



Washington State Employment Security Department

Long Term Services & Support (LTSS) Project

Quality Assurance Assessment Report – January 2022

February 25, 2022

ISG Quality Assurance Team

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Revision History

| Version | Revision Date | Name | Notes |
|---------|-------------------|----------------------------|---------------------------------|
| 1 | February 3, 2022 | Integrated Solutions Group | Draft for PM Review |
| 2 | February 7, 2022 | Integrated Solutions Group | Draft for Sponsor Review |
| 3 | February 25, 2022 | Integrated Solutions Group | Final, posted to OCIO Dashboard |

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February 25, 2022

Ms. Lisa Kissler

RE: LTSS (WA Cares) Project

Deliverable: Monthly QA Assessment Report – January 2022

Dear Lisa,

Integrated Solutions Group LLC (ISG) is pleased to provide this monthly Assessment Report per our contract with the Employment Security Department (ESD), to provide Quality Assurance (QA) services for the above referenced project.

This report is based on the WA Cares Long Term Services and Supports (LTSS) Project team and stakeholder activities relative to QA recommendations as well as assessment of new project activities and deliverables.

This report identifies findings and recommendations that are based on the professional experience and judgment of ISG's consulting team. The report was prepared in an independent manner. Project participants and stakeholders were consulted only for discovery interviews, informational inquiries, and validation of facts and assumptions.

Thank you for the opportunity to provide QA services to the LTSS Project. Please let me know if you have any questions or comments.

Regards,

A handwritten signature in blue ink that reads 'John E. Anderson'.

John Anderson

Principal

Integrated Solutions Group, LLC

cc: Matt Buelow

Kelly Lindseth

Beth Wheat

Karen Lambert

Steve Kvavle

Rich Tomsinski

David Sorrell

Executive Summary

The purpose of the Long-Term Services and Supports (LTSS) Project is to support the Long-Term Services and Supports Trust Program (Title 50B RCW) that was enacted in the 2019 legislative session. The program creates a public long-term care insurance benefit for all eligible Washington employees funded through an employee payroll premium that will be collected by the Employment Security Department (ESD).

Integrated Solutions Group (ISG) was retained to provide Independent Quality Assurance (QA) reporting services to the Executive Sponsor and the Office of the Chief Information Officer (OCIO) per policy 132. This follow-on assessment report is based on Quality Assurance (QA) findings gained from interviews, document reviews and observations after the initial Readiness Assessment ISG conducted and covers the period January 1, 2022 – January 31, 2022.

Summary Assessment

ISG increased the risk rating in the Communication Management category this month, but all other categories remained unchanged. The overall WA Cares risk rating increased from **3.7** to **3.8**. High level themes identified in this reporting period are presented below with additional discussion and findings provided in the [Detailed Assessment Findings and Recommendations](#) section of this report.

1. Collection of WA Cares premiums has officially been delayed.

The 2022 Washington State Legislature was quick to vote on a requested delay in the WA Cares program implementation. Two pieces of legislation were approved related to the new program. The first delays the collection of WA Cares premiums for eighteen (18) months to July 1, 2023, and another changes the rules about exemption from the program. Both pieces of legislation have already been signed into law by the Governor.

ESD's Leave and Care Division (LCD) initiated a *WA Cares Contingency Plan* sub-project last month in anticipation of the potential for a program delay. That contingency plan, particularly the early communication activity, has proven very helpful in addressing any confusion created by the changing program dates.

2. Scope, schedule, and budget of remaining WA Cares work must be reset.

The *WA Cares Contingency Plan* has now been invoked. However, there is still planning that must be done to solidify the scope and schedule of remaining work. LCD is considering removing Phase 2 of *Cloud Migration, Multifactor Authentication (MFA)*, and the remaining *Increase Financial Capabilities* sub-project from the scope of WA Cares. These project charters are currently under review. Once decisions are made about what will remain in scope for the program, the program roadmap should be updated, and the Investment Plan and Technology Budget must be amended. [See QA recommendations 3.10 and 4.3.](#)

3. Development work in the pipeline has been modified and must complete by mid-February.

Delaying the collection of WA Cares premiums required the division make changes to features already designed and in the development pipeline. The product and development teams working together have modified the design of some features and created ways to turn off some functions allowing development work for WA Cares to proceed without pause. They have included new features to help block the collection of WA Cares premiums without blocking the collection of Paid Family Medical Leave premiums and have also added functionality to refund any WA Cares premiums that may accidentally be collected.

Release 1.15 is expected to go live in April 2022 and includes the modified features necessary to support the transition to the new program timeline. Code freeze for this release is mid-February. This release must be in place before employers begin submitting quarter 1 premiums.

4. Communication during this time of significant change is critical to success.

Starting in December with announcement the Governor would seek a delay, the division has been faced with a significant amount of uncertainty and change. This will continue as plans for remaining WA Cares work are reviewed and adjusted. While there have been many discussions and much information shared, it will be important to ensure everyone is clear on what becomes the new WA Cares scope, schedule, and budget. [See new QA recommendation 7.4.](#)

At the same time this is going on, LCD is making organizational changes that impact the product and project managers. Project manager assignments are changing and there is some confusion about roles and responsibilities. [See new QA recommendation 6.7.](#)

Executive Summary Dashboard

ISG assessed the LTSS project using each of the ten (10) categories in the QA Framework that align with the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) guidelines. Detailed assessment findings and recommendations are found following the Executive Summary section of this report. ISG's rating methodology is described in further detail in [Appendix C. ISG Framework Categories and Legend](#):

Figure 1: ISG Assessment Dashboard



* Lower numbers mean a lower risk rating

Historical view of Risk Ratings

ISG utilizes visual cues to indicate trending in each area's risk impact assessment, where a down arrow reflects a lowering risk. Trending is displayed for the current and previous month's assessment as well as the initial baseline assessment rating as shown below.

