King County Information Technology

Unified Communication Project

Second Half 2013 Quality Assurance Report

January 9, 2013

Document Purpose

This is the Second Half 2013 quality assurance (QA) risk assessment for the Unified Communications (UC) project for King County.

Version	Date	Description/Changes
1.0	12/26/13	Initial draft with pending comments.
1.1	1/9/14	Discussion draft for county review.

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I.   Executive Summary

I.   Executive Summary

This report presents the Second Half 2013 quality assurance (QA) risk assessment performed by MTG Management Consultants, LLC, as contracted by King County. This is the second periodic review since the August 2012 baseline assessment. Over the past 6 months, there have been changes in the overall status of Unified Communications (UC) project. As discussed below, a small increase in risk has occurred.

## A.   Primary Recommendations

The UC project has three primary concerns at this point: the schedule, scope of the project, and the coordination of effort and lines of responsibility between the project manager and the customer relations manager. MTG made recommendations about the project's schedule in previous assessments; however, the schedule remains aggressive. The project requires more deployment capability to accomplish the preparation needed with the deployments. The second concern, scope, was also noted in the previous assessments. While the scope was focused on a telephone replacement effort, the emphasis is on a broader solution that does not meet all of the business needs. The UC effort needs to close those gaps and rework the initial deployments for areas in which these gaps exist. The third critical concern is the management responsibilities within the project. The recent improvement of hiring the customer relations manager and a new project manager has not yet solidified within the team as expected. Further focus on this area will improve team operations and reduce staff frustrations. Therefore, the following primary recommendations are submitted for consideration:

- *Increase staffing to support the scheduled level of effort.* The 2014 project pace is aggressive and the UC product still has gaps that lengthen the deployment effort.

- *Refine and communicate project manager and customer relations manager roles.* Project management has improved with recent changes; however, clarity between the roles has not been achieved. A walk-through of a deployment from the start of the analysis and planning effort to the completion of the turnover will highlight specific confusion within the team.

- *Enhance operational support processes.* Operational support has improved with the assignment of the Office 365 manager; however, Lync troubleshooting skills and understanding of the product need to improve.

- *Find and implement solutions for the gaps in services needed by the business units.* Technology gaps impact business functionality (e.g., response groups, Aastra telephones, Zeacom solution, E9-1-1 solution, and caller ID masking).

The King County Information Technology (KCIT) Department is clearly seeking to achieve a level of deployment that will enhance business unit adoption. This will be a successful strategy if the UC project staffing levels are increased to support the deployment push.

B. Summary Findings and Recommendations

The overall project risk is depicted below and based on a scale from 1 (low) on the left to 5 (high) on the right:
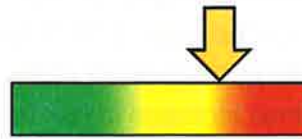
The overall project risk is fairly high. There are four high-risk areas (high impact, high likelihood) that should be addressed. The following table summarizes the four findings noted during the course of the December 2013 review and four recommendations aimed at mitigating the issues discussed above:

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
A.1	Project Scope Size	Finding	*The key risk continues to be the pure size and scope of the UC effort that create challenges in efficiently and effectively completing the work according to the established project schedule. The UC project will impact more than 14,000 users at more than 235 sites throughout the county. The focus for 2014 has been set and the schedule is aggressive. Monitoring progress throughout 2014 will be essential.*
		Recommendation	MTG recommends increasing the deployment capacity to three teams of core individuals available to the project to meet the higher level of deployments indicated by the schedule. In addition, we recommend increasing the cadre of interns (temporary staff) that are used to augment larger deployments. This will provide added capacity to achieve the quality desired within all planned deployments.

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
A.5	Available Resources	Finding	*The project team is currently understaffed to meet the growing needs to deploy Lync throughout the county while also providing post-deployment support and, for some resources, providing day-to-day operational support of other telecommunications systems. This introduces a risk to the UC project schedule as well as a risk to the quality of the work that is performed both on the project and in IT operations.*
		Recommendation	As noted above in A.1, MTG recommends increasing the deployment capacity available to the project to meet the higher level of deployments indicated by the schedule.
F.1	PMO Experience	Finding	*The project manager and the customer relations manager have each brought new and needed skills to the project. Both individuals have different styles and had to work out the relationship and duties of the two individuals. This process has caused confusion within the teams and for individuals regarding who is responsible for various planning and deployment activities. While the skill levels available to the team have increased, the lines of responsibility are not yet clear.*
		Recommendation	MTG recommends clearly articulating the lines of responsibility and creating a deployment road map that illustrates the roles of the project manager and the customer relations manager. This information should be expressed to all teams and walked through with each deployment team as a tabletop exercise.

