| **Project Reference Information** |
| --- |

| **Project Name:** | [Project Name] | **Project Number:** | [Project Number] |
| --- | --- | --- | --- |
| Department Name: | [Department Name] | Agency Name: | [Agency Name] |
| Assessment Period: | [IPORbegin Date] **-** [IPORend Date] | Criticality Level: | [Criticality Level] |
| Most Recent Project Approval Document: | [Most Recent Project Approval Document] | Date of Most Recent Project Approval Document: | [Most Recent Project Approval Document Date] |

| **Executive Summary** |
| --- |

| **Key Questions:** The answers to the questions below must relate to the most recent project approval document (see Project Approval Lifecycle or Special Project Report)  |
| --- |
| Is the project on track to satisfy the customer’s business objectives? | Select an answer |
| Is the project on track to achieve the objectives in the approved timeframe? | Select an answer  |
| Is the project on track to achieve the objectives within the approved budget? | Select an answer |

(Provide one paragraph that describes the background, status, and stage of the project. Include consideration of the responses to the Key Questions)

| **Project Health Dashboard** |
| --- |

| **Project Overall Health** **Rating** | **Comments** |
| --- | --- |
| Choose an item. | [Overall Health Memo] |
|  |

| **Focus Area** | **Rating** | **Comments** |
| --- | --- | --- |
| [**Governance**](#Governance) | Choose an item. | [Governance Memo] |
|  |
| **Time Management** | Choose an item. | [Time Management Memo] |
|  |
| [**Cost**](#Cost) **& Contract Management** | Choose an item. | [Cost Management Memo] |
|  |
| [**Scope**](#Scope) **Management** | Choose an item. | [Scope Management Memo] |
|  |
| **Resources** | Choose an item. | [Resources Memo] |
|  |
| [**Quality**](#Quality) | Choose an item. | [Quality Memo] |
|  |
| **Risks and Issues** | Choose an item. | [Risk And Issues Memo] |
|  |
| **Transition Readiness** | Choose an item. | [Transition Readiness Memo] |
|  |
| **Conditions for Approval** | Choose an item. | [Conditions For Approval Memo] |
|  |
| **Corrective Action Plan Items** | Choose an item. | [Corrective Action Memo] |
|  |

|  |
| --- |
| **Legend for Project Health Dashboard** |
|  | **Green** |  | **Yellow** |  | **Red** |  | **Blue** |
| Satisfactory, no corrective action necessary.  | Caution, risks/issues exist. There may be a need for corrective action in the near future. | Escalated for immediate corrective action. There is a significant risk to the health of the project. | Not enough data is available to make a determination about the project health. |

| **Project Information** |
| --- |

|  |  |  |  |
| --- | --- | --- | --- |
| **Report Frequency:** |  | **Project Phase:** |  |
| **Planned Start Date:** |  | **Actual Start Date:** |  |
| **Approved End Date:** |  | **Projected End Date:** |  |
| **Approved One-Time Cost:** |  | **Projected One-Time Cost:** |  |
| **Approved Total Cost:**  |  | **Projected Total Cost:**  |  |
| **Project Approval Conditions? (Y/N):** |  | **Corrective Action Plan in Place? (Y/N):** |  |
| **Project Director/ Manager:** |  | **Reporting Organization:** |  |
| **Phone Number:**  |  | **Email:** |  |
| **Oversight Manager:** |  | **Reporting Organization:** | CDT Office of Statewide Project Delivery |
| **Phone Number:** |  | **Email:** |  |

| **Focus Area Details** |
| --- |

| Choose an item. | **Governance** |
| --- | --- |

**Comments:**

| Choose an item. | **Time Management** |
| --- | --- |

**Comments:**

| Choose an item. | **Cost & Contract Management** |
| --- | --- |

**Comments:**

| Choose an item. | **Scope Management** |
| --- | --- |

**Comments:**

| Choose an item. | **Resources** |
| --- | --- |

**Comments:**

| Choose an item. | **Quality** |
| --- | --- |

**Comments:**

| Choose an item. | **Risks and Issues** |
| --- | --- |

**Comments:**

| Choose an item. | **Transition Readiness** |
| --- | --- |

**Comments:**

|  |  |
| --- | --- |
| **Project Approval Letter –** **Conditions for Approval**  | **Status**  |
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| --- | --- | --- |
| **Corrective Action Plan Items (if applicable)**  | **Target Completion Date** | **Status**  |
|  |  |  |
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| **Project Risks Requiring Additional Attention or Escalation** |
| --- |

|  |  |  |  |
| --- | --- | --- | --- |
| **IPO Risk Identifier:** |  | **Project Risk Number:** |  |
| **Probability:** |  | **Status:** |  |
| **Impact:** |  | **Aging:**  |  |

