



# KEES Project IV&V Presentation to the Joint Committee on Information Technology




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## Agenda

- Overall Project Health
  - Scope
  - Schedule
  - Cost
  - Staffing
  - Quality
- Findings Summary
- Risk and Issues Management
- Strengths and Proactive Measures
- Appendix A: IV&V Methodology Overview
- Appendix B: Findings Additional Detail



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## Overall Project Health

	Current	11-16	08-22	05-18
■ Scope:	YELLOW	YELLOW	YELLOW	YELLOW
■ Schedule:	YELLOW	YELLOW	YELLOW	YELLOW
■ Cost:	GREEN	GREEN	GREEN	YELLOW
■ Staffing:	YELLOW	YELLOW	GREEN	YELLOW
■ Quality:	YELLOW	YELLOW	GREEN	YELLOW

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## Project Scope - YELLOW

- The design process has created numerous open items and scope is not yet settled. There are many items in play that could impact scope, and therefore potentially increase cost and delay schedule.
  - 68 Open DSD Action Items (as of 12-09-12)
  - Several Change Requests (CRs) to be considered and prioritized

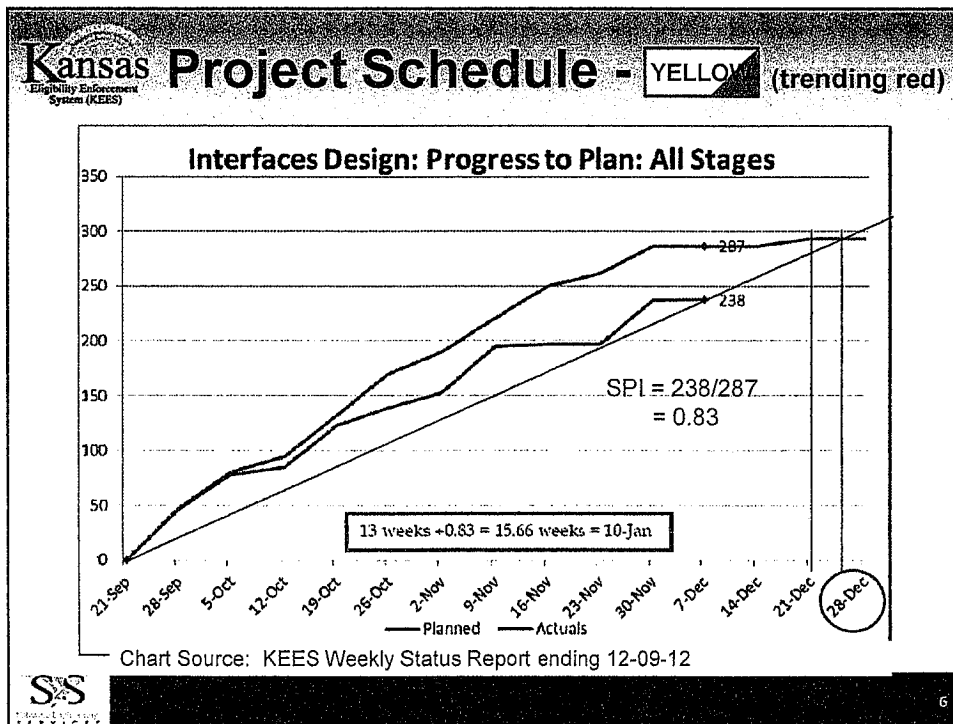
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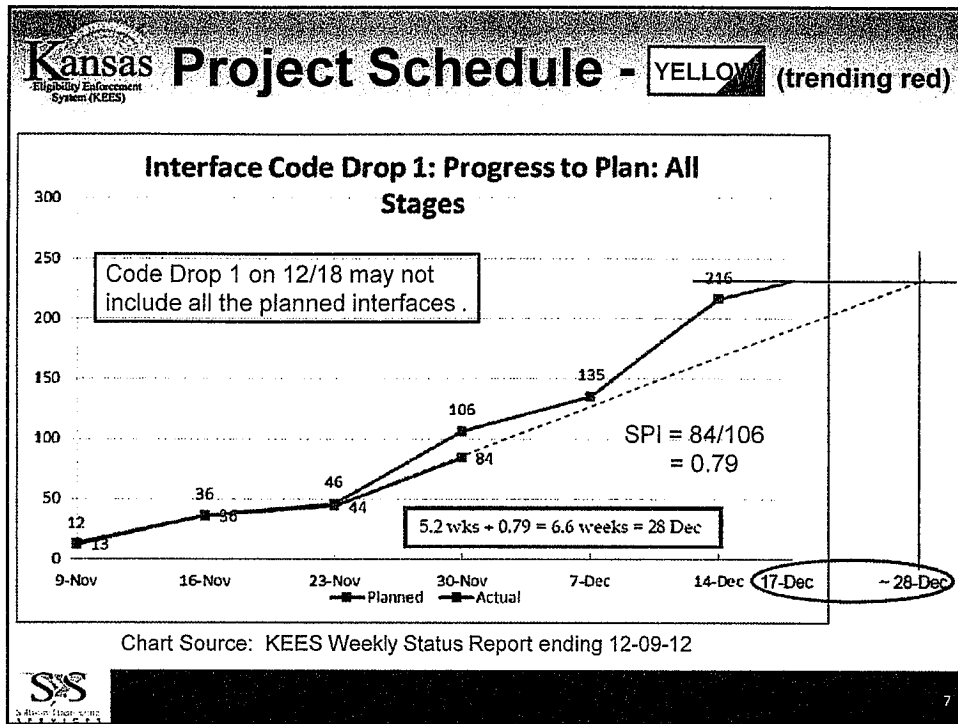
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**Kansas Project Schedule - YELLOW (trending red)**  
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- Drivers are interface designs and the delivery schedule for the remaining DSDs. These are also affecting testing and build activities.
- Interfaces-** Necessary design sessions are difficult to hold due to State resources being devoted to other design activities. On 11/29/12, the State approved a modification to the Interfaces CAP, changing some interface design dates to 12/14/12 and eliminating some interface designs from the scope of the CAP.

