



Quality Assurance Monthly Report

This plan was independently prepared by Briskin Consulting and its associates in accordance with State of Washington Information Services Board policies governing independent quality assurance of Washington State information technology projects.

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Quality Assurance Assessment

Project Vision

The Shared Services Email Project’s vision is to maximize email capabilities and functionality available to all agencies and to provide email as a shared service, thus reducing cost and risk. The vision includes the following functions:

- Hosted email services
- Vault email retention
- Secure email
- Remote and mobile email access
- Interfaces with state agency applications that use email
- Service level agreements and high customer satisfaction
- Future extensibility

This initiative includes executive branch agencies and will also be available to other state government agencies. The outcome will be a single source solution hosted in the state’s data center.

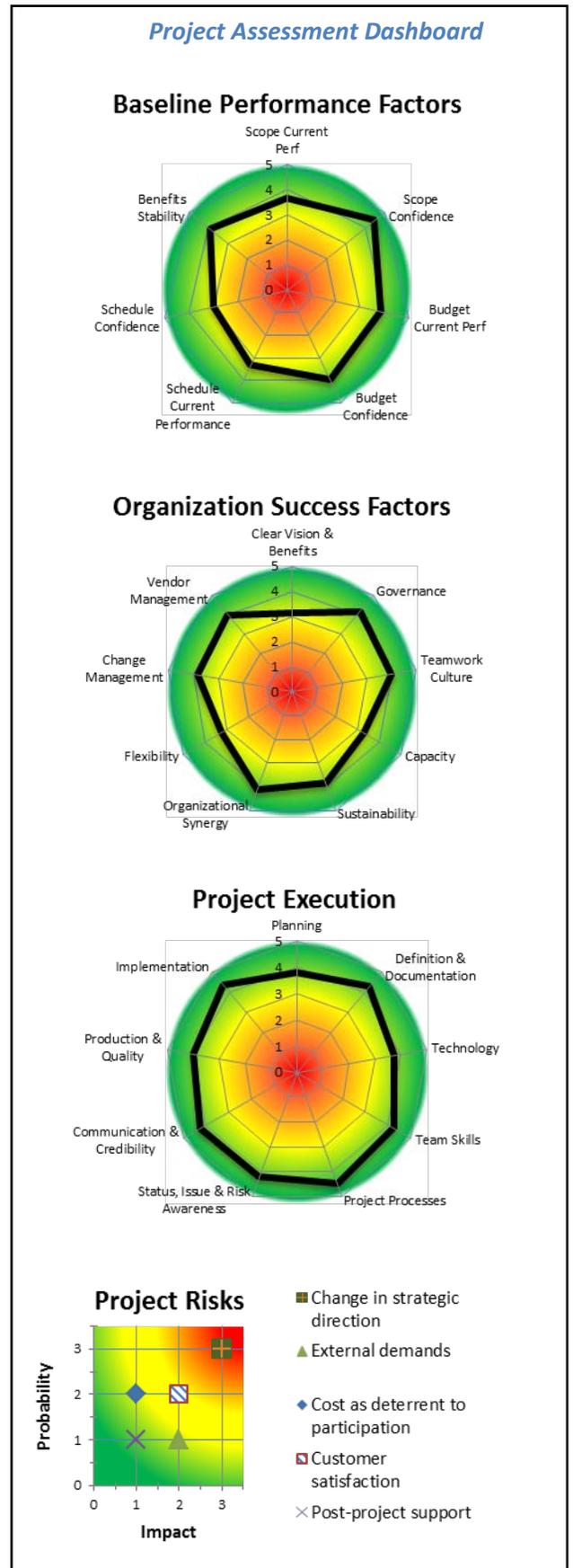
The overall purpose behind the project is to optimize the value of IT by concentrating email services across state agencies to a centralized service to lower costs and improve service.

Status Overview

The project team dealt with serious issues in January related to the Vault system. In February, team leaders met with agency leads to discuss the Vault issues, the pending solution, and the steps taken to ensure system stability.

February proved to be a stable month for the Vault system, and ingestions are re-starting in early March. However, the complete extent of impact of the Vault issues is not yet known.

Consistent with a newly published state technology direction, State CIO Bharat Shyam directed CTS to initiate a pilot program for some agencies using Office365. This change will impact the Shared Services Email Project. Some agencies plan to divert their path to Office365 reducing the number of shared service email users. The shared service costs will be shared by a smaller number of users putting pressure on price. Also, as the Office365 initiative started immediately, it will compete for CTS staff time with the



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shared services email project. Several of the benefits originally stated as a justification for the shared services email project are less likely to be delivered by this project.