**Risk Title/Statement:**

**Description:**

**Impact:**

**Recommendation:**

**Current Status:**

| **Project Issues Requiring Additional Attention or Escalation** |
| --- |

|  |  |  |  |
| --- | --- | --- | --- |
| **IPO Issue Identifier:** |  | **Estimated Resolution Date:** |  |
| **Project Issue Number:** |  | **Status:** |  |
| **Impact:** |  | **Priority:** |  |

**Issue Title/Statement:**

**Description:**

**Impact:**

**Recommendation:** (What should be done, who should do it, and by when should it be done)

**Current Status:**

| **General Comments – Independent Project Oversight Observations** |
| --- |

|  |
| --- |
| **IPO Open Concerns and Recommendations** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **#** | **Date Opened** | **Focus Area** | **Recommendation**  | **Impact** | **Project Response** | **Status** |
|  |  |  | **Recommendation statement** | **Impact if recommendation is not accepted** | **Project response to** **recommendation** | **New/In Progress/Closed****Remove after a month if closed** |
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| **Project Baseline History** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project Approval Document** | **Date Approved**  | **Approved Project Start Date** | **Approved Project End-date** | **Approved Project Cost** | **Project Scope** |
| **S4**  | **Approval Letter Date** | **Per Approval Letter** | **Per Approval Letter** | **Per Approval Letter** |  |
| **SPR 1** |  |  |  |  | **Summary of Scope Variance** |
| **Additional SPRs**  |  |  |  |  |  |
|  |  |  |  |  |  |
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**Attachment 1: IPO** **Assessment Criteria**

