Kansas
Eligibility Enforcement
System (KEES)

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

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Presented By: Jim Moudry
Software Engineering Services (SES)
May 2, 2012

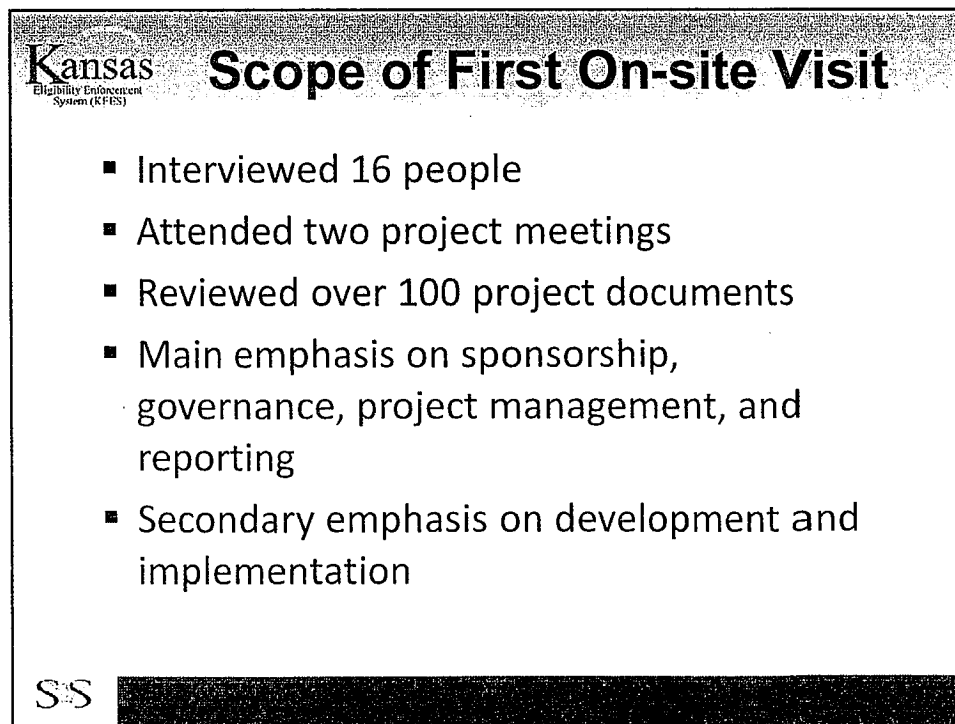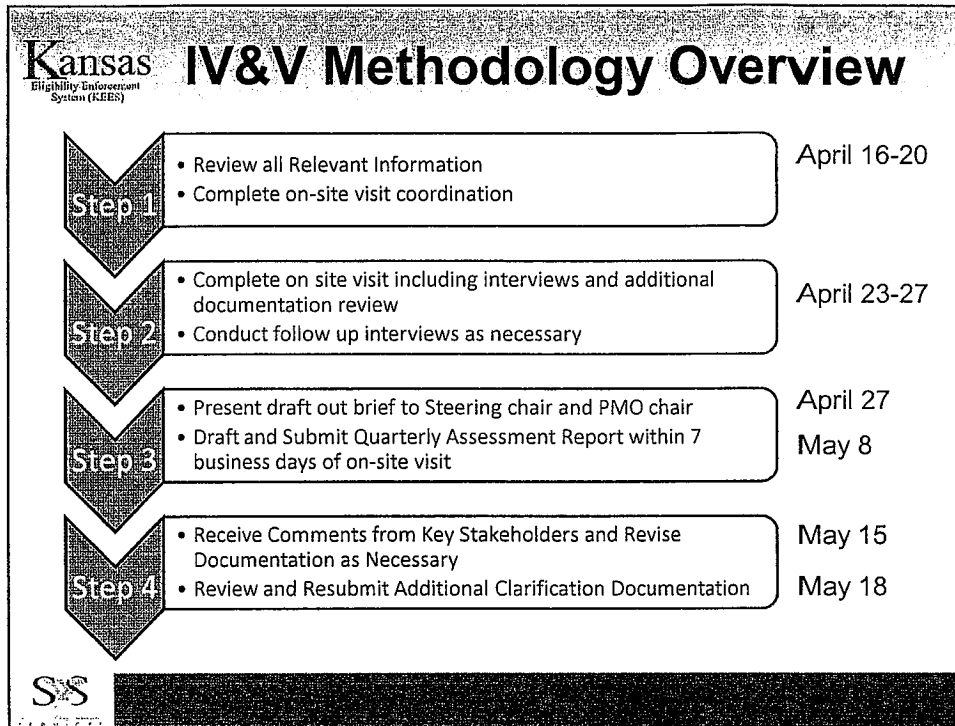# Kansas
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Agenda