Project staff initiated a rate review for per-mailbox costs. Preliminary results showed that the cost estimates used to build the initial rate structure were very close to actual/adjusted costs to date and there would be no cause for an adjustment. However, with the introduction of the Office365 initiative, agency leaders determined that the future customer base for the offering needed to be determined before the analysis fully completes.

The project plan is in the process of being updated to include more detail on areas of work remaining in the project, including secure email, SMTP relay, and email hygiene/filtering. Staff are working aggressively to complete the new schedule.

Response time for post-production support continues to improve. For the approximately 70 incidents reported, February's average initial response time was 201 minutes, well below January's 268 minutes, and reflects a continuing trend. The calculation includes incidents that are low priority that were received after standard business hours which were addressed the next business day. Forty-three percent of the tickets were closed within 24 hours. Briskin Consulting recommends that the incident response time issue be closed.

The project migrated 663 mailboxes in February. Overall the project has migrated a total of 35,447 mailboxes for 36 agencies. There were 513 Vault migrations, with a cumulative total of 17,334 vaulted mailboxes in service for 16 agencies.

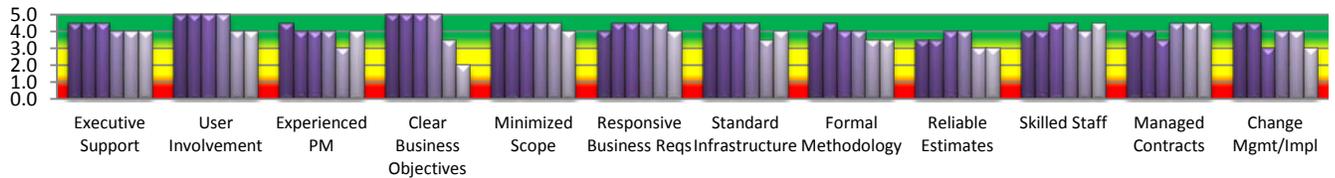
Two large agency leaders provided input for this report. Their responses represented a wide range of satisfaction with the project. Together, they have a total of 30,000 staff members. The first respondent indicated a high degree of satisfaction with the project and the services, and appreciates how the project leadership is addressing the inevitable issues that arise. Both respondents expressed a low degree of confidence in the Vault system, which is understandable, given the challenges experienced in December and January. The second respondent expressed concern about understanding a clear path to completion. The second respondent believes communication is still an issue, and that the project team should do more to help agencies understand what is coming up, and what the agencies should be doing to prepare for the remainder of the work on the project. Both respondents gave high marks to the project manager, expressing appreciation for her experience, how she handles issues, and the improvements made to the project.

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OCIO Success Factors

The Washington Office of the Chief Information Officer (OCIO) provides a framework for project management and quality assurance. Through evaluation of hundreds of projects, evaluation and research, the state has established a concise list of critical success factors that predict project success. See ofm.wa.gov/ocio/policies/documents/131appendix.pdf for more information. This framework provides a quick overall dashboard of the project success potential. The overall QA analysis presented in this report is deeply rooted in this framework, and goes beyond this high level project review.

OCIO Success Factors



OCIO Success Factors	Rating	Observation
Executive Management Support	4.0	CTS executive management continues to support the project and will adjust direction as needed to support the OCIO's strategic direction once finalized.
User Involvement	4.0	Users are actively involved in the project. The last ETAG meeting had greater attendance than normal. The PM personally visited agency leaders who were impacted by the Vault issues. The ActiveSync workgroup wrapped up their planning work and have transitioned to pilot testing.
Experienced Project Manager	4.0	PM has been working through difficult project issues very well. Scheduling support is not yet available, but the PM and team is taking on additional work to update the schedule.
Clear Business Objectives	2.0	The OCIO is proposing an alternative approach for hosted email using Office365. While the new strategy also supports the shared services email project, many of the project's underlying assumptions about the extent of use are now changed.
Minimized Scope	4.0	At this point, there are no formal change requests.
Responsive Business Requirements Process	4.0	Requirements process is responsive to user input.
Standard Infrastructure	4.0	Vault issues appear to be resolved with a change in the fundamental design provided by the vendor. Symantec and US Analytics agree that the new approach has corrected the issues that caused some agencies to have data loss.

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Formal Methodology	3.5	(No change) Most project processes are in place and solidly executed. Schedule and budget management ¹ processes are of concern at present.
Reliable Estimates	3.0	The project manager is establishing additional milestones for secure email, ActiveSync, and SMTP relay services. However, some agencies are delaying implementation pending discussion related to adopting Office365 or in response to the Vault issues that surfaced earlier.
Skilled Staff	4.5	Staff have invested significant time and energy developing expertise on all major benefit areas of the project (email, vault, secure email, filtering, virus protection, and mobile access).
Managed Contracts	4.5	CTS regularly compares performance and outcomes to contract requirements, and consistently holds vendors accountable.
Change Management/ Implementation	3.0	Post-implementation support is stable. Issue response times continue to be within expected range. The introduction of Office365 has significant impact on the projects' communication and change management plans and actions.