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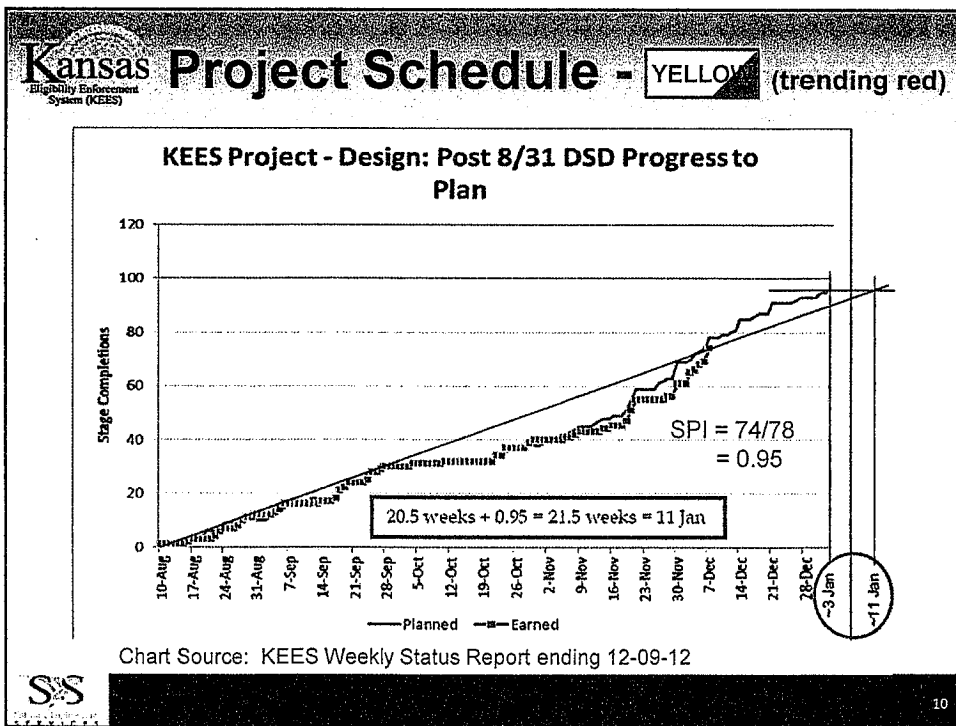
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- DSDs-** The CCB approved CR-61 on 10/24/12, which pushed back the delivery dates of nine out of 12 Post 08/31/12 DSDs. Accenture management stated that there is no more “slack” or “float” in the Project Plan. All DSD deliverables must be delivered by 12/31/12 or the project will begin to dip into the Management Reserve (primarily in the UAT and Code Freeze activities).

