timeline?	YES	Partially	NO		3		Mixed. Steering and Teams both show varying confidence in the testing approach, the large pilot, lack of training. All consider the target date aggressive. But they are supportive and open to input from project leadership.

Assessment Area	Product Deliverables - PD	Reporting Date: 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	Yellow	Three metrics are assigned yellow. Planet Tech must be sensitized to deliver according to the project needs.
Overall Trend	This is the initial report. No trend data	
Overall Score	Calculated	3.9
Reporting Summary	For this report, the Product Deliverables are based on the work provided by Planet Technologies. They are working on the Active Directory Migration. Future reports may consider a training vendor, and Microsoft consulting, Office 365, and Office 2013. The Planet work has been acceptable. But the city must be more assertive to ensure that deliverables meet the needs of the project.	
Recommendations	The Planet Tech. work has been acceptable. But the city must be more assertive to ensure that deliverables meet the needs of the project.	

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		3		Testing their <i>non-vertical apps</i> . is up to the bureaus, with some support, but out of BTS control. That is not the worst scenario since the project will test a back out process that will mitigate the risk associated with less rigorous testing.
PD2- Is the vendor performing according to contract terms? Are they responsive to issues?	YES	Partially	NO		4		Planet Tech. is performing to plan. PM is sensitizing them to the need to fit their work into the overall project goals.
PD3 - Are the vendor's methodologies and work processes compatible with the City standards and best practices?	YES	Partially	NO		3		The PM is working with vendor to focus them on project expectations. They need more improvement.
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 scope changes yet identified. The potential need to include .pst's in the project could bring this metric into effect.
PD5 - Are the vendors demonstrating best practice quality assurance processes and controls in the development of deliverables?	YES	Partially	NO		4		Planet delivers. But some follow up is required to validate assumptions and see that the deliverables fit into the project.
PD6 - Are deliverables being provided that meet the business need and are fit for use?	YES	Partially	NO		4		Planet delivers. But some follow up is required to validate assumptions and see that the deliverables fit into the project.
PD7 - Are deliverables provided of quality that meets or exceeds City requirements?	YES	Partially	NO		4		Planet delivers. But some follow up is required to validate assumptions and see that the deliverables fit into the project.
PD8 - Is proper training, knowledge transfer and documentation accompanying all vendor deliverables?	YES	Partially	NO		5		The vendor is working with City staff and delivering "chair to chair" mentoring.
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		5		None.
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		3		The vendor project team seems strained by other obligations. They have been responsive to expectations of improvement.