QA Findings and Recommendations

There are no formal findings during this reporting period. Briskin Consulting has two recommendations for the project:

- Actively communicate with agencies to understand their response to the OCIO Technology Strategy that creates the Office365 alternative to shared services email. Assess the potential impact on project targets for usage, costs, and on strategies for communication and change management. Formally adjust and communicate project targets and objectives as needed.
- Adjust schedule and baselines as necessary, communicate new schedule and milestones to agencies. Develop new interim/detailed milestones for secure email sub-project and remaining work. (repeat recommendation)

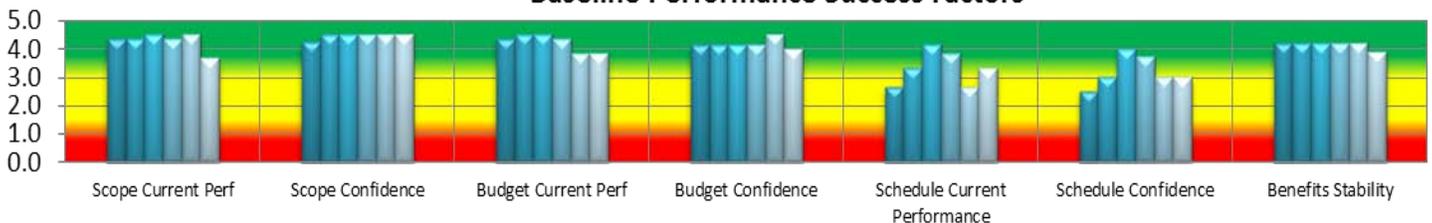
¹ The project is doing well managing their budget internally, and costs continue to trend below projections. DES is lagging on providing updated budget figures to the project team.

Baseline Performance Assessment

Will the approved investment of money and time to complete the scope deliver the benefits and outcomes as promised?

Success Factors	QA Observations – Strengths and Challenges
Scope Stability – Scope is well defined and baselined, churn is low, and changes are managed.	<p>Strengths: ActiveSync was a significant change in the project. There was no projected budget increase for this change.</p> <p>Challenges: While there are no formal change requests, a few pilot agencies will directly adopt Office365, bypassing the SSEP hosted email solution. This may influence other potential users to wait and see affecting both the final scope of the project and the benefits to those users who adopt shared services email.</p> <p>If a significant number of agencies migrate directly to Office365, there will be fewer users to support the fixed cost components of the project. This may have an impact on the per user cost for the remaining users.</p> <p>The schedule is in the process of being updated to include more details for the remaining work on the project. There is some concern about the remaining work that needs to be accomplished.</p>
Scope Confidence – Looking ahead, it is likely that the scope will be delivered as planned.	
Budget Stability – Budget is well defined and baselined, churn is low, and changes are managed.	
Budget Current Performance – Current baseline spending is consistent with plan and value delivered; estimates have been realistic.	
Budget Confidence – Looking ahead, it is likely that the budget will be expended as planned.	
Schedule Stability – Schedule is well defined and baselined, churn is low, and changes are managed.	
Schedule Current Performance – Milestones in recent months have been completed on schedule and estimates have been realistic.	
Schedule Confidence – Looking ahead, it is likely that milestones will be met as planned.	
Benefits Stability – Benefits are well defined, churn is low, and any changes consider impact on benefit.	
Benefits Confidence – Benefits expected of the project are likely to be delivered as a result of project efforts.	

Baseline Performance Success Factors

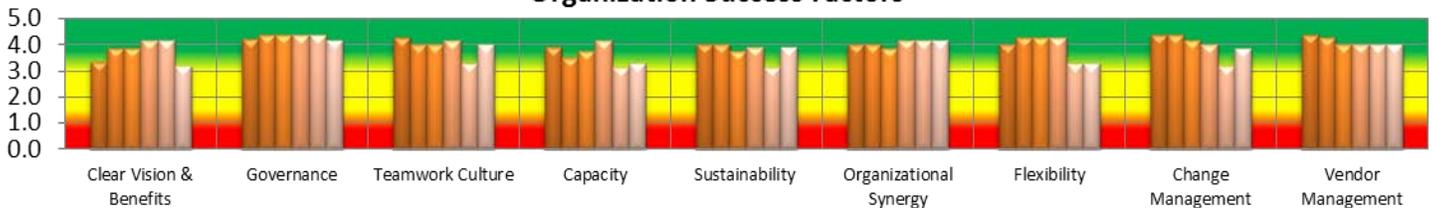


Organization Support Success Factors Assessment

Is the organization environment the project is part of supporting its success?

Success Factors	QA Observations – Strengths and Challenges
Clear Vision and Benefits – <i>The organization and stakeholders have a clear shared vision of the business outcomes, priorities, and benefits</i>	<p>Strengths: The Executive Sponsor is actively working to support the project in light of proposed changes in strategic direction from the OCIO.</p> <p>The team researches issues, proposes solutions, makes decisions appropriately, and acts to ensure project progress.</p> <p>Common development, support, and technology standards are in place.</p> <p>Challenges: The OCIO is proposing a new approach for hosted email using Office365. This changes aspects of the project vision. It diverts some CTS capacity to a new project.</p> <p>Project scheduler hire is significantly delayed. No action is pending.</p> <p>Schedule pressure is increasing for all aspects of the project.</p> <p>While short term sustainability scores are strong, long term sustainability is challenged depending upon the direction the state goes with regard to Office365.</p>
Governance – <i>There are complementary governance and project structures that prioritize resources, make decisions, and solve problems</i>	
Teamwork – <i>Trust, problem solving, commitment, accountability, and collaboration are supported by the organization and in evidence on the project</i>	
Capacity – <i>The organization has and provides the leadership, resources, skills, and experience to address the work and risk of the project</i>	
Sustainability – <i>There is a long term view of achieving benefits and supporting the changes and new operations resulting from the project</i>	
Organizational Synergy – <i>The organizational units involved work together to support one another’s needs and ensure project success</i>	
Flexibility – <i>Projects are allowed to learn and adjust scope or approach to address changes, risks, and opportunities to improve results</i>	
Change Management – <i>There is recognition and support of needed change to policy, practices, or attitudes to achieve business benefits</i>	
Vendor Management – <i>There are functions and skills to procure, contract, and manage productive vendor relationships</i>	

Organization Success Factors

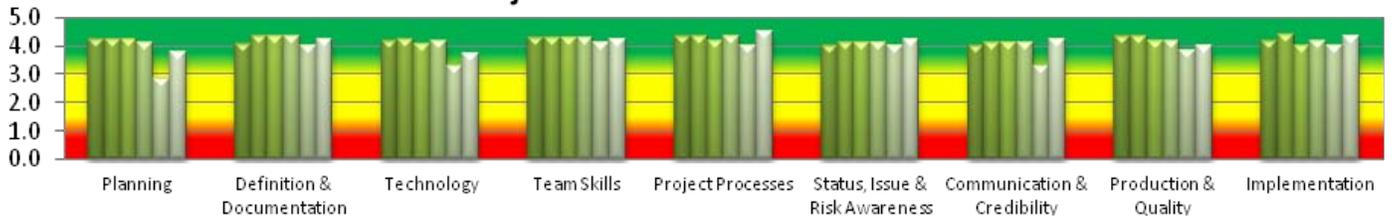


Project Execution Success Factors Assessment

Is the project performing effectively in managing resources and risk, and delivering value?

Success Factors	QA Observations – Strengths and Challenges
Planning – Tasks, estimates, dependencies, and resources form a realistic plan that allows collaboration, tracking, and adjustments.	<p>Strengths: ActiveSync documentation is very strong.</p> <p>The PM made personal visits to all affected agencies related to the recent vault issues. Issue management is strong.</p> <p>PM shows great judgment, wisdom and maturity handling difficult issues.</p> <p>Project processes are regularly exercised. Examples include risk/issue management, collaboration with M&O, team meetings, schedule, budget management, release mgmt.</p> <p>Team consistently uses lessons learned from prior implementations to improve current and future implementations. Evidence of proactive work is very strong.</p> <p>Challenges The project schedule needs to be updated and communicated to agencies. This work is in progress, but is not up to date. Schedule pressure is increasing due to growing backlog and diminishing time to complete original commitments.</p>
Definition and Documentation – Deliverables, requirements, designs, decisions, and standards are well defined and accessible when needed.	
Technology – Technology applied reflects appropriate application and validation of tools, infrastructure, architecture, and methodologies.	
Team Skills – Business, technical, management, and leadership skills are available as needed and mesh effectively.	
Project Processes – Processes appropriate to the work bring together participants in consistent, organized, and productive collaboration.	
Status, Issue, and Risk Awareness – Timely and objective assessments of status, issues, and risks lead to effective action and decisions.	
Communications and Credibility – Honest consistent communication builds trust, confidence, integrity of actions, and stakeholder support.	
Momentum and Velocity – The project persistently builds momentum and velocity toward clear and achievable milestones.	
Production and Quality – Project work is completed in a predictable high quality manner including technical and business driven testing.	

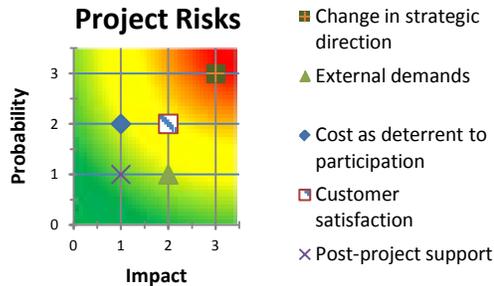
Project Execution Success Factors



Risk Tracking

What could happen that could affect the project’s level of performance and outcomes?

This section reports critical risks to project success that are or should be under management by the project’s management team, based on QA analysis. Not all risks identified by the project are reported here.



Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
<p>Risk: Change in strategic direction OCIO recently released the 2012 Technology Strategy, which changes the approach for shared services email, to include Office365 alternatives.</p> <p>Impact: Costs and benefits could be significantly impacted for the SSEP project.</p>	3	3	Assess the potential impact on project targets for usage, costs, and on strategies for communication and change management.
<p>Risk: External demands External demands can pull resources away from project activities.</p> <p>Impact: Schedule and quality could be impacted.</p>	1	2	The PM, Implementation Manager and key staff have other responsibilities outside the project. These external factors could impact schedule and quality. Update 12/30/11: SDC project work being re-planned. Risk is lower at present. Update 3/1/12: Office365 pilot may partially impact some project staff.
<p>Risk: Cost as a deterrent to participation The cost of Vault storage and mandatory secure email services may discourage agency participation.</p> <p>Impact: Some agencies may end up not participating in the project, losing out on the benefits of a shared solution. Email costs were based on a projected number of participants, and a</p>	2	1	Re-confirm March 2011 decision to make secure email services mandatory. Compare costs and benefits/services to private sector

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Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
significant change in the base may impact costs for the remaining participants.			solutions. Update 3/1/12: A significant shift to Office365 will likely impact costs for remaining users.
<p>Risk: Customer satisfaction Customers may not be satisfied with the final project offerings.</p> <p>Impact: Some customers may end up unraveling from the shared solution if their experiences are poor or if they find the solution to be of little value. Future shared solution projects could suffer from a lack of participation.</p>	2	2	Continue to compare project offerings with original benefits plan. Seek customer feedback through quarterly SLA surveys and other venues.
<p>Risk: Post-project support Support may degrade after the project ends.</p> <p>Impact: Some customers may end up unraveling from the shared solution if their experiences are poor. Future shared solution projects could suffer from a lack of participation.</p>	1	1	Continue to work on issue response and issue resolution times to improve service. Update 3/1/12: Issue response times are within expected ranges. Resolution process is strong.
<p>Risk: Volume impacts on service When volume increases, there could be issues that impact migrations or production use.</p> <p>Impact: Migrations could be delayed. Production issues, loss of service or poor application response time could result.</p>	1	3	Monitor service and throughput. Evaluate load balancing. <i>Risk closed 3/1/2012.</i>

Risk scoring is applied to impact and probability levels. Impact represents how much realization of a risk might affect achieving project objectives. For example, on this project, if a subproject exceeds its allotted time, overall the project may have to cut scope which would undermine delivering on its objectives. Probability level represents the present estimation of how likely the risk is to occur. A high probability score would indicate a high likelihood – say greater than 80% - that the risk will turn into a real problem for the project.

Issue Tracking

What has happened that is affecting the project’s level of performance and outcomes?

This section reports issues that impact project success that are or should be under management by the project’s management team, based on QA analysis. Not all issues identified by the project are reported here.

Issue/Description	Status	QA Analysis
Multiple issues with Vault services resulted in intermittent loss of access, some loss of data and have shaken customer confidence. Work is underway to identify root causes.	Active	<p>This issue has undermined customer confidence. Significant effort must be expended to identify root cause and ensure that the system is stable.</p> <p>UPDATE 3/1/12: Architectural changes were made to remove the problem that was causing loss of data. The extent of the data loss is not yet quantified. The system has been stable since the fix was put in place. PM and team personally visited agency leaders to explain the issue.</p>
Meeting the implementation schedule depends upon agency and CTS readiness.	Active	<p>Agencies have made initial commitments regarding their planned implementation dates. They retain control over the actual migration timelines, however, CTS is evaluated based on how well they meet the current implementation schedule. CTS has no authority to enforce plan dates with the external agencies.</p> <p>UPDATE 12/30/11: This issue is being resolved, and could be relegated back to risk status.</p> <p>UPDATE 1/31/12: Serious Vault issues are undermining agency confidence. Vault implementations are being deferred until the issues are resolved.</p> <p>UPDATE 3/1/12: Vault implementations are restarting. System appears stable.</p>
Issue response time doesn't meet expectations.	Active	<p>Service level metrics for the past three months show unacceptably long response times for reported incidents. Analysis indicates that processes for</p>

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Issue/Description	Status	QA Analysis
		<p>handling issues are not well developed. CTS is working on process improvement.</p> <p>UPDATE 12/30/11: Issue response time for Nov/Dec is better than Sept/Oct, but still hovers around 4-5 hours.</p> <p>UPDATE 3/1/12: Issue response time during the first two months of 2012 was within expected ranges. Processes are well established. Recommend closing this issue.</p>
Project scheduling and tracking work is falling behind.	Active	<p>A new scheduler is expected to start in mid-January, which should help with this issue.</p> <p>UPDATE 3/1/12: Scheduler hiring process is stalled. PM and support staff working to address scheduling work, which is in progress, but is not complete.</p>
Secure email implementation work is significantly behind schedule.	Active	<p>Contract was signed on 12/30, and planning work is starting in January.</p> <p>UPDATE 1/31/12: Contractor on site this week for project kickoff. Schedule will be finalized in early February.</p> <p>UPDATE 3/1/12: Secure email schedule is drafted, will be communicated to agencies soon.</p>
Secure Email RFP needs to be re-issued, which is causing a delay in that part of the project, but is not impacting the core migration activities.	Closed 10/5/11	
Secure email contract delayed.	Closed 12/30/11	<p>The ASV was announced around October 1. As of 11/30, the contract was not yet finalized.</p> <p>UPDATE 12/30/11: Contract is finalized. Planning will get underway in January.</p>

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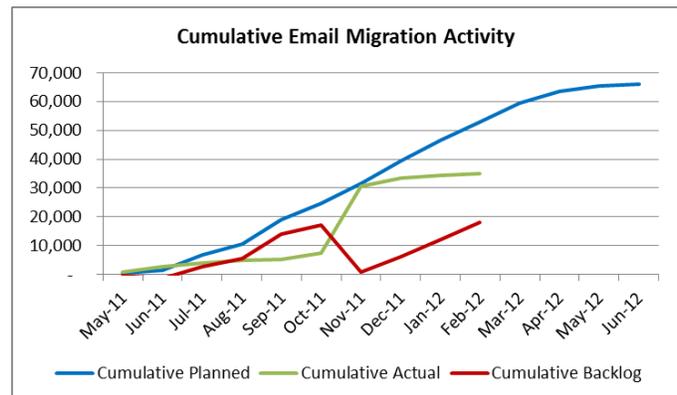
Appendix 1: Baselines and Recommendations History

Scope and Schedule Baselines

The table below itemizes the scope of work and shows the schedule from the project which can be considered to be the current schedule baseline.

Key Milestone/Deliverable	Planned Finish Date	Actual Finish Date	Finish Variance (work days)
Blackberry Ready for 1 st Agency	2/1/2011	2/1/2011	0
Exchange 2010 Ready for 1 st Agency	5/16/2011	5/16/2011	0
Phase 1 CTS Readiness Complete	5/23/2011	5/23/2011	0
Service Level Agreement Finalized	5/27/2011	7/13/2011	34
Secure Email Ready for 1 st Agency	8/22/2011 ² 3/30/2012 ³		139 to date
Vault System Ready for New Customers	9/28/2011	9/28/2011	0
Agency Implementations 25% Done (16,500 mailboxes)	10/30/2011	11/11/2011	10
Agency Implementations 50% Done (33,000 mailboxes)	11/30/2011	12/14/2011	11
Agency Implementations 75% Done (49,500 mailboxes)	12/30/2011		45 to date
Agency Implementations 100% Done (66,000 mailboxes)	6/30/2011		
Project Close	7/30/2012		

Email Migration Activity			
Implementation Activity	Planned Migrations	Actual Migrations	Cumulative Variance
May-11	497	859	(362)
Jun-11	916	1,826	(1,272)
Jul-11	5,221	1,308	2,641
Aug-11	3,876	973	5,544
Sep-11	8,500	203	13,841
Oct-11	5,500	2,158	17,183
Nov-11	7,000	23,312	871
Dec-11	8,000	2,739	6,132
Jan-12	7,000	1,406	11,726
Feb-12	6,500	1,058	12,074
Mar-12	6,500	663	17,911 ⁴
Apr-12	4,000		
May-12	2,000		
Jun-12	490		
Total	66,000⁵	35,447	



² Original baseline.

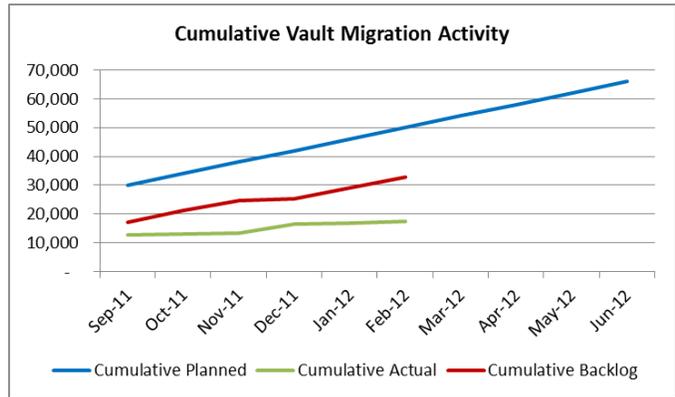
³ Current projection.

⁴ While it appears that the email migration backlog is growing significantly, most agencies have avoided significant migration activity during legislative session. The planned migrations show a calculated projection which does not reflect the actual negotiated schedule agreed to by agencies and CTS.

⁵ The total expected email migrations are closer to 57,000 at present. No new projections are available, however.

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Vault Migration Activity			
Implementation Activity	Planned Migrations	Actual Migrations	Cumulative Variance
Sep-11	30,000	12,787	17,213
Oct-11	4,000	168	21,045
Nov-11	4,000	531	24,514
Dec-11	4,000	3,096	25,418
Jan-12	4,000	241	29,177
Feb-12	4,000	513	32,664
Mar-12	4,000		
Apr-12	4,000		
May-12	4,000		
Jun-12	4,000		
Total	66,000	17,336	



Benefits Baseline

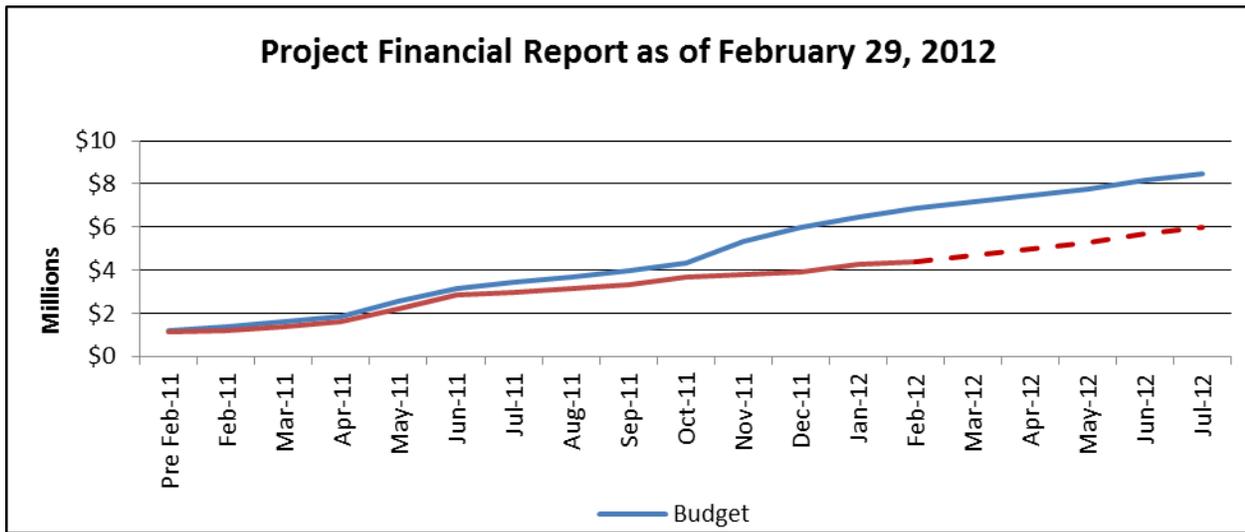
What business benefits and objectives are sought, and is the project on track to achieve them?

The table below itemizes the business benefits and objectives expected from the project as described by the project charter. This can be considered to be the current benefits baseline.

