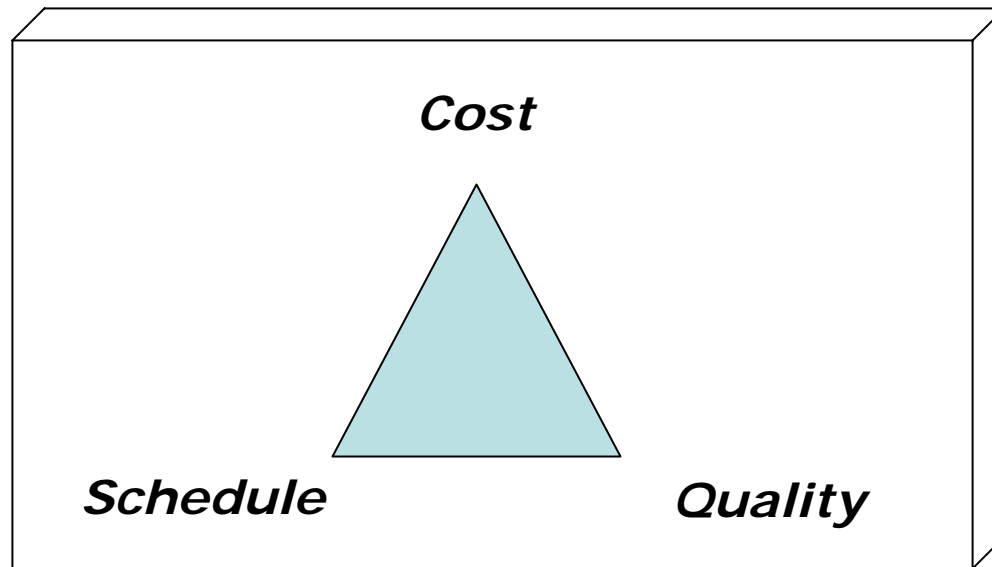


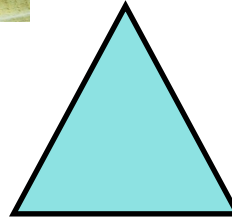
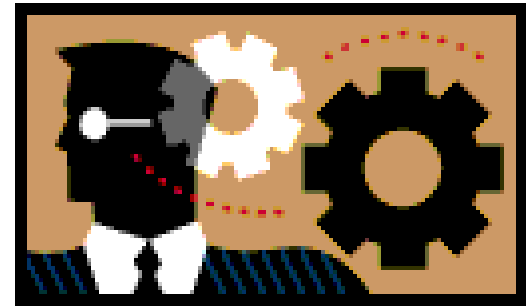
A Quality Management Approach for your MMIS Project



Jim Joyce
MMIS Project Manager
State of Oregon

MMIS DDI / QA Roles

State Project Management



MMIS DDI Contractor



MMIS QA Contractor

MMIS QA Contract Overview

Statement of Work:

Task 1. Quality Planning

Task 2. Quality Control

Task 3. Quality Assurance Reporting

Task 4. Independent Verification & Validation

Task 5. Risk Assessment

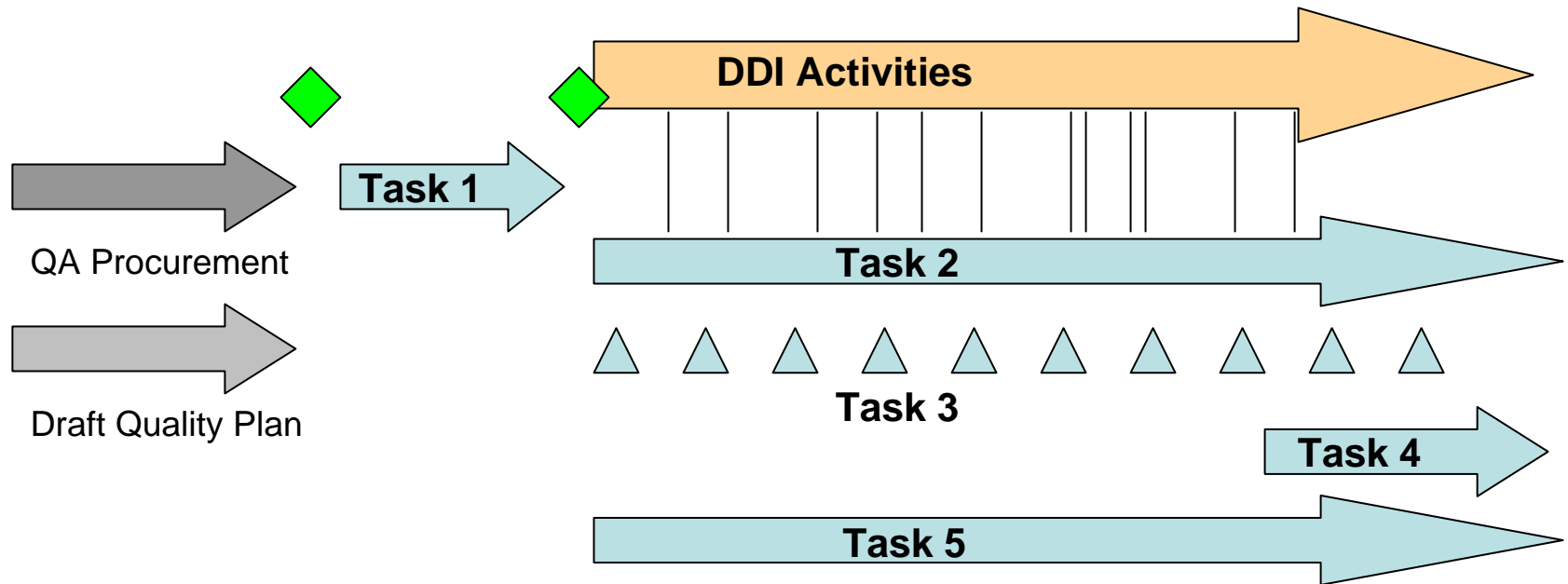
MMIS QA Contract Overview

Statement of Work:

- Task 1. Quality Planning
- Task 2. Quality Control
- Task 3. Quality Assurance Reporting
- Task 4. IV&V
- Task 5. Risk Assessment

Key Quality Artifacts:

- Quality Plan and Checklists
- QC Review of DDI Deliverables
- Quarterly QA Report
- IV&V Plan / Results
- Risk Identification Notices



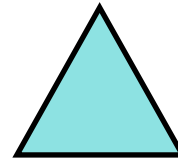
MMIS QA Contract Overview

Task 1 - Quality Planning

Quality Management Plan

1. Quality Management Approach
2. Roles & Responsibilities
3. Quality Standards / Checklists
4. Quality Assurance
5. Quality Control

State
Quality Assurance
Processes



DDI Internal
Quality Assurance
Processes

QA Contractor
Quality Assurance
Processes

MMIS QA Contract Overview

Task 1 - Quality Planning

Sample Deliverable Checklist:

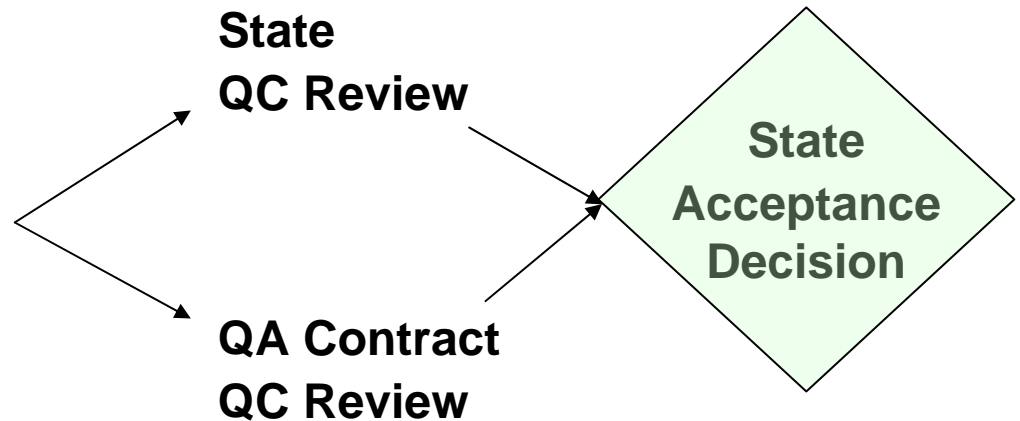
Checklist Number	Quality Checklist Item	Standard Measurement	Criteria Met			Review Team Comments	Contractor Comments/Responses
			Yes	Partial	No		
DDI Project Plan							
4	Overview of the DDI Project Plan	The document provides an overview of the DDI Project Plan that describes the organization structure, roles and responsibilities of the personnel, staffing levels, and other resources that will be utilized. The document should provide a reference to other MMIS Project Plans that contain associated information including the MMIS Integrated Project Plan, the Advanced Planning Document and the RFP/SOW.					
5	Project Organization and Staffing Plan	The document includes a description of the criteria and process used to develop the staffing estimates, criteria and process used to determine staffing qualifications, detailed organization charts, and a resource loading chart is included.					
6	Description of the Project Team	The document contains a description of the project team including: delivery of the labor categories for all staff to be assigned to the project; position title; qualifications for the position (i.e. education, training, and certifications from accredited school or association); required skills; number of staff to be assigned; functions to be performed; physical location.					

MMIS QA Contract Overview

Task 2 - Quality Control

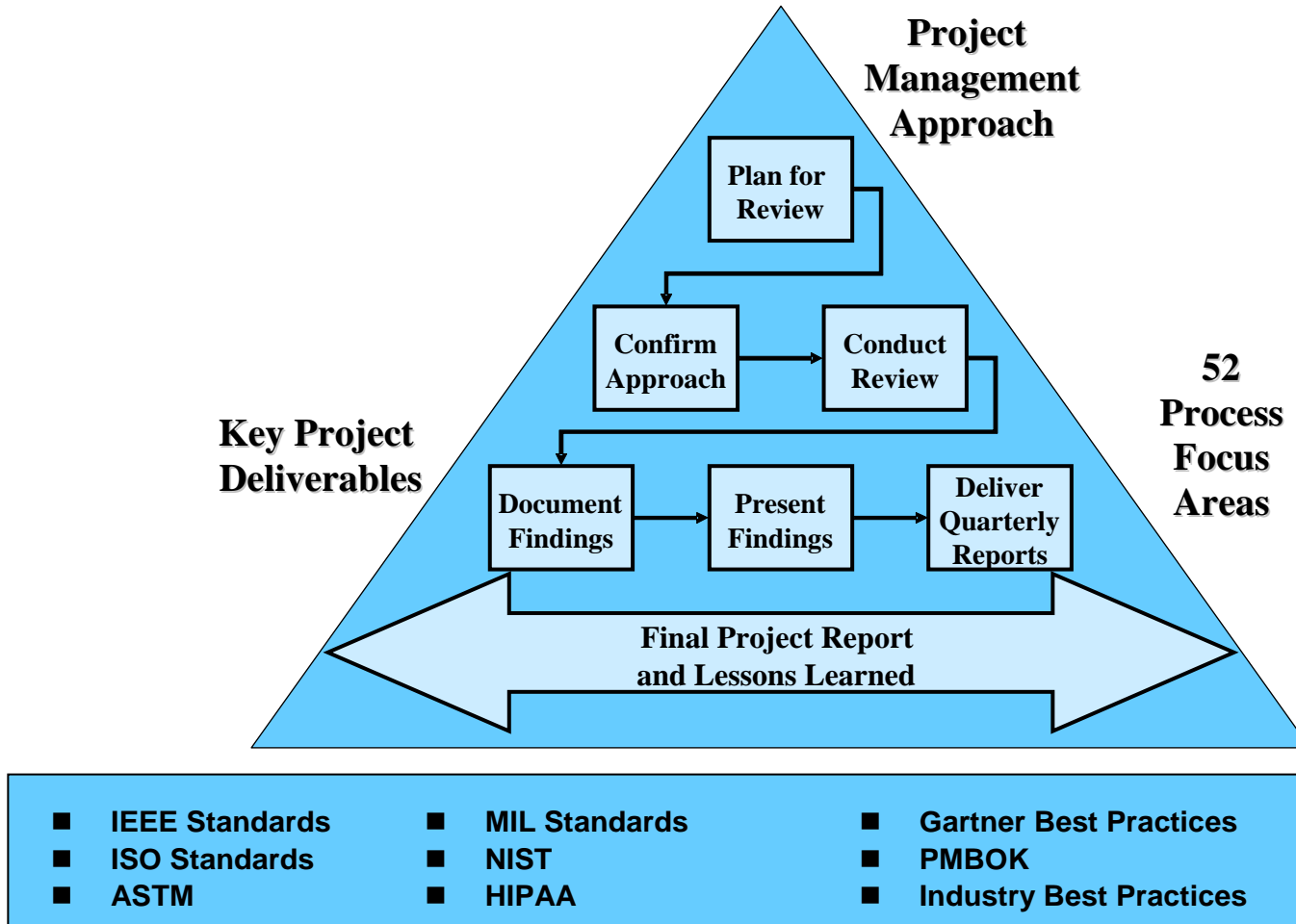
Key DDI Deliverables

- Project Plan
- Requirements
- "To Be" Business Process
- Design Document
- Test Plan / Results
- Training Plan / Materials
- User Acceptance Plan
- Data Conversion Plan / Results
- Provider Transition Plan / Materials



MMIS QA Contract Overview

Task 3 - Quality Assurance Reporting



MMIS QA Contract Overview

Process Focus Areas

Quality Review Process Focus Areas	
	Decision Drivers
1	Political Influences
	Project Management
2	Definition of the Project
3	Project Objectives
4	Leadership
5	PM Approach
6	PM Communications
7	PM Authority*
	Project Parameters
8	Hardware Constraints
9	Reusable Components
10	Budget and Resource Size*
11	Cost Controls*
12	Delivery Commitment*
13	Development Schedule*
14	Information Security**
	Project Team
15	Team Member Availability*
16	Team Productivity*
17	Designated Information Security Focus**
	Organization Management
18	Organization Stability*
19	Executive Involvement*
20	Developer Security Training**
	Customer/User
21	User Involvement*
22	User Acceptance*
23	User Training Needs
	Product Content
24	Requirements Stability
25	Requirements Complete and Clear*
	Product Content (Continued)
26	Testability*
27	Design Difficulty
28	Implementation Difficulty
29	System Dependencies
30	Security Requirements**
	Development Process
31	Quality Assurance Approach
32	Development Documentation
33	Use of Defined Engineering Processes
34	Early Identification of Defects
35	Defect Tracking
36	Change Control for Work Products
37	Secure Coding Techniques**
	Development Environment
38	Tools Availability
39	Vendor Support for Development
40	Disaster Recovery
41	Isolation of Development Environment**
42	Support for Existing/Planned Sec Monitoring**
43	Vulnerability Management**
	Deployment
44	Customer Service Impact*
45	Data Migration Required
46	Pilot Approach
47	External Hardware/Software Interfaces
48	Day Zero Security**
	Maintenance
49	Design Complexity*
50	Support Personnel*
51	Vendor Support for Maintenance
52	Patch Management**

*52 Areas were Assessed
and Evaluated against
Industry Best Practices*

MMIS QA Contract Overview

Quality Assurance Report

Process Focus Area	Rating			
	No Risk	Low Risk	Med Risk	High Risk
Decision Drivers		✓		
Project Management		✓		
Project Parameters			✓	
Project Team			✓	
Organization Management			✓	
Customer /User			✓	
Product Content			✓	
Development Process		✓		
Development Environment			✓	
Deployment			✓	
Maintenance	N/A	N/A	N/A	

Overall:

- Project Health Assessment: Medium Risk
- Project Delivery Status: Medium Risk

- **Blue Light** (Best in Class i.e., No Risk)
- **Green Light** (Acceptable to Excellent, i.e., Low Risk)
- **Yellow Light** (Caution, i.e., Medium Risk)
- **Red Light** (Risk Alert, i.e., High Risk)

- There were no RED – High Risk areas identified.
- There were 17 areas of YELLOW - Medium Risk areas identified.
- There were 22 GREEN – Low Risk areas identified.
- 13 subject areas were not rated at this time.