ID	Risk Area	Finding/Recommendation	Summary Finding/Recommendation
I.4	Technology Transfer	Finding	*The project has not clearly defined the on-going operational support model for the Lync solution. Currently, post-deployment support issues are handled by a variety of resources. The lack of clarity, specifically between Lync support, network support, and LAN administrators, impacts the ability of the project to provide a solid support level.*
		Recommendation	MTG recommends defining the operational support model that clearly defines the Lync support roles and responsibilities during the transition from the project to the operations phase and beyond. The support model needs to include upgrades and processes to accomplish them as well as potential feature improvement deployments. This will be more important as the UC goals become more and more of a reality for the business units.

C.   Summary Risk Assessment

EXHIBIT I presents a summary profile of the assessed risk for the UC project.

D.   Background

In 2011, KCIT began the UC project to replace the county's old telephony systems and dated Centrex service with a state-of-the-art unified telecommunications solution. Based on new transport technology, the new solution will align the telephony functions with other IT components. This "convergence" produces new dynamics between IT systems and communications, including the ability to link computer functions with communications tasks. All departments will be on a common core platform with similar devices but with the ability to customize the systems to meet the individualized requirements of each user. In addition, the new system design will greatly enhance business continuity by eliminating many single points of failure.

*   *   *   *   *   *

Observations across all areas of measurement, as well as additional details regarding recommendations, are presented in subsequent sections of this document.

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KING COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY
COUNTYWIDE TELEPHONE SYSTEM REPLACEMENT PROJECT

SECOND HALF 2013 – RISK ASSESSMENT

		1	2	3	4	5	Impact/Likelihood
A.	**Scope**						
A.1	Project Scope Size	1	2	3	4	**5**	(H,H)
A.2	Change Control Management	1	2	**3**	4	5	(M,M)
A.3	Requirements Diversity	1	2	3	**4**	5	(M,H)
A.4	Work Plan	1	2	**3**	4	5	(M,M)
A.5	Available Resources	1	2	3	4	**5**	(H,H)
B.	**Development**						
B.1	Schedule	1	2	3	**4**	5	(M,H)
B.2	Methodology	1	2	**3**	4	5	(M,M)
B.3	Approach	1	2	**3**	4	5	(M,M)
B.4	Business Focus	1	2	3	**4**	5	(M,H)
B.5	Iterative Process	1	**2**	**3**	4	5	(M,M)
C.	**Business Unit Involvement**						
C.1	Acceptance	1	2	**3**	4	5	(L,H)
C.2	Involvement	1	2	**3**	**4**	5	(M,M)
C.3	Communication Focus	1	2	**3**	**4**	5	(M,M)
C.4	Project Team	1	2	**3**	4	5	(L,H)
C.5	Specifications	1	2	3	**4**	5	(M,H)
D.	**Organization**						
D.1	Agency Experience	1	2	**3**	4	5	(M,M)
D.2	Executive Management Involvement	1	**2**	3	4	5	(M,L)
D.3	Management Cohesiveness	1	2	**3**	4	5	(M,M)
D.4	Organizational Stability	1	2	**3**	4	5	(L,H)
D.5	Funding	1	**2**	3	4	5	(M,L)
E.	**Oversight**						
E.1	Monitoring Progress	1	2	**3**	4	5	(M,M)
E.2	Oversight Involvement	1	**2**	**3**	4	5	(M,M)
E.3	County Processes	1	2	3	**4**	5	(M,H)
E.4	Milestone Reviews	1	2	**3**	**4**	5	(M,M)
E.5	Status Reporting	1	**2**	3	4	5	(L,M)
F.	**Project Management**						
F.1	PMO Experience	1	2	3	4	**5**	(H,H)
F.2	Project Management Communication	1	2	3	**4**	5	(M,H)
F.3	Project Management Authority	1	2	3	**4**	5	(H,M)
F.4	Project Management Approach	1	2	**3**	4	5	(M,M)
F.5	Project Management Relationships	1	2	3	**4**	5	(M,H)

Legend:

- Previous month's measure for this area (if different).
- No action required during the next review period.
- Monitoring only required during the next review period.
- Be prepared for minor corrective actions during the next review period.
- Take corrective action during the next reporting period.
- Take immediate corrective action.