- IV&V Methodology Overview
- Overall Project Health
  - Scope
  - Schedule
  - Cost
  - Staffing
- Preliminary findings
- Risk and Issues Management
- Recommendations
- IV&V Report Schedule

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Kansas IV&V Methodology Overview

Step 1	• Review all Relevant Information • Complete on-site visit coordination	April 16-20
Step 2	• Complete on site visit including interviews and additional documentation review • Conduct follow up interviews as necessary	April 23-27
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	April 27 May 8
Step 4	• Receive Comments from Key Stakeholders and Revise Documentation as Necessary • Review and Resubmit Additional Clarification Documentation	May 15 May 18

Kansas Scope of First On-site Visit

- Interviewed 16 people
- Attended two project meetings
- Reviewed over 100 project documents
- Main emphasis on sponsorship, governance, project management, and reporting
- Secondary emphasis on development and implementation

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Overall Project Health

- Scope: YELLOW
- Schedule: YELLOW
- Cost: YELLOW
- Staffing: ▮

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Project Scope - YELLOW

- Risk of changes due to external factors (e.g., CMS rules changes)

- Interpretation and understanding of a small set of requirements still being defined ; potential for scope changes
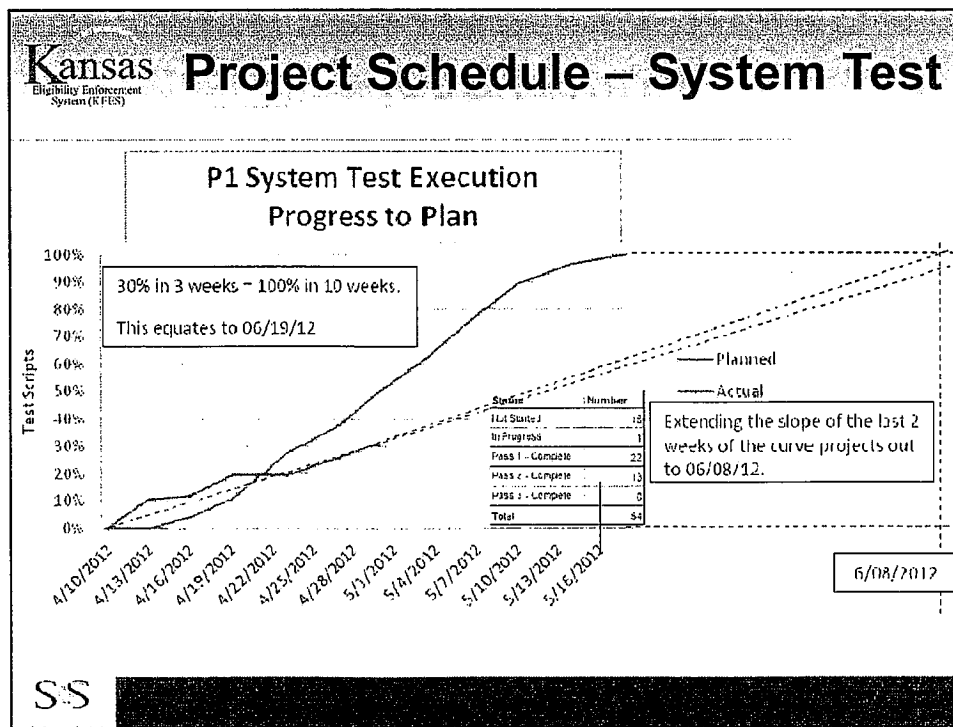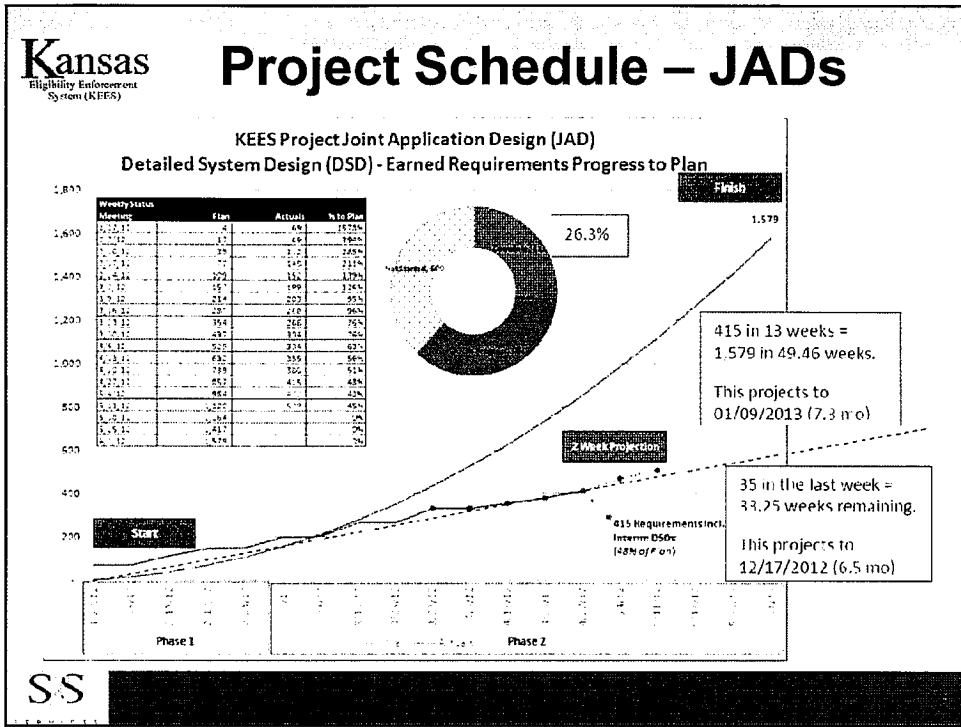
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Project Schedule - YELLOW