Proposed Business Benefit/ Objective	Current Status
1. Provide a standard service level agreement that will be developed prior to hosting any agency on the new system.	In scope
2. Provide access to more efficient, cost effective, secure storage for every user.	In scope ⁶
3. Provide improved records management, search capability and compliance with records management statutes for file retention and public disclosure.	In scope
4. Provide the capability to protect the confidentiality and integrity of sensitive data.	In scope
5. Provide reliable, open application interfaces to allow agencies to meet their business needs.	In scope
6. Provide a transition strategy for agencies to minimize risks and impacts.	In scope
7. Provide new opportunities to enhance multi-agency workflows and processes through a single platform and application interfaces.	In scope
8. Provide a single statewide solution which guards against spam, email viruses, malware and inappropriate language that pose a risk to agency operations.	In scope ⁶
9. Provide a single, secure remote access method to the state email system for authorized users.	In scope
10. Provide secure access to the state email system for authorized devices, while accounting for the differences in agency capability and infrastructure.	In scope
11. Provide a solution that complies with all ISB policies and standards.	In scope
12. Identify agency requirements for the system interface prior to deployment, and assess customer satisfaction following implementation to ensure a good fit between agency needs and the project solution.	In scope
13. Provide an email system that is available 99.5% of the time, given limitations to infrastructure.	In scope
14. Provide the opportunity to refocus agency resources on core business functions, instead of on email maintenance.	In scope
15. Provide a competitive rate that delivers a return on investment for the state within 5 years.	In scope ⁶
16. Implement the solution in all executive branch agencies, and make it available to other state agencies based on the approved project plan.	In scope ⁶
17. Provide a single-source solution hosted in the state data center.	In scope ⁶

⁶ May be impacted by Office365 adoption.

Budget Baseline



Expenses continue to be below budget and show no evidence of changing from this trend. The financial report is based on figures obtained from project staff.

Findings and Recommendations History

How can the performance of the project be improved?

#	Date Created	F/R	Finding/Recommendation	Current Status and Comments
1.	9/1/2011	R	Carefully monitor migration progress, especially in September and October to ensure that the project meets projections. Ensure the project team has a good understanding of the impact of any delays in one part of the schedule on commitments to agencies. Provide adequate buffers, to the extent possible, to avoid schedule disruptions.	Done.
2.	9/1/2011	R	Update the project charter to clarify project benefits and bring into alignment with Service Level Agreement.	No action taken.
3.	9/1/2011	R	Ensure that sufficient knowledge transfer is occurring between contracted vendors and CTS.	Done.
4.	9/1/2011	R	Recommend that Maintenance and Operations staff gather, monitor and address service metrics as identified in the Service Level Agreement on a regular basis to ensure that their capacity for support is sufficient, given the high volume of planned mailbox migrations in the next four months.	Done.
5.	9/1/2011	R	Initiate periodic formal risk and issue assessment meetings.	Done.
6.	10/5/2011	R	Ensure that communications with clients clearly demonstrate how project objectives are met by the planned scope, schedule, and budget.	In progress.
7.	10/5/2011	R	Provide greater visibility into product and service performance, actual costs per mailbox, and plans for system updates/enhancements.	Done.
8.	10/5/2011	R	Assure that the project has the capacity to stay on schedule, especially around holidays and after intensive implementations.	Done.
9.	12/1/2011	F	Issue response time is unacceptably high	Done.
10	12/1/2011	F	The secure email contract is significantly delayed	Done.
11	12/1/2011	R	The scope of agency application support and SMTP relay testing is unclear to some agencies.	In progress. The project staff will begin work with agencies in January.

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#	Date Created	F/R	Finding/Recommendation	Current Status and Comments
				<p>Update 1/31/12: Initial design work started. Schedule is not yet finalized. Work with agencies scheduled to start in February.</p> <p>Update 3/1/12: The security design review took longer than expected. It is now complete. Remaining work will be transitioned to a different team member to finish</p>
12	2/1/2012	F	<p>Multiple issues with Vault services resulted in intermittent loss of access, some loss of data and have shaken customer confidence. Work is underway to identify root causes.</p> <p>Recommendation: Continue to identify root causes. Evaluate Vault architecture to ensure it is sufficient to meet user expectations for uptime and avoidance of data loss. Explore process improvements to ensure system stability. Provide detailed communications to end users.</p>	Done. (Determining the extent of data loss is still pending.)
13	2/1/2012	R	Update schedule, milestones and baselines as necessary, communicate new schedule and milestones to agencies.	In progress.
14	3/1/2012	R	Actively communicate with agencies to understand their response to the OCIO Technology Strategy that creates the Office365 alternative to shared services email. Assess the potential impact on project targets for usage, costs, and on strategies for communication and change management. Formally adjust and communicate project targets and objectives as needed.	New
15	3/1/2012	R	Adjust schedule and baselines as necessary, communicate new schedule and milestones to agencies. Develop new interim/detailed milestones for secure email sub-project and remaining work. (repeat recommendation)	New/In progress