MTG
Management
Consultants

EXHIBIT I
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KING COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY
COUNTYWIDE TELEPHONE SYSTEM REPLACEMENT PROJECT

SECOND HALF 2013 – RISK ASSESSMENT

									Impact/Likelihood
G.	Project Controls								
	G.1	Project Planning	1	2	**3**	4	5		(M,M)
	G.2	Progress Reporting	1	2	**3**	4	5		(L,H)
	G.3	Change Management	1	2	**3**	4	5		(M,M)
	G.4	Issue Management	1	2	**3**	4	5		(M,M)
	G.5	Completion	1	2	**3**	4	5		(M,M)
H.	Contractor Performance								
	H.1	Working Relationships	1	**2**	3	4	5		(M,L)
	H.2	Vendor-to-County Transition	1	2	3	**4**	5		(M,H)
	H.3	Deliverable Approval	1	2	**3**	4	5		(M,M)
	H.4	Project Communication	1	2	**3**	4	5		(M,M)
	H.5	Executive Communication	1	2	**3**	4	5		(M,M)
I.	Implementation								
	I.1	Conversion From Existing System	1	2	**3**	4	5		(M,M)
	I.2	User Training	1	**2**	3	4	5		(L,M)
	I.3	User Documentation	1	**2**	3	4	5		(M,L)
	I.4	Technology Transfer	1	2	3	4	**5**		(H,H)
	I.5	Technology Infrastructure	1	2	3	**4**	5		(H,M)

Legend:

Previous month's measure for this area (if different).
No action required during the next review period.
Monitoring only required during the next review period.
Be prepared for minor corrective actions during the next review period.
Take corrective action during the next reporting period.
Take immediate corrective action.

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MTG
Management Consultants

II. Introduction

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MTG conducted an initial assessment in August 2012 that created a baseline for the project that will be used throughout the life cycle of the implementation. The implementation monitoring process uses a QA approach to continue to monitor implementation of the UC effort. The periodic assessments are based on nine assessment areas, with specific criteria in each of the nine areas used in the baseline assessment. For each element with increased risk, MTG provides a recommended strategy to monitor or mitigate the risk. This document is the second of the periodic QA assessments planned between August 2012 and the end of the project in 2015.

A.   Methodology

MTG utilizes a comprehensive methodology for measuring IT project-related risks. This methodology has been adapted to align with the needs of the UC project. The methodology is briefly explained below.

1.   Assessment Framework

MTG's structured framework consists of nine risk areas for this project. Each risk area contains five assessment criteria. The following provides the framework for our assessment, identifying the risk areas and criteria:

A. SCOPE
A.1 – Project Scope Size
A.2 – Change Control Management
A.3 – Requirements Diversity
A.4 – Work Plan
A.5 – Available Resources

B. DEVELOPMENT
B.1 – Schedule
B.2 – Methodology
B.3 – Approach
B.4 – Business Focus
B.5 – Iterative Process

C. BUSINESS UNIT INVOLVEMENT
C.1 – Acceptance
C.2 – Involvement
C.3 – Communication Focus
C.4 – Project Team
C.5 – Specifications

D. ORGANIZATION
D.1 – Agency Experience
D.2 – Executive Management Involvement
D.3 – Management Cohesiveness
D.4 – Organizational Stability
D.5 – Funding

E. OVERSIGHT
E.1 – Monitoring Progress
E.2 – Oversight Involvement
E.3 – County Processes
E.4 – Milestone Reviews
E.5 – Status Reporting

F. PROJECT MANAGEMENT
F.1 – PMO Experience
F.2 – Project Management Communication
F.3 – Project Management Authority
F.4 – Project Management Approach
F.5 – Project Management Relationships

G. PROJECT CONTROLS
G.1 – Project Planning
G.2 – Progress Reporting
G.3 – Change Management
G.4 – Issue Management
G.5 – Completion

H. CONTRACTOR PERFORMANCE
H.1 – Working Relationships
H.2 – Vendor-to-County Transition
H.3 – Deliverable Approval
H.4 – Project Communication
H.5 – Executive Communication

I. IMPLEMENTATION
I.1 – Conversion From Existing System
I.2 – User Training
I.3 – User Documentation
I.4 – Technology Transfer
I.5 – Technology Infrastructure

2.   Assessment Criteria

Each assessment criterion is evaluated based on its impact and likelihood. The risk impact is a rating (high, medium, or low) of the potential negative consequences that would be realized if the risk is realized.

- A high rating generally indicates a risk that will impact the entire program, project, or user community.
- A medium rating indicates a risk that will impact a large portion of the program, project, or user community.
- A low rating indicates a risk that will impact some aspect of the program or project, or some users.

The likelihood is a rating (high, medium, or low) of the probability that the risk will be realized.

- A high likelihood is a 70 percent or greater chance of occurrence.
- A medium likelihood is a 31 to 69 percent chance of occurrence.
- A low likelihood is a 30 percent or lower chance of occurrence.

As shown in the scoring matrix below, risks in the lower left (L,L) cell denote low project impact and low likelihood of being realized and are shaded green. Risks in the upper right (H,H) cell denote high project impact and high probability of being realized and are shaded red. The color-shaded cells in the following scoring matrix depict all of the risk ratings.

A shaded cell in the scoring matrix indicates the risk rating applied to that criterion (in the example below, the risk rating is M, M or medium impact, medium likelihood). The impact and likelihood ratings are plotted visually on a chart similar to the following one:

Impact

Likelihood
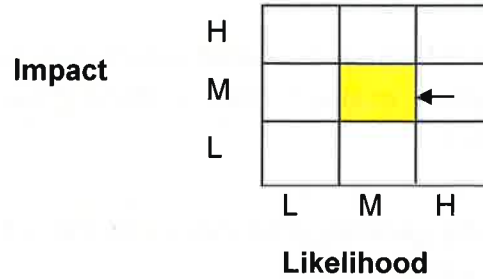
Instead of publishing the entire risk assessment every period, a summary report is created mapping the nine quadrants of matrix risk to a risk scale ranging from 1 (low risk) to 5 (high risk). The rating is drawn directly from the assessment, which also serves as the baseline score for the periodic reporting. The following diagram illustrates the correlation between the matrix scoring method used in the baseline assessment and the risk scale that is used for periodic assessment updates:

Impact

Likelihood

Risk Score
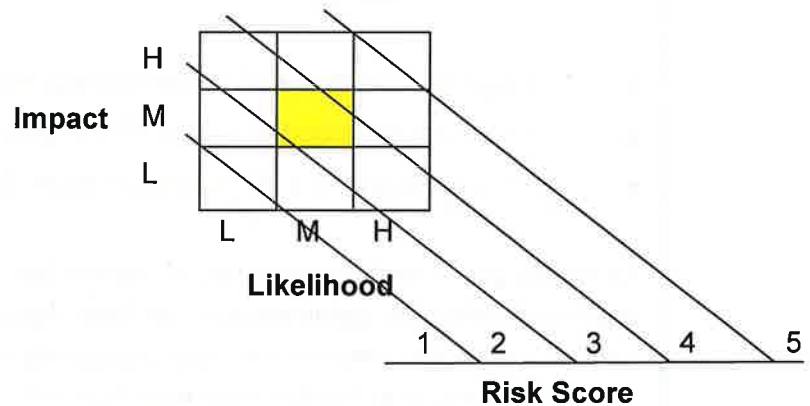
As shown in the diagram, the scores correlate to the following impact and likelihood ratings:

1 – Low, Low
2 – Low, Medium and Medium, Low
3 – Low, High; Medium, Medium; and High, Low
4 – Medium, High and High, Medium
5 – High, High

Finally, the overall risk composite chart is a summation of each cell in each individual risk area's composite chart. The numerical score is used to create the trend patterns and determine whether a risk increases or decreases.

III. Review Items and Recommendations

III. Review Items and Recommendations

This section outlines our assessment findings and recommendations where applicable and is organized by applicable areas of risk measurement for this review period. For any category in which risks have changed or that have high risks, a table is provided that presents an assessment overview. Recommendations are included for those items that remain as areas of high risk (orange and red).

Legend

The following summarizes the tabular construct for the noted findings and recommendations that are discussed in this section:

Ref.	Element	Description
1	Criterion	This is the risk criterion within the risk area under discussion. The criterion is one of the evaluation factors in the baseline and subsequent risk assessments.
2	Period Trend	↔ This indicates that this period's risk level is the same as the last period's risk level. ↑ This indicates that this period's risk level is higher than last period's risk level. ↓ This indicates that this period's risk level is lower than last period's risk level.
3	Current Rating	This indicates the color code associated with the risk item, along with the impact (high, medium, or low) and likelihood (high, medium, or low) for the rating based on this period's assessment.
4	Prior Rating	This indicates the color code associated with the risk item, along with the impact (high, medium, or low) and likelihood (high, medium, or low) for the rating based on last period's assessment.
5	Recommendation	This indicates the action recommended by MTG to deal with the risk item. There may be one or more recommendations per risk item or one or more risk items that a single recommendation applies to.

The remainder of this section is organized based on the applicable risk areas utilized in the risk assessment methodology.

A. Scope

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
A.1 – Project Scope Size	↔	H,H	H,H	- The project has worked to develop repeatable processes but has not yet realized the benefit from these processes. - The project timeline has been fixed with a defined end date. This has forced the project team to stop delaying installations and, due to early slippage, further compress the remaining tasks to fit the schedule. - Solutions for all of the business requirements have not yet been implemented. - Lync 2010 has been deployed to 50 percent of the county users.
A.3 – Requirements Diversity	↔	M,H	M,H	- Deployments are finding needs that Lync cannot meet by itself and must be augmented by third-party solutions. - Aastra telephones have not functioned as anticipated and have not yet been replaced by something more capable. - More response groups than planned are necessary, pushing the current total implementation past the capacity of the system design. - A multiline telephone solution is still needed.
A.5 – Available Resources	↔	H,H	H,H	- Deployments continue to prove to be more work than anticipated due to unplanned changes during implementation. - The Telecom group remains challenged by the workload for support, deployments, and coordination requirements. - Despite augmentation, the deployment teams are not staffed to handle large deployments. In addition, a lot of positions have changed so teams are not yet as efficient as they will be.

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status

Previous Finding/Modified Recommendation A.1: *The key risk continues to be the pure size and scope of the UC effort that create challenges in efficiently and effectively completing the work according to the established project schedule. The UC project will impact more than 14,000 users at more than 235 sites throughout the county. The focus for 2014 has been set and the schedule is aggressive. Monitoring progress throughout 2014 will be essential.*

MTG recommends increasing the deployment capacity to three teams of core individuals available to the project to meet the higher level of deployments indicated by the schedule. In addition, we recommend increasing the cadre of interns (temporary staff) that are used to augment larger deployments. This will provide added capacity to achieve the quality desired within all planned deployments.

Previous Finding/Recommendation A.3: *Deployments are finding business needs that Lync cannot meet by itself. These are known gaps; however, third-party solutions to augment the UC solution have not been found in all cases and, where found, are not yet in place.*

MTG recommends increasing the efforts to find and implement these solutions. The longer it takes to implement the solutions, the more rework will be necessary as the project pushes forward with current deployments.

Previous Finding/Recommendation A.5: *The project team is currently understaffed to meet the growing needs to deploy Lync throughout the county while also providing post-deployment support and, for some resources, providing day-to-day operational support of other telecommunications systems. This introduces a risk to the UC project schedule as well as a risk to the quality of the work that is performed both on the project and in IT operations.*

As noted above in A.1, MTG recommends increasing the deployment capacity available to the project to meet the higher level of deployments indicated by the schedule.

B.   Development

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
B.1 – Schedule	↔	M, H	M, H	• The 2014 schedule is aggressive and appears to be more than the two deployment teams can handle. • Unclear responsibilities between the project manager and customer relations manager impact deployment tasks and scheduling. • The teams report there are a high number of meetings that distract from getting work done.

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
B.4 – Business Focus	↔	M,H	M,H	• The focus for the 2014 schedule shifted back to phasing out older equipment as soon as practical. • The teams continue to have a high desire to provide the best quality product possible to the users. • The Lync solution does not meet all of the telephone system needs of the business users. • The need to upgrade to Lync 2013 and to gain acceptance into the Technology Adoption Program (TAP) for Lync 2016 creates a challenge to keep the customers focused on future business needs even though deployment of the Lync 2010 version continues.
B.5 – Iterative Process	↑	M,M	M,L	• The deployment process has proven to not be as iterative as was planned. • The new business analysis is just starting to get processes documented and integrated into the deployments.

Previous Finding/Recommendation B.1: *MTG made recommendations about the project's schedule in our previous assessments. The project is currently focused on getting older systems decommissioned by replacing all of the associated phones. This most recent emphasis change coupled with deployments requiring more effort than expected necessitate added communication and coordination.*

MTG recommends increasing deployment team staffing as noted above in A.1.

Previous Finding/Recommendation B.4: *There is a gap in the direction of the UC and the business understanding of the project within the county and even on the project team. The UC project is viewed as a telephone replacement effort by the majority of external users and some team members. The project is in fact a new way of handling communications in support of the business. The project is continually fighting gaps between both old style telephone thinking and capabilities and the new solutions offered with the Lync product. With the solution gaps that exist today and the need to be moving to a newer version of the product, the business focus is easily lost in all of the other project activity.*

MTG recommends emphasizing the Lync product capabilities and promoting the project as a new way of doing business. At the very least, the project needs to spend more time with business units in preparing for deployments to minimize the emphasis that is created on the gaps and place the emphasis on the enhanced features that business units do not currently understand. This needs to be supported by filling the functionality gaps that exist in the current solution.

C. Business Unit Involvement

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
C.2 – Involvement	↓	M,M	M,H	• Business units are being involved earlier in the deployment planning process. • Business units have other competing processes, and this effort is still viewed as just a telephone replacement project. • The deployments require a lot of work from the technical support assigned to the business unit and are not the primary interest of all of those staff members.
C.3 – Communication Focus	↓	M,M	M,H	• General communication is good. • Advance communication is improving but gaps still exist in the project manager, customer relations manager, and deployment lead communication.
C.5 – Specifications	↔	M,H	M,H	• Specifications are not well coordinated before deployments, resulting in changes during the deployments. • This is changing with the recent hire of a business analyst. The deployment planning was often based on limited business analysis and did not allow the solution for a business unit to be fully thought through and tested. • Clear understanding of business needs is planned for future deployment; however, this was a clear gap in recent efforts.

Previous Finding/Recommendation C.5: Advance communication with the business units is not yet effective. This is compounded by gaps in the planning efforts and deployment lead communication. Deployment planning is based on limited but improving business analysis and does not allow the solution for a business unit to be fully thought through and tested. As the business analysis is integrated into the process, time for testing and validation prior to deployment is a must.

MTG recommends defining a tool set that allows the business analyst to easily pass along the business requirements collected to the engineers, Telecom, and the deployment team. In addition, clear testing of all elements of the solution should be completed prior to the deployment and validated by the information in the recommended tool set.

D. Organization

There were no changes in this area during this review period.

E.   Oversight

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
E.2 – Oversight Involvement	↑	M,M	M,L	• Project team members remain uncertain of the progress on augmentation solutions. • Unclear responsibilities between the project manager and customer relations manager has caused confusion between teams about who is in charge.
E.3 – County Processes	↔	M,H	M,H	• The deployment planning process is improving but needs to be made easily repeatable. • The Telecom was reviewed and suggestions for improvement should be implemented. • The county remains reliant on consultant (Microsoft) assistance for key design and resolution processes.
E.4 – Milestone Reviews	↓	M,M	M,H	• The compressed deployment schedule will threaten recent improvements that incorporate feedback from previous deployments into upcoming deployment planning efforts. • The cost-benefits were not a focus in 2013, but they will be a key focus in 2014.

Finding/Recommendation E.3: The Telecom group is implementing new management and potentially new processes. The project meanwhile is making progress on achieving repeatable processes but the county is still heavily reliant on the contractor. By this point project, the county should be more self-sufficient.

MTG recommends that the project focus on the county processes to ensure the product is supportable and upgradable and will evolve as the county's needs evolve. This could be the focus of the solution architect that reportedly is being hired in the next few months in some combination with the business analyst and customer relations manager.

F.   Project Management

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
F.1 – PMO Experience	↔	H,H	H,H	• Different approaches between the project manager and customer relations manager led to confusion that had to be resolved by the teams. • Teams are not working effectively together to share information and improve performance of all teams. • The lack of management over the Telecom team has been addressed with a new manager. • Team members feel that there are multiple management layers that must be satisfied at the same time.
F.2 – Project Management Communication	↔	M,H	M,H	• Different approaches between the project manager and customer relations manager have made communications more complex. • General communications are good; however, focused communication for scheduling and deployments is not yet sufficient and not timely enough.
F.3 – Project Management Authority	↔	H,M	H,M	• Deployment leads are not clear on authority between the project manager and customer relations manager. • Some team members do not always follow the direction and instructions provided by the project manager and customer relations manager.
F.5 – Project Management Relationships	↔	M,H	M,H	• Internal project management relationships have focused and formed along technical lines rather than team lines. • The relationship between the project manager and customer relations manager is good but not yet understood by the teams. • Many staff members feel micromanaged as the new project manager and customer relations manager get a feel for their positions.

Finding/Recommendation F.1: The project manager and the customer relations manager have each brought new and needed skills to the project. Both individuals have different styles and had to work out the relationship and duties of the two individuals. This process has caused confusion

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status

within the teams and for individuals regarding who is responsible for various planning and deployment activities. While the skills levels available to the team have increased, the lines of responsibility are not yet clear.

MTG recommends clearly articulating the lines of responsibility and creating a deployment road map that illustrates the roles of the project manager and the customer relations manager. This information should be expressed to all teams and walked through with each deployment team as a tabletop exercise.

Finding/Recommendation F.2: *Communication to team members needs to be more timely and better coordinated. Information about deployment planning activities should be communicated earlier in the process and information collected during analysis needs to get to the teams. Finally, longer-term capability projects aimed at filling service gaps should have a communication element that lets team members understand when those capabilities will be available to be fielded.*

MTG recommends enhancing communications so they are more timely and coordinated with both deployment planning activities and longer-term capability projects aimed at filling service gaps.

Finding/Recommendation F.3: *The project management, customer relations manager, and deployment leads are not yet on the same page regarding who is responsible for various tasks and details.*

As in F.1 above, MTG recommends clarifying the roles and conducting a tabletop walkthrough of a deployment process with the deployment teams.

Finding/Recommendation F.5: *The project manager and customer relationship manager are new in their positions and have only recently settled in. This has left deployment teams with some degree of uncertainty and confusion as to specific activities and business changes that the deployment might cause. In fact, staff reported that they felt micromanaged with the new management positions and other changes in the organization.*

In conjunction with F.1, MTG recommends both the project manager and customer relations manager jointly meet with individuals in the project and find out their thoughts about how the leadership team might improve the project effort.

G. Project Controls

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
G.1 – Project Planning	↓	▢ M,M	▢ M,H	• Post-deployment reviews have led to improvements in the deployment planning process. • The deployment schedule remains very aggressive with sequential deployment cycles that leave very little time to address post-deployment issue resolution and preparations for the subsequent deployments. • Solution gaps necessitate rework efforts for early deployments, and the rework has not yet been built into the schedule. • Schedule changes are not always effectively communicated.
G.3 – Change Management	↑	▢ M,M	▢ L,M	• Reporting from deployment leads varies from the different team leads. • Internal reporting variances continue to cause minor deployment delays. • Change management logs are not recorded or kept as part of the project management documentation.

There are no new recommendations in this risk area.

H. Contractor Performance

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
H.2 – Vendor-to-County Transition	↑	▢ M,H	▢ L,H	• The contractor and county relationship remains unclear to the project team. • The county is not using the contractor effectively by having technical issues fixed but not involving the contractor in communication efforts. • The county remains reliant on the contractor for design and solution efforts. • Troubleshooting efforts sometime pit contractor versus county network staff.

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
H.3 – Deliverable Approval	↑	M,M	L,M	• Deliverable approval is not tracked or managed by the project team. • Post-implementation turnover has improved transition as deployments are finished. • Deliverables of remaining augmentation solutions are not defined and not clear to teams.
H.5 – Executive Communication	↓	M,M	M,H	• Communication to executives about deployment efforts and UC deployment needs prior to deployment is improving. • The project steering committee has not met in this reporting period.

Finding/Recommendation H. 2: *The solution architect left the county during the previous reporting period and has not yet been replaced. In the meantime, the county relies heavily on the contractor to help with design and troubleshooting. This reliance reduces the level of knowledge transfer and overall level of self-sufficiency within the county.*

MTG recommends the county place a high degree of importance on hiring the county solution architect as well as developing other staff skills necessary for design and support of the Lync solution.

I.   Implementation

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
I.1 – Conversion From Existing System	↓	M,M	M,H	• The solution has gaps in key user features such as multi-line telephones, paging, and response groups, some of which have no identified solution. • Training continues to be helpful in the conversion. • Nuances are still found during almost every deployment but the deployment process captures them and addresses them in the post-implementation review.

Criterion	Period Trend	Current Rating (Impact, Likelihood)	Prior Rating (Impact, Likelihood)	Discussion and/or Status
I.4 – Technology Transfer	↔	H,H	H,H	• More initial technology planning and communication is needed to improve the knowledge transfer. LAN administrators need more involvement in the process to ensure knowledge transfer. • The turnover process is key improvement; however, training and the need to address solution gaps continue to be a problem. • Not all LAN administrators embrace ownership of the "phone" solution.
I.5 – Technology Infrastructure	↔	H,M	H,M	• In order to support response groups, technical changes are still required that exceed the planned capabilities of the system. • The solution still has gaps with E9-1-1, multi-line telephones, caller ID masking, paging, and response groups. These are significant business needs.

Finding/Recommendation I.4: *The project has not clearly defined the ongoing operational support model for the Lync solution. Currently, post-deployment support issues are handled by a variety of resources. The lack of clarity, specifically between Lync support, network support, and LAN administrators, impacts the ability of the project to provide a solid support level.*

MTG recommends defining the operational support model that clearly defines the Lync support roles and responsibilities during the transition from the project to the operations phase and beyond. The support model needs to include upgrades and processes to accomplish them as well as potential feature improvement deployments. This will be more important as the UC goals become more and more of a reality for the business units.

Previous Finding/Recommendation I.5: *In order to support response groups, technical changes are required that exceed the planned capabilities of the system.*

MTG recommends reviewing the design and adjusting capacity, design, or features as necessary to support a much higher number of response groups than was originally planned.

* * * * * *

We believe that implementing the recommendations outlined in this report can enhance the ability of the county to move the effort forward to a successful conclusion and meet the objectives of the UC project.

Appendix A
Interviewee List

Appendix A – Interviewee List

The individuals listed below were interviewed as part of the Second Half 2013 risk assessment for the UC project.

- David Curtiss (david.curtiss@kingcounty.gov)
- Tim Taylor (tim.taylor@kingcounty.gov)
- Lindsey Shaddrix (lindsey.shaddrix@kingcounty.gov)
- Gary Hocking – Department of Natural Resources & Parks (gary.hocking@king-county.gov)
- Marlon Brown (marlon.brown@kingcounty.gov)
- Tish Brown (tish.brown@kingcounty.gov)
- Leslie Arai (leslie.arai@kingcounty.gov)
- Kieu Ton (kieu.ton@kingcounty.gov)
- Tracey Doss (tracey.doss@kingcounty.gov)
- Debbie Gladstone (debbie.gladstone@kingcounty.gov)
- Denise Pollitt (denise.pollitt@kingcounty.gov)
- Shannon Kepler (shannon.kepler@kingcounty.gov)
- Jamie Hughes (jamie.hughes@kingcounty.gov)
- Jon Grissom (jon.grissom@kingcounty.gov)
- JR Bautista (jr.bautista@kingcounty.gov)
- Terry Mackenzie (terrance.mackenzie@kingcounty.gov)
- Jayne Pendergast (jayne.pendergast@kingcounty.gov)
- Lori Dickneite (lori.dickneite@kingcounty.gov)
- Bob Micielli (bob.micielli@kingcounty.gov)
- Temujin Baker(temujin.baker@kingcounty.gov)
- Mike Berman (michael.berman@kingcounty.gov)
- Cheryl Ann Gunderson (cherylann.gunderson@kingcounty.gov)
- John Storch (john.storch@kingcounty.gov)
- Zita Pryor (zita.pryor@kingcounty.gov)
- Ralph Johnson (ralph.johnson@kingcounty.gov)
- Terri Neal (teresa.neal@kingcounty.gov)
- Scott Helke (scott.helke@kingcounty.gov)
- Mike McVey (mike.mcvey@kingcounty.gov)
- Roger Kaiser (roger.kaiser@kingcounty.gov)
- Jesse Mock (jesse.mock@kingcounty.gov)

- Micki Hills (micki.hills@kingcounty.gov)
- Bill Tuaua (ioane.tuaua@kingcounty.gov)
- Kirk Lien (kirk.lien@kingcounty.gov)