- Phase 1 System Test behind schedule
- Phase 2 JAD Sessions well-behind schedule
- Tentative schedule agreements reached during the week of 04/09 to 04/13 need to be finalized.) New project phasing and schedule will help mitigate current delays

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Project Schedule – System Test

P1 System Test Execution
Progress to Plan

30% in 3 weeks – 100% in 10 weeks.

This equates to 06/19/12

Planned

Actual

Extending the slope of the last 2 weeks of the curve projects out to 06/08/12.

6/08/2012

Status	Number
Not Started	18
In Progress	1
Pass 1 - Complete	22
Pass 2 - Complete	13
Pass 3 - Complete	0
Total	54

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Project Schedule – JADs

Cost - YELLOW

- There are no known significant cost issues at this time; however:
  - Financial status reporting is limited due to lack of accountant on the project
  - Breakout of state staff hours to project phases and tasks is being estimated

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Staffing - ████

- Lack a qualified financial person for project level financial reporting. The Project cannot answer standard financial inquiries without a major disruption of project operations and the direct involvement of the KEES Senior Project Manager.
- Several other positions being filled. Not always able to staff in a timely manner due to centralized HR function.
- Vendor database manager (key position) departing 05/04

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Preliminary Findings

- Project Management
  - Concern of accuracy of project reporting (CPI, SPI, etc.)
  - Financial reporting insufficient
  - Currently looking at missed or late completion dates and milestones vs. looking at late starts (will provide an earlier indication of potential problem)
  - Details of proposed phased approach not yet defined
- User Involvement
  - Need appropriate user involvement in JAD sessions
- Project Organization
  - Inconsistencies in team structure and associated decision-making authority
  - Not always able to staff in a timely manner due to centralized HR function
  - Cultural differences between agencies and vendor

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Kansas Preliminary Findings

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- Technology
  - Ineffective configuration management/control
  - Need separate and stable environments (Dev, Test, UAT)
  - Ineffective vendor unit testing
  - Need greater transparency into vendor system and data
- Project Scope
  - Risk of changes due to external factors (e.g., CMS rules changes)
  - Interpretation and understanding of a small set of requirements still being defined ; potential for scope changes
- Project Oversight
  - Governance structure does not always provide for timely decisions
  - Governance structure and their decisions are not always followed or adhered to. Instances of going around the established governance structure.
  - Need to define post implementation strategy

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Kansas Preliminary Findings

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- Business Impact
  - Mandatory due dates and functionality to sustain funding
  - Need to assess impact on user community if functionality delayed
- Cost-Benefit
  - Lack of adequate financial accounting and reporting
- Project Implementation
  - Concerns about schedule impacting training, support/help desk, regulatory compliance of subsequent releases
  - Post implementation clarification/guidance
- Other
  - JAD sessions facilitation and management process need improvement

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Kansas Risk and Issues Management

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- Risk Management
  - Defined risk strategy not always being followed
  - Expand risk reporting (e.g., report by risk exposure, trends, changes to risk exposure)
  - Enhance contingency planning
- Issue Management
  - Expand issue reporting (e.g., # and age of open issues by criticality)

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Kansas Recommendations

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- Obtain greater transparency into vendor processes and information
- Define and utilize expedited decision-making process when needed
- Reevaluate governance structure to streamline or improve ability to make timely decisions
- Include impacts of late decisions to Steering Committee with the list of upcoming decisions with dates the decisions need to be made
- IV&V team participate in Steering Committee and State/Accenture Weekly Coordination meetings via teleconference between site visits

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IV&V Report Schedule

- Quarter 1, 2012
  - Onsite visit – April 23- 27, 2012
  - Submit report – May 8, 2012
  - Receive comments from State – May 15, 2012
  - Amend report (if needed) – May 18, 2012
- Quarter 2, 2012
  - Onsite visit – July 23- 27, 2012
  - Submit report – August 7, 2012
  - Receive comments from State – August 14, 2012
  - Amend report (if needed) – August 17, 2012

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Q&A

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