



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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April 5, 2012

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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 experienced a strong month in March, reaching a total of 41,777 migrated mailboxes. Thirty-eight agencies are now completely migrated to the hosted Exchange 2010 system. Issue response time continues to be strong, averaging 105 minutes, with 44% of the issues closed within 24 hours.

The secure email system planning and testing was completed, and the secure email portal was ready for first agency use as scheduled on March 30th. Nine agencies have expressed interest in piloting the system. They also provided initial feedback on the draft pre-cutover guide for secure email.

The impact of the change in strategic direction from hosted email services to an Office365 platform continues to be an issue for the project, in terms of reducing the anticipated number of hosted mailboxes from the original plan, and introducing uncertainty about the expected return on



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investment for the hosted email solution. CTS and the OCIO are working to create detailed plans for the Office365 pilot project and identify potential transitions for the current project.

The Vault archiving system has continued to be stable since the architectural changes were implemented in January. There are currently 18,401 vaulted mailboxes, representing 22 agencies.

The ActiveSync pilot is complete, and agencies are completing their policies and rolling out this service to end users. This continues to be a very popular offering. Documentation is very comprehensive. The state CIO recently made changes to existing policies to make mobile devices easier to use.

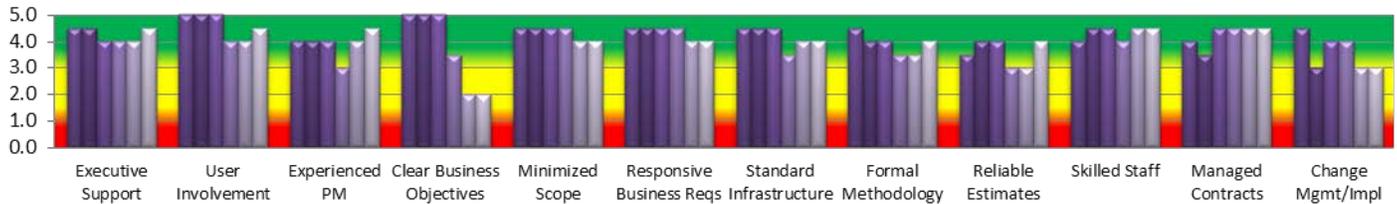
Planning for the remainder of the project is occurring. The most recent project plan update showed additional detail for secure email work. Remaining work on the SMTP Relay and the Business Continuity/Disaster Recovery (BC/DR) solutions is not clearly defined in the project schedule.

The Service Level Agreement is undergoing additional revisions to incorporate ActiveSync and secure email services. The project is soliciting input from agencies. A few customers recommended changes that were unrelated to the updated services, which were deferred for further discussion with the project team and Steering Committee.

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	4.5	The PM has ready access to the project sponsor, and the sponsor has effectively handled issues that impact the project.
User Involvement	4.5	Nine agencies signed up for early adoption for the secure email system. They will help refine the process and documentation. Steering Committee meetings have strong attendance.
Experienced Project Manager	4.5	PM leadership is very strong. Project processes are solidly in place. Project plan was recently updated and reflects additional detail for this phase of the project.
Clear Business Objectives	2.0	(Repeat comment) 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	There is no pressure for increasing the scope of this project.
Responsive Business Requirements Process	4.0	Project staff continue to confirm/seek additional detailed requirements from agencies in this phase of the project.
Standard Infrastructure	4.0	Secure email system is using market-leading solutions, with little or no customization outside the portal page.
Formal Methodology	4.0	Project processes are in place and are being used consistently. Budget tracking remains a minor concern.
Reliable Estimates	4.0	Most agencies have committed to a schedule for email migration and Vault ingestion. Project staff are scheduling secure email implementations now.
Skilled Staff	4.5	Staff are highly skilled in all technical aspects of the project. The staff ensure that knowledge transfer is

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		occurring regularly.
Managed Contracts	4.5	Most contracts are in their final phases, and are being managed appropriately.
Change Management/ Implementation	3.0	Post-implementation support is stable. Issue response times continue to be within expected range. The introduction of Office365 may have significant impact on the projects' communication and change management plans and actions.