Impact Assessment rating has decreased from previous reporting period



Impact Assessment rating has not changed from previous reporting period



Impact Assessment rating has increased from previous reporting period



Table 1: Risk Assessment Rating Trends

| Management Category | Impact Trending ¹ | Sept Assessment | Oct Assessment | Nov Assessment | Dec Assessment | Jan Assessment |
|-------------------------------------|------------------------------|-----------------|----------------|----------------|----------------|----------------|
| Overall Project Rating | | 3.6 | 3.7 | 3.7 | 3.7 | 3.8 |
| 1.0 Integration Management | | 4 | 4 | 3 | 3 | 3 |
| 2.0 Scope Management | | 4 | 5 | 5 | 5 | 5 |
| 3.0 Schedule Management | | 5 | 5 | 6 | 6 | 6 |
| 4.0 Cost Management | | 3 | 3 | 3 | 4 | 4 |
| 5.0 Quality Management | | 4 | 4 | 4 | 3 | 3 |
| 6.0 Human Resource Management | | 4 | 4 | 4 | 4 | 4 |
| 7.0 Communication Management | | 3 | 3 | 3 | 3 | 4 |
| 8.0 Risk Management | | 3 | 3 | 3 | 3 | 3 |
| 9.0 Procurement / Vendor Management | | 3 | 3 | 3 | 3 | 3 |
| 10.0 Stakeholder Management | | 3 | 3 | 3 | 3 | 3 |

QA Recommendations Summary

| Priority | Recommendations Activity in December | Recommendations Opened to Date | Recommendations Currently Open |
|----------------------|--------------------------------------|--------------------------------|--------------------------------|
| High Priority | 2 opened; 1 closed | 22 | 2 |
| Other | 4 opened; 4 closed | 41 | 10 |
| Total | 6 opened; 5 closed | 63 | 13 |

¹ A downward arrow reflects a lower or improved risk rating.


High Priority Recommendations

The following list is extracted from the [Detailed Assessment Matrix and Recommendations](#) section that follows. ISG recommends the project begin addressing high priority recommendations in the near term during the next reporting period and report responses to the high priority recommendations to the Oversight Committee and OCIO per Policy 132.

| High Priority Recommendations | Opened | Closed |
|---|---------------|--------------|
| <p>3.10 Update the <i>Cloud Migration</i> sub-project schedule once it has been reevaluated and replanned.</p> <p>Status Update: <i>The Cloud Migration sub-project has been removed from the release schedule until it can be replanned. Work has restarted, and the team is socializing the new approach. A new timeline is needed for that portion of the work that will remain in scope for WA Cares.</i></p> | October 2021 | |
| <p>3.13 Define the schedule for MFA and get it added to the Gate 3 release roadmap.</p> <p>Status Update: <i>The schedule for the project is complete. March 1, 2022 is the planned launch date. This recommendation is closed.</i></p> | November 2021 | January 2021 |
| <p>4.3 Once decisions are made about the direction for <i>Cloud Migration</i>, amend the Technology Budget to align with new cost projections.</p> <p>Status Update: <i>It is possible LCD has sufficient funding to complete phase 1 of Cloud Migration without amending the Technology Budget. However, with a program delay announced, the entire budget must now be reset.</i></p> | November 2021 | |
| <p>6.7 Update and communicate a new LTSS Project Management roles and responsibilities RACI matrix.</p> <p>Status Update: <i>New this reporting period.</i></p> | January 2022 | |
| <p>7.4 Ensure there is formal communication to the division of WA Cares scope changes, including related sub-project changes.</p> <p>Status Update: <i>New this reporting period.</i></p> | January 2022 | |


Detailed Assessment Findings and Recommendations

1.0 Integration Management


| Category Summary | | | Jan 2022 Assessment |
|--|------------|----------|---|
| <p>WA Cares Oversight Committee meetings continue to be well-managed with active engagement of all participants. At the January meeting, sponsors were provided an overview of the <i>WA Cares Contingency Plan</i> as well as an update on Legislative activity related to the WA Cares program. A decision was made to proceed with implementation of the contingency plan in anticipation of an official program delay. Shortly afterward, the Legislature approved two WA Cares related bills. One changed the implementation date, and another modified the rules related to program exemptions. Both have since been signed by the Governor.</p> <p>While the <i>WA Cares Contingency Plan</i> addressed short-term needs for the program, there is more replanning that must be completed now that there is an official delay. Some sub-project timelines and even some of the software modifications already made will need to change to address changes in the law. Resourcing is an obvious area that will be impacted now that the project is expected to last eighteen (18) months longer than originally planned. Cost management risk was increased last month for this reason.</p> <p>The Leave and Care Division (LCD) has been planning a Transformation Team restructure with the onboarding of additional product managers. The WA Cares project managers are part of the Transformation Team and now may be the opportune time to make changes in project management assignments. This may also be a good opportunity to revisit the frequency and make-up of WA Cares governance and interagency project related meetings to see if they should be adjusted going forward. See new QA recommendation 1.8.</p> <p>The rating for this category remained the same this assessment period.</p> | | |  3 |
| Recommendations | Status | Priority | Current Assessment |
| 1.8 Review the frequency and make-up of WA Cares meetings during this replanning window to | NEW | Med | See category summary above. |

| Recommendations | Status | Priority | Current Assessment |
|---|--------|----------|--------------------|
| determine if adjustments should be implemented. | | | |

2.0 Scope Management


| Category Summary | | | Jan 2022 Assessