

Section 1 Transmittal Letter	Section 2 Introduction (Executive Summary)	Section 3 Summary of the Bidder's Understanding of the Project Scope	Section 4 Bidder's Products, Methodology, and Approach to the Project	Section 5 Organization and Staffing
<b>Section 6 Project Planning and Management</b>	Section 7 Quality Assurance	Section 8 Project Work Plan	Section 9 Bidder's Qualifications and Credentials as Related to the Proposal	Section 10 Resumes of the Bidder's Proposed Staff

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## Section 6

# Project Planning and Management

RFP reference: 7.2.6 Project Planning and Management, Page 64

Deloitte brings consistent diligence to following established PMBOK processes using our tools and methods towards project planning and management. Our successful track record in HHS, and proven implementation of FACTS II solutions at AL, DC and PA are testament to the level of standard and discipline we bring to Delaware.

The Delaware FACTS II Project requires an experienced Design, Development and Implementation (DD&I) Vendor who can bring a structured, collaborative, comprehensive, and transparent approach to project management to complete our proposed Delaware FACTS II implementation in a timely fashion. Our Project Management methodologies are aligned with widely accepted best practices and industry standards such as PMBOK and CMMI. Project Planning and Management serves as the common thread that brings together multiple stakeholders, vendors, and project teams towards one common goal – enable service providers and agencies to assist the citizens of Delaware to achieve their full potential to succeed and thrive.

We have successfully delivered large-scale SACWIS systems which require tight integration between people, project and technology components. Our project management methodology focuses on applying proven project management principles and best

### section HIGHLIGHTS

- Our project management approach follows leading practices and is applied in a disciplined manner by staff dedicated to your business
- Sound Project Management Strategy
- Effective Quality Management
- Comprehensive Project Management Plan that includes Risk and Issue Management.
- SACWISmate - our project management tool is a comprehensive, integrated tool built to support each SDLC phase

practices. Based on our experience with the SACWIS system, we understand a successful implementation of the system requires a robust and proven methodology to plan and manage the project. We have developed a complete project management environment that includes a single, adaptable Project Management method and toolset to promote effective project management.

In addition, we leverage our integrated project management and service delivery tool SACWISmate which is part of our FACTS II Playbook, to assist in the management of various activities during the implementation of Delaware FACTS II project, and also continue to support ongoing client policy changes, and general maintenance after the Deloitte team leaves.

SACWISmate is a comprehensive, integrated database and is built to support each SDLC phase (software development life cycle) as well as integrate the tracking of information across phases. SACWISmate provides comprehensive status reports and requirements traceability throughout the project life cycle for Delaware FACTS II project team. Upon completion of the development and implementation of the Delaware FACTS II solution this integrated tool can be leveraged on an ongoing basis for continued maintenance, and operations support to all additional enhancements and change requests in an integrated fashion to support further enhancements and extensions for the Delaware FACTS II solution.

- Provides a structured yet flexible framework that defines processes and procedures to specifically guide the Delaware FACTS II Project
- Provides an approach and effective toolset to support consistent dialogue, task monitoring, status reporting, risk tracking, and assists in determining general project healthiness
- Defines clear roles and responsibilities for issue and change request tracking and escalation resolution that is key for continued project movement
- Requires a hands-on, trusting and transparent partnership style of project management between all key stakeholders

The table below provides an overview of the features of Deloitte's Project Planning and Management approach and their benefits to DSCYF.

Features of Deloitte’s Project Planning and Management Approach	Benefits to DSCYF
Established project methodologies and approaches	We have proposed established project methodologies and approaches that are consistent with PMBOK, CMMI, and industry best practices. We have successfully used these methodologies and approaches on other projects giving DSCYF confidence that we can deliver this project with lower risk and higher quality.
Project management methodology that supports the complexities and intricacies of a large system implementation with multiple stakeholders	Our experience implementing over 100 large health and human systems of similar size and scope helps to reduce projects risks, and provides confidence that we successfully deliver this important project. We have experience with transferring Child Welfare SACWIS solutions successfully in other states reducing the risk associated with a project of this scale and complexity.
FACTS II Playbook and PMM4 positions the project to start promptly	Our proposed team hits the ground running. We bring a repository of valuable tools to help Delaware FACTS II during the project initiation phase to produce results quickly and to support the Delaware FACTS II Project through implementation
Collaborative project governing structure	Our project management plan is part of our methodology and approach and includes a collaborative governing structure that lays the foundation to successfully direct the project.
Comprehensive and regular communications	At the core of our project management approach is a strong communications plan that identifies the key communication needs and helps build support for the Delaware FACTS II project.  Facilitates effective communication with designated FACTS II project manager, Quality Assurance vendor and Deloitte to design, create, and implement reliable quality software, technology, and custom software application solutions to support DSCYF business operations
Accountability for our resources	We hold each person accountable for meeting performance requirements. Our resources provide in depth-knowledge of the industry as well as a wealth of experience successfully delivering large system solutions including system transfer, custom development, and integration.
Disciplined approach to schedule management	The project schedule is closely managed and timely updates are made to it facilitate a precise management and quality of the overall project effort.

Features of Deloitte’s Project Planning and Management Approach	Benefits to DSCYF
<p>SACWISmate to support all project management and systems development and maintenance activities</p>	<p>An Integrated tool that facilitates sharing of information and fosters open communication, status monitoring, and continuous knowledge transfer by everyone using SACWISmate.</p> <p>For example, SACWISmate documents system requirements, design documentation, test scripts, defects, enhancements and time spent on system modules. From these, summary and detail reports can be generated. The different components are linked together so that requirements are linked to designs, test scripts, issues, and incidents, so that they do not fall through the cracks and are fully traceable through the development life cycle.</p>
<p>Provides for flexibility, scalability, transparency and accountability</p>	<p>Achieves greater economies of scale and scope by lowering total cost of ownership. Better supports the needs of projects large, medium and small.</p> <p>Improves transparency and accountability of project teams through a project’s life cycle. Better reporting to DSCYF. Tailors the full methodology to ramp up and down with demand and the ability to handle project needs</p>

**Table 6-1. Project Management Approach Features and Benefits.**

# Project Management Strategy

RFP reference: 7.2.6 Project Planning and Management, Page 64

## Project Planning and Control Procedures

Bidders should identify their project planning and management strategies and should demonstrate their ability and commitment to successfully complete the Delaware FACTS II engagement.

Successful development of large and complex SACWIS systems requires a **comprehensive strategy and methodical approach** to be employed by Deloitte, DSCYF, DTI, and the Quality Assurance vendor. Coordinating a large number of team members and stakeholders, confirming that everyone understands their role and deadlines, and using the same approach to manage the project requires an over-arching development and management methodology. It helps everyone understand their key responsibilities and in what order critical project tasks must be accomplished.

With a combined experience in Human Services implementations, 17 specifically delivered from our Integrated Children's Service practice, and with 10 of them specializing in Child Welfare we are confident of successfully implementing the Delaware FACTS II solution. Deloitte uses leading project management methodologies, tools, practices, approaches, leveraging knowledge repository from our methodology and other similar Federally Assessed SACWIS implementations (OK, WV, MD, AL, DC, MA) and related technology solutions as the basis for our approach.

Deloitte's approach is to use Software Development Playbook for FACTS II project known as the FACTS II Playbook, and PMM4 methodology which is PMI aligned standard for project management and couple it with our experience and leading practices in project management. The PMM4 methodology is based on the Project Management Body of Knowledge (PMBOK).

With over 2,000 practitioners specializing in Human Services we have a vast talent pool and experience that provides us with a unique perspective on the requirements for project management and coordination for the Delaware FACTS II project, and provides a strong



**Nicole G. Fuller, DE FACTS II Project Manager**

*"I have delivered SACWIS engagements over the last 10 years in four states. My focus for FACTS II is to continue the tradition of SACWIS success by managing to plan, executing to quality and consistently communicating, using standard and automated tools to report metrics, issues, risks, performance, and health of the project to all stakeholders."*

baseline for helping DSCYF to integrate other vendors and program divisions in the execution of this important project.

Our project management strategy focuses on the five core levers that are interrelated and are critical that any the overall success of the project depends on a fine balance that needs to co-exist between these core levers: Quality, Cost, Scope, Risk, and Schedule. Communication acts has the common thread across five main constructs of our project management philosophy.



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**Figure 6-1. Core Components of Deloitte's Project Management Strategy.**

Balanced approach to project management to confirm five core elements are well aligned to meet project vision, goals and objectives.

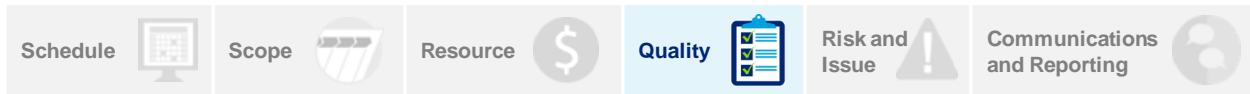
Each of these levers is interdependent and interacts in all project management activities to influence the project success. By developing a strategy for each of these key areas, we are prepared to execute this strategy at the onset of the project. The table below outlines the key ingredients of our project management strategy on how we deal with each one of the constraints.

Critical Project Management Areas	Key Strategic Factors to Mitigate Constraints
<b>Quality Management</b>	<ul style="list-style-type: none"> <li>• Proven approach, methods and tools allows our teams to successfully manage, deliver, and provide high quality to this project.</li> <li>• Informal and Formal Reviews and Frequent Deliverable Communication</li> <li>• Early Definition of Expectations and Specifications of Deliverables and Work Products</li> </ul>
<b>Risk and Issue Management</b>	<ul style="list-style-type: none"> <li>• Risk management, response planning and risk monitoring focus on establishing procedures for mitigation of future risks to the project</li> <li>• Resolve issues in a timely and structured manner allowing transparency in reporting and managing issues across all stakeholders</li> </ul>
<b>Scope Management</b>	<ul style="list-style-type: none"> <li>• Establish Scope Expectations</li> <li>• Manage Scope to Meet the Requirements</li> <li>• Establish a Disciplined Change Control Process</li> <li>• Establish Expectations for Deliverables and Work Products</li> </ul>
<b>Schedule Management</b>	<ul style="list-style-type: none"> <li>• Do not Lose Time during Project Initiation</li> <li>• Leverage What Has already been done</li> <li>• Retire Risk Early in the Project</li> <li>• Provide DSCYF with a SACWIS compliant base solution that supports an Integrated Business Services Model in 20 months</li> </ul>
<b>Resource Management</b>	<ul style="list-style-type: none"> <li>• Right People at the Right Time</li> <li>• Alignment of Project Organization Roles and Responsibilities</li> <li>• Setting the Integrated Delaware FACTS II Project Team up to Succeed</li> <li>• Clearly define resource management processes</li> </ul>
<b>Communications and Reporting</b>	<ul style="list-style-type: none"> <li>• Using SACWISmate as an integrated tool that facilitates transparency and information sharing across the project</li> <li>• Employs communications planning, information distribution, performance reporting, monitoring, and administrative closure activities</li> <li>• Verifies the timely and appropriate generation, collection, dissemination, and nature of project information.</li> </ul>

**Table 6-2. Critical Project Management Areas.** Key strategic factors to mitigate constraints.



## Quality Management



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### **Proven approach, methods and tools allows our teams to successfully manage, deliver, and provide high quality to this project.**

Verifies that the project satisfies the needs for which it was undertaken, including identifying quality standards, evaluating overall project performance and monitoring specific project results to discard the causes of unsatisfactory performance. Application of this thread by our team results in a higher quality end-product, that is more user-friendly, reflects DPW” desired business processes, and is a valuable asset to the Department.

### **Informal and Formal Reviews and Frequent Deliverable Communication**

We believe that establishing a collaborative environment that engages both us and DSCYF stakeholders in the deliverable process is a key ingredient to help determine overall quality. We engage with your staff on frequent informal reviews of deliverables throughout the project. We also communicate and provide status updates on the deliverables that would impact Delaware FACTS II Project Team. For example, a functional design deliverable may involve our application team and representatives from the Delaware FACTS II Project Team.

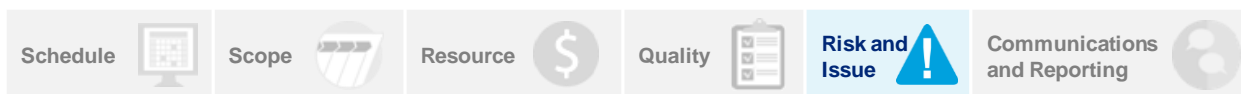
We keep the all stakeholders of Delaware FACTS II project team in the loop on the progress of the deliverable and incorporate the team’s feedback along the creation process. A collaborative process such as this fosters collegiality on the project and results in a quality implementation.

### **Early Definition of Expectations and Specifications of Deliverables and Work Products**

At the start of the project, we work with you to understand your standards on overall project deliverables and work products and reinforce them with the standards and templates from our PMM4 and Playbook methodologies. We work with you to gain early agreement on overall project management level templates and procedures. These include templates for project status reports, issue resolution forms, risk management, and overall project communication. As an ongoing process, prior to starting work on any deliverable or work product, we work with the respective stakeholders to gain consensus on the templates and specification for the document. Agreeing to these templates supports the development of high quality end products that align with your overall expectations.



## Risk and Issue Management



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### Risk Management, Response Planning and Monitoring

Risk Management planning involves the development of a comprehensive Risk Management plan which is an integral part of our project management plan and approach. Risk identification and analysis involves determining the risks that could affect the project, and performing qualitative and quantitative analysis on the risks. The risk management planning and mitigation activities also provides processes for controlling and resolving current risks, through the establishment of a risks mitigation strategies, and retiring risks when it is determine that the particular risk not longer poses any threat to the overall project.

### Resolve issues in a timely and structured manner allowing transparency in reporting and managing issues across all stakeholders

Deloitte utilizes the methodology for risk and issues management based on the principles defined by the Project Management Institute (PMI) for project management – proactively planning for risks and issues on the project. Our team works jointly with DSCYF and third party vendors through a methodical process to resolve all project related issues. The following highlights the steps initiated to support issue analysis and resolution:

Determine Root Cause - provide insight from an application business process standpoint and create scenarios that repeatably create the issue to assist in analysis.

Coordinate with Stakeholders - communicate the impact of issues to all stakeholders so as to minimize operational business impacts

Resolve issue - work with DSCYF and FACTS II project Committee to coordinate and communicate the resolution of the issue and confirm the long term solution has been applied.



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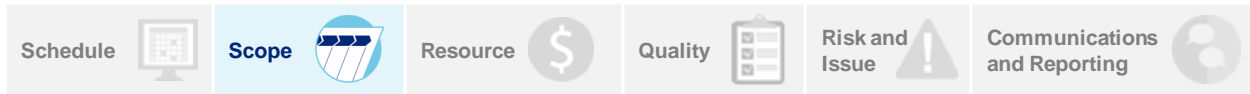
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Benefits of Coordinated Communications include:

- Centralized communications using SACWISmate and other communication tools enables the project team to deliver consistent messages to various stakeholders.
- Coordinated communication facilitates stakeholder buy-in and adoption of the final solution.
- Fully integrated communication enables ongoing education of team members regarding scope, direction, and progress of the initiative.

Proactively Monitor – Continuously monitor for repeat occurrences to truly confirm the issue has been resolved. Any issue found will immediately be escalated to FACTS II Project Committee.

## Scope Management



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### Establish Scope Expectations

Successful delivery often depends on how well scope is managed. At the start of every phase, we work together with DSCYF to review and refine the scope of functionality that we deliver. Even though the RFP outlines the scope, we understand how gaining a better understanding of requirements may change the need for key functions.

We are very familiar with scope driven deadlines and we work with you to follow the established project change control process and define the scope expectations for all the users and stakeholders of Delaware FACTS II solution.

### Manage Scope to Meet the Requirements

Once the scope is refined, we work with DSCYF to manage the scope. We do anticipate changes to the overall scope at every stage of the project. We assess changes against approved functional and detailed design documents and work with you using the change control process to prioritize and communicate these changes.

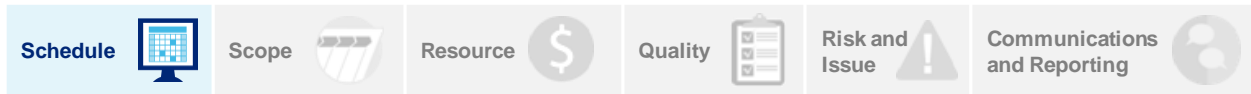
### Establish a Disciplined Change Control Process

Change happens. An effective and proven change control process is essential from day one of a large project. Effectively managing and documenting change requests through a formal process allows tighter control over the system and project activities. This allows resources to be deployed against those most important activities necessary to achieve the overall project goals and ensuring the success of FACTS II project with a strong commitment to meeting and completing the scope of the proposal.

### Establish Expectations for Deliverables and Work Products

Similar to establishing templates for deliverables and work products, prior to starting work on deliverables and work products we work with the DSCYF to define the general outline, content and level of detail for each document. We leverage templates and outlines from our repository of deliverables as a starting point for this outline and content. We work closely with you to review and finalize the general outline and work towards completion of the deliverable or work product.

## Schedule Management



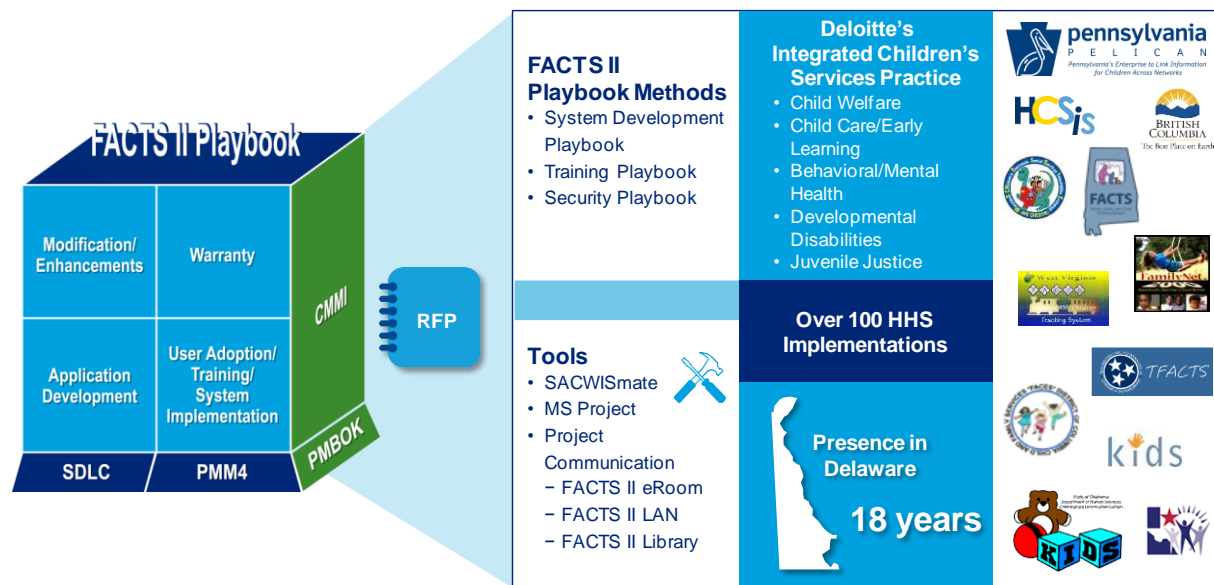
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### Capitalize Time during Project Initiation

The most critical time in any project is the initial few weeks. Time lost is never recovered, and may ultimately lead to schedule impacts. As described later in this section, almost all the deliverable products needed during initiation are keys to getting the project up and running. By leveraging our PMM4 and Playbook Methodologies, we already have sample deliverables and components for the majority of your specific needs. We use these as a base and get the project started.

### Leverage What Has Already Been Done

As reiterated throughout this proposal, with the new system required to support the DSCYF’s child-centric integrated services business model our approach to leverage best practices from our integrated children’s services practice in driving similar service delivery models that adequately support an integrated solution for all program divisions within DSCYF is critical to help drive consistent, integrated data across the different program offices. Our commitment and experience with Delaware’s operations, processes and our proven methodologies, tools and transfer functionality, enables authorized managers and supervisors to identify and resolve data or information inconsistencies to drive a successful implementation.



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**Figure 6-2. FACTS II Playbook.**

A comprehensive set of proven Tools and Methods, assimilated from years of experience from projects similar in scope and size and tailored to meet FACTS II project requirements.

The Delaware FACTS II Project can be successfully accomplished by leveraging the knowledge and success of our past experiences. We start with our PMM4 and FACTS II Playbook toolkit that comprise of standard deliverable templates, tools, techniques and a robust framework for all project management and application development activities to achieve momentum and progress as soon as we begin the FACTS II project.

## Retire Risk Early in the Project

Risk is inherent in any large development projects and must be considered on the Delaware FACTS II Project. We use “Repeatable” processes from CMMI that are derived from other projects and allow us to follow previously successful and proven procedures. Validating the risks from our prior experience, reviewing them, and retiring them early in the project life cycle are keys to FACTS II success. We work with you to review these risks and discuss mitigation strategies or ways to avoid them as the project progresses.

## Align with DSCYF Schedule Requirements

Based on the information in the RFP, we believe our methodology and approach supports an accelerated schedule. Our staff load is also based on this schedule and at the start of the project we work with you to review the schedule and make sure that our plans are in alignment and continue to stay in alignment as project schedules and priorities may change.

## Resource Management



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## Right People at the Right Time

Our delivery experiences demonstrate our clear understanding of the importance of bringing the right people at the right time to the project. Our proposed team and staffing plan is based on realistic expectations and we are confident that our proposed team members bring the knowledge be it in Child Protection/Child Welfare, Youth Rehabilitative Services (YRS), Mental/Behavioral Health, Prevention and Early Intervention, and Child Care Licensing program knowledge, technical skills, and project management needed for this project. Getting the right resources when needed to hit the ground running at the appropriate time in the project schedule is paramount.

## Alignment of Project Organization Roles and Responsibilities

We have reviewed DSCYF’s organizational structure and other vendors (Quality Assurance) that play an integral role in the implementation of the FACTS II solution and have aligned our organization chart with DSCYF organization structure to create an integrated organization chart – this becomes the baseline organization for governing the project. We define overall roles and responsibilities for the various teams, to create an Integrated Child Welfare System project roles and responsibility matrix. In addition to this we have a project

oversight team that constantly monitors the project and work with the project sponsors to resolve any issues that may exist.

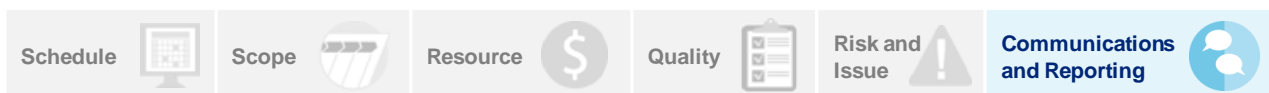
## Setting the Team up to Succeed

The key for the Delaware FACTS II project success is to help confirm that the project team members are set up to succeed. They are provided with the resource support, logistical support, and knowledge capital required for being successful. We leverage our experience from previous engagements, our PMM4 and Playbook methodologies to bring the intellectual capital for this project. The PMM4 and Playbook tools and our previous experience are critical for projects.

## Clearly Define Resource Management Processes

Clearly define and manage resource management processes: resource planning, estimating, budgeting, and control. These processes can be integrated and conducted iteratively as needed. Effective resource management is the central measure of accountability for business leadership. Resource management includes effective strategy implementation as well as providing the resources and process discipline to enable and confirm the highest possible level of quality, reliability and productivity at the lowest overall cost. It is not about “cost” in the sense of “cutting cost.” Rather, resource management is the process of optimizing performance. It is as much strategic as it is operational.

## Communications and Reporting



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## Employs communications planning, information distribution, performance reporting, monitoring, and administrative closure activities

A key component of successful project management and delivery of a systems development and implementation effort is effective communication across the various project domains, committees, sub-committees, tracks as well with all vendors and stakeholders. With a focus on Integrated Service Delivery Model, communication between the various stakeholders and program divisions are critical for getting it right the first time.

## Using SACWISmate as an integrated tool that facilitates transparency and information sharing across the project

To accomplish this in an effective manner, leveraging the right tools to facilitate communication is quintessential to the success of the Delaware FACTS II project. The cornerstone of successes with prior SACWIS implementations is the use of SACWISmate

which is the primary driver for transparency, communication and delivery through the life cycle of the project from inception to deployment. With robust reporting capabilities and modules that are integrated and tailored to the core project methodologies such as the Playbook and PMM4 this tool helps establish clear communication resulting in “no surprises”.

## Verifies the timely and appropriate generation, collection, dissemination, and nature of project information.

Our approach is to facilitate early and consistent communication and collaboration between DSCYF, FACTS II project team, other vendors and all stakeholders. The generation, collection and dissemination of information would allow for different perspectives and maximizes the breadth of considerations when working across stakeholders enabling engagement and buy in from multiple stakeholders. This approach to transparency would result in user adoption and implementation of new processes by engaging end users directly.

## Summary

The complexities of a large-scale development and implementation require experienced project management and resources who have been delivered before. Experience specifically related to Child Welfare, and implementing integrated service delivery business model to deliver the vision of “One Child, One Team, One Plan”.

Key to accomplishing this is our methodologies and tools that drive the quality methods and approaches including work plan development, project management and software development, risk management, implementation and finally execution.

Our comprehensive project management strategy coupled with our first-hand experience in implementing SACWIS and Integrated Case Management systems and our skilled project management team, provides the right experience and right approach needed for a successful Delaware FACTS II Project.

In closing, we are confident in our ability to partner with DSCYF to reach your project goals of implementing an integrated Delaware FACTS II solution, meeting federal SACWIS compliancy, improving the ability to evaluate DSCYF performance, achieve more coordinated, effective services, and meeting all data processing hardware, software, and programming standards of DSCYF and DTI.



**Figure 6-3. One Child, One Team, One Plan.**  
The Integrated Child Services business model philosophy that can be summarized by the phrase “One Child, One Team, One Plan.”



# Project Planning and Control Procedures

RFP reference: 7.2.6 Project Planning and Management, Page 64

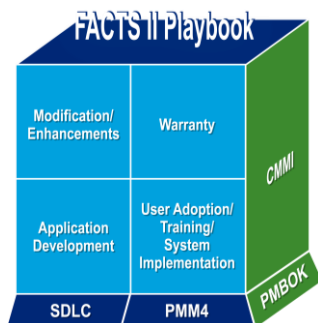
Project Planning and Control Procedures

Balancing project planning and establishing a solid foundation for control procedures is at the **forefront** of our approach to delivering FACTS II project. In addition to proposing a mature methodology, the key differentiator is how the methodology is applied to the project. Our controls and procedures, tailored to the individual needs of DSCYF and the FACTS II solution, come from the FACTS II Playbook. The FACTS II Playbook **integrates** project management leading standards from the Project Management Institute (PMI) with our own tried and proven project management methodology honed through numerous engagements. These components taken together along with application of the Capability Maturity Model Integration (**CMMI**) and the Project Management Body of Knowledge (**PMBOK**) process enablers comprise the key aspects of the FACTS II Playbook Methodology. From our work with other similar state agencies, our management team understands DSCYF's fast-paced, dynamic environment. Combined with our dedication to continual measurement and analysis, the guidance of our established methodology, and suite of tools such as SACWISmate to support Project Management activities, we are uniquely positioned to deliver a best-in-class solution to DSCYF.



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We are the only systems integrator who brings program knowledge and a history of proven experience, delivering technical solutions and best practices in child welfare, SACWIS, child care/early learning, child care licensing, juvenile justice, developmentally disabled, aging, and child behavioral mental health.



The FACTS II Playbook has standards in place for Managing project documents, Meeting procedures, software change control procedures, and scope management. The FACTS II Playbook Project Management Plan artifact is at the core of these standards, controls, and procedures. The Project Management Plan is a logical collection of related documents (other project plans), and defines how the project is to be executed, monitored, and controlled. The project plan is established at the start of the project and continually changes over the course of the project as monitoring and control activities take place. For example, the details as to how actions items, risks, and issues are documented and monitored are fully described in the Project Management Plan.

The Project Plan includes, at a minimum, the following components:

- Schedule Information
- Project Risks and Assumptions



- Project Resource Plan
- Staffing Plan
- Project Metrics Plan
- Communication Plan
- Training Plan

## Project Controls, Standards, and Procedures

Management controls, formal and informal communications processes, and monitoring and evaluating of effectiveness are managerial functions that we use to identify and monitor potential errors from which we perform the necessary corrective actions. These functions on a project of this nature include planning, organization, staffing and directing of work to minimize deviation from standards and to achieve the stated goals of the organization. We establish controls by setting standards and based on these internal controls, measure and evaluate actual performance to these against these goals. Communication processes, internal and external to the project organization, are the means for facilitating these control mechanisms and the resulting corrective actions.



### **Our established methodology lowers implementation risks**

- Our project management approach follows leading practices and is applied in a disciplined manner by staff dedicated to your business
- Our FACTS II Playbook is based on PMBOK, and CMMI
- Our approach includes mature, repeatable processes and disciplines that span the entire systems development life cycle resulting in a CMMI

**Project Management Plan**

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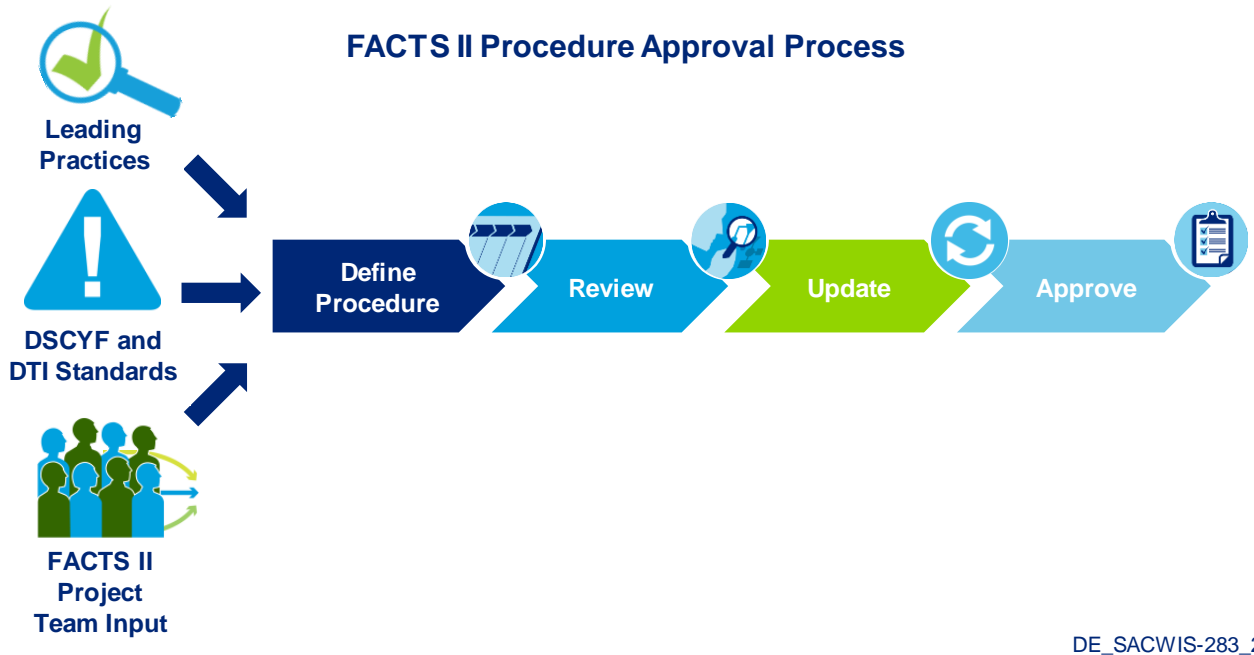
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**Figure 6.4. Table of Contents from the FACTS II Playbook Project Management Plan**

The standard Deloitte Playbook Project Management Plan is tailored for FACTS II to meet DSCYF's requirements and needs.

We use our project management controls, standards and procedures for all project tasks including managing project documentation, meeting procedures, development standards, software change control procedures, and scope management. The FACTS II Playbook has procedures, standards and controls built in which serve as the baseline for the FACTS II project. These procedures, standards and controls are fully CMMI compliant. Combined with the input of the FACTS II project team, procedures that meet the individual needs of the project are defined. Once the procedure is defined it is used consistently throughout the process. Once work products are complete, and have passed internal reviews, the product

is handed over to the State’s project team for the review and approval process as defined in the procedures as illustrated below:



**Figure 6.5. Procedure approval for changes to standards.**  
All changes must go through a standard change control process.

The standards, controls, and procedures that we use are described in more detail in the sections follow as we describe our detailed approach to managing the FACTS II project.

# Effective Project Management Tools and Techniques

RFP reference: 7.2.6 Project Planning and Management, Page 64

This section should address, at a minimum, the following elements:

- Progress reporting;
- Anticipated use of project documentation and working papers;
- Techniques for risk assessment, mitigation, and control;
- Problem, issue, and change management;
- Quality control review and management;
- Maintenance of an up-to-date on-schedule, on-budget work plan; and,
- DSCYF review meetings and feedback.

As the key project management activities are executed over the course of the project, we use several tools for managing and executing the activities. The main tool for project management is **SACWISmate**, a project and systems development management tool used for planning, testing, defect management and monitoring risks, issues, and work plans/schedules

Collaboration and communication are at the root of our overall project management approach. We recognize the fundamental need to build a **strong partnership** and collaboration between DSCYF and its four program divisions, DTI, outside stakeholders, and the DD&I Team. Because collaboration depends on open and effective communication, our project management tools and techniques rely on communication as a central focus.

We participate in weekly project management meetings planned with DSCYF, and work proactively with relevant project stakeholders across the different program domains in project status discussions, issue resolution, and strategy-setting sessions. As the DD&I vendor, Deloitte provides an overview of the project progress and status, some of which may include things like accomplishments during the week, where our hours are being spent, and if any open issues, risks, or action items have been documented.



## distinguishing FACTORS

- Provides DSCYF with a clear view of the “Health of the Project” using a centralized tool, SACWISmate
- Allows for transparency and status across enhancements, project threads and systems to view actual to planned metrics on several dimensions
- Uses an integrated work plan across systems with incorporation of dependent task linkages to respective vendors (Quality Assurance) to better support a multi-program operating model

The meeting's results are an integrated team of Delaware FACTS II project staff and Deloitte that are better equipped to accomplish project goals and successfully aligned to address challenges together. We prepare agendas and other meeting materials, document the status meetings, and provide draft and final meeting minutes.

## Project Coordination and Communication

RFP reference: 7.2.6 Project Planning and Management, Page 64

To enable and streamline the practice of effective Project Management throughout the Delaware FACTS II project, Deloitte use SACWISmate. SACWISmate is a custom built Systems Development Life Cycle (SDLC) tracking tool developed in Microsoft Access. This tracking tool has been designed and developed specifically with the intent of implementing SACWIS projects.

### Integrated Tool for project management and solution development

In several of our successful statewide implementations we have used **SACWISmate** to document, coordinate, and communicate all tasks, activities, risks and issues throughout the systems development life cycle. Every module in SACWISmate facilitates key phases of our FACTS II Playbook keeping all stakeholders on the same page. SACWISmate consists of several component modules that track requirements, design, traceability, test scripts, scenarios, incidents/defects/changes, issues, risks and time reporting.

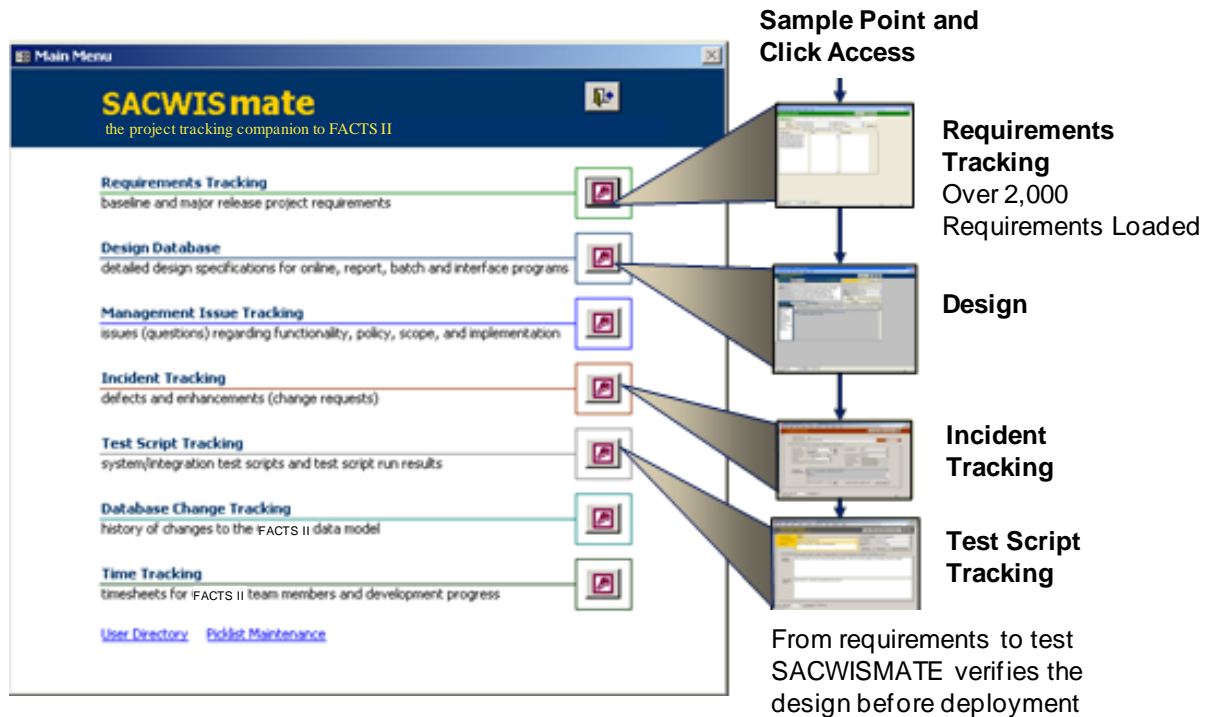
To get a jumpstart into the requirements verification phase for the Delaware FACTS II project, SACWISmate is preloaded with the requirements from the RFP. SACWISmate is the single source of information during various phases of the project. SACWISmate has reporting features which can report status reports, progress reports as well as produce various deliverables during the different phases in the project.

By sharing the use of SACWISmate, the project fosters **open communication, status monitoring, and continuous knowledge transfer** by everyone using SACWISmate.

There are no secrets and no surprises on our SACWIS projects. Deloitte trains the SACWIS project team on how to use SACWISmate and leave the application with the DTI and DSCYF for continued use after our job is done.

**"I think SACWISmate is a huge asset in providing project management consistency across projects, and providing more standardized and intuitive project status reporting and management transparency."**

**Carolyn Blagmon, MD**  
Maryland CHESSIE Project Director



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**Figure 6-6. Project Tracking Tool.**

Automates design traceability to validate all State and Federal SACWIS requirements are met before deployment.

The various functions of SACWISmate are listed below.

- **Requirements Tracking.** The Requirements Tracking module is used to track requirements including traceability throughout the life cycle of the project. It generates requirements related deliverables and tracks reviewer comments. The figure above shows the report interface in the SACWISmate Requirements Tracking module
- **Design Database.** The Design Database module is used to track the specifications for software components such as screens, reports, batch programs, and interfaces. Traceability to requirements is included. The module produces a host of documentation including deliverables and design specs
- **Management Issue Tracking.** The Management Issue module is used to track issues which may arise during the course of the project, such as requirement or design questions, varying approaches to functionality implementations, state or federal policy or regulatory changes, and the introduction of new functionality



did you  
**KNOW?**

Our proven dedication to fostering genuine team work both within the Deloitte organization and with our clients has been recognized. The teams we establish with our clients enable us to easily share project knowledge, lessons learned, and best practices.

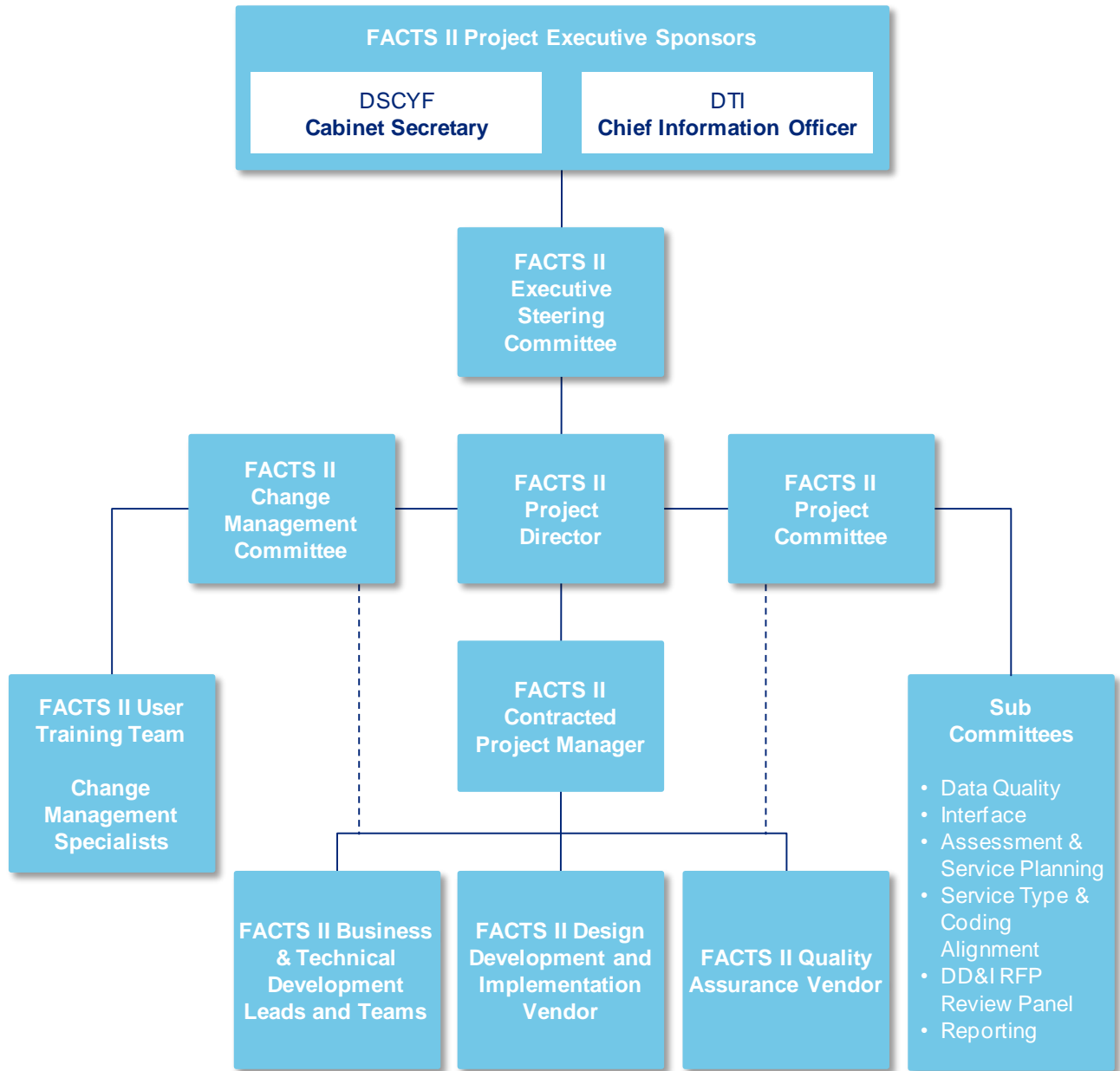
- **Incident Tracking.** The Incident Tracking module is used to track software or database problems and changes identified by the users, the client testers, and others
- **Test Script Tracking.** The Test Script Tracking module serves a particularly critical function in system implementation projects. This module allows test scenarios to be entered, tracked, and used repetitively when testing functionality
- **Database Change Tracking.** The Database Change Tracking module is used to track database changes throughout the life cycle of the project

Throughout the Project Management Methodology section in this proposal, we show examples of how SACWISmate is used to track and report project information.

As detailed in the progress reporting section, weekly and monthly status meetings are conducted with relevant stakeholders based on agreed upon frequencies. Usually the monthly meetings look at how the project is doing against baselines from a high level, whereas the weekly meetings are more concerned around everyday tasks. In addition, this report presents project activities completed during the past period, tasks scheduled to be completed during the next reporting period, tasks that are overdue, identified/potential issues, project action items, identified/potential risks, project milestones per the project schedule, health of the project, and other project metrics such as Variance in Cost, Variance in Schedule, Change in Scope, Pending work plan milestones, estimate to complete etc. Discussion on these topics help gauge the most available estimate for the remaining work and how it compares to the base lined schedule. This knowledge is very important to the eventual success of the project.

Our project leads are responsible for gathering this information for their respective functional areas, and the project management team collates this prior to submission to the Delaware FACTS II Project Director. The Delaware FACTS II Project Manager is responsible for submitting the Weekly and Monthly Project Status Reports to Executive Steering Committee and Delaware FACTS II Project Director, and appropriate parties on a periodic basis. After collecting, analyzing and evaluating the status information, Project leadership, which is a combined team of Delaware FACTS II Contracted Project Manager, Delaware FACTS II Project Director, Delaware FACTS II Project Committee, Delaware FACTS II executive Steering Committee members, can leverage the data to make decisions or suggestions regarding changes to keep the project on track and in scope.





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**Figure 6-7. DSCYF FACTS II Project Organization Chart.**

Automates design traceability to validate all State and Federal SACWIS requirements are met before deployment.

## Managing Project Documentation

In addition to **SACWISmate**, and other communication mechanisms such as weekly and monthly progress reports, we leverage several document management tools and repositories like a designated LAN, a dedicated project eRoom which act as a library of documentation and information about the project from its inception to completion. Common documentation tools such as Microsoft Word, PowerPoint, Project is used to document meeting minutes, work plans, project plans, progress reports and all other project related

documentation. Within the project site, we designate a select portion of the office as a physical project library. The library stores hardcopies of project documents including deliverables, communications, and other key project documents such as project work papers, federal legislation, and documentation templates.

While these documents would also be available in soft-copy in the eRoom we have learned on our SACWIS projects the value of creating a library for frequently referenced documents. Project staffs have found it very convenient and helpful to have access to printed documents for quick review and reference.

## Progress Reporting

RFP reference: 7.2.6 Project Planning and Management, Page 64

This section should address, at a minimum, the following elements:


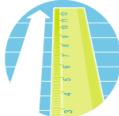
- Progress reporting;




Status and progress reporting and both formal and informal meetings facilitate a continuous project dialogue. This dialogue enables information to continually flow between all appropriate parties and sees that efforts remain concentrated on the tasks at hand. The templates and structure of our weekly and monthly status reporting is reviewed and finalized during the project initiation phase.

## Status Reports

Deloitte considers status reports an essential prerequisite for effective management reviews and monitoring the execution of Delaware FACTS II project activities. We understand the importance of status reporting to appropriate levels of the project organization. Status reporting is one of the most effective ways for project stakeholders to remain closely connected to aware of the project’s progress and potential issues.

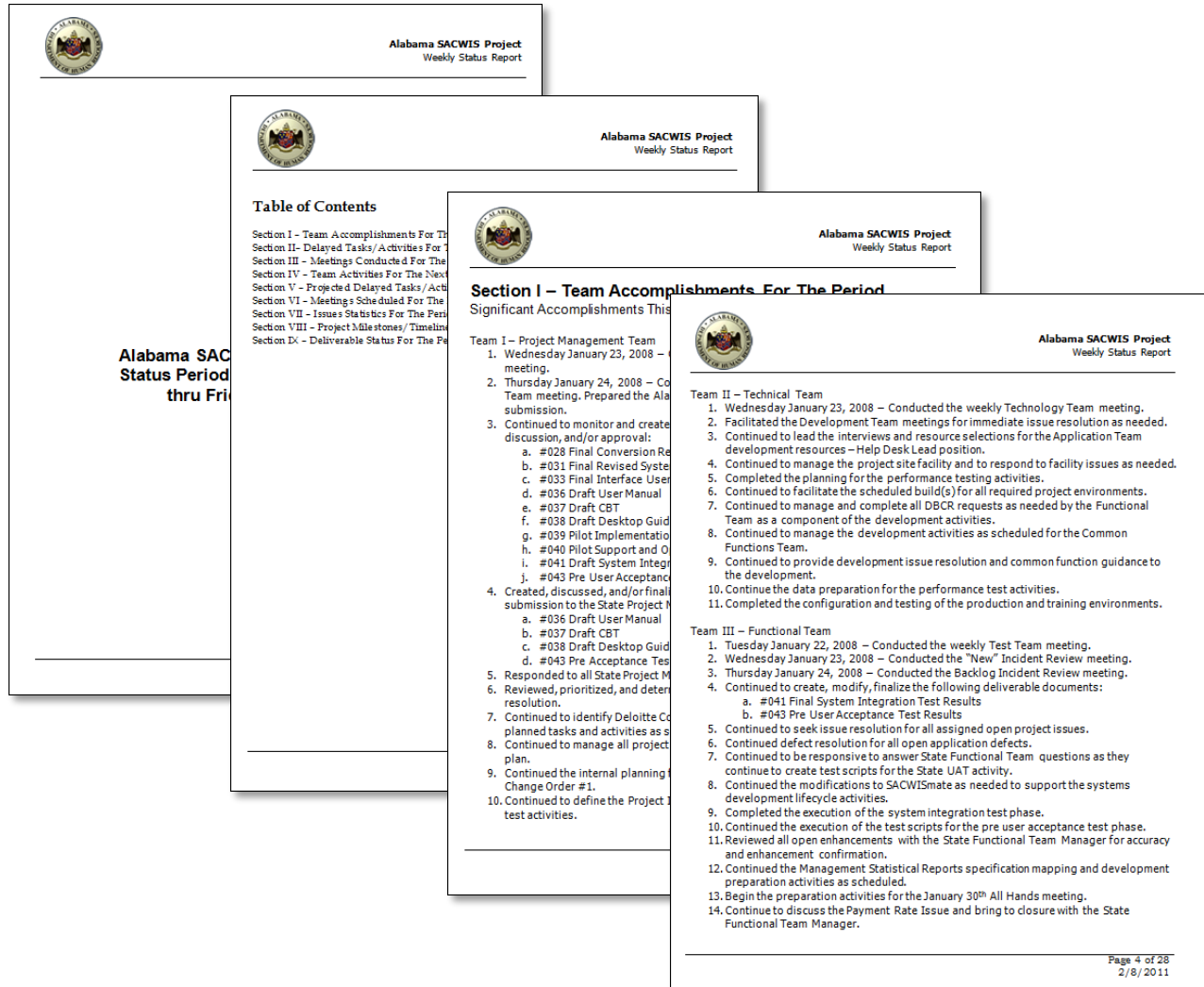
Deloitte’s approach to status reporting is directly tied to our approach for project team communication, issue tracking and resolution, and analyzing and measuring risks to the project. Five key principles drive our approach to this critical thread of project management:

Status Reporting Principle	Description and Benefits for FACTS II
 <p><b>Document and Assign It</b></p>	<p>Both status reports and issues are documented and tracked with clear assignment of owners and follow-up steps. This information is captured in our SACWISmate tool which provides Delaware FACTS II project with one source for managing the project</p>
 <p><b>Quantify and Measure Progress</b></p>	<p>A project of this scale requires quantitative measurements about progress. We measure performance against the project plan, as well as quantifying things like the # of outstanding issues, # of system defects, and # of completed test scenarios. We also provide reports from SACWISmate showing information to detect/monitor variances from schedule.</p>

Status Reporting Principle	Description and Benefits for FACTS II
 <p><b>Clear Lines of Authority</b></p>	<p>Staff members have a clear understanding of who owns which part of the project and system, and who they can go to clarify issues. Regular status meetings encourage identification and resolution of issues.</p>
 <p><b>Agreed on Escalation Procedures</b></p>	<p>Project issues need to be resolved quickly to keep the project on schedule. Clear delineation of when and how issues are escalated is provided to the combined project management team. Issues that trickle down from Project sub-teams to Project Management from regular meeting are escalated to the Project Committee and upwards.</p>
 <p><b>Meet Regularly</b></p>	<p>Face to face, weekly and monthly status meetings are the lifeblood of communication on a project. Meeting regularly at different levels of the project team to discuss and record project progress and escalate issues as needed to higher authority for resolution, is key to maintain project progress.</p>

**Table 6-3. Status Reporting Principles.**

Our status reports provide the necessary information required to successfully monitor and report on project progress and health. We provide reports on a weekly and monthly schedule as planned and when necessary provide status and other information for informal discussions.



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**Figure 6-8 Status Reports Template.**

Status reports listing Application Defects, Breakdown by Severity and Reports Defects, Overall Incident Status Screen, Defects: Breakdown by Production Target Date Screen.

Status reports are to be provided to the Project Management team on a weekly basis. Weekly written status reports to keep project staff aware of the completion of activities, the start of new activities, tasks delayed and reasons for delay, tasks in progress and the identification of issues. The status reports allow members of the project team to learn about activities of other teams and to assess if and how any issues affect their area of responsibility. Additionally, the status reports enable members of the project team to see the progress of the project as a whole. The Delaware FACTS II Contracted Project Manager works with the Delaware FACTS II Project Director to finalize the format and content of the weekly status report. This report is delivered to the meeting participants before each weekly meeting. Monthly status report is a compilation and aggregate of the weekly illustrating broader progress of the project during the time period. Information provided in our status reports could include the following:

- Summary report indicating overall health of project and contract
- Tables, Charts, Graphs, and Metrics
- Project Schedule/Timeline
- Project tasks (completed/late)
- Upcoming milestones
- Priority Issues/Risks
- Resource (staff) information
- Deliverables

### Monthly Status Reports

Monthly status meetings are conducted with relevant stakeholders based on agreed upon frequencies. Usually the monthly meetings look at how the project is doing against baselines from a high level, whereas the weekly meetings are more concerned around everyday tasks. In addition, these meetings presents project activities completed during the past period, tasks scheduled to be completed during the next reporting period, tasks that are overdue, identified/potential issues, project action items, identified/potential risks, project milestones per the project schedule, review health of the project, and estimate to complete remaining milestones.

They also provide any updates to the project work plan, key milestones that were accomplished during the past month and percent completion of upcoming milestones for the subsequent month. Discussion on these topics help gauge the most available estimate for the remaining work and how it compares to the base lined schedule. Monthly status reports are submitted to the Monthly Executive Steering Committee meetings so the executive sponsors get a pulse on health and progress of the project. This knowledge is very important to the eventual success of the project.



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Figure 6-9. Monthly Project Status Report Template.

### Weekly Status Reports

Weekly status meetings are conducted with the Delaware FACTS II project management team. It is critical to establish a regular communication process with key team members. This consistent dialogue is important in keeping Delaware FACTS II project management aware of the completion of new activities, the start of new activities, and the identification of issues. These weekly status reports allow the team to see the overall big picture of the project and also facilitate discussion on other issues and topics relevant to the particular phases of the project during which these meeting occur. Please see the figure above.

## Anticipated use of Project Documentation and Working Papers

RFP reference: 7.2.6 Project Planning and Management, Page 64

This section should address, at a minimum, the following elements:

- Anticipated use of project documentation and working papers;

High-quality documentation is an important part of delivering quality systems and services to our clients. Each deliverable in the design, development, implementation and training process is subject to quality control monitoring and must follow sign-off procedures, regardless of the effort to produce or the size of the task. This commitment also applies to the major activities associated with documentation throughout the various stages of development. We use document organization and naming conventions as outlined in the FACTS II Playbook.

Deloitte's documentation solution for FACTS II project provides project documentation and working papers that are tracked, maintained, and available in one location. The purpose of maintaining project documentation and working papers is not simply to have complete records regarding the project; the ultimate purpose is to help confirm that individuals other than those who developed the system have the information they need to effectively use and maintain it.

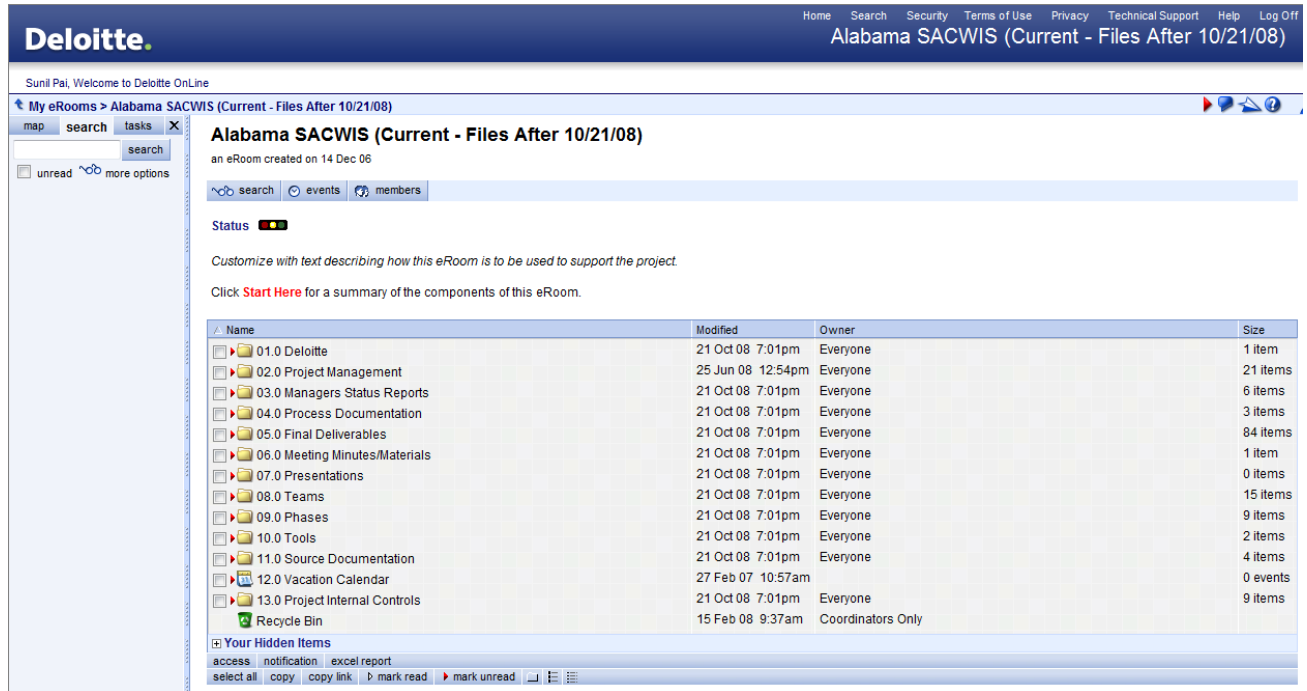
Project documentation such as communication, training, configuration management, data quality management, risk management and issues management which are all part of the project management plans will be updated and reviewed on a periodic basis to see if project timelines meet or exceed baseline that were initially established. Changes to the project management plan are communicated to all stakeholders when these documents are reviewed during the weekly and monthly status meetings.

In addition to the above documentation SACWISmate will act as a central source of information for all the business, technical and development leads to document and understand the functional and technical requirements of the FACTS II solution. SACWISmate enables the development team to review and understand the design elements, business logic, business rules for each screen etc. and build the necessary functionality. SACWISmate provides a robust platform that facilitates coordination, collaboration, and transparency between the Business and Technical, Development and Quality Assurance teams in tracking, and traceability of all FACTS II project requirements throughout the development life cycle.

To manage the documentation and foster collaboration, we use Deloitte's FACTS II eRoom tool. FACTS II eRoom provides shared, secure workspaces on the Web for distributed project teams to do their work. FACTS II eRoom enables the FACTS II Project Team to discuss ideas, share information, and make decisions, all within a central location.

The use of eRoom facilitates the Document Control Management process. The eRoom template provides a structure that is easily navigated.





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**Figure 6-10. FACTS II eRoom.**

The use of eRoom allows project personnel to effectively collaborate and manage documents.

An eRoom is used on the FACTS II Project to provide version controlled online access to project artifacts, templates, deliverables and working papers. With capabilities such as online search, version control, security profiles, dashboards, reporting options and flexible database structures, the use of the eRoom combined with our collection of sample deliverables and templates provides the project team with a solid structure for on-demand storage and retrieval of project artifacts.

Deloitte’s project documentation and configuration management approach governs version management of all project deliverables. Our FACTS II Playbook and PMM4 both which comply with CMMI standard includes all the project management deliverables that you have requested in the RFP. Our proposed configuration and project documentation management benefit DSCYF for the following reasons:

- **Sound Deliverable Version Control Procedures.** Our approach encompasses all project deliverables. It covers procedures for each type of deliverable, from Delaware FACTS II source code through management deliverables such as project plans, requirements, design documentation and test scripts. This provides DSCYF with traceability of project and system changes, audit ability, and control

- **Regimented Source Code Management.** Our approach lays out a regimented approach to source code management using Team Foundation Server that is based on our proven experience managing systems. This process institutes the proper “check-in”/“checkout” procedures, approvals, branching procedures, and versioning requirements. This benefits by helping prevent code overlays and ensuing system problems. This is all the more critical for a Web-based application with thousands of code components, and a distributed, object-oriented code base
- **Detailed Production Release Procedures.** Our approach lays out proper controls and required DSCYF approvals for releasing Delaware FACTS II code to Production. It also sets procedures that allows us to quickly restore to a previous version of the application in the event a production issue arises in a code release. This benefits DSCYF through laying out authority and providing flexibility for emergency action
- **Utilization of Automated Tracking Tools.** Our approach brings together the right mix of automated tools to track different deliverables as required by DSCYF. Use of these specialized automated tracking tools benefits DSCYF through reduced Deloitte and DSCYF time spent in manual tracking of versions, approving, storing, and releasing project deliverables

DSCYF benefits through significantly reduced risk by leveraging many lessons we have learned on previous system implementations. Deloitte provides the required user and system documentation using the agreed upon project documentation standards as per DTI guidelines. User and system documentation is updated as necessary, on a periodic basis, to reflect the latest updates to the Delaware FACTS II project.

Developers only modify code or update system documentation based on a DSCYF change request or identified system defect. All user documentation is subject to the same quality review and acceptance standards as any other project deliverables. For example, SACWISmate documents system requirements, design documentation, test scripts, defects, enhancements and time spent on system modules. From these, summary and detail reports can be generated. The different components are linked together so that requirements are linked to designs, test scripts, issues, and incidents, so that they do not fall through the cracks and are fully traceable through the development life cycle. Additionally, large sections of many deliverables can be generated directly from SACWISmate, including the Revised Requirements Document, the Requirements Traceability Matrix, Detailed Requirements Document, and System Documentation.

Our Configuration Management Team is responsible for following detailed procedures to receive promotion requests, check approvals, check status of system documentation updates, and communicate deployment start and completion times, and confirming the correct versions are deployed using Visual Studio Team Foundation Server. Across the length of the Delaware FACTS II project, we attend as requested, meetings and submit our feedback and recommendations per the established processes and since we understand the importance and benefits of following a formalized, proven process. Where documentation standards are in place, our team follows them, adhering to naming conventions and version controls of DSCYF. Effective communication involves the timely and appropriate generation, collection, and dissemination of project information and documentation. There are several

tools and approaches that we use to accumulate, store, and access project knowledge in addition to SACWISmate:

- Delaware FACTS II eRoom
- Delaware FACTS II Project LAN
- Delaware FACTS II Project Library

## Techniques for Risk Assessment, Mitigation, and Control

RFP reference: 7.2.6 Project Planning and Management, Page 64

This section should address, at a minimum, the following elements:

- Techniques for risk assessment, mitigation, and control;

Risk is any factor that may potentially jeopardize the project scope, timeline, budget, or the overall successful completion of a project. A risk is not an existing issue – it is the acknowledgment that an event that may occur, and the consequences if it does. With a project of this nature, it is critical to identify risks and the control and mitigation strategies early and manage these through the duration of the project. An inability to do this right from the start of the project can:

- Put production time for system releases at risk, possibly having a domino effect that leads to cascading and increasing delays as the project progresses
- Affect the perception of stakeholders who may be reluctant to adopt the new features released
- Delay the acceptance of the system, causing DSCYF to not realize the anticipated benefits for workers, clients, and providers in a timely manner.

Applying our knowledge that we have gained helping other states with their integrated children services programs, we have identified 5 high-probability risks that could impact FACTS II, along with associated mitigation and control strategies designed to minimize or eliminate FACTS II risk impact. The following table describes 5 risks to FACTS II, along with associated mitigation and control strategies.



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KNOW?

Our project management tracking tool SACWISmate, provides centralized risk and issues that can be accessed and reviewed by all authorized project team members – creating a “no surprise” project culture.

Risk Statement	Deloitte's Mitigation and Control Strategy
<p>1. Perceived or real delivery issues could occur resulting in <b>loss of project credibility, momentum and sponsorship</b>, which could lead to negative publicity and the perception of an unsuccessful implementation.</p>	<ul style="list-style-type: none"> <li>• Strong communication strategies, including communication with stakeholders that provides knowledge of current project status</li> <li>• Commitment to delivery as scheduled – providing for confidence by workers, providers, and clients that the project moves on schedule and the benefits are provided timely</li> <li>• Strong training strategy and plan that provides for system users to have an understanding of the system and be able to interact with and use the system when rolled-out leading to a positive experience</li> <li>• Business process change plan and tracking provides regular updates to keep users informed</li> </ul>
<p>2. As a result of natural staff attrition, key DSCYF and Deloitte staff involved in the project may leave, which could lead to a <b>gap in staffing that effects project implementation timelines</b>.</p>	<ul style="list-style-type: none"> <li>• Deloitte team members have been with us for an average of 10 years; key members have careers at Deloitte – not jobs.</li> <li>• Deloitte has a deep pool of experienced staff in social services to pull from if needed.</li> <li>• Deloitte works in partnership with DSCYF staff making the project a more rewarding experience for staff encouraging them to stay involved and work on the project</li> <li>• Development of backfill , knowledge transfer, and transition plans for staff that are near retirement or who have been identified as leaving the project</li> <li>• Use of a mentoring and cross training process throughout the project providing for back-ups and allowing staff to step in if a resource leaves</li> </ul>
<p>3. As a result of a variety of external and internal factors, any component of the One DSCYF initiative could get behind schedule, which could lead to <b>competing staff and financial resources</b>.</p>	<ul style="list-style-type: none"> <li>• Strong governance across initiatives.</li> <li>• Integrated project plans that provide a look ahead so staffs know their responsibilities and activities, including when and how long.</li> <li>• Use of the FACTS II playbook which comprises of a comprehensive set of methods, tools(SACWISmate, etc.), templates and plans to ensure due process and procedures is following throughout the SDLC</li> <li>• Use of weekly and monthly status reports and oversight meetings to review and develop action plans</li> <li>• Strong contingency plans in place that provide a plan for re-planning based on resource changes.</li> <li>• Escalation process to mitigate issues as they are identified.</li> <li>• Use of a teaming and communication approach with the other vendors (Quality Assurance) to understand project timeframes and the impact of these timeframes on FACTS II</li> </ul>
<p>4. As a result of competing initiatives reduced project participation can occur, leading to <b>an inability to support FACTS II after the project has been implemented</b>.</p>	<ul style="list-style-type: none"> <li>• Knowledge transfer plan woven into everyday work for KHPA staff</li> <li>• Regularly scheduled checkpoints of knowledge transfer integrated into the work plan</li> <li>• Use of knowledge transfer checkpoints and remediation plans</li> <li>• Continuity of DSCYF and DTI resources.</li> <li>• Commitment to staff on the project and to have the time to complete knowledge transfer activities</li> </ul>

Risk Statement	Deloitte's Mitigation and Control Strategy
<p>5. As a result of federal and state mandates (i.e. recently-enacted NYTD policies), <b>DSCYF can suffer financial, policy, and program changes</b> that can lead to a significant impact DSCYF vision of One Child, One Team, One Plan</p>	<ul style="list-style-type: none"> <li>• Subject matter experts that understand change and can support integration</li> <li>• Strong contingency plans and ability to react to change based on implementation experience in multiple states.</li> <li>• Nationally-recognized and experienced social services practitioners with proven knowledge of federal and state mandates keeps DSCYF ahead of the curve on IT and innovative program trends that impact DSCYF.</li> <li>• Use of a rules based system framework that can be changed to meet changes in rules and regulations</li> </ul>

**Table 6.4. FACTS II Potential Risks and Mitigation Strategies.**

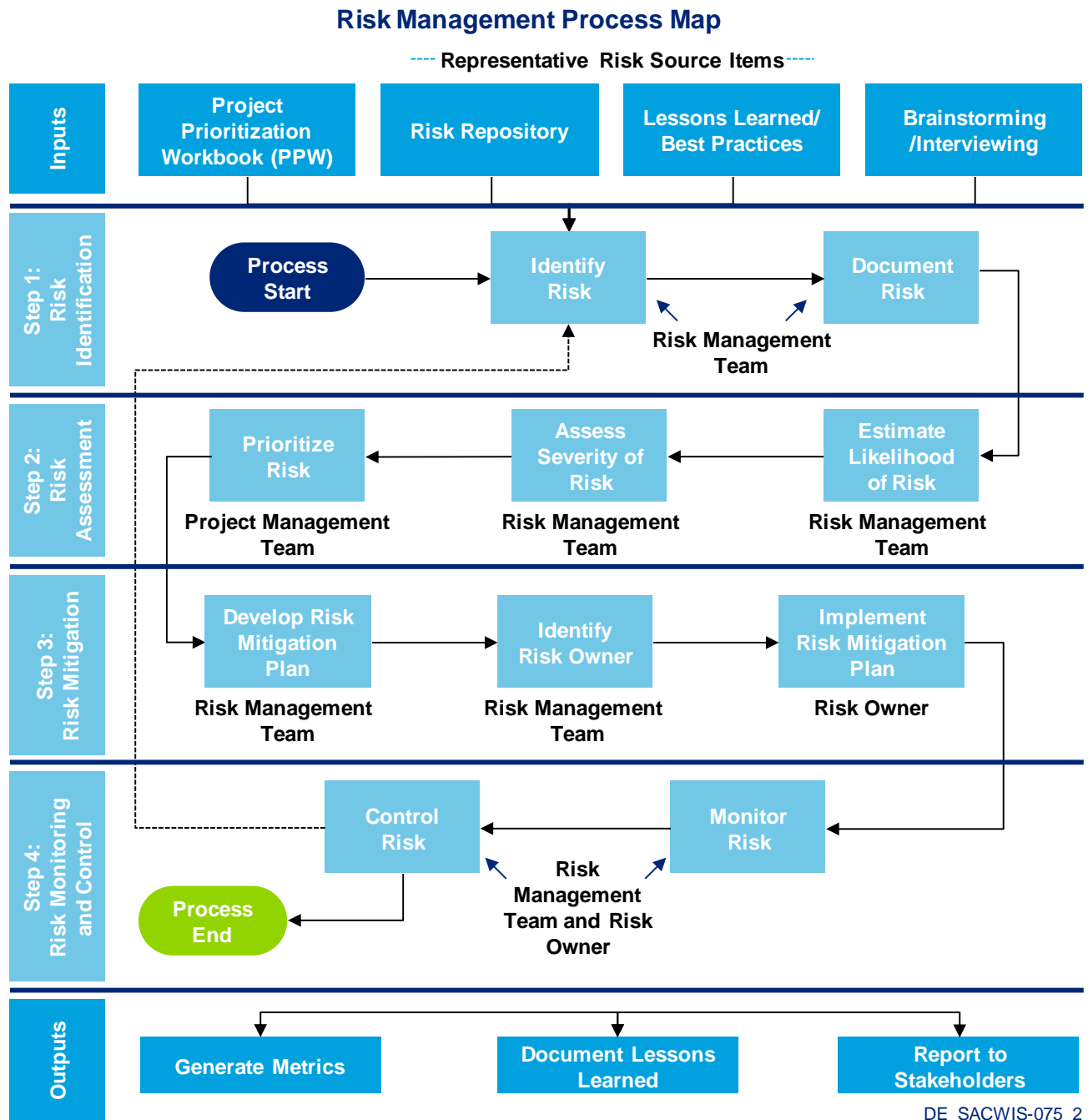
Deloitte has developed a FACTS II Playbook that provides standard, industry accepted methodologies to assess, mitigate, and control project risks. The management of the risk may need to change as the project progresses and continues to be monitored. As a risk presents itself, the project plans make the adjustments needed to deal with the impact and consequences of the risk or avoid it altogether.

### ***Risk Management Controls***

Risk management comprises the processes used **identifying, analyzing, and managing** risks and issues. Based on our experience attained working with Delaware FACTS II project team, Deloitte provides qualified and vetted management control procedures in regards to these areas of risk and issue management.

Deloitte utilizes the methodology for risk and issues management based on the principles defined by the Project Management Institute (PMI) for project management – proactively planning for risks and issues on the project. A risk is defined as a future event that may jeopardize the budget, schedule or scope of the program or the project. If addressed, a risk does not become an issue. An issue is any question, request, outstanding item or difficulty which either inhibits the progress of a project or whose resolution may change the course of a project. In some cases, an issue is a risk that has been realized. Some issues may require higher levels of decision-maker involvement and need to be escalated to the proper forum.

Our prior experience has proven that the most effective risk management style is to be proactive, not reactive, in identifying, resolving, and retiring risk. Thus, we strive for open communication with DSCYF in order for the project team to continuously be aware of potential risk areas. We feel this honest approach to communication allows us to more quickly identify and resolve issues. Our core approach to this project is one of collegiality and team work. We approach any risk on the project as a team activity and work closely with Delaware FACTS II project staff to help mitigate them. Traditionally on an integrated project such as this, the risks that are associated are not just to Delaware FACTS II project, Deloitte or other vendors – they require participation from each party for resolution, hence they are Delaware FACTS II project risks. The following figure represents the process flow from risk identification through monitoring and control.



**Figure 6-11. Risk Management Process Map.**

The Risk Management Process Map provides details on how Deloitte manages risk in the project.

The following table maps the process steps for executing the Deloitte’s proposed Delaware FACTS II solution methodology for risk management. A description of each process step follows the table that follows.

Risk Management: Methodology and Approach		
Process Step	Delaware FACTS II Project Definition	Deloitte Approach
<b>Step 1: Risk Identification</b>	Identification occurs throughout a project's life cycle. It may arise during meetings, analysis, document reviews, workgroups, or other project activities. Risks are also proactively identified at the start of the project based on prior experience by the Project Management Team.	Risks are identified and logged into SACWISmate by any member of the project team. Information logged includes: Title, Description, Created Date, Target Resolution Date, Status, Escalation Level, Owner, Category (technical, external, operational, project management) Validated by the "track lead" to be complete and non-duplicative
<b>Step 2: Risk Assessment</b>	This step involves evaluating risks across the likelihood of occurrence and the severity of the consequence if the risk does occur (priority)	Qualitative Risk Analysis is performed to assess the priority of identified risks using their likelihood of occurring, the corresponding impact on project objectives if the risks do occur, as well as other factors such as the time frame. Likelihood of occurrence is defined as the degree of probability that a risk may occur or the frequency of occurrence – such as seldom/none to date, once/5 years, several times/year, and daily. <b>Priority.</b> High, moderate, low – categorizes the degree of impact the risks have on the project if the risk occurs <b>High.</b> Risk could have a significant impact to cost, overall timeline or scope <b>Moderate.</b> Risk could have an impact to cost, overall timeline, or scope <b>Low.</b> Risk may have an impact to intermediate milestone date on timeline
<b>Step 3: Risk Mitigation</b>	Determination of the plan for addressing those risks that require action. Action can either be mitigation or acceptance	Deloitte's approach: <ul style="list-style-type: none"> <li>• <b>Risk Mitigation.</b> Develop response plans: steps and activities taken to minimize and/or discard the occurrence of a risk - this is executed before a risk is realized.</li> <li>• <b>Risk Acceptance.</b> Develop contingency plans: strategies and approaches that need to be followed should a risk actually be realized – this plan is executed after a risk is realized.</li> </ul> Our approach further defines risk handling into the following options: <ul style="list-style-type: none"> <li>• <b>Discard uncertainty.</b> Change the project plan to discard the risk or condition, or to protect the project objectives from its impact.</li> <li>• <b>Modify Exposure.</b> Reduce the probability and/or consequences of an adverse risk event to an acceptable threshold.</li> </ul>



Risk Management: Methodology and Approach		
Process Step	Delaware FACTS II Project Definition	Deloitte Approach
		<ul style="list-style-type: none"> <li>• <b>Accept the Risk.</b> The project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy so the risk is accepted into the baseline</li> </ul>
<b>Step 4: Risk Monitoring and Control</b>	Risk monitoring involves reviewing the risk to determine if the circumstances have changed such that the likelihood, probability or impact needs to be revised. Controlling risk involves the actions that need to be done if a risk does occur.	Deloitte’s approach is to monitor the risks through discussion during the project team meetings. If the situation has changed the risk is re-evaluated. Controlling risk occurs when the risk has occurred and the contingency plan that was developed during Step 3 is executed. The risk continues to be monitored until completion.

**Table 6-5. Risk Management Steps and Deloitte’s Approach to Support Delaware FACTS II Project.**

### Risk Identification

Deloitte believes in a bottom to top philosophy for the identification of risks and issues. Risk and Issue identification begins at the track lead level within each Business Application. Track Leads are intimately familiar with the work they are assigned and may use the following inputs to identify risks:

- **Work Plan.** Track and team leads are usually the creators and owners of their initiative’s work plan. Track leads continually monitor their work plans for divergence from the baseline as this may indicate the rise of a risk.
- **Client Meetings.** Track and team leads often lead the day-to-day interaction with Delaware FACTS II Project client counterparts. Such meetings may identify additional requirements, changes in scope, or changes in priority, which in turn could pose a risk to the initiatives completion.
- **“Day to Day” Operations/Project Activities.** The majority of risks are identified as a result of unforeseen changes encountered during the day to day operations of the project. These could include running into technical limitations, environmental factors, or internal scope, time, resources constraints.
- **Document Reviews.** Sometimes risks and issues do not become apparent until deliverables are consolidated in a single document; internal and external review of such deliverable documents could provide another avenue to identify risks and issues.

### Document and Communicate Risks

It is critical to document risks and issues as soon as they are identified. This enables the relevant stakeholders to become aware of the risk or issue and the agreed upon resolution. Risks that are identified early have a higher likelihood of being mitigated. In some cases the decision is to accept the risk; in this case early identified risks enable the project team to be on the lookout for the triggers.

## Risk Assessment

The Delaware FACTS II Project management team and Delaware FACTS II working group determine an initial risk probability and impact to determine the initial risk exposure. In assessing and prioritizing risks, the first two steps determine the probability of that risk occurring during the life of the project and evaluate the impact this risk would have on the project if it materialized.

After assessing the risk rating, an owner is assigned to the risk. Project manager holds weekly status meetings with their track leads. These meetings provide an opportunity for track leads to voice concern over scope, cost, stakeholder, organizational, environmental, timeline, or technical changes and considerations that may pose a risk to the project. The Delaware FACTS II project team can discuss these risks in terms of their probability of occurring and impact of that occurrence. These findings then assist the subsystem manager in deciding which risk to promote to the next level of visibility.

The project managers and key stakeholders meet on a bi-weekly basis to also discuss project status. These meetings in turn provide an opportunity for the Delaware FACTS II contracted project manager to notify the Delaware FACTS II Project Director of any risks or issues. The involved parties further analyze the risk and issues and decide collectively on the appropriate level of visibility, probability, and impact for the risk.

Particularly critical in the analysis of risks and issues is the setting of visibility. Currently Deloitte utilizes the following levels of visibility: internal, client program, DSCYF program/department, and DTI. Determining the level of visibility depends on the probability and impact of the risk.

The combination of the probability and impact analysis helps to quantify the severity of the risk that has been identified and as a result, is used to help mitigate its consequences.

## Risk Mitigation

Each risk and issue has a probability, impact, owner, and visibility level associated with it. Risk reports are shared with all the key project stakeholders showing current risks and issues. This provides high visibility to stakeholders and promotes that parties stay informed on the status of their respective risks and issues.

Risks and Issues are continually monitored and adjusted based on their project's progress and client meetings. These meetings review outstanding risks and issues and are adjusted as the group sees fit.

### Risk Escalation

The Deloitte team tracks all risks in **SACWISmate** with weekly and monthly progress reports to including a detailed summary of all project issues and risks (open/closed). It is expected that most issues can be easily resolved within the normal workings of the project team. However, some issues requires participation outside of our team or requires a significant amount of effort to resolve and decision making by more senior Delaware FACTS II Project or Deloitte staff.

- The initiator or team lead cannot promptly resolve the issue.
- The issue has an impact on multiple teams and/or project tasks.
- The issue requires escalation to higher management levels for resolution.
- The issue and/or resolution has a potential impact on project deliverables and budget or service to internal/external customers

### Understanding Risk Escalation and Resolution Governance



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**Figure 6-12. Importance of the Escalation Processes.**

Good escalation procedures empower lower level staff to make decisions while reserving critical issues for escalation due to the time it takes to resolve issues from more senior staff.

Issues being tracking in SACWISmate are summarized and reported in our weekly and monthly status reports to Delaware FACTS II Project. The issues resolution identifies any impact to the projects schedule, budget, and resources. Implementation of a resolution may also require completion of a Change Request and initiation of the projects Change Management process.

### Risk Mitigation Process

Risk response planning is the process of developing options and determining actions to decrease the probability or the impact of a specific risk and how to respond if the risk event occurs. Risk response planning must be appropriate to the severity of the risk, cost-effective in meeting the challenge, and timely to be successful. Risks rated as High and some Moderated require risk response planning where lower rated risks may only be monitored. During this process, strategies for preventing the identified risk from occurring are identified. If risk prevention is not entirely possible, these efforts are executed to mitigate the impact of the risk.

Our approach for handling a risk includes:

- **Risk Mitigation.** Develop response plans: steps and activities taken to minimize and/or discard the occurrence of a risk - this is executed before a risk is realized.
- **Risk Acceptance.** Develop contingency plans: strategies and approaches that need to be followed should a risk actually be realized – this plan is executed after a risk is realized.
- Our approach further defines risk handling into the following options:
  - **Discard Uncertainty.** Change the project plan to discard the risk or condition, or to protect the project objectives from its impact.
  - **Modify Exposure.** Reduce the probability and/or consequences of an adverse risk event to an acceptable threshold.
  - **Accept the Risk.** The project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy so the risk is accepted into the baseline

### Risk Monitoring and Control

Once risks have been identified, assessed, and reviewed, they need to be regularly monitored and reassessed so that they can be effectively managed, responded to, and reported. The weekly status and Risk Management Team meetings are used to monitor the status of existing risks in an effort to proactively mitigate such risk from potentially reoccurring. After evaluation and consultation with the Delaware management team, existing project risks may be closed for the following reasons:

- The event that could have triggered the risk no longer exists
- The mitigation plan to address the risk has been completed successfully
- The risk event has already been triggered; therefore, the risk has now become an issue

## Problem, Issue, and Change Management

RFP reference: 7.2.6 Project Planning and Management, Page 64

This section should address, at a minimum, the following elements:

- Problem, issue, and change management;

Deloitte's Issue and Resolution Management approach prescribed by the PMM4 methodology helps to quickly identify potential issues, and initiate appropriate corrective actions before they become critical.

We recognize that project problems and issues inevitably arise during the project. Good management involves **accurate and timely** problem identification, escalation and **resolution**. Any member of the Delaware FACTS II Project team can identify and post a project-related issue. It is important to capture issues at the time they are identified, describing them clearly and briefly. Our goal is to identify and capture any issues in an organized way, allowing the project team to maintain a steady forward movement.

The planning activities for the problem management thread during project initiation include establishing who are part of the issues resolution committee and finalize the Issue Resolution Procedures. We propose the following issues resolution procedures, based on our experience with similar project and the effectiveness of these procedures on those projects.

### Issue Resolution Procedures

Our approach to problem identification and resolution includes the following steps:

- Step 1 – Identify the Issue
- Step 2 – Register the Issue
- Step 3 – Review and Assign the Issue
- Step 4 – Develop Resolution(s) for the Issue
- Step 5 – Log the Resolution
- Step 6 – Review the Resolution
- Step 7 – Incorporate the Issue



did you

KNOW?

Early identification is critical to effective development and implementation

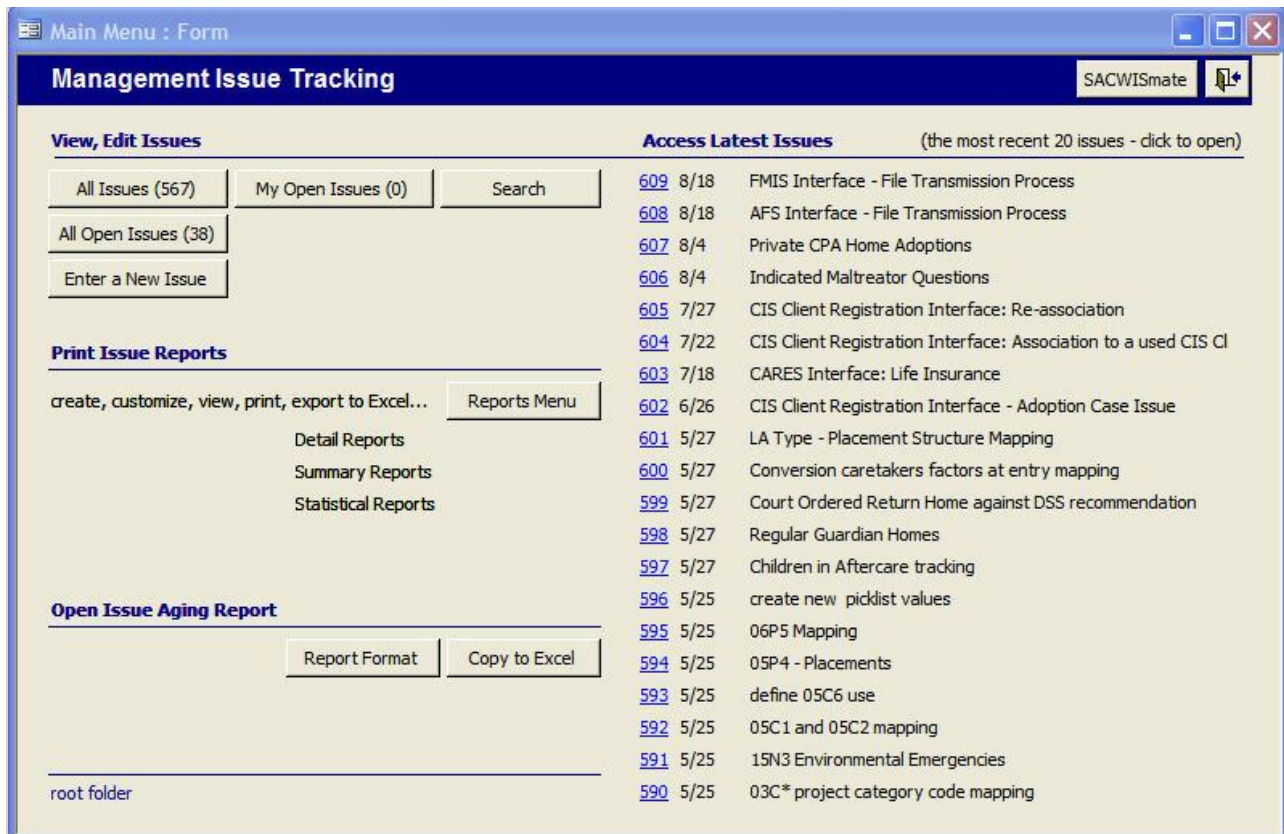
- Clear problem identification procedures
- Responsible parties that are held accountable for resolving problems
- Tracking and monitoring of problem resolution through SACWISmate providing transparency to authorized project stakeholders

### Step 1 – Identify the Issue

Anyone associated with the project can identify an issue. When an issue is identified, it should first be addressed to the Project Team Lead in the relevant focus area. If the issue is not resolved at this point, then the issue should be discussed with the respective team manager to determine if an immediate resolution is possible, or if the issue should be escalated and tracked in SACWISmate.

### Step 2 – Register the Issue

Open issues are logged into SACWISmate and assigned a status of “Open”. SACWISmate enables a full narrative to be entered to describe each issue. Open issues are included on the Report of Open Issues. All issues are reviewed by the FACTS II Project Committee on a weekly basis. The figure below the main menu in the Management Issue Tracking module of SACWISmate from which issue status reports are generated.



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**Figure 6-13. Issue Tracking.**  
 Facilitates timely monitoring and resolution of issues.

### Step 3 – Review and Assign the Issue

Each “Open” issue is discussed at the weekly project management team meeting. For each issue, the team assigns a person responsible, resolution due data, and priority. SACWISmate is used to track this information. Given the integrated nature of the Delaware FACTS II solution and various stakeholders across all DSCYF departments that are tightly



integrated to the integrated service delivery model, certain issues might require a larger Delaware FACTS II working group to come to a consensus and assign issues. Eventual throughput of issues might vary depending on where we are in the life cycle of the project.

The figure below shows the management issues details screen in SACWISmate. Note the tracking of status, assignments, and resolution date for each issue.

Issues : Form

**Management Issue Details** All Issues GoTo...

Issue Number: 3 Issue Category/Functional Module: Workload Management

Issue Name: Duplicate cases Sub Module:

Date Opened: 10/18/2001 Traceability...

Issue Details Notes

Issue Description: The group wanted to know how are duplicate cases removed from the system

Client Contact: \*No Client \* State Owner: Deloitte Owner: Venkat Krishnan Recorded By: Valli Thirugnanam

Status: Closed Priority: Medium Resolution Date:

Closure Summary: Date Closed: 12/21/2001 Closed by:

When two cases are found, which pertain to same family/client, the associated cases function should be used to link the two cases together. Duplicate Clients have to be merged and the technical details on how to accomplish the same will worked out with central DHR/SSA

Record: 3 of 567

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**Figure 6-14. Issue Details.**

Shows accountability and progress to date.

#### Step 4 – Develop Resolution(s) for the Issue

Once an issue has been assigned, the issue assignee(s) are responsible for researching, analyzing, documenting, and submitting a resolution for the outstanding issue.

#### Step 5 – Log the Resolution

The project management team logs the resolution. The resolution is added to the existing information within SACWISmate, and the issue status is changed from to “Review.” The resolution is also included in an updated Report of Issues for Review.



## Step 6 – Review the Resolution

Once the project management team receives the issue resolution, the team reviews the issue with the FACTS II project Committee. The final decision regarding the acceptance or rejection of an issue rests with the DSCYF and Deloitte Project Manager.

## Step 7 – Incorporate the Issue

After the accepted issue resolution is distributed to the project team, the resolution is incorporated into the appropriate document, e.g., as an addendum to the contract, a change order, a Memorandum of Understanding, a specific deliverable, or a policy. The status of the issue is set to “Closed” in SACWISmate.

Deloitte believes that effective communication, formal and informal, is the basic foundation for any sound project management methodology. Team members and stakeholders are kept informed of project issues and risks to avoid surprises and confusion. This is accomplished through timely and accurate project reporting using the various issue and risk summary reports that can be automatically generated from SACWISmate. In addition to reports, we facilitate the communication of risks/issues by conducting various formal meetings that include: Project Team Meetings, and Steering Team Meeting. Meetings are scheduled appropriately with clearly defined objectives and encourage participation from key stakeholders.

We also understand that in addition to the various project management functions that SACWISmate tool provides these are some of the salient features that SACWISmate offers to track and monitor issues and risks:

- Workflow-enabled issue management
- Ongoing tracking of issues through resolution
- Classification of issues based on type, priority, team, escalation level
- Status reporting of Issues and Risks
- Email notifications to the involved stakeholders when an issue is assigned or when it is closed

## Change Management

We use PMM4 and FACTS II Playbook as the foundation for establishing and maintaining management controls and change. We infuse rigor and discipline consistently throughout project task groups in the form of structured controls to manage risk, monitor quality, measure performance, manage change and maintain the project schedule. Comprehensive project planning controls procedures also provide visibility into our processes, which allows us to apply continuous process improvements. The four sub sections below provide further insight into the existing controls Deloitte implements on the Delaware FACTS II project to manage change and accomplish DSCYF goals, objectives and meet the requirements as identified in the RFP.

## Project Management Planning

The Project Management Plan is ultimately used to control and track the progress and delivery of the Delaware FACTS II project and resulting outcomes. It is documented as a collection of plans and procedures, which directs all project management activity, and the records that provide evidence of the Delaware FACTS II project implementation. This plan helps confirm DSCYF to understand how the Delaware FACTS II project is managed and how their roles utilized within the management process. Also it provides as a standing point for project audits or compliance reviews. The Project Management Plan is an ongoing process throughout the life of the Delaware FACTS II project which is updated periodically to reflect current status of the project. It is therefore a living document. In order to successfully implement the Delaware FACTS II project the scope of the deliverable should be defined upfront and any changes to the statement of work or scope of the project would be documented and corresponding analysis completed to understand the impact of the change to the overall project schedule and timeline.

## Managing Change in Scope

Scope is defined in the Guide to the Project Management Body of Knowledge, Third Edition (PMBOK Guide®) as “the sum of the products, services, and results to be provided as a project.” The PMBOK Guide® also defines Project Scope Management as “the processes required to confirm that the project includes all the work required, and only the work required to complete the project successfully.”

The primary goals of scope management on the Delaware FACTS II project are to understand the project scope, define the work to deliver the scope, manage and control the execution of the work and any resulting changes that occur during the course of the project. This is critical for the project to effectively meet its mission of delivering the requirements for DSCYF. Based upon the thorough understanding of the SACWIS projects we are able to estimate the scope of the work and anticipate potential roadblocks upfront and build the necessary contingencies to manage any change in scope. Using SACWISmate, we can clearly track and identify all changes to the requirements and communicate impact of the change to all stakeholders in a timely manner. These changes are presented to the Change Control Board for review and approval before the Delaware FACTS II project team would act on it.

In order to effectively control and manage the overall project scope, a well-defined, well-communicated and consistently executed change control process is required. A change control board is established at the initiation of the project for the purpose of reviewing, approving, or declining change requests (also known as enhancements). This change control board includes key stakeholders of the Delaware FACTS II project. Upon approval of this board the change requests are prioritized and implemented. In order to manage the change control process, we employ several mechanisms, including a change control form and a change control log.

Successful development of a large and comprehensive Delaware FACTS II Project requires a methodical approach to be employed by both the Deloitte and DSCYF teams. Coordinating a large number of team members, confirming that everyone understands

their role and deadlines, and using the same approach to build the Delaware FACTS II project requires an over-arching development and management methodology. It helps everyone understand their key responsibilities and in what order critical project tasks must be accomplished.

### **Change Control Board (CCB) & Process**

Change requests are those requests suggested by DSCYF users that represent a change to the initial approved requirements as specified in the contract. Changes to the Delaware FACTS II application is performed only under approval of a Change Control Board (CCB). CCB is established at the initiation of the project for the purpose of reviewing, approving, or declining change requests (also known as enhancements). The CCB also reviews enhancements for policy/procedure compliance, cost/benefit analysis and enhancement feasibility. The CCB consists of Delaware FACTS II Project management staff, DSCYF executives appointed by the State, and DSCYF selected users.

Deloitte works with the CCB to define procedures for the collection, management and prioritization of requests received from project staff or the user community identified during testing or initial use of Delaware FACTS II in production. We propose to use the SACWISmate project tracking system to document information regarding the identification, review and resolution of enhancement requests.

### **Guiding Principles**

- The Change Control Process is consistent with the guidelines established by the DCSYF and DTI
- Existing processes are utilized to the extent possible
  - Try not to re-invent the wheel
- The process must be flexible to allow for future adjustments
- Metrics need to be established at various levels to allow management to assess and control process execution
- Stakeholders have roles to participate through involvement, coordination, and communication throughout the Change Control Process
- All key project stakeholders are able to provide input into the Change Control Process

### **Methodology for Processing a Change Request**

Deloitte uses the following change request procedures on receipt of the change request:

- All change requests are logged into SACWISmate and are assigned a unique identifier
- The change request is reviewed to confirm that it contains all required information
- As needed, joint discussions are held with the change request author or originator to clarify details of the change request
- Deloitte completes an impact analysis

- The CCB assesses the change request as it impacts the existing application functionality, benefits to the user group, and resources and costs associated with implementing the change request as well as for policy/procedure compliance
- The CCB determines the priority of the change requests
- If approved by the CCB and the DSCYF procurement staff, the systems development life cycle tasks begin for the implementation of the change. Deloitte works with DSCYF to create/revise the project work plan to include the approach change related tasks, timeframes, and resources
- As required, the Delaware FACTS II staff engage in the design of the change
- The changes are assigned to a functional team lead and developer(s) and work begins to develop the change

An automated report of all change control requests is provided to Delaware FACTS II Project management on a regular basis with feedback on their status

### ***Sizing and Estimating the Scope of Change Requests***

All identified change requests are thoroughly analyzed for a variety of impacts before the changes are prioritized and initiated. The knowledge of the Deloitte team coupled with the documentation that are available on the project and the variety of support tools used, simplifies this rather complex task. The CCB and functional team leads assess how the change request:

- Affects the existing application
- Benefits the user group
- Requires resources and costs associated with implementing the incident
- Complies with policy and/or procedure

For a given incident, Deloitte estimates the person-hours of effort to design, develop, test, and implement the suggested change. The estimate also includes the time and effort required to develop communication to the users (e.g., memos and help files), update or create training materials, and other change support activities for users who are affected by the incident.

The Delaware FACTS II Project team is able to estimate the scope of change based on a thorough understanding of the current application and the existing objects, triggers and functions. This estimate also incorporates quantification in terms of the number of new screens, new reports or forms, and the ability to reuse source programs.

### ***Incident Tracking in SACWISmate***

The Incident Tracking module in SACWISmate supports the change control process and captures the reporting of suspected coding problems, hardware problems and batch discrepancies (defects) or functionality change requests (enhancements) that result from testing the system and resolving issues.

Incidents in this context relate to any imposed change to the Delaware FACTS II solution, either a defect or enhancement. These may originate from project staff during development and testing, Delaware FACTS II Project staff and users, interface testers, and through the monitoring of batch reports.

Information captured electronically in the Incident Tracking module includes a one-line name of the incident, who discovered the incident, when the incident was discovered, the severity of the incident, the environment, and the affected programs.

The tool also tracks whether or not the requested change should be escalated to a project review board. The figure below shows details on the information captured on Incidents.

The screenshot shows the Microsoft Access interface for the Incident Tracking module. The title bar reads "Microsoft Access - [Incident Tracking]". The menu bar includes File, Edit, View, Insert, Format, Records, Tools, Window, and Help. A search bar on the right says "Type a question for help". The main window has a header "Incident Tracking" with buttons for "New Incident" and "Go To Incident...".

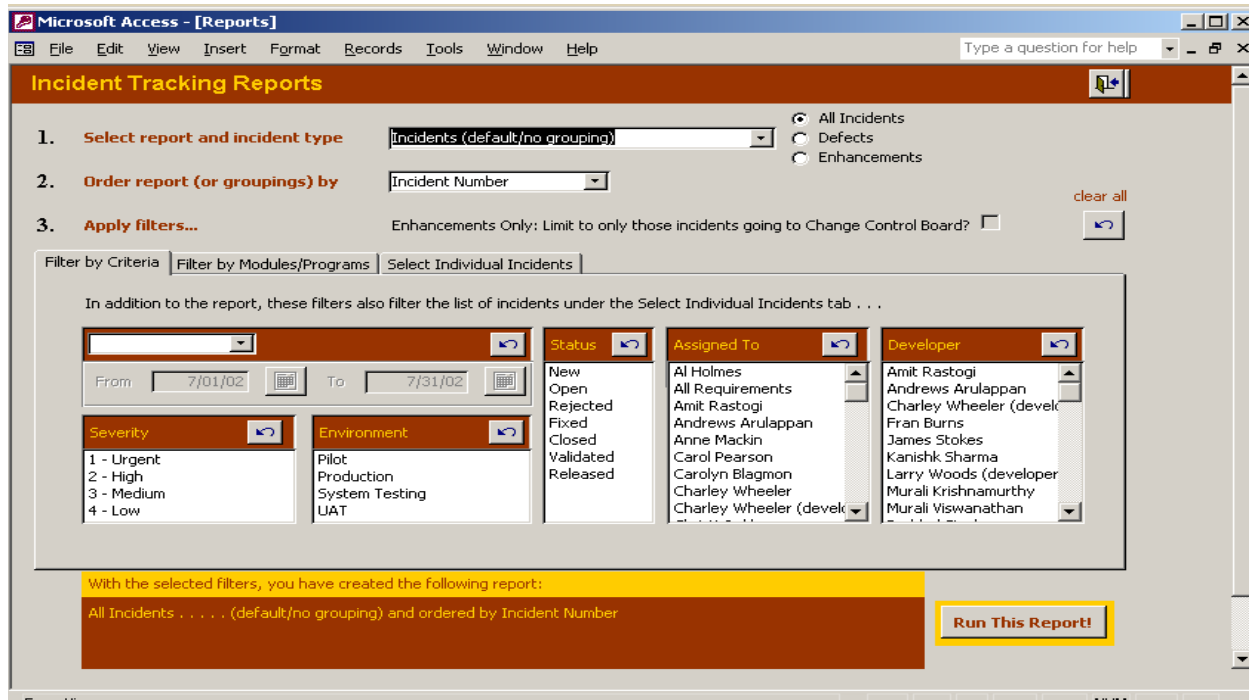
The form displays the following information:

- Incident Number: 99
- \* Incident Summary: Incident Name here
- Status: New
- Incident Details: Screenshot, Development, Retesting, Status History
- \* Detected By: Tim Dussinger
- \* Detection Date: 1/29/2002
- \* Incident Type: Enhancement (selected), Defect
- \* Severity: 1 - Urgent
- \* Need for review by Change Control Board: No
- \* Environment: Pilot
- Test Script: (empty)
- \* Program/Screen ID: AP0051C
- Program Name: Placement Payment
- Functional Module: Financial Management
- SubModule: Accounts Receivable
- \* Description/Comments Log: >>>> Tim Dussinger 1/29/2002 8:07:52 PM: testing
- Assigned To: Testing Coordinator
- \* asterisk indicates mandatory field
- Delete Incident button

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Figure 6-15. Incident Tracking.

The Incident Tracking Reports module of SACWISmate also allows reporting of incidents in multiple variations. As the figure below shows, reports of incidents by type (defect versus enhancement), functional module, status, priority, and more are available. The reports give project management a quick snapshot of the state of the application. In addition to these summary reports, functional team leads can use the robust reporting functionality to count incidents and to print details by functional areas, specific screen or report and current assignment. All of these report options are part of the SACWISmate tool that we bring to Delaware FACTS II Project, and if necessary, we develop custom queries and reports for specific management and reporting.



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Figure 6-16. Incident Tracking Reports.

Deloitte strictly follows any deadlines or processes agreed upon through the work order or change management process. We are committed to meeting these deadlines and providing transparency to effectively manage change through the life cycle of the project. Following a disciplined change process gives project management teams control over project scope and results in better control over budget, resources and projects that are completed to customer specifications. A change process provides improved change efficiency (approved changes are completed more quickly) and allows reuse of the process and paperwork from earlier changes.

## Quality Control Review and Management

RFP reference: 7.2.6 Project Planning and Management, Page 64

This section should address, at a minimum, the following elements:

- Quality control review and management;

Our quality control processes monitor and control project tasks, the project schedule, and deliverables, as well as conducts system testing. Our tools, processes, and procedures within the context of our broader quality management framework keep the Delaware FACTS II Project implementation on schedule and maintain a high quality of service. Key to the success of all our quality control processes and procedures is **a tight integration** and **extensive collaboration** with the designated Quality Assurance (QA) vendor for the FACTS II project.



To effectively provide quality management activities, the project teams and the Quality Assurance vendor perform the following:

- **Quality Planning.** Identifying which quality standards are relevant to the project and determining how to meet or exceed them.
- **Quality Assurance.** Evaluating overall project performance on a regular basis to provide confidence that the project is meeting or exceeding the relevant quality standards.
- **Quality Control.** Monitoring the specific project tasks, deliverables and work products to confirm whether they meet the established project criteria and to identify methods to correct unsatisfactory performance.

Our project manager defines specific QA activities to be executed for each specific deliverable and ensures these are aligned with the QA vendor's overall approach and activity list. These specific QA activities are designed to identify and minimize defects in deliverables, along with deviations from processes. Also any checklists to verify the process steps included along with the QA activities.

The focus is on day-to-day quality management, including the development of macros to conduct quality checks on documentation, initiate code reviews and developer peer reviews, and implement scripted regression testing. The net output of these daily activities is that the work products are maintained at the highest level of quality, forming a foundation for a high level quality within the program.

The project manager provides timely reporting to these QA activities and the metrics to measure the quality for each specific deliverable. Aside from deliverable quality review, the Project Management Team regularly reviews project status, metrics, actions items, methodology compliance, and standards compliance, and develops and implements corrective action plans to resolve issues that could negatively impact the quality or timely delivery of the work products.

Our process defines the method to identify, track, and resolve non-compliance items found during reviews and communicate findings and status to DSCYF leadership.

The project manager and team members performs the following activities to confirm quality.

Quality Control Dimensions	Means for Quality Control
<b>Project Management</b>	<ul style="list-style-type: none"><li>• Project Work Plan</li><li>• Status Reports</li><li>• Issue and Risk Logs</li><li>• Joint Application Design (JAD) Meeting Minutes</li><li>• Project Decisions</li></ul>
<b>Define and Design</b>	<ul style="list-style-type: none"><li>• Functional and Non-Functional Requirements</li><li>• Programming Standards &amp; Guidelines</li></ul>



Quality Control Dimensions	Means for Quality Control
<b>Develop and Testing</b>	<ul style="list-style-type: none"> <li>• Change Order Impact Analysis</li> <li>• Development Activities and Dependencies</li> <li>• Change and Configuration Management of Code, Builds, and Deployments</li> <li>• Unit Testing</li> <li>• System Testing</li> <li>• Defect Tracking</li> <li>• Design Reviews</li> <li>• Code Reviews</li> <li>• Performance and Stress Testing</li> <li>• Security Testing</li> <li>• Regression Testing</li> </ul>

**Table 6-6. Quality Control Activities.**

While performing QA activities, the project manager and assigned project team members identify and report the defects identified within deliverables, deviations from established processes, and deficiencies in established processes. Our team monitor the timely and effective communication of these deficiencies to affected parties including the QA vendor and identifies common issues that cross deliverable, process, or service boundaries, or that may reveal the need to make deliverable, process improvements above and beyond addressing individual discrepancies.

Our Quality Control Review process calls for the involvement of DSCYF staff, and QA vendor for project deliverables and work products. Exercising the best practices of our quality control approach, our quality control review process is thorough and would include:

- Focus on the Delaware FACTS II project goals and objectives
- Maintain a clear understanding of project goals and objectives
- Keep the project team, including DSCYF staff focused on project goals and objectives
- Maintain traceability of project goals and objectives and project outcomes
- Work collaboratively with DSCYF and the QA vendor in setting expectations and establishing clearly defined project processes, roles, and responsibilities
- Deploy the right team, committing qualified and talented professionals to every phase of the project
- Collaborate with the QA vendor to manage and support vendor activities, tasks and timelines
- Maintain continuity by deploying a core team that remains dedicated to the project throughout its duration
- Tailor methodologies into a consistent, customized approach meeting the specific needs of the DSCYF project

- Leverage Deloitte’s holistic experience as both a Project Monitoring /Quality Assurance vendor and systems integrator
- Regularly provide DSCYF an overall evaluation and results of the Quality Control Review process.

Also the track leads conduct meetings with DSCYF stakeholders to review the deliverables. These reviews occur at the completion of the requirements, general system design, and detail system design phases. The client reviews the deliverables provided for the respective SDLC phase and asks the Deloitte team for clarification when needed. The benefit of these meetings is that the client has an opportunity to confirm the quality and completeness of the deliverable.

Deloitte’s quality assurance approach begins with one mindset — to consistently meet or exceed the expectations of Delaware FACTS II Project and to develop and implement quality assurance procedures throughout the organization. Our attention to quality and providing high-quality results for our clients is evidenced by this RFP response, as well as the quality of our deliverables and work products from our previous successes in Integrated Children’s Services.

We understand that quality assurance is an ongoing process and must be built into each stage of the project. The purpose of the Quality Assurance (QA) is to outline a process that enables Deloitte to develop and implement stable, repeatable processes within an engagement. This process is designed to create a proactive means of quality when developing the project by focusing on the processes that govern its life cycle. These standards must be developed in cooperation with QA vendor and DSCYF and cooperatively implemented to achieve the quality desired by Delaware FACTS II Project.

The section that follows explains our approach to quality assurance.

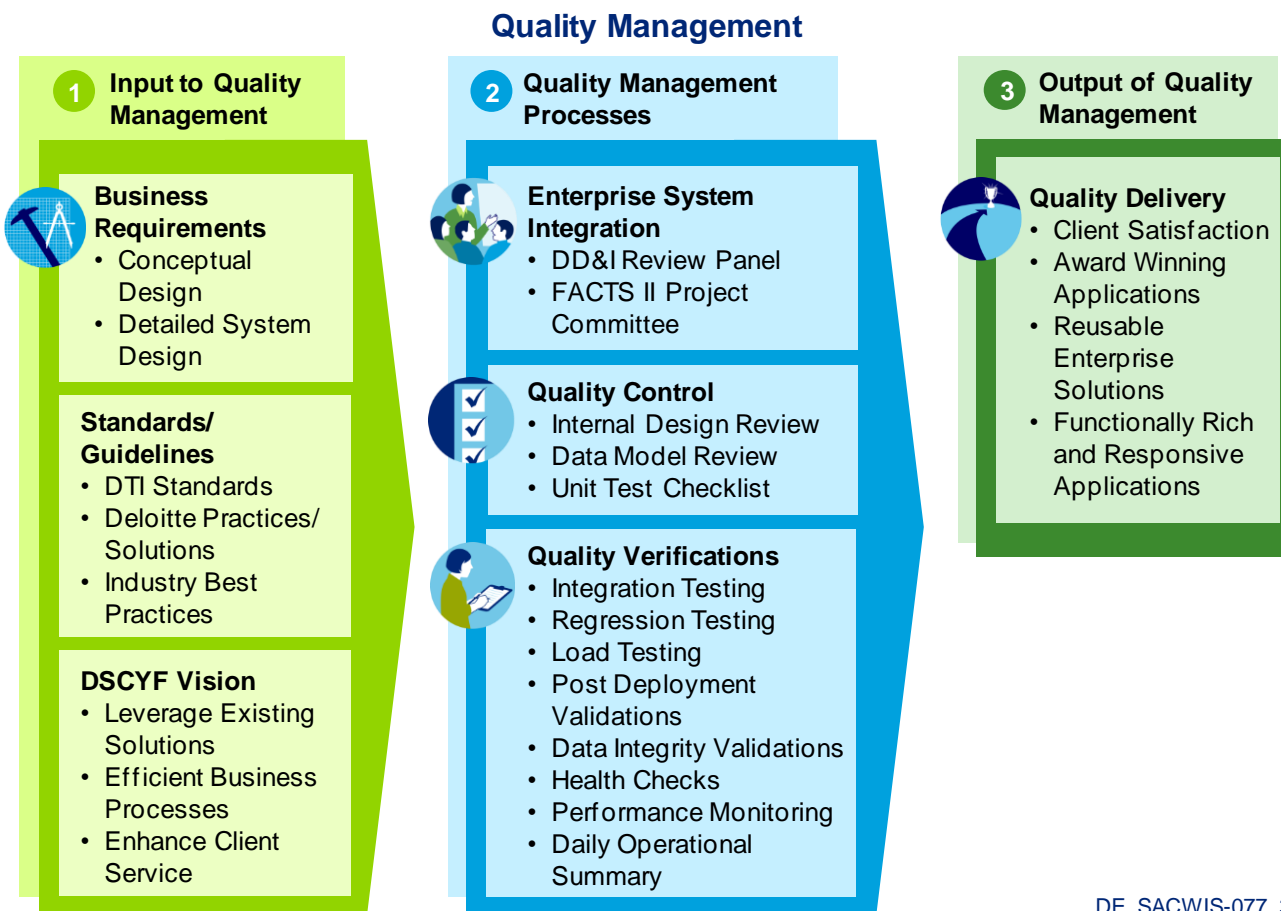
Elements of the CMMI and Project Management Book of Knowledge (PMBOK) standards are closely aligned with our Quality Assurance Plan to capture the QA steps that are used to establish, promote, and monitor both quality and performance throughout the project. This results in standard, disciplined, and consistent processes. These standard, consistent processes are repeatable and recognized on a global basis. This means our team “builds in” stability which, in turn, lowers risk to the department. The following figure highlights how our quality assurance plan fits into our overall project approach.



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**Figure 6-17. Key Quality Assurance Activities.**

Our Key Quality Assurance Activities continually enhance overall product quality.



DE\_SACWIS-077\_3

**Figure 6-18. Quality Management Steps and Processes.**

Deloitte's approach to delivering a quality product to Delaware FACTS II Project.

Deloitte understands that quality delivery is crucial to defining any initiative as a success. Projects implemented on time and with the estimated resources are still unsuccessful if the quality and usability of the application is not there. To that end, our technical team plays a key role in verifying the integrity and quality of the software we deploy.

Our approach to quality delivery is **iterative** in nature. Our foundation is built on industry best practices and lessons learned in other engagements and our Delaware FACTS II Project experience. We leverage this experience with a thorough understanding of Delaware FACTS II Project standards and policies to implement solutions that meet the forward thinking vision of the Department.

During the development life cycle, the Deloitte team works on several key Quality Assurance activities to enforce technical standards; meanwhile, monitoring our processes and standards for improvement opportunities. This review process, shown in the figure that follows, feeds the further defining of our and Delaware FACTS II Project standards to continually improve our product. As development continues, the review process repeats for continued improvement.

In addition to leveraging industry best practices, Delaware FACTS II Project standards and lessons learned, our team works with DTI to proactively verify the technical infrastructure supports planned application and system releases. Many of these tasks are joint activities performed with assistance from and DSCYF program and DTI staff.

Our Quality Management guiding principles provide guidance and direction to the entire engagement by identifying the responsibilities of the quality management group and providing the teams with guidance and direction for effectively supporting the quality management functions. Project quality management includes the processes required to help confirm that the project meets or exceeds the requisite tasks required by the project engagement.

The following table highlights the Quality Reviews types that Deloitte includes in their reviews.

Review Type	Quality Assurance Process	Description
<b>Project Management</b>	Project Schedule Reviews	Reviews of project plans weekly with the enhancements for compliance and quality.
	Project Estimation Peer Reviews	Review from technology and leadership on estimation of enhancements and Program Change Request's.
	Staffing Evaluations	Quarterly internal evaluation of staff for performance improvement.
	Customer Satisfaction Reviews	Specific customer satisfaction reviews to evaluate overall client satisfaction with Deloitte. Quality Assurance partner plays an integral role in providing feedback to the client on overall quality of the project against standards and best practices.
	Post Implementation Review	Post production review of meeting business objectives and conducting outcomes review for the enhancements.
	Services Quality Review	Deloitte outside independent Quality Assurance partner to review the services quality of the team and client. To be done annually.
	Budget Reviews	Weekly review of budgets on the project to make sure we are on budget for projects.

Review Type	Quality Assurance Process	Description
<b>Software Development Life Cycle (SDLC)</b>	Software Quality Reviews	Independent software quality reviews done by the architecture team.
	Performance Testing Review	Execution and review of software performance testing
	CMMI Assessment Reviews	CMMI assessment done twice per year on the project to identify areas of non-compliance.
	Phase Reviews	Phase gate review by quality assurance partner to make sure that we have met contract and quality objective of the work order.
<b>Organizational</b>	Quality Assurance Process	Deloitte has a Quality Assurance Partner to assess the quality of delivery and relationships to Delaware FACTS II Project
	Methodology Training	Conduct and Review CMMI and FACTS II playbook training to all DSCYF and DTI project staff before a project phase begins.

**Table 6-7. Quality Review Types and Activities in Support of Delaware FACTS II Project.**

Deloitte monitors and controls the quality process through a number of built in processes within our software development and Project Management Methodology. Our methodologies and firm commitment to quality is the benchmark by which we measure our success with our clients.

## Maintenance of an Up-to-date, On-Schedule, On-Budget Work Plan

**RFP reference: 7.2.6 Project Planning and Management, Page 64**

This section should address, at a minimum, the following elements:

- Maintenance of an up-to-date on-schedule, on-budget work plan; and,

Deloitte brings our best practices when developing, managing and communicating work plans. We use a regimented approach to develop the project schedule in **MS Project** and maintain the work plan.

Schedule and Resource management is a critical component of our overall Project Management Methodology. This is particularly the case with a project this size and scale where quality, transparency and accountability, and cost neutrality are necessary to the overall success. The work plan is a tool to provide an overview of overall project progress, identify any risks becoming issues, and inform management of progress against the plan. For example, in our experience with Delaware FACTS II Project, planning for the right

amount of time to effectively communicate key milestones and deliverable products to the involved stakeholders is critical to staying on schedule. Our plan carefully considers this element as we set up our time to collaborate with you to effectively build on the activities you request, track our status, update you on status, and maintain an effective and timely sign-off of the outputs and deliverables that are important to our collective success.

Deloitte’s work plan begins with a determination of the work breakdown structure (WBS). The WBS documents the detailed tasks required to complete the work and deliverables by phase of an initiative. It contains detailed information about the tasks to be completed within relevant phases of the project. Schedule details are incorporated with our WBS in Microsoft Project and we perform resource estimation at the task level. Effort estimation is a critical component of the work plan, because the project plan and timeline is only as good as the estimation techniques that were used to develop them. Once the work plan is a fully loaded plan with tasks, deliverables, dependencies, timelines, effort, and resource types and availability in MS Project is updated on an ongoing basis.

## Project Work Plan

Work plan for FACTS II Support Services (New: Health  Green) Done

View: Schedule View Change View

Filter for: All Tasks All Tasks Total Tasks: 461

Expand to: Level Edit Actions Prev Next Seq #: 0 Go

Seq	Name	Status	Sch... Dur...	Scheduled Start	Scheduled Finish	Sch... Effort (hrs)	Una... Effort (hrs)	Predeces...	Resources	Role	Acti...
0	FACTS II Support Services	Active	51.88	7/1/10	9/10/10	1.32...					
1	Work Order Work Plan	Active	51.88	7/1/10	9/10/10	1.32...					
2	Project Initiation	Complete	3.00	7/1/10	7/5/10	7.70					
3	Schedule Work Order Kickoff Meeting	Complete	0.88	7/1/10	7/1/10	1.00	0.00		Ryan McFa...		
4	Create Agenda and Presentation for Kickoff	Complete	1.00	7/1/10	7/1/10	0.50	0.00		Ryan McFa...		
5	Hold Kickoff Meeting	Complete	0.88	7/2/10	7/2/10	0.20	0.00		Cherie Gro...		
6	Create Stakeholder Involvement Plan	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...		
7	Update Communications Plan Details	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...		
8	Update Data Management Plan Details	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...		
9	SDLC	Active	51.88	7/1/10	9/10/10	1.31...					
10	Requirements Phase	Active	40.80	7/1/10	8/26/10	535...					
11	Plan and Conduct Requirements S...	Complete	21.00	7/1/10	7/29/10	322...					
12	Plan for Requirements Sessions	Complete	2.63	7/8/10	7/21/10	28.00	0.00		Ryan McFa...		
13	Prepare for Requirements Sessions	Complete	2.00	7/1/10	7/2/10	72.00	0.00		Cherie Gro...		
14	Conduct Requirements Sessions (...)	Complete	1.50	7/8/10	7/9/10	36.00	0.37		Benjamin P...		
15	Document Requirements Sessions...	Complete	1.00	7/9/10	7/9/10	8.00	8.00	14	Ryan McFa...		
16	Review and Validate Requirements	Complete	1.00	7/12/10	7/12/10	10.00	4.42	15	Cherie Gro...		
17	Conduct Requirements Sessions (...)	Complete	1.00	7/15/10	7/15/10	16.00	7.08		Cherie Gro...		
18	Document Requirements Sessions...	Complete	3.00	7/16/10	7/20/10	12.00	0.00	17	Ryan McFa...		
19	Review and Validate Requirements	Complete	2.31	7/19/10	7/21/10	19.00	0.00	18	Cherie Gro...		

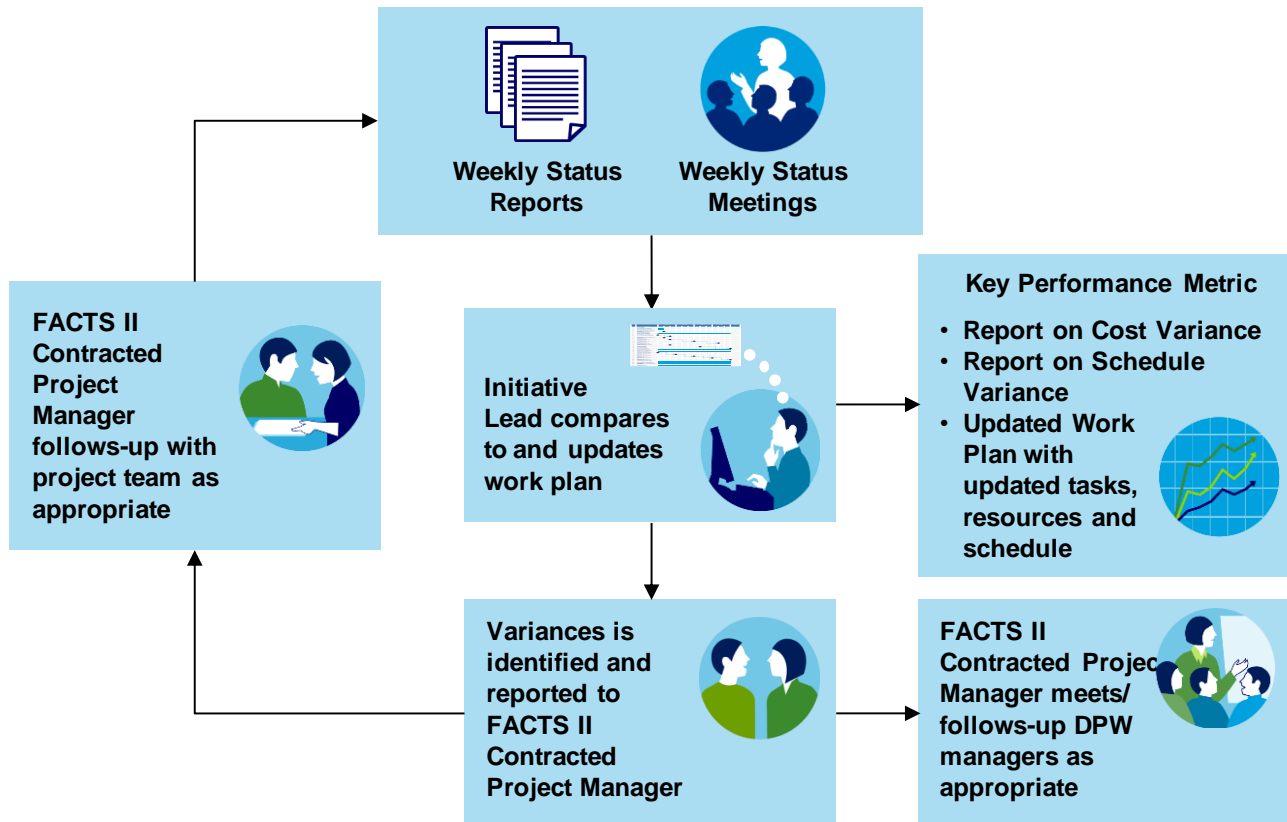
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**Figure 6-19. Project Work Plan.**

Deloitte’s Project Work Plan provides features for initiative Gantt work plans or rolling up to a system or contract level work plan.

The baseline project schedule is initially created in MS Project and is the foundation for the staffing plan that is reviewed with Delaware FACTS II Project at project initiation. Resources are automatically assigned tasks based on resource allocation in the work plan. This baseline is used by the Deloitte Project Manager to monitor schedule variances during the project and identify tasks causing or likely to cause the timeline to slip. The process for maintaining our project plan is highlighted in the figure below.





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**Figure 6-20. Updating the Work Plan.**

Deloitte utilizes a rigorous process for ongoing upkeep of work plans.

Project Plan and associated reports provides necessary support for tracking and reporting status of work plans. The project work plan is a **living document** which reflects weekly and monthly progress on all tasks and milestones that have been achieved or pending to be achieved. Any changes to the resources by task or schedule is also reflected in the work plan and then verified by the initiative lead. At any point during the project each task in the agreed upon work plan provides an accurate representation of variance in planned effort compared to actual effort at a task level. This benefits Delaware FACTS II Project by viewing project health of the overall initiative or by drilling down to the exact exceptions in the work plan. Our work plan is deliverable driven which we find more effective for measuring and reporting on project progress.

Deloitte recommends status reporting and discussion of the work plan is incorporated into the agenda of the weekly and monthly status report meetings to facilitate the review/concurrence to modifications, as well as to gain agreement at the management level to project status, direction and relevant adjustment to scope, schedule, costs and/or the required resource allocation.

The monthly status report would provide the health of the project from a broader perspective and can customizable during the project initiation phases to show a variety of reports including Gantt chart, Summary Tasks, and Project Milestones.



## DSCYF Review Meetings and Feedback

RFP reference: 7.2.6 Project Planning and Management, Page 64

This section should address, at a minimum, the following elements:

- DSCYF review meetings and feedback.

Deloitte produces draft meeting minutes for project status meetings, meetings we facilitate, and other project meetings at DSCYF's request. The draft minutes are produced and disseminated to meeting participants following the meeting. The minutes are distributed to the meeting participants for review and feedback and stored in the project's document solution.

Meeting participants are expected to review the draft minutes and provide their feedback within an agreed upon time frame. Participant feedback is used to finalize the minutes and a final document is produced, distributed and stored.

In line with CMMI standards, Deloitte works with DSCYF and DTI to develop standard meeting minutes during the project initiation phase that contain the following information:

- Meeting name and logistics
- Meeting attendees
- Agenda topics to be discussed
- Captured comments
- Decisions made
- Action items, due dates, and responsible person

A key factor in having a successful meeting is in the preparation. When Deloitte attends any meeting for the Delaware FACTS II Project, we leverage our project management tracking tools (SACWISmate) and templates, to extract current status, issues, risks and any decisions requiring input from DSCYF. Before attending the meeting, we not only identify the risks and issues and prepare the current status; we kick off the meeting by reviewing previous meeting action items and key decisions that were taken. We also prepare and present the various options that can be taken to mitigate new risks and resolve issues. This approach results in highly productive meetings where Delaware FACTS II Project staff's time is not wasted and decisions to keep a project on time and on budget can be made quickly and based on solid information.

### ***Governance Meeting***

Deloitte attends the governance meetings and provide support to these meetings by describing and/or documenting status, participating in brainstorming and planning activities, providing consultation and technical assistance, and resolving issues. The section below provides a description of the type of recurring meetings that Deloitte proposes and attends and actively contribute towards. The frequency of these meetings may be modified based on actual need.

## Monthly Executive Steering Committee Meeting

Deloitte leverages executive sponsors and all key project stakeholders to provide direction for planning, development, and implementation of the Delaware FACTS II project. Deloitte Delaware FACTS II project staff attends and facilitate Delaware FACTS II executive steering meetings along with FACTS II Project Director as determined by DSCYF project management team.

We provide reports that communicate necessary information required to successfully monitor project progress and health. We work within governance structure to provide:

- Overall project status across the project teams outlining project financials, work plan status, and major risks and unresolved issues that have escalated through the project ranks for executive steering team attention and feedback
- Monthly status reports for project and steering teams outlining the status of deliverables and work products.
- Other unscheduled project updates as requested

These meetings are a vehicle for project staff to step back from the day-to-day operations of the project and assess the overall status, direction and health of the project. In addition, these meetings provide a forum to raise major milestones and critical issues which require swift and decisive leadership for their resolution from the executive sponsors. Where our facilitation is required we perform the following:

- Preparation and distribution of meeting agendas
- Distributing of required meeting materials
- Productions and finalization of meeting minutes
- Follow through on action items and other expected results

## Ad Hoc and Oversight Committee Meetings

Ad hoc and oversight committee meetings are organized primarily to provide recommendations or advice on specific topics of interest as it relates to the business and or application in order to understand potential impacts. These meetings mitigate any future risks to the implementation. Although, they may not be frequent in nature, they play a crucial role in foreseeing and addressing any external factors that may potential result in re-design, re-work or missed mandates that are crucial to the operation of the system after post go-live.

## Project Team Meetings

Project team meetings typically comprise of the core Project Team including the other FACTS II project vendors and team members focused on specific areas of the project such as the business and technical team, development team, testing team, quality assurance team, training and implementation team. These meetings can have a variety of purposes such as conducting a Joint Application Design (JAD) sessions, workshops, or conducting a meeting to resolve a functional, design or testing issue. Critical aspect of these meetings is

to identify and include all the relevant stakeholders, Subject Matter and Domain Knowledge Experts within each of the program divisions under DSCYF, DTI staff and QA vendor and work collaboratively to address all issues and progress together.

In order to foster a collaborative relationship amongst all the various stakeholders and other vendors we employ the following techniques:

- Joint Steering Committee Meetings
- Joint Project Status Meetings for Multi-Vendor driven activities
- Initiative Kick-Off Meetings
- Development Team Meetings
- Phase Hand-off working sessions
- Clear Definition of Roles and Responsibilities
- Defined Communication and Escalation Plan
- Proactive Issue and Risk Management

Our team structure allows for open communication to our teams, DSCYF, and other vendors. We work with DSCYF to realize your goals of the RFP and we are a firm which is committed to demonstrate our collaborative nature throughout the Delaware FACTS II project life cycle. Our collective teams have achieved a high degree in multiple statewide implementations of similar size and scope.

### All-Staff Meetings

All-Staff meetings are conducted with all project team members. These meetings provide status updates to all project staff so they are apprised of project conditions. These meetings help achieve effective communication among all parties involved, as well as provide a means for identifying and potentially resolving problems. These meetings and design sessions drive success across the project by not just finding technical solutions but also plays a larger role forming a cohesive unit that works together in bringing the best solution that serves the people of Delaware. We also use this All-Staff meeting to have some project team building activities, acknowledging and recognizing project successes and major milestone completions. We see DSCYF as a client that we partner with on a daily basis and use every meeting and face-to-face contact to incorporate your ideas to improve the Delaware FACTS II solution we deliver to you. We understand your expectations and can create plans to meet these expectations, identify risks and issues far in advance and work closely with your staff.

### Other Face-to-Face Meetings

Other project meetings are conducted on an as-needed basis with appropriate project team members. These meetings are usually unplanned. Deloitte team adheres to standard meeting procedures irrespective of the nature of these meetings. These procedures are a mainstay of the how FACTS II project operates keeping in mind the collaborative nature,

multi-vendor environment and variety of stakeholders that need to be on same page at every juncture in this project.

### ***Meeting Procedures***

The most effective approach to communicating a message is through verbal discussion. A project as complex and challenging as the Delaware FACTS II project demands frequent and frank discussions. Our approach to communicating early and often encourages openness and serves as a catalyst for early issue identification and timely decision-making. Our participation in all discussions and meetings includes providing status updates on systems, projects and activities during these meetings.

Where our facilitation is required we perform the following:

- Preparation and distribution of meeting agendas
- Distributing of required meeting materials
- Productions and finalization of meeting minutes
- Follow through on action items and other expected results
- File and publish meeting minutes, outcomes, action items, decisions and results in LAN and Delaware FACTS II project eRoom for transparency and future reference.

Deloitte assists in preparing and distributing meeting agendas and other materials required for project meetings. In some instances this requires collaboration with other Delaware FACTS II project staff, DSCYF personnel and other stakeholders to understand the meeting goal and objectives identify the appropriate topics, and required participants.

PROJECT MEETING AGENDA/MINUTES			
<b>Meeting Agenda</b>			
Meeting:	PACSES Employer Enhancements GSD Session-I		
Date:	March 31, 2010		
Start Time / End Time:	1:30-3:00 pm		
Venue:	Ollie Building-Large Conference Room (Dist-# 1-800-995-2863, passcode: 190561)		
Attachments / Reference Documents: (List)	Employer Enhancement GSD Kick Off Presentation v4 ppt		
<b>X</b>	<b>Participants (alpha, lastfirst)</b>	<b>Project Name</b>	<b>Role</b>
X	Addicks, Marilyn	PACSES	Web Systems Team
X	Barnett, Marshal	SCDU	EMU
X	Barnick, Tammy	DFST	DFST Manager
X	Coulter, Suzanne	DFST	DFST
X	Crowe, Dana	PACSES	Application Support Services Lead
X	Grippio, Joseph	PACSES	SME Team
X	Hartman, Doris	PACSES	Application Support Services Manager
X	Hughes, Lauren	PACSES	Testing Team Lead
X	Karchner, Ben	PACSES	Web Systems Team
X	Khan, Jabben	BIS	Portfolio Manager
X	Match, Joyce	DCSES	Case Application Manager
X	Mittal, Ujwal	PACSES	Open Systems Technical Services Lead
X	Murphy, Mark	PACSES	Open Systems Manager
X	Nitchman, Sue	DCSES	Applications Supervisor
X	Ney, Scott	DCSES	Case Application Lead
X	Pender, Jody	DFST	DFST Director
X	Reynolds, Colin	PACSES	SME Team
X	Roland, Martin	BCSE	DPDE Program Specialist
X	Samtani, Navin	PACSES	Web Systems Track Lead
X	Snyder, Diana	DFST	DFST
X	Zeigler, Teri	SCDU	Manager
<small>PROJECT MEETING AGENDA/MINUTES      Page 1 of 4                  Save Date: 06 April 2010      PAC SES Employer Enhancements W00317 GSD Session 1 Minutes                  2010033131</small>			

PROJECT MEETING AGENDA/MINUTES		
<b>Agenda</b>		
Topic	Owner	Comments / Minutes
1. Review Open Action Items	Navin	NO additional comments were provided.
2. Search screen initial design	Navin	While reviewing the search fields and the associated business rules Joyce pointed out that the Zip code business rule that 5 digits will be searched and her understanding was that 0 digits would be required but the system would search by 2-4 digits. <ul style="list-style-type: none"> <li>It was clarified that the full 5 digit zip code will be used for the search and the system will return employer records with that exact zip code, but the system will also perform a relaxation on the zip code and will also return results that have a partial zip code match.</li> </ul> Mark clarified that the care-of line and address line 1 are the same fields and we should use the same terminology to talk about the field to avoid confusion. It is also possible for the system to provide both options, so users who aren't able to get ideal results from the single text box could use the individual search fields to create a more exact search. Ujwal will create a proof of concept for the single search box Employer search and have it ready by the third GSD meeting. Once the group is able to see how searching could be done with this singular box a decision can be made. The group will look at the proof of concept and consider using it.
3. Search Error Messages	Navin	The team decided to shorten the messages provided. The updated messages can be found in the appendix. The phone validations were discussed. As a member can enter /-10/digits of a phone number, the question was brought up about partial phone numbers being entered. The current email address provided only validates that the field entered has a "@" symbol. Navin's team will also look into adding a new business rule to check for a "...". The validation and error message for the email address will be updated accordingly.
4. Wireframes	Navin	Navin had a discussion about the sample wireframes provided. Doris said that a change in the mainframes a more direct solution since that is where they are adding employer IDs to links. The group agreed that a business process change is the real solution but the parent employer's information can be highlighted in the search application to direct users to the correct information. Navin asked if searching for an employer a match was found on a child then the parent would be displayed as another search result or just the matching child record. The group decided that only the matching employer record would be shown in the search result and that all the relationships can be viewed from the matching record. The current wireframes show the Employer Relationships window as being a separate window from the Employer Details. Navin suggested that this could somehow be combined into the same window. This would also allow for easy navigation between the Employer Details and the Employer Relationships. The group agreed this is a good option for these sections.
5. Q&A		
<small>PROJECT MEETING AGENDA/MINUTES      Page 2 of 3                  Save Date: 06 April 2010      PAC SES Employer Enhancements W00317 GSD Session 1 Minutes                  2010033131</small>		

DE\_SACWIS-065

**Figure 6-21. Meeting Minutes Template.**

An example of the Delaware FACTS II Project approved meeting minute template that has been drafted by Deloitte during a JAD session with the Department.

Meeting agendas are provided at least one day prior to the scheduled meeting, so participants can prepare ahead of time making for a more productive and efficient meeting.

To facilitate effective communication among all team members, we suggest the use of a broad range of communication techniques such as Monthly and Weekly Status Meetings, Face-to-Face meetings and other ad hoc and oversight committee meetings.

## ***Deliverable Review Meetings***

Deloitte applies a similar approach to deliverable review meetings such as phase reviews. In preparing for such meetings, we thoroughly read the deliverables being reviewed, such as a General System Design (GSD) document, and come to the meeting with items we believe may be missing, potential areas of concern, cross system impacts, feasibility and other relevant feedback that is useful to Delaware FACTS II Project staff. We also aim to resolve as many of these concerns directly with the appropriate DSCYF SME before bringing them to a formal review meeting with Delaware FACTS II Project staff to make these meetings more efficient.

The process to define and create deliverables is an open, collaborative process. By the time a deliverable is formally submitted, DSCYF has had ample opportunity to “shape” the deliverable and provide a significant amount of input toward its final form.

Deloitte has a consistent track record of delivering high-quality systems and services to our clients. High-quality deliverables are an inherent component to our on-time and within-budget delivery of projects. As part of the Delaware FACTS II project, deliverables are completed for each phase of the project and are subject to rigorous quality control monitoring. Each deliverable associated with the project complies with the agreed upon standards and include the content specified in the RFP.

“I was impressed with the importance that the State and Deloitte Consulting placed on getting clients' feedback on proposed system changes that impacted them. It helped to make for more understandable eligibility notices which benefited recipient households.”

**Jonathan Bader**  
Community Action Programs  
Manager, Wisconsin Community  
Action Program (WISCAP);  
Madison, WI

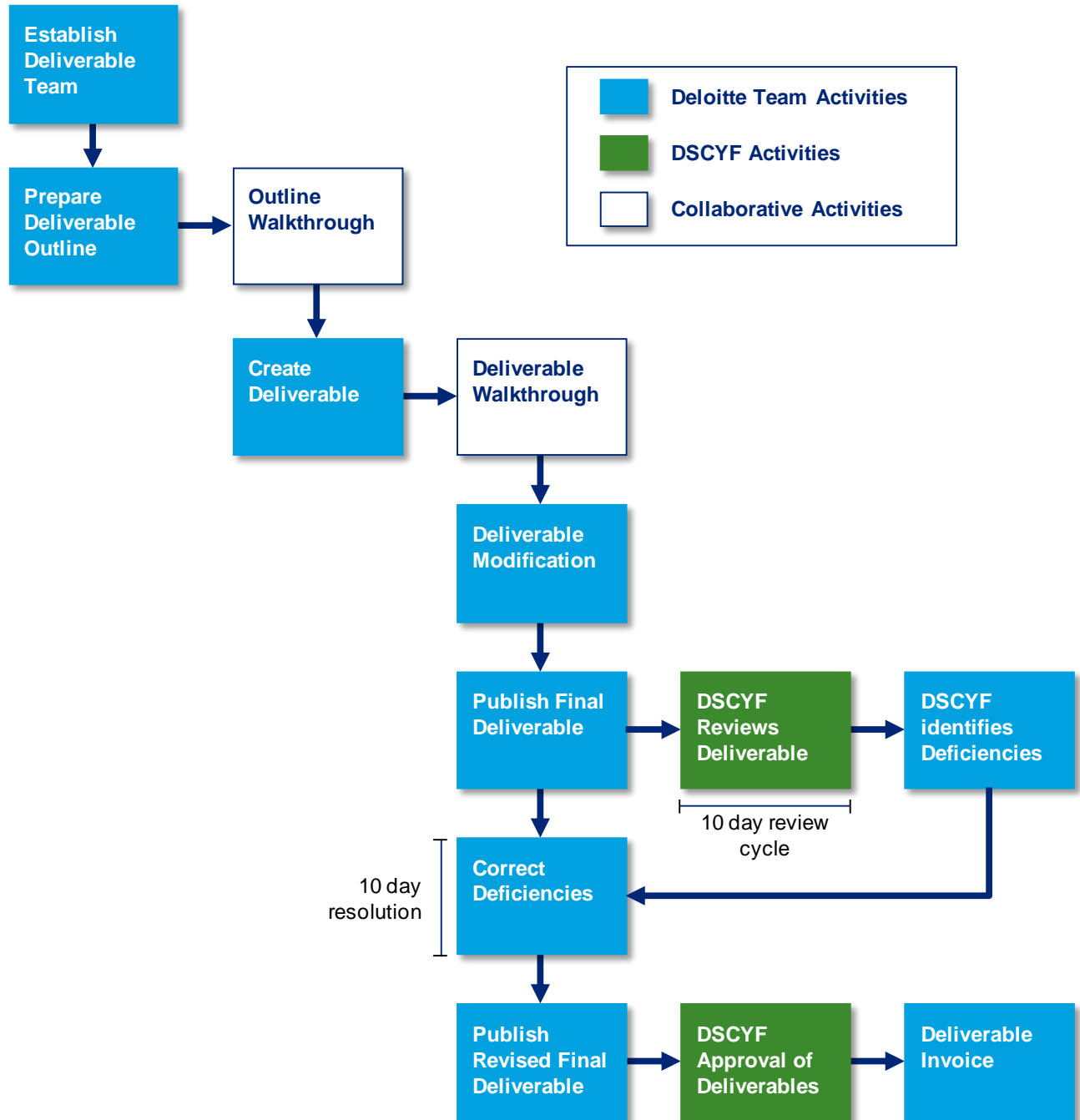
## **General Deliverable Process**

Deloitte understands the importance of establishing a clear and comprehensive deliverable review process during the early stages of the project. The deliverable process is a foundation of a Delaware FACTS II engagement. We believe and cultivate a **“No Surprise”** relationship with our clients regarding deliverables. As an integrated project team, the DSCYF team knows and give us feedback on deliverable content as we create the deliverable. As documents that report key project phases, tasks, and outcomes, deliverables are the end point of activity completion. Based on lessons learned from previous project experiences, there are a number of key elements that should be incorporated into the deliverable review process. These include establishing a deliverable team for each deliverable, clarifying deliverable expectations, and using deliverable walkthroughs to maintain an open, collaborative deliverable development, comment, and approval process. As a result, the DSCYF Deliverable Review Team always knows the content and quality of a final deliverable. All deliverables are formally submitted to DSCYF for review, comment, and approval. With the proposed Deliverable Review Process, DSCYF is intimately familiar with the deliverable through informal evaluations and has had ample opportunity to “shape” the deliverable and provide a significant amount of input toward its final form.

The following sections and the figure that follow detail this process.

## Establish the Deliverable Team

### Deliverable Review Process



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Figure 6-22. Deliverable Review Process.

Before each deliverable is started, Deloitte works with DSCYF to establish a deliverable team. This team consists of a leader from DSCYF and a leader from Deloitte who works together to facilitate the process of establishing the expectations of the deliverable and coordinate the execution steps through the review and final submission.



Deloitte has learned from previous experience that this dual leadership is instrumental in getting the right parties engaged in the deliverable process and supporting timely completion in accordance with the Project work plan.

### ***Establish Expectations for Deliverables***

Deloitte works with the DSCYF to define the general outline, content, and level of detail for each deliverable. We leverage templates and outlines from our repository of deliverables from previous SACWIS projects as a starting point for structure and content. We also work closely with DSCYF to review and finalize the general outline.

### ***Deliverable Walkthroughs***

We believe that establishing a collaborative environment that engages both the Deloitte and DSCYF staff in the deliverable process is a key ingredient to overall quality and timeliness of the end product. We engage with DSCYF staff on frequent informal reviews of components of deliverables throughout the project. We also communicate and provide status updates to relevant DSCYF team members throughout the deliverable development process. When the deliverable is submitted as final, we conduct a formal deliverable review. Given our frequent deliverable reviews and communications with DSCYF stakeholders, our belief is that the final step is a formality. This collaborative process fosters collegiality on the project and high-quality results. Additionally, this technique allows gaps to be identified and corrected early in the process, ultimately conserving project time and resources at the formal review stage.

### ***Final Deliverable Submission***

We submit project deliverables to the DSCYF Project Manager within the agreed upon time frame specified in the project work plan. Deliverable submissions are accompanied by contract correspondence that clearly identifies the deliverable, deliverable details, and the deliverable submission date.

### ***Deliverable Review by DSCYF Staff***

All project deliverables are reviewed by DSCYF to verify that the deliverable satisfies the acceptance criteria agreed upon by DSCYF and Deloitte during the project initiation phase. The Project Work plan in *Section 4, Work Plan* identifies each deliverable due date as well as the corresponding review and correction timeframes. As specified in the RFP, DSCYF has ten (10) business days to review each submitted deliverable and indicate whether or not it is acceptable and a corresponding 10-day resolution period for the Bidder to correct any deficiencies. Deloitte provides DSCYF with recommendations during the deliverable specification creation process regarding the review, feedback, and approval cycle for large complex deliverables.

In accordance with the RFP, acceptance of each deliverable is confirmed by the DSCYF Project Director in writing. Deloitte staff are available to answer questions after the deliverable walkthrough and during DSCYF's review period. If no written comments are received from DSCYF after the specified review time frame, the deliverable is considered approved.

If comments are provided within the review time frame and require modifications, a period of an additional 10 days has been built in to the Project Work plan to make these modifications. Upon acceptances of the final deliverable, a deliverable invoice is to be generated three days later. In order to facilitate the smooth delivery of project deliverables, Deloitte is proposing a structured Deliverable Review Process that incorporates the following key elements:

- **Creation of Deliverable Teams.** From our experiences, we have learned that jointly-led deliverable teams provide the appropriate level of focus and direction to help assure that the deliverables meet our clients' expectations and include input from the proper stakeholders
- **Establishing Expectations Up-front.** By setting deliverable expectations before the work starts, we have seen that the quality of the deliverables are more in line with our clients' expectations and the need for re-work and modifications is reduced
- **Use of Deliverable Walkthroughs.** Deliverable walkthroughs foster an open, collaborative approach to defining and refining deliverables from the outline through final submission
- **Formal Deliverable Submission.** By formalizing the deliverable submission process, Deloitte has seen that the ambiguity around completion levels is removed and that the project team is better enabled to respond to the deliverables and maintain the forward momentum of the project
- **Clear Timeframes for Deliverable Review.** By establishing clearly understood timeframes for deliverable reviews, Deloitte has proposed an approach which we believe, facilitates thorough and timely feedback

Deloitte prepares, facilitates and attends all required meetings as planned and at the request of DSCYF and the Delaware FACTS II working group. Our years of experience and in-depth knowledge of the business of Child Welfare and large application systems development and implementation enable us to plan, support and facilitate meetings starting at Day 1 of this project. We also proactively assist in identifying meetings that might be necessary to resolve issues quickly while putting quality first. Key to successful meetings is not only action items, resolution of issues, and clearly defined meeting outcomes but the ability to conduct, manage and document the review and feedback from all DSCYF stakeholders. Building consensus and communicating progress across all stakeholders is also a critical component. Our success is driven by our ability to collaborate consistently. With an integrated and balanced approach we confirm all meetings, discussions, and necessary feedback received from participants helps us progress forward together.

Large-scale development and implementation efforts such as FACTS II project require experienced project management and support staff with deep SACWIS knowledge. Our comprehensive project management strategy coupled with our first-hand experience in SACWIS, Integrated Service Delivery business models, Data Warehousing and our skilled project management team, provide the experience and approach needed for a successful Delaware FACTS II Project.