QA Findings and Recommendations

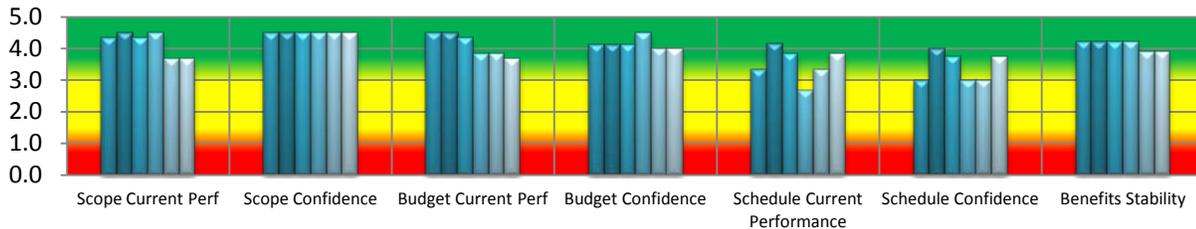
There are no formal findings or recommendations during this reporting period.

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: The project is delivering current work with good quality and process control.</p> <p>Actual costs are trending slightly below budgeted amounts.</p> <p>The project plan has been significantly updated. The project is achieving planned milestones, particularly with respect to the secure email subproject.</p> <p>Challenges: The Office365 implementation and continued statewide staff reductions will have an impact on the number of mailboxes migrated to the hosted system.</p> <p>Official financial reports from DES are still lagging.</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

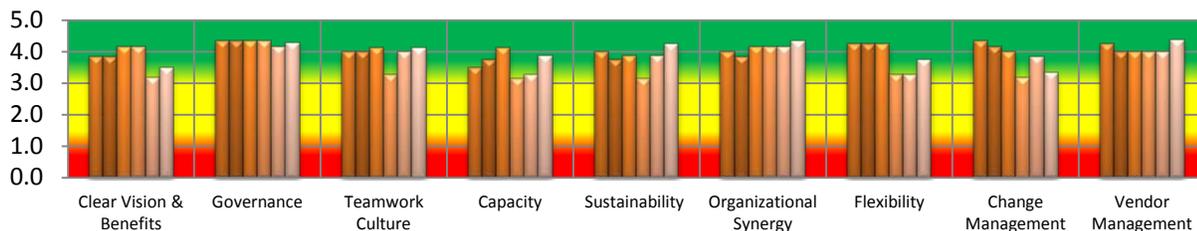


Organization Support Success Factors Assessment

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 project team has been meeting milestones and holding one another accountable for progress.</p> <p>Discussions within the Project Steering Committee are honest, thoughtful, deep and probing. Expectations are realistic.</p> <p>Service desk is doing a good job managing reported issues. The number of issues reported in a monthly cycle remains low in comparison to the increasing number of end users supported.</p> <p>M&O management has invested in developing strong service management practices and in collaborating with project staff.</p> <p>Acceptance testing for the secure email system is complete. Appropriate levels of pilot testing are occurring in agency implementations and service offerings like ActiveSync.</p> <p>Challenges: The OCIO is proposing a new approach for hosted email using Office365. This has the potential for altering the project vision.</p> <p>Uncertainty over major strategic direction is evident.</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?

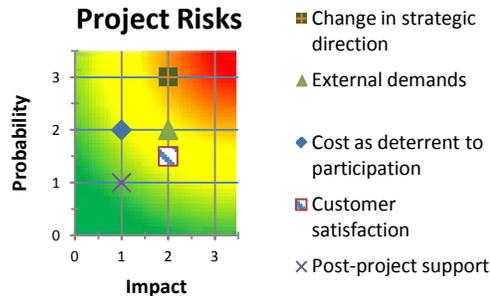
Success Factors	QA Observations – Strengths and Challenges
Planning – Tasks, estimates, dependencies, and resources form a realistic plan that allows collaboration, tracking, and adjustments.	<p>Strengths: Project schedule reflects sufficient detail related to secure email implementation for this phase of the project.</p> <p>CTS staff have developed pre-cutover guides for secure email along with end user documentation. They are working collaboratively with early adopters to review and revise the draft materials.</p> <p>The team has regularly accessed external support in the past as necessary. Team skills are very strong based upon that practice.</p> <p>Project processes are in place and are being used consistently. Budget tracking remains a minor concern because of continued delays receiving information from DES.</p> <p>Agency issues are fewer in number than when the project first started because the team builds upon the prior work and uses that learning to improve future outcomes.</p> <p>Challenges The Threat Management Gateway DR/BC solution is progressing slowly. Implementation delays are expected to occur. This will be a focal point in the April QA report.</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.	