MMIS QA Contract Overview

Quality Assurance Report

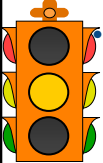
MMIS Standard Process Focus Areas	Sept 05	Dec 05	March 06	June 06	Sept 06	Dec 06	March 07	June 07	Sept 07
Decision Drivers									
Political Influences									
Project Management									
Definition of the Project									
Project Objectives									
Leadership									
PM Approach									
PM Communications									
PM Authority*									
Project Parameters									
Hardware Constraints									
Reusable Components									
Budget and Resource Size*									
Cost Controls*									
Delivery Commitment*									
Development Schedule*									
Information Security									
Project Team									
Team Member Availability*									
Team Productivity*									
Designated Information Security Focus									

Medium Risk Area – Assessment Comments

- PM APPROACH** - Project management succession planning needs to be completed and a full time deputy PM hired.
- BUDGET AND COST** – Budget burn rate should continue to be closely monitored in light of the impact of early contract add-ons.
- DEVELOPMENT SCHEDULE** - The project schedule is tight with little or no flexibility to adjust to changes or unforeseen events.
- SECURITY** -EDS needs to apply additional focus on the security aspects of the project. An on-site qualified security specialist should be assigned.
- TEAM AVAILABILITY** – Project plan requires significant support from DHS. To be successful and not burn staff out will require close management.

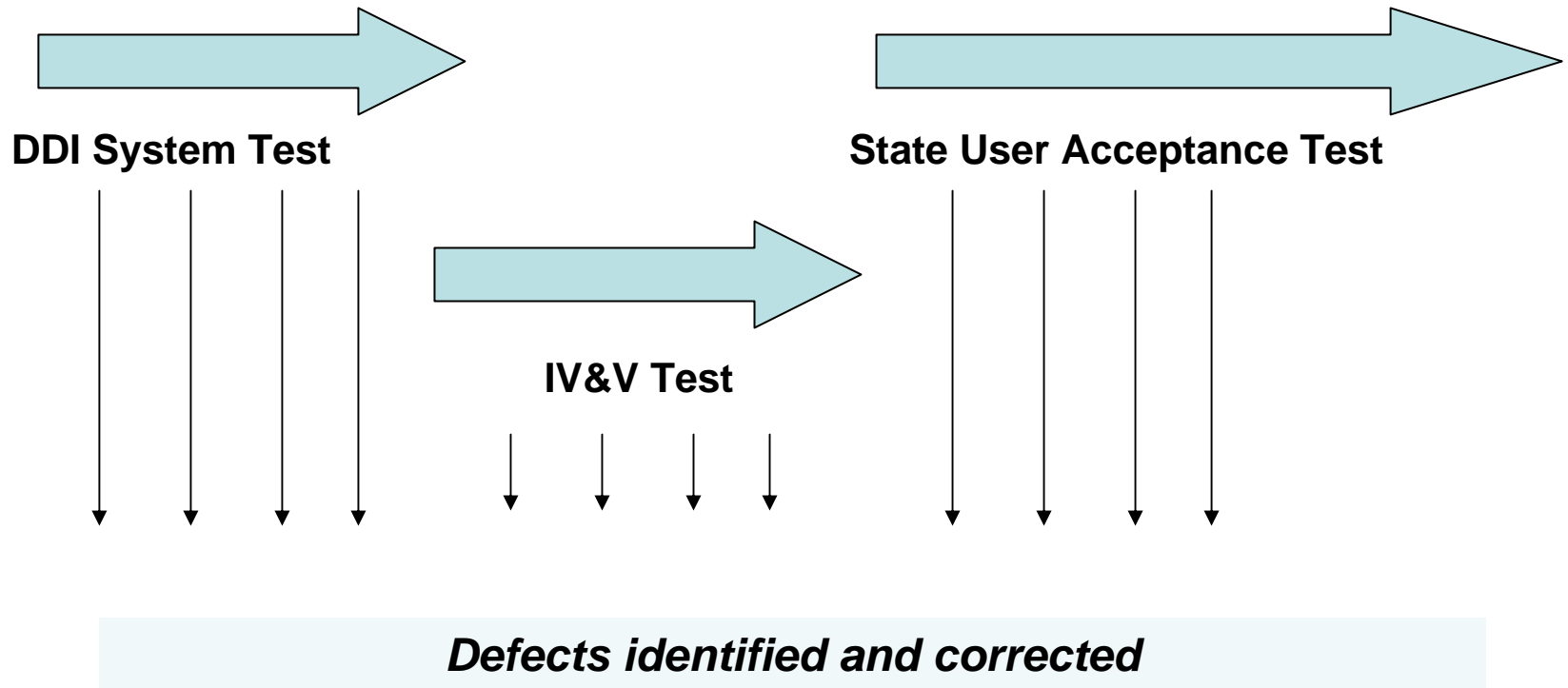
MMIS QA Contract Overview

Quality Assurance Report

Key Challenge	Findings/Observations
<p>11. Cost Controls*</p> <ul style="list-style-type: none"> • Activities and processes for this Focus Area are in concert with IEEE STD 1220, 12207 and 1028 including: <ul style="list-style-type: none"> • A robust budget management process is in place to ensure that costs are managed and reported on a routine basis. • A comprehensive budget review process is in place and is being utilized to manage the project budget and cost drivers. • A project issue/risk management process is in place and being used to control project costs. • Project budget and cost reporting is “transparent” to all key stakeholders. <p>Medium</p> 	<ul style="list-style-type: none"> • The initial project budget burn rate is higher than expected due to the need to issue contract amendments for the support of deputy project management activities as well as support for organizational change initiatives. Project management should continue to closely monitor the budget’s burn rate. • In addition, the project’s schedule is very aggressive and will required constant and focused management attention to ensure the documented timelines and activities are achieved as expected and additional costs are not incurred due to additional resources required for corrective action. • The project has an excellent risk management and quality assurance oversight process in place. This should provide the “headlights” needed to help control costs and ensure project success. • The project manager ensures that the steering committee is aware of budget activities and issues.
Recommended Action	
<ul style="list-style-type: none"> • The initial project budget burn rate is higher that expected due to the need to issue contract amendments for the support of deputy project management activities as well as organizational change initiatives. This has resulted in reducing planned reserves earlier than anticipated. • MMIS project management needs to continue to closely monitor and assess the budget burn rate. Earned value reporting can help ensure the project activities are in concert with planned activities. 60 day look ahead planning can be a useful tool to “spotlight issues” while providing time to maneuver around risks without impacting the project budget. 	

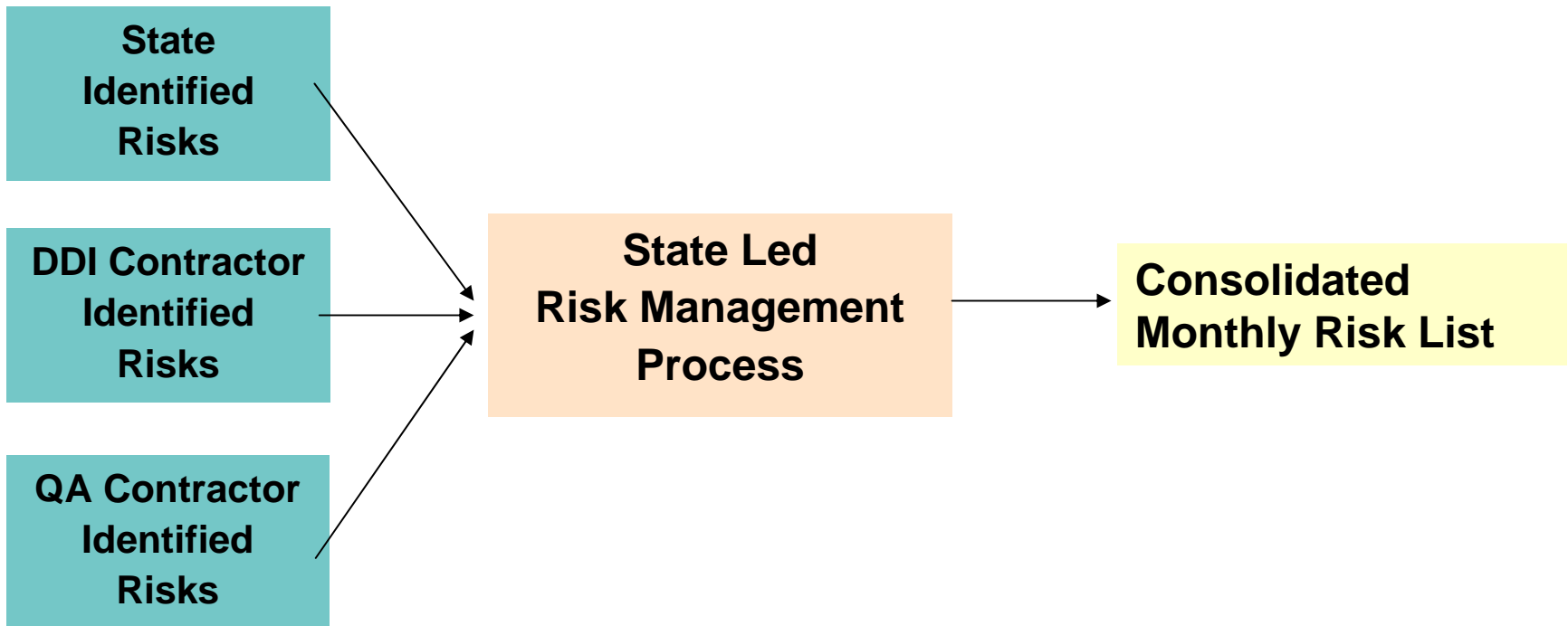
MMIS QA Contract Overview

Task 4 - Independent Verification & Validation



MMIS QA Contract Overview

Task 5 - Risk Assessment



MMIS QA Contract Overview

Task 5 - Risk Assessment

Sample Risk List

Rank	ID	Description	Category	Prob.	Impact	Rating	Owner	Mitigation Strategy	Trigger
1	DHS-0901-01	Conflicting priorities within DHS leading to insufficient participation by DHS part-time participants, resulting in schedule delays.	Schedule	50%	High	50.0	Project Sponsor	<ul style="list-style-type: none"> - Work with Steering Committee members and Executive Steering Committee members to ensure involvement of part-time participants at appropriate time. - Identify competing projects that may cause conflict with identified DHS part-time participants. Coordinate schedules where possible. - Identify back-ups in case of unavoidable schedule conflicts. - Identify Business Systems Analysts to act as further back-up. 	<ul style="list-style-type: none"> - Critical path activity or decision is delayed by more than 1 week as a result of scheduling conflicts or other priorities within DHS. - Unable to schedule a critical resource to attend a planned project activity. - Participation rate during a Requirements Session is below 80%.
2	QA -0705-01	Implementation complications with eXPRS could result in the MMIS becoming an alternative solution to adding functionality needed to pay Title XIX claims for Mental Health, Developmental Disability and Alcohol and Drug Services.	Scope	100%	Medium	50.0	State Project Mgr	Ensure consistent communication with eXPRS Project to understand any changes in the eXPRS schedule and their effect on MMIS. Work with OMHAS and DD Services to clearly understand MMIS eXPRS requirements.	MMIS Project is notified of need to take on requirements previously planned for eXPRS that are outside the current MMIS scope.
3	QA-1005-03	Lack of detailed project schedule(s) results in inadequate detail available to properly manage project	Proj. Mgt.	40%	High	40.0	DDI PM	Create detailed project schedules and provide to FOX and DHS for review.	Milestone dates missed due to lack of task detail for managers.
4	QA-0905-11	Insufficient "to-be" process discussion during requirements sessions leads to insufficient information to create the "to-be" processes and organizational structure, leading to delays in 3.1 delivery not on critical path.	Proj. Mgt.	40%	High	40.0	DDI PM	Incorporate formal process to include "to-be" process discussion into requirements sessions.	If after the Benefits Administration requirements sessions there is not enough information to create the high-level "To-Be" processes for this area.
5	QA-0705-04	24 month implementation schedule may be too aggressive for DHS organization and EDS based on other DHS projects, previous phases of this MMIS Project and other large IT implementation projects.	Schedule	40%	High	40.0	State Project Mgr	Consistent management of workplan and schedule to identify critical path and any potential risks to it.	Critical path milestone missed by more than 2 weeks.

A Quality Management Approach for your MMIS Project



Planning

- Draft Quality Plan
- QA Procurement
- Quality Plan



Executing / Controlling

- Risk Management
- QA Assessments / Reports
- QC of DDI Deliverables



Testing

- IV&V