| **Focus Area** | **Assessment Criteria** |
| --- | --- |
| **Predictive Development (e.g. Waterfall)** | **Adaptive Development (e.g. Agile)** |
| **Governance** | * Scope and character of authority for decision making is documented in the approved **Project Charter and Governance Management Plan**.
* Decisions are being made timely, at the right levels and per the Governance Plan
* Project roles and responsibilities are established, documented and maintained.
* Program/business representatives are actively engaged and empowered to ensure that the project brings value to the program/business.
* Project Steering Committee is established and meets on a regular basis.
* Project Steering Committee meetings consistently provide clear and accurate project information sufficient to ensure leadership and stakeholder awareness and timely action on Steering Committee decisions and actions.
* Established processes exist to bring to the surface and/or escalate appropriate items to the Project Steering Committee.
* Appropriate plans are in place, approved, and are being effectively implemented.
 | * Scope and character of authority for decision making is documented in the approved **Project Charter and Governance Management Plan**.
* Decisions are being made timely, at the right levels and per the Governance Plan
* Appropriate level individual(s) from the business/program areas understand and are equipped to fulfill their role and responsibility as Product Owner(s).
* Product Owner(s) has the responsibility and authority to determine the scope and character of the functions, features and capability of the system solution.
* Cross-discipline (i.e. Scrum) teams are established and empowered to plan and manage Sprint workload.
* End users are represented in the cross-discipline team(s)
* Project Steering Committee is established, meets on a regular basis and makes decisions on a timely basis.
* Open and transparent communication of project status to all.
 |
| **Time Management** | * The project has a detailed **Project Schedule** that includes estimated hours to complete tasks, major milestones, deliverable due dates, predecessors, constraints and resources.
* “Other tasks” include items such as procurements, deploying infrastructure, business process reengineering, training, planning and coordinating interfaces, conversion testing and data conversion, communications with stakeholders, etc. These activities can be completed using either iterative or sequential processes.
* Project is “on schedule” per the CDT approved baseline; see the Project Approval Lifecycle (PAL) approval or most recent Special Project Report (SPR).
* Schedule management practices are being executed in accordance with the documented approach (i.e. **Schedule Management Plan**) including updates, progress tracking, resource assignments, reasonable duration/effort estimates.
* Schedule variances are recognized as a risk before they are realized; Project Manager (PM)/Project Director (PD) require contingency plan(s) and report to Project Steering Committee with recommended action(s).
 | * Project is maintaining the start and end dates of planned Sprints with a stable or improving Velocity, progressively declining product backlog with a low incidence of “technical debt”.
* Extending the length of a Sprint for any reason is a red flag for time management.
* The team effectively uses Velocity information gathered during retrospective activities to plan future Sprint work
* The project has a **Project Schedule** that includes the start and end points of each Sprint, the identified resources for each Sprint, additional tasks necessary to complete the project including the estimated hours and necessary resources to complete “other tasks,” major milestones, deliverable due dates, predecessors and constraints.
* “Other tasks” include items such as procurements, deploying infrastructure, business process reengineering, training, planning and coordinating interfaces, conversion testing and data conversion, communications with stakeholders, etc. These activities can be completed using either iterative or sequential processes.
* Schedule management practices are being executed in accordance with the documented approach (i.e. **Schedule Management Plan**) including updates, progress tracking, resource assignments, reasonable duration/effort estimates.
* Project is “on schedule” per approved baseline; see the PAL approval or most recent SPR.
* Schedule variances are recognized as a risk before they are realized; PM/PD require contingency plan(s) and report to the Project Steering Committee with recommended action(s).
 |
| **Cost Management** | * The project budget aligns with the Financial Analysis Worksheets (FAWs) of the selected alternative approved by the Department of Finance (DOF) and CDT project approval.
* The project has a **Cost Management Plan** and maintains effective processes to capture and report on planned to actual expenses on at least a monthly basis.
* The project expenses are within the amounts planned in the budget.
* Negative budget variances are recognized as a risk before they are realized; PM/PD require contingency plan(s) and report to the Project Steering Committee with recommended action(s).
 | * The project budget aligns with the FAWs of the selected alternative approved by DOF and CDT project approval
* The project has a **Cost Management Plan** and maintains effective processes to capture and report on planned to actual expenses on at least a monthly basis.
* The project expenses are within the amounts planned in the budget.
* Negative budget variances are recognized as a risk before they are realized; PM/PD require contingency plan(s) and report to the Project Steering Committee with recommended action(s).
 |
| **Contract Management** | * The project has a Contract Management Plan and has staff assigned to perform contract management functions to ensure State and vendor(s) adherence to contract requirements.
* Contract is being managed per Contract terms and conditions.
* Specific acceptance and delivery requirements are defined for each deliverable.
* Deliverable reviews follow a defined process and acceptance is formally documented.
* Deliverables are reviewed and accepted prior to invoices for those deliverables being paid.
* Contractors accurately report the status of deliverables on a regular basis.
* All procurement-related changes are formally documented in writing and approved prior to being implemented.
* Appropriate processes are in place to monitor and evaluate the performance of vendor(s). This may include evaluating vendor(s) performance against key performance indicators (KPIs) such as quality and volume of goods or delivery dates.
* Contract disputes are resolved at the lowest possible level.
* A formal process for replacing contractor staff is in place and followed.
 | * The project has a Contract Management Plan and has staff assigned to perform contract management functions to ensure State and vendor(s) adherence to contract requirements.
* Contract is being managed per Contract terms and conditions.
* Specific acceptance and delivery requirements are defined for each deliverable.
* Deliverable reviews follow a defined process and acceptance is formally documented.
* Deliverables are reviewed and accepted prior to invoices for those deliverables being paid.
* Contractors accurately report the status of deliverables on a regular basis.
* All procurement-related changes are formally documented in writing and approved prior to being implemented.
* Appropriate processes are in place to monitor and evaluate the performance of vendor(s). This may include evaluating vendor(s) performance against key performance indicators (KPIs) such as quality and volume of goods or delivery dates.
* Contract disputes are resolved at the lowest possible level.
* A formal process for replacing contractor staff is in place and followed.
 |
| **Scope Management** | * User research, PAL Stage 2 mid-level requirements and Stage 3 solution requirements are incorporated into the project requirements repository and are specifically referenced in project requirements documentation artifacts, such as: use cases, prototypes, etc.
* Design, development, and testing phases include referential fidelity to project requirements.
* Requirements are “traceable” from their origin to the functions and features of the working code.
* Program/business representatives determine and validate the business value of system functions and features.
* Program/business representatives make decisions about the priority of functions and features.
* All necessary tasks/deliverables are identified in the **baselined Project Schedule**.
* Key specification documents (e.g., contracts, requirement specifications, and/or contract deliverables) and software products are under formal configuration control as defined in the **Configuration Management** **Plan**.
* Program/business representatives sign off approval/acceptance at project milestones and product delivery points.
* Scope change control practices are being executed in accordance with the documented approached (i.e. **Scope Management Plan, Configuration Management Plan**) and are effective in supporting the needs of the project.
* Change requests are consistent with the approved scope of the project and are managed and monitored through completion and close out.
 | * User research, PAL Stage 2 mid-level requirements and Stage 3 solution requirements are incorporated into the project requirements repository tool.
* The requirements are referenced in the development of user stories by the cross-discipline team.
* The Product Owner establishes the scope of a “minimum viable product”.
* The Product Owner is assessing business value of features relative to level of effort and time.
* Requirements are “traceable” to the decisions made by the Product Owner.
* The stories are prioritized and organized into the “product backlog” within the repository.
* Stories are selected on a priority basis for inclusion in a Sprint by the cross-discipline team.
* The Product Owner monitors the backlog, Scrum Team progress, and work completed – making adjustments (or grooming) the backlog as needed.
* The Product Owner makes decisions concerning unanticipated business requirements.
* Scope management includes the use of Scrum ceremonies – Sprint Planning Meeting, Daily Scrum meeting, Sprint Review/Demonstration Meeting and Sprint Retrospective Meeting.
* Scrum team and Product Owner utilize the lessons learned from the Sprint Retrospectives to improve Velocity and completion results for subsequent Sprints.
 |
| **Resources** | * Compare the Staffing Strategy used in Stage 2 and final FAWs with actual staff deployed in the project and identify significant gaps in coverage.
* Verify numbers and skills of staff needed for each focus area versus number and skills deployed.
* Resources have the tools and time necessary to complete tasks as assigned.
* Appropriate staffing management practices are being executed in accordance with the documented approach (i.e., **Staffing Management Plan**).
 | * Compare the Staffing Strategy used in Stage 2 and final FAWs with actual staff deployed in the project and identify significant gaps in coverage.
* Verify numbers and skills of staff needed versus number and skills deployed.
* Resources have the tools and time necessary to complete tasks as assigned.
* Verify project process for assessing sufficiency of resources.
* Resources understand and consistently fulfill assigned roles.
* Scrum Team(s) behavior is collaborative, transparent, and democratic.
* Appropriate staffing management and practices are being executed in accordance with the documented approach (i.e., **Staffing Management Plan**).
 |
| **Quality** | * Predictive methodology is being followed.
* Quality assurance and quality control practices are being executed in accordance with the documented approach (i.e. **Quality Management Plan**).
* Business sign-off on design specifications.
* Testing includes, unit, system, regression, performance, user acceptance and conversion (if applicable).
* Defects are evaluated, prioritized and corrected.
* Clear, testable “go/no go” implementation criteria exist.
* Extent of post-production defects is low.
* The project has a reasonable approach to evaluating customer satisfaction and is responding appropriately to what is learned.
* The project has a reasonable approach to identify and address opportunities for continuous improvement.
 | * Adaptive methodology is being followed.
* Testable acceptance criteria are included in every story.
* Stories and epics include a clear “definition of done”.
* Achieving the definition of done is a precondition for introducing new functions into production.
* Testing includes, unit, system, regression, performance, user acceptance and conversion (if applicable).
* Technical debt (defects) and defect spillover is tracked and evaluated for remediation.
* Extent of post-production defects is low.
* The project has a reasonable approach to evaluating customer satisfaction and is responding appropriately to what is learned.
* The project has a reasonable approach to identify and address opportunities for continuous improvement.
 |
| **Risks and Issues** | * Risks/issues are being proactively identified, tracked, updated, and escalated using a risk register and a **Risk Management Plan**.
* Appropriate team members are involved in identifying, analyzing, and mitigating risks and issues throughout the project’s duration.
* The project has formally designated the roles of “risk manager” and “risk owner”.
* The **Risk Management Plan** includes a framework to actively evaluate risks and specifies the frequency of regularly scheduled meetings.
* Appropriate mitigation and/or contingency plans are established and acted upon on a timely basis.
 | * Risks/issues are being proactively identified, tracked, updated, and escalated based on the project’s **Risk Management Plan**.
* All project team members are encouraged to identify risks and issues.
* All risks/issues that can be handled by the Scrum Team are incorporated into the backlog with a user story.
* The Scrum Master and PM effectively share responsibility for maintenance and resolution of all risks and issues.
* Risks and issues are resolved commensurate with their projected impact to the success of the project.
 |
| **Implementation Readiness** | * Organizational change management is being effectively planned and executed (by the project team and stakeholders) commensurate with the schedule for system implementation.
* With contributions from the business/program, the project has developed an **Operational Readiness Assessment (ORA)**.
* Knowledge transfer has been planned and is on schedule for completion.
* Training, business process impacts, and communications are planned, scheduled, and executed appropriate to the transition and go live dates.
* There is a formal process to evaluate the conditions necessary to make the determination to implement the new system (i.e. “go/no go” criteria).
 | * Organizational change management is being effectively planned and executed (by the project team and stakeholders) commensurate with the planned release dates.
* ORA is iterative and incremental with lessons learned, providing continuous improvement
* Knowledge transfer has been planned and is on schedule for completion.
* Training, business process impacts, and communications are planned, scheduled, and executed appropriate to the release plan.
* The Product Owner and/or Steering Committee formally approve the release of new system capabilities to the users.
 |