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	2	<p>Assess the potential impact on project targets for usage, costs, and on strategies for communication and change management.</p> <p>UPDATE 4/1/12: The impact level was changed to medium, down from high. This is because many of the proposed project benefits can be realized through a complete implementation of the Office365 approach. This is a high-watch area in the coming months as plans unfold.</p>
<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	<p>The PM, Implementation Manager and key staff have other responsibilities outside the project. These external factors could</p>

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Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
			<p>impact schedule and quality.</p> <p>UPDATE 12/30/11: SDC project work being re-planned. Risk is lower at present.</p> <p>UPDATE 3/1/12: Office365 pilot may partially impact some project staff.</p>
<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 significant change in the base may impact costs for the remaining participants.</p>	2	1	<p>Re-confirm March 2011 decision to make secure email services mandatory. Compare costs and benefits/services to private sector solutions.</p> <p>UPDATE 3/1/12: A significant shift to Office365 will likely impact costs for remaining users.</p>
<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	<p>Continue to compare project offerings with original benefits plan. Seek customer feedback through quarterly SLA surveys and other venues.</p>
<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	<p>Continue to work on issue response and issue resolution times to improve service.</p> <p>UPDATE 3/1/12: Issue response times are within expected ranges. Resolution process is strong.</p>

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Risk/Impact	Probability Level <i>(1=Low, 3=High)</i>	Impact Level <i>(1=Low, 3=High)</i>	Mitigation Status/Comments
<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	<p>Monitor service and throughput. Evaluate load balancing. <i>Risk closed 3/1/2012.</i></p>

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
<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>Active</p>	<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> <p>UPDATE 4/1/12: System is stable; data loss is being quantified and appears consistent with original assumptions. Recommend closing this issue.</p>
<p>Meeting the implementation schedule depends upon agency and CTS readiness.</p>	<p>Active</p>	<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>

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Issue/Description	Status	QA Analysis
		<p>UPDATE 4/1/12: Some agencies may be foregoing migration and other shared services, choosing instead to wait for the Office365 pilot to complete.</p>
<p>Project scheduling and tracking work is falling behind.</p>	<p>Active</p>	<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>
<p>Secure email implementation work is significantly behind schedule.</p>	<p>Active</p>	<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> <p>UPDATE 4/1/12: Plan has been updated. Project team met new milestones for implementing service. Recommend closing this issue.</p>
<p>Issue response time doesn't meet expectations.</p>	<p>Closed</p>	<p>Service level metrics for the past three months show unacceptably long response times for reported incidents. Analysis indicates that processes for 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>

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Issue/Description	Status	QA Analysis
		UPDATE 4/1/12: Issue closed.
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>

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.

Actual mailbox migrations are very different than planned. There are two factors contributing to this difference. First, the blue line shown on the Cumulative Email Migration Activity graph on the next page represents a theoretical, measured plan for implementations that was generated at the very beginning of the project. For current planning purposes, project staff use the Agency Implementation Order and other supporting tools, which contains far more detailed information, including the number and size of waves of agency mailboxes to be migrated, and the dates those waves are scheduled to occur. The actual implementation schedule is much more discontinuous than smooth, and takes into account agency readiness for migrating. The second factor contributing to the difference between planned and actual is that there will ultimately be fewer total mailboxes to migrate than originally planned; 57,000 versus the original plan of 66,000. The difference is attributable to agencies who are participating in the Office365 pilot instead of SSEP, and the decline in the number of state employees across all agencies since the plan inception. Vault migrations are significantly off plan, due mostly to issues related to Vault readiness and stability, and a conservative approach to implementation on the part of remaining agencies.

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 ¹ 3/30/2012 ²		160
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 ³)	12/30/2011		66 to date
Agency Implementations 100% Done (66,000 mailboxes)	6/30/2011		
Project Close	7/30/2012		

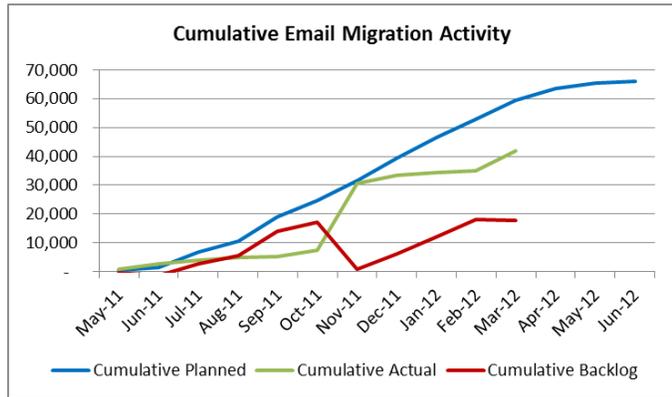
¹ Original baseline.

² Current projection.

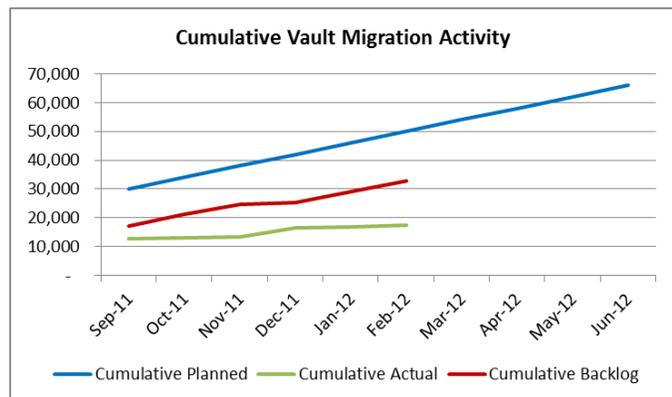
³ The current total projected number of migrated mailboxes is 57,000. 75% of that would be 42,750. CTS is very close to reaching this adjusted milestone, at 41,777 mailboxes migrated.

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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	1,058	12,074
Feb-12	6,500	663	17,911
Mar-12	6,500	6330	17,733
Apr-12	4,000		
May-12	2,000		
Jun-12	490		
Total	66,000⁴	41,777	



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	1,284	35,599
Apr-12	4,000		
May-12	4,000		
Jun-12	4,000		
Total	66,000	18,401	



⁴ The total expected email migrations are closer to 57,000 at present.

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.

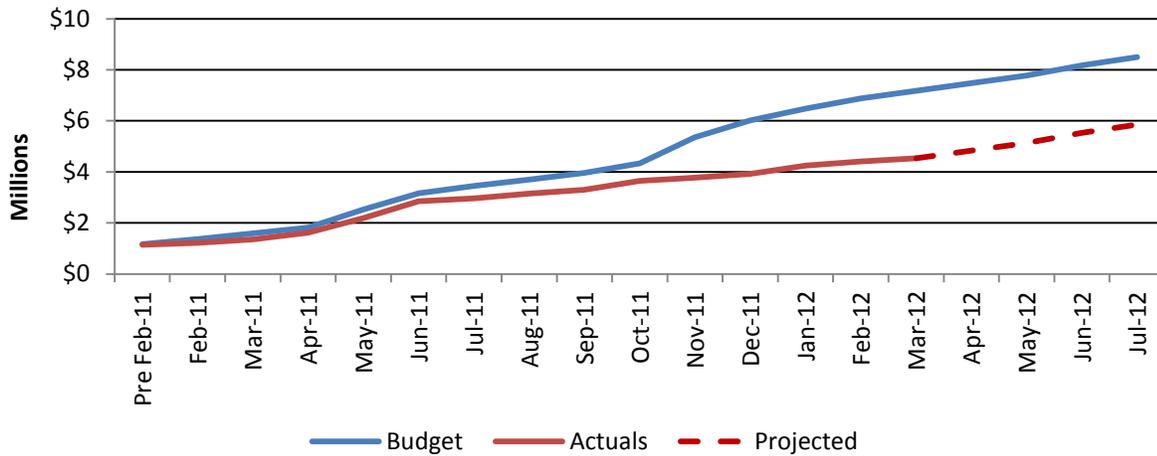
Many of the financial and efficiency benefits of the shared services email project (SSEP) depend on participation by most of the state’s email users. The change in strategic direction involving Office365 is producing a period of significant uncertainty. If Office365 proves feasible and most state agencies eventually move to the Office365 platform, the consolidation related business benefits originally expected of SSEP are likely to be realized. However, if the change in direction results in a mix of email platforms and services for an extended period of time, achievement of benefits may be delayed or not realized. Several benefits in the table below are marked “at risk” for this reason. QA recommendation #14 in the Findings and Recommendations History table urges SSEP and the OCIO to reconcile the new Technology Strategy with SSEP, set new email consolidation objectives, and update the benefits expected from the new objectives.

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.	At risk
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.	At risk
8. Provide a single statewide solution which guards against spam, email viruses, malware and inappropriate language that pose a risk to agency operations.	At risk
9. Provide a single, secure remote access method to the state email system for authorized users.	At risk
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.	At risk
16. Implement the solution in all executive branch agencies, and make it available to other state agencies based on the approved project plan.	At risk

Proposed Business Benefit/ Objective	Current Status
17. Provide a single-source solution hosted in the state data center.	At risk

Budget Baseline

Project Financial Report as of March 31, 2012



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.	Done.
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.
13	2/1/2012	R	Update schedule, milestones and baselines as necessary, communicate new schedule and milestones to agencies.	Done.
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.	In progress.
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)	<p>In progress.</p> <p>4/1 – secure email planning is complete. Other work in this phase needs more definition.</p>