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- **DSDs-** With the approval of the CR on 10/24 all post-08/31/12 DSDs were on schedule. As of last week, six reported as On Schedule (seven the week before), one reported as At Risk (same as the week before), and six reported as Behind Schedule (five the week before). The risk is growing that not all DSDs, with Technical Work Products (TWPs), will be complete by 12/31/12.

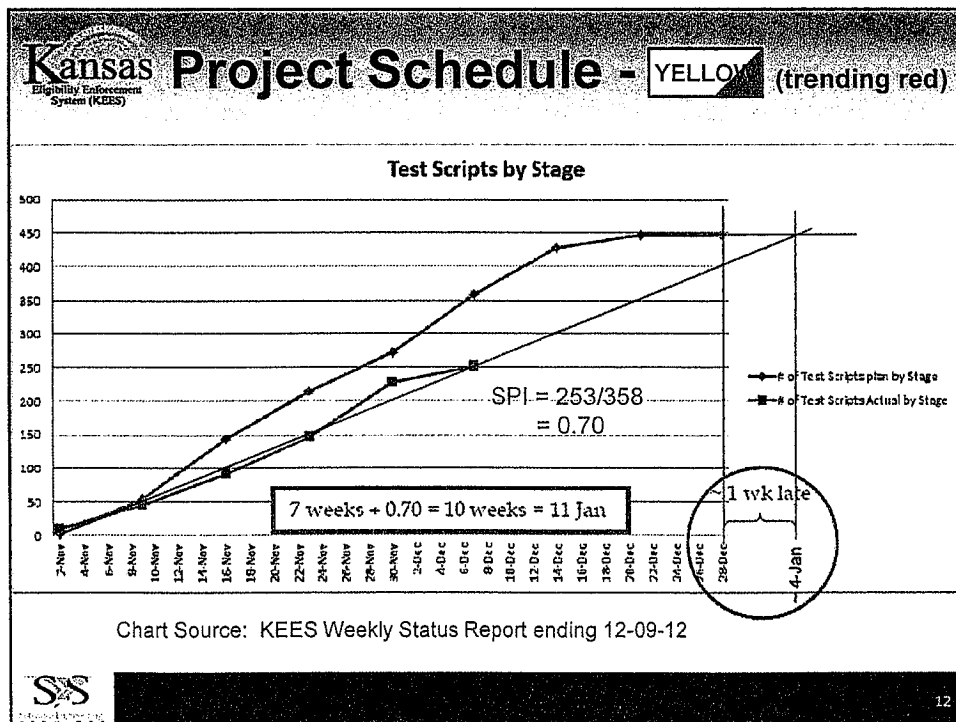
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- **Test Script Development-** The effects of the design delays are starting to ripple into testing activities, hampering test script development.

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- **Build-** Build is behind right now because the Build Team is working on Technical Work Products (TWP) (the technical components of the DSDs), which is taking longer than expected.



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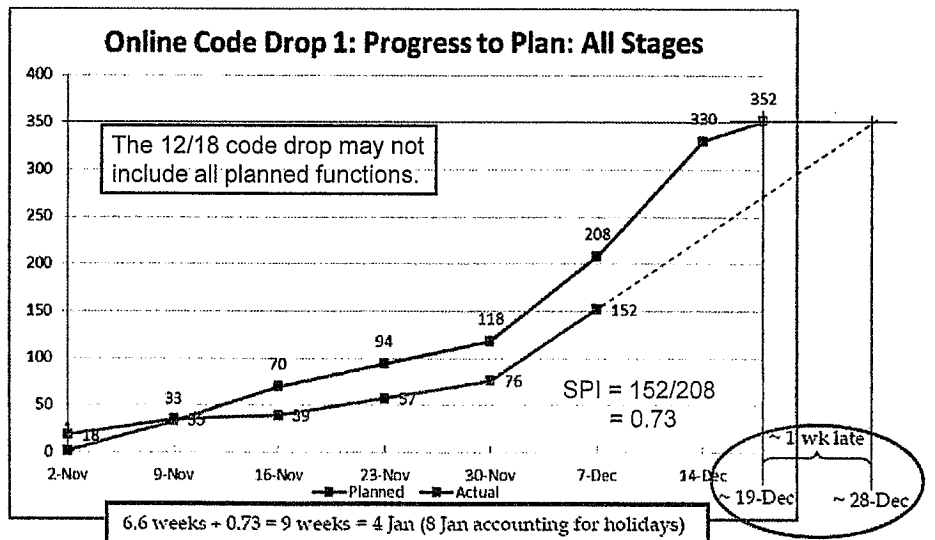


Chart Source: KEES Weekly Status Report ending 12-09-12

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## Cost - GREEN

- There are no known significant cost issues at this time; however:
  - Upcoming CRs currently under consideration will require between \$2.5-4 million. This will change as items are “traded” in and out.
  - It is also estimated that about \$3.0M will be needed for expenditure items other than CRs.
  - This is all within the \$139 million budget

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## Staffing - YELLOW (trending green)

- Although Accenture has a full-time Solutions Architect (SA) on the project, the SA that was originally proposed, who participated in the discovery and negotiations, was assigned to a different role in Accenture outside of the project. He was to be 25% dedicated to KEES; however, he has not contributed to KEES for months. This has created a vacuum in knowledge of various 3<sup>rd</sup> party products in the solution, how the base system actually works, and how to integrate all of the pieces.

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## Staffing - YELLOW (trending green)

- Without an experienced SA who understands and is familiar with all major components of the proposed solution, IV&V sees increasing project risk going forward, as system integration becomes increasingly important in implementing the integrated solution.
- It appears that some State KEES staff are over-allocated. The project is now taking measures to better understand staff commitments and availability and to obtain additional staff in critical areas.

## Staffing - YELLOW (trending green)

- On Monday 11/19/12, Accenture notified KEES that their Enterprise Business Lead had resigned from Accenture with a last day of 12/07/12. A search for a suitable replacement is underway. The Enterprise Business Lead is a designated key position.
- Our last report highlighted the need for Accenture to identify a permanent Build Lead. Accenture requested the temporary person (who had held the position since Sep 15) be approved as the permanent Build Lead on Nov 16 and the State approved on Nov 20.

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## Quality - YELLOW

- The State had a total of 1719 comments on the DSD's submitted in August, even though interim DSDs were first provided. Accenture QA should have caught many of the errors in the DSDs (typographical errors, grammatical errors, incomplete sentences, etc.) prior to their submittal. Accenture met schedule, but apparently did not have time to catch these quality issues.

