

Project Title	Office 365	Reporting Date: 3/10/2014
Quality Assurance Executive Summary		
Authored by:	Clifford Smith, PMP Case Associates, Inc.	
Overall Rating	Yellow	
Schedule Rating	Yellow	Deployment waves extend to August '14. Pst's may get their own migration workflow. E-mail and pst migration delays will likely extend the project. Schedule-related metrics assessed red: R3, PR3, PM5.
Budget Rating	Yellow	The project can expect budget changes if the schedule changes. This will be reassessed when the final schedule is available. Budget-related metrics assessed red: None.
Scope Stability Rating	Green	Some vendors may not certify their software as MS/O'13-compliant in time. MS/O'10 and MS/O'07 are options, if necessary. The project has shifted some deployments to account for vendor delivery dates for MS/O'13-compliant versions. Scope-related metrics assessed red: None.
Overall Trend	Increase	Prior Report Overall Score: 3.6
Overall Score	Calculated	3.9
Risk Management	Carried from worksheet	3.7
Project Deliverables	Carried from worksheet	3.6
Project Management	Carried from worksheet	3.9
Product Deliverables	Carried from worksheet	4.5
Reporting Summary	<p>The current timeline extends to August '14.</p> <p>The MS/Office'13 deployments are progressing. Five waves have been completed to date. The Help Desk and Desktop Support are getting better at addressing issues and there are fewer issues with each wave.</p> <p>The next e-mail migrations will occur in March. This should give the project enough data to determine a deployment velocity. Then it can plan the e-mail and pst migrations. This delay will likely extend the project.</p> <p>The PM is developing an updated schedule. The schedule should include a separate workflow for e-mail and possibly a separate workflow for pst's.</p>	
Changes since last report	<p>The overall rating increased from 3.6 to 3.9. Three of the four Assessment Areas increased. The increase is mostly due to and increase from 3.4 to 4.5 in the Product Deliverables area. The project has moved past the problems they had with Planet Tech. The project is not having problems with MS or the pst tool vendor. The other increases are due to the project addressing recent issues such as Office 365 imposition of new limitations on the end users.</p> <p>The project is identifying the affected bureaus and will help them modify their processes to account for the new limits.</p>	
Current Recommendations	No new recommendations.	

<p>Status of Prior Recommendations</p>	<p><i>Finalize the schedule and budget.</i> Status: <i>In process. The project team finalized the MS/Office'13 deployment waves with the bureaus in December '13. The e-mail migration is not scheduled. Depending on the project's strategy, the schedule may also need a separate workflow for pst's.</i></p> <p><i>Maintain the MS/Project schedule to reflect project progress.</i> Status: <i>The PM is updating the MS/Project schedule to reflect project progress. - Complete.</i></p> <p><i>The project should establish metrics for a back out process; how long the users would be down if their PCs must be set back to Office2003.</i> Status: <i>The project is accepting this risk. If necessary, Desktop Support will develop scripts to reinstall the previous version of MS/Office version. The elapsed time to carry this out is not known.</i></p> <p><i>Add migration tasks and estimates for e-mail, including pst's to the schedule.</i> Status: <i>A BTS group is working with the pst tool to establish deployment velocity and human resources needed to run and support the tool during migrations..</i></p> <p><i>Determine the impact of newly-discovered Office 365 limitations. This will include identifying the affected bureaus and helping them modify their processes to accommodate the limits.</i> Status: <i>The project identified the process for maintaining distribution lists. The project is working on the bulk e-mail limitations.</i></p>
<p>Individuals Interviewed/Dates</p>	<p><i>Mark Van Patten 3/3/14, 3/7/14</i> <i>Brian Pirello 3/3/14</i></p>
<p>Documents Reviewed/Dates</p>	<p><i>Office 365 - Implementation -Current (MS/Project file)</i> <i>ESC - Office 365 Presentation 2-27-14</i> <i>Office 365_Bureau Update_Feb 2014</i></p>
<p>Meetings Attended/Dates</p>	<p><i>TOC Meeting 3/17/14</i> <i>Executive Steering Committee 2/27/14, 3/13/14</i> <i>TOC Report Review w/PM 3/7/14</i></p>

Assessment Area	Risk Management - R	Reporting Date: 3/10/2014
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	Six metrics are yellow. One metric is red.
Overall Trend	Increase	As the project identifies and manages risks, and replans the project, the TOC can expect variances in the schedule and budget. Prior Report Score: 3.5
Overall Score	Calculated	3.7
Reporting Summary	The rating for this sheet increased from 3.5 to 3.7. The increase is due to the project's progress and its ability to address project risks. The separate workflow for the e-mail migrations will likely delay project completion. The project is considering a separate workflow for the pst's. The project has not collected enough reliable data to plan the .pst migrations. This may delay the project and add resource requirements. The effect on the schedule will not be known until the project has reliable metrics for the pst's. Then it can plan and communicate the e-mail migrations. These delays may extend the schedule and possibly increase the budget.	
Recommendations (Status is on the Executive Summary sheet.)	Finalize the schedule and budget. Add e-mail migration tasks and estimates as a separate workflow to the schedule.	

Metric	Green 5 points	Yellow 3 points	Red 1 point	NA 0 points	Score	Trend	Reporting Summary
R1 - Does a Risk Management Plan exist for the project?	YES	In Progress	NO		5	↔	The RMP describes the RM process.
R2 - As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?	YES	In Progress	NO		3	↔	Some project risks were identified early in the project and are being discussed as part of usual project management activities. More risks are being identified. The project has a good Risk Matrix with action items identified. The project is experiencing delays in collecting data for the pst migrations. This is delaying schedule development.
R3 - Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?	NO	Minor	YES		2	↔	The schedule for the MS/Office'13 deployments extends to August 2014. The e-mail migrations are not scheduled. The project is gathering performance metrics to determine the migration velocity. When they know the rate at which they can migrate the e-mail, the PM will be able to create a 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		4	↔	The revised budget was increased by \$455k (37%). It has since been lowered slightly. The PM receives SAP reports to monitor the budget. The budget will likely increase as the project timeline increases.
R5 - Are stakeholders engaged and aligned on project roles, authority and outcomes?	YES	Partially	NO		5	↔	PPB is out of scope for this project. Each Bureaus has a liaison to coordinate with BTS. Each bureau nominated Training Coordinators to lead to training, testing, and deployment activities. The bureaus and Desktop Support collectively planned out the waves to account for deployment velocity, support needs, and business cycles to avoid.
R6 - Do business and technology leadership have shared expectations for urgency and priority?	YES	Partially	NO		4	↔	The bureaus that receive credit card payments share an urgency to be PCI-compliant. For other bureaus, the urgency from Microsoft is not likely to be shared by business users. Though business users understand the need for this change, they will see it as a risk without much benefit. End users are eagerly looking forward to additional e-mail storage.
R7 - Are there risks with the solution provider's team or approach?	NO	Minor	YES		3	↔	Bureaus were responsible for testing their own non-vertical apps. BTS assisted as requested. This risks ineffective testing and raises the risk of issues at deployment. Testing approach assumes very quick turnaround by support/coding staff to keep project on schedule. Some Office users may not be easy for a user to rework their approach to their daily tasks. To identify these, the project established Training Coordinators in each bureau. The number of deployment waves has increased as the project accounts for PCI needs, business cycles, deployment velocity, and support capacity. The project plans 15 deployment waves. Some 3rd party software vendors may not certify their software for MS/Office 2013 in time for the project schedule.

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. However it may need more resources at BTS to support the Liaisons and the Training coordinators through deployment.</p> <p>The project hired interns to augment project staff.</p> <p>The project will use MS' Train-the-Trainer (free) to assist Training Coordinators.</p> <p>The resources needed to support the e-mail migrations are not yet known. BTS has a group investigating the use of the pst migration tool, including the migration velocity and the quantity of staff needed.</p>
R9 – Are technology risks being addressed and planned for?	YES	Partially	NO		4	↑	<p>The pilots were useful in determining deployment velocities for MS/Office.</p> <p>The project is testing migration tools to determine a deployment velocity for e-mail. .</p> <p>Some 3rd party software vendors may not certify their software for MS/Office 2013 in time for the project schedule. The project has juggled the schedule and modified the MS/Office deployment from some TRACS users. For vendor apps that will not be certified in time, the project is communicating to users that their migration could be delayed or that they may be migrated with MS/O'2007.</p>
R10 – Are factors external to the project negatively influencing the project team's ability to succeed?	NO	Minor	YES		4	↑	<p>The Windows-7 replacement is almost complete.</p> <p>Some TRACS users will need MS/Word '07 for TRACS interfaces.</p> <p>Microsoft and Planet Tech. corrected problems encountered with the e-mail migration software.</p> <p>The project purchased a tool to migrate the .pst's. A BTS group is assessing the tool use and resource (human and technical) to run the tool.</p>

Assessment Area	Project Deliverables - PR	Reporting Date: 3/10/2014
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	Four metrics are yellow. Two metrics are red.
Overall Trend	Increase	The e-mail migrations are delayed and will follow their own workflow. The project is considering creating an additional workflow for the pst's. Tasks for this should be estimated and defined in the schedule. Prior Report Score: 3.4
Overall Score	Calculated	3.6
Reporting Summary	<p>The rating for this sheet increased from 3.4 to 3.6. The rating increased because the PM is addressing Office-365-imposed user restrictions and the PM is maintaining progress in the schedule. The schedule currently extends into August and includes 15 deployment waves. The e-mail migrations are delayed. The project has not developed reliable metrics to plan the pst migrations. The e-mail and pst migrations, whether combined or separate workflows, will likely extend the project timeline. The PM will not be able to rebuild a reliable schedule until those metrics are available. The project is discovering some new limits imposed by Office 365. (see PR3)</p>	
Recommendations (Status is on the Executive Summary sheet.)	<p>Finalize the project schedule and budget.</p> <p>Add e-mail migration tasks and estimates as a separate workflow to the schedule. (duplicate)</p> <p>Maintain the MS/Project schedule to reflect project progress.</p>	

Metric	Green 5 points	Yellow 3 points	Red 1 point	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		4	↑	In one sense there are no new functional requirements to satisfy. However, there are functions that are significantly different in Office2013. Some users may need help figuring out how to modify their processes for Office2013. The Change Mgr., in conjunction with BTS TBC's and bureau TC's, will identify these process changes. The project is discovering some new limits imposed by Office 365. For instance, there are new limits on the quantity of bulk email. There are also limits on how distribution lists must be handled. These issues are being addressed.
PR3- Does the project have a realistic timeline based on a work breakdown structure analysis of required activities?	YES	In Progress	NO		2	↔	An increase in the number of deployment waves extended the project. Delays in collecting vendor certification for MS/Office'13 interaction with their software may limit the project's ability to deploy MS/Office'13. (Note: As an alternative, the project will deploy 2010 or 2007.) The project does not have migration plans for Office 365. They need to establish acceptable migration velocities, including pst's. Then the PM can include the workflow for the migrations into the schedule and budget. The current timeline ends in August '14. This will likely be extended due to the delays in e-mail migrations. In March, the project will gather e-mail migration metrics to help plan the e-mail and pst migrations.

PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the project's goals?	YES	In Progress	NO		3	⇔	In August, the project added \$450k to the budget, largely BTS internal labor. The budget has decreased slightly since then. The current budget accounts for activity up to the end of the plan. The schedule will likely extend and this may cause budget changes. When the schedule is complete, the budget can be validated.
PR5 – Does the project plan contain all tasks required to successfully deliver the project?	YES	Partially	NO		2	⇔	The project determined Day-1 floor support resources. The project may not be taking enough active control of the testing process where they do not have vertical applications staff. The schedule should include tasks for the e-mail and pst migrations.
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	YES	Partially	NO		3	⇔	The schedule will likely increase when the PM develops plans for the e-mail and pst migrations. Costs will also increase as the project timeline increases. Since most of the costs are internal labor, timeline and budget increase are not likely to cause project disruption.
PR7- Does the project have a formal Change Management Plan? Are changes to scope following these processes?	YES	Partially	NO		5	⇔	The new PM will follow reasonable steps to control project scope.
PR8 – Are communications on the project happening in a timely manner to the right audiences?	YES	Partially	NO		5	⇔	Communication with Steering and project sub-teams is occurring at regular meetings. The Change Mgr. and BTS TBC's communicate with Bureau liaisons and TC's.
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	↑	Though the PM does not have a final schedule, he is managing the project according to an agreed/approved approach. The project requires a new schedule to include separate workflows for the e-mail and pst migrations.
PR10 – Is the Project Manager taking appropriate action in response to the occurrence of issues and risks?	YES	Partially	NO		4	⇔	The project schedule requires new workflows for the email/pst migrations.

Assessment Area	Project Management - PM	Reporting Date: 3/10/2014
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	Green	Three metrics are yellow. One metric is red.
Overall Trend	Steady	Prior Report Score: 3.9
Overall Score	Calculated	3.9
Reporting Summary	<i>The project schedule will likely be extended by the separate workflows for e-mail migrations and possibly separate pst migrations. Final plans are pending establishment of an e-mail and pst migration velocity. Supporting the bureaus through all the testing, training, and deployment will be a challenge for BTS.</i>	
Recommendations (Status is on the Executive Summary sheet.)	<i>Add e-mail migration tasks and estimates as a separate workflow to the schedule. (duplicate)</i>	

Metric	Green 5 points	Yellow 3 points	Red 1 point	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	⇔	The PM experienced. 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		5	⇔	The project has a Roles and Responsibilities document from May '13. The Project has a Comm Plan from Sept. '13. The project discusses roles and responsibilities during meetings, such as the Steering Committee.
PM3- Is the City effectively leveraging its contractual authority to resolve issues with vendors and subcontractors?	YES	Partially	NO		5	⇔	The City had difficulty with Planet Tech. The City was firm regarding payment to the vendor for migration work. MS and PT corrected problems with the e-mail migration wizard.
PM4 – Are the Project Manager, Sponsor and Steering Committee heeding project warning signs and effectively managing risk?	YES	Partially	NO		4	⇔	The PM, Sponsor and Steering are all heeding advice from QA. Though not all recommendations are addressed.
PM5 – Is the project experiencing negative impacts due to unresolved issues?	NO	Minor	YES		2	⇔	The PM is rebuilding the schedule. The approach changed due in large part to the urgency of getting Office 2013 deployed to the credit card-dependent bureaus. The project resolved issues with Public Folders and pst's. E-mail migrations for Pilot C and the following waves migrations are on hold. The PM expects to perform the migrations later. The delays will likely extend the project timeline. Some deployments could be delayed or modified to use MS/Office'07 if some software vendors do not certify their software in time.
PM6 – Are business units and end users involved and participating as stakeholders in the project outcomes?	YES	Partially	NO		4	⇔	Some bureaus attend team and steering meetings. BTS assigned TBCs to each bureau. All bureaus nominated Training Coordinators to lead testing, training, and deployment support activities. All bureaus participated in the deployment wave planning.

PM7 – Is the City properly prepared for the organizational and cultural changes that the project will affect?	YES	Partially	NO		4		The project will not cause significant cultural or organizational changes. The project uncovered some limitations imposed by Office 365, most significantly a limit on outgoing bulk e-mail and handling of distribution lists.
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 in recent months.
PM9 – Are accepted industry best practices for project management being followed?	YES	Partially	NO		2		The PM is proceeding according to an agreed-upon approach. But the project should have a more robust schedule to reflect plans for a separate e-mail migration workflow and possibly a separate pst migration workflow. Once complete, the PM should maintain the schedule to reflect project progress.
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. One BTS participant expressed doubts about BTS' capacity to support all the bureaus through all the testing and deployment activities. Project leadership has a higher confidence in the timeline being developed. Team and oversight confidence can be better assessed when a more complete schedule is available.

Assessment Area	Product Deliverables - PD	Reporting Date: 3/10/2014
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	One metric is yellow. No metrics are red.
Overall Trend	Large Increase	Prior Report Score: 3.4
Overall Score	Calculated	4.5
Reporting Summary	<p>The rating for this sheet increased from 3.4 to 4.5. The color rating is also upgraded to green. Seven metric ratings increased. This large increase is due to the fact that the project has moved past the problems with Planet Tech. This report focuses on the current vendors; Microsoft (MS) and the pst migration tool vendor. The project has not had the problems with the current vendors as it had with Planet Tech.</p> <p>Pilots A and B are migrated. Pilot C migrations are scheduled for March.</p> <p>Office 365 imposes limitations on some business uses: bulk e-mail and distribution list handling. The project will need to identify affected bureaus and help design changes to the business processes.</p>	
Recommendations (Status is on the Executive Summary sheet.)	<p>The project should establish metrics for a back out process; how long the users would be down if their PCs must be set back to Office2003.</p> <p>Determine the impact of newly-discovered Office 365 limitations. This will include identifying the affected bureaus and helping them modify their processes to accommodate the limits.</p>	

Metric	Green 5 points	Yellow 3 points	Red 1 point	NA 0 points	Score	Trend	Reporting Summary
PD1 - Does the project have clear criteria for testing and acceptance?	YES	In Progress	NO		4	↔	Testing <i>non-vertical apps.</i> is up to the bureaus, with some support, but out of BTS control. Since the testing is out of BTS control, the project should develop expectations for a back out process whereby users PCs are set back to Office 2003.
PD2- Is the vendor performing according to contract terms? Are they responsive to issues?	YES	In Progress	NO		4	↑	MS and the pst tool vendor are providing suitable support for their software
PD3 - Are the vendor's methodologies and work processes compatible with the City standards and best practices?	YES	In Progress	NO		4	↑	MS and the pst tool vendor are providing suitable support for their software
PD4 - Is the vendor showing discipline and diligence to reduce the impacts of change to the project and agreed upon scopes of work?	YES	In Progress	NO		5	↑	The vendors have been supportive. Though there have been no scope changes for MS/Office, Office 365, or the pst migrations.
PD5 - Are the vendors demonstrating best practice quality assurance processes and controls in the development of deliverables?	YES	In Progress	NO		5	↑	Vendors provide suitable quality and support for their products.
PD6 - Are deliverables being provided that meet the business need and are fit for use?	YES	In Progress	NO		5	↑	MS/Office, Office 365, and the pst tool are fit for use.
PD7 - Are deliverables provided of quality that meets or exceeds City requirements?	YES	In Progress	NO		5	↑	MS/Office, Office 365, and the pst tool meet City requirements.
PD8 - Is proper training, knowledge transfer and documentation accompanying all vendor deliverables?	YES	In Progress	NO		4	↑	MS provides suitable documentation and support for their products. MS did not inform the City that Office 365 would come with limitations on bulk e-mail or distribution list handling. The project will need to identify the affected bureaus and help plan business process changes. The pst tool vendor provides good documentation and support for their product.
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	Some	Yes		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		4	↔	The PM is confident that the scope can be delivered. He hopes to keep the project within schedule when the e-mail migrations are planned.