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## Findings Summary

- 16 Total Findings (2 Urgent, 11 High, and 3 Medium)
  - 7 have been Closed (6 High and 1 Medium)
  - 9 are Open (2 Urgent, 5 High, and 2 Medium)
    - 6 are from the last report in November
    - 2 from the first quarter (1 High and 1 Medium) can be closed next reporting period


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## Risk and Issues Management

- Managing the project using the current format of the project work plan is difficult. It is difficult to determine the critical path and the impact that schedule slips have on certain downstream activities and to the overall schedule.
- Lack of Visibility into activity and time commitments of State Staff resulting in over-allocation and lack of availability and/or capacity of certain State key staff poses a huge risk to the project schedule.




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## Risk and Issues Management


- Timely completion and approval of Phase 2 DSDs, Interfaces, and TWP's is critical to Phase 2 build activities, and slippage of these deliverables to this point has almost exhausted any available slack and poses a huge risk to the project schedule.
- Schedule delays pose the risk of inadequate time for testing and training, resulting in a bug-filled system going into production with ill-trained users and operators.




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 **Risk and Issues Management**

- The lack of a qualified, active Accenture Solution Architect can lead to incomplete system integration and interfaces, rework, and schedule delays.
- Need Accenture development staff on-site that have knowledge and expertise with the core system and KEES business needs.

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 **Strengths & Proactive Measures**

- KEES collected Lessons Learned from Phase 1 and is implementing those improvements for Phase 2.
- KEES plans to conduct enterprise readiness reviews early on a monthly basis utilizing an updated checklist.
- KEES provides proactive notifications and communications with field staff helping to set expectations and acceptance.
- KEES has involved end users in design considerations.

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## **Kansas Strengths & Proactive Measures**

- The project team demonstrates high adaptability and flexibility to work well together.
- KEES has been actively working to develop representations that provide better insight into the critical path and the impact of schedule adjustments.
- Despite some open questions regarding scope and some delays to deliverables, the project team, to date, has met all of its major milestone deadlines.



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## **Kansas Strengths & Proactive Measures**


- KEES is actively working to understand State staff capacity and availability, especially as activities and demands shift.
- KEES has identified the need for additional Business Analyst and Test resources and is working to obtain those resources.
- KEES has taken ownership of the IV&V results and has diligently worked them.




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**Q&A**




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## Appendix A: IV&V Methodology Overview

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## IV&V Methodology Overview

- Step 1**
  - Review all Relevant Information
  - Complete on-site visit coordination
- Step 2**
  - Complete on site visit including interviews and additional documentation review
  - Conduct follow up interviews as necessary
- Step 3**
  - Present draft out brief to Steering chair and PMO chair
  - Draft and Submit Quarterly Assessment Report within 7 business days of on-site visit
- Step 4**
  - Receive Comments from Key Stakeholders and Revise Documentation as Necessary
  - Review and Resubmit Additional Clarification Documentation


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## On-site Visits and Reports


Quarter	On-Site	Draft Report	Final Report
1	Apr 23-27, 12	May 8, 12	May 18, 12
2	Jul 30-Aug 3, 12	Aug 14, 12	Aug 22, 12
3	Oct 22-26, 12	Nov 6, 12	Nov 16, 12
4	Jan 28-Feb 1, 13	Feb 12, 13	Feb 22, 13
5	Apr 22-26, 13	May 7, 13	May 17, 13



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## Appendix B: Findings Additional Detail



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Priority for IV&V Findings			
Overall Priority	Degree of Project Impact	Probability of Project Impact	Time Criticality
URGENT	High	High	Immediate or Short Term
	High	High	Long Term
HIGH	High	Medium	Immediate or Short Term
	High	High	Immediate or Short Term
	Medium	High	Immediate or Short Term
MEDIUM	High	Medium	Long Term
	High	Low	Immediate or Short Term or Long Term
	Medium	High	Long Term
	Medium	Medium	Immediate or Short Term or Long Term
	Medium	Low	Immediate
	Low	High	Immediate
	Low	High	Immediate
LOW	Medium	Low	Short Term or Long Term
	Low	High	Short Term or Long Term
	Low	Medium	Immediate or Short Term or Long Term
	Low	Low	Immediate or Short Term or Long Term



## Findings Additional Detail

### Degree of Project Impact


<b>High</b>	Significant negative impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project.
<b>Medium</b>	Moderate negative impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project.
<b>Low</b>	Minimal impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project.

### Probability of Project Impact

<b>High</b>	Highly confident the negative impact will occur (>80% certainty).
<b>Medium</b>	Somewhat confident the negative impact will occur (>50% certainty).
<b>Low</b>	Uncertain if the negative impact will occur (<50% certainty).

### Time Criticality

<b>Immediate</b>	Finding impacts the project now, or will impact the project or require resources within the next two months.
<b>Short Term</b>	Finding will impact the project within the next six months.
<b>Long Term</b>	Finding will impact the project at a future date greater than six months.


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## Findings Additional Detail

Finding Origination Date – 05.08.2012

Number/ Priority	Finding Title	NO Progress Observed	Progress Observed	Finding Closed
F-01-001 High	Ineffective Key Decisions Communications		The recast project schedule approved 1 Aug 2012 includes key activities and milestones and they are discussed at management meetings.	✓
F-01-002 High	Project Goals, Objectives, Success Factors, and Measures Not Closely Linked or Reported		Project Objectives have been entered into a checklist similar to the Enterprise Readiness checklist and will be assessed, along with the enterprise readiness checklist items, on a monthly basis.	✓
F-01-003 High	Unable to Maintain Realistic Schedule		The recast schedule and management meetings provide a greater focus on the federal certification/funding requirements and a more realistic schedule approach.	✓
F-01-004 High	Gaps in the Project Plan		Position descriptions have been reviewed and the project plan has been reviewed and approved by KITO and E-CITO. It meets all KITO standards.	✓

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## Findings Additional Detail

Finding Origination Date – 05.08.2012

Number/ Priority	Finding Title	NO Progress Observed	Progress Observed	Finding Closed
F-01-005 Medium	Unable to Perform Detailed Financial Analysis		The KEES project hired a person into the vacant finance position; she is determining financial reporting requirements and designing financial reports. IV&V will keep this open until these reports have been more fully defined.	✓
F-01-006 High	Team Structure and Cultural Differences		There has been noticed improvement in this area. The CAP indicates that this finding will be managed on an on-going basis throughout the project.	✓
F-01-007 High	Security Plan Lacks Standards References and Adequate Vulnerability Methodology		Completed ITEC 7230-A Requirements and Controls Matrix; mapping to CMS control guidance. For contractual reasons, the Security Plan will not be revised.	✓
F-01-008 High	Unapproved Phase 1 Design		The P1 DSD, P2 design DED, and Requirements Traceability to Testing were all approved.	✓
F-01-009 High	Decision Authority		The governance document has been revised and an expedited process has been successfully utilized.	✓

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## Findings Additional Detail

Finding Origination Date – 08.14.2012

Number/ Priority	Finding Title	NO PROGRESS Observed	Progress Observed	Finding Closed
F-02-001 Medium	Risk contingency plans and triggers		Triggers for all open risks have been rewritten to be more specific. Risk contingency plan components are specified in the Risk Management Plan.	✓

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## Findings Additional Detail

Finding Origination Date – 11-06-2012

Finding #	Oversight Area	Finding Name	Priority
F-03-001	Management	Managing Project Using Current Format of Project Work Plan	Urgent
F-03-002	Management	Thorough Quality Review of Deliverables Prior to Submittal not Conducted	Medium
F-03-003	Management	Lack of Robust Code Integration and Build	High
F-03-004	Management	Lack of Visibility into Activity and Time Commitments of State Staff	High
F-03-005	Management	Lack of Development Lead and Lack of Solutions Architect With Requisite Knowledge Base	High
F-03-006	Technical	Late Phase 2 DSD's and Interfaces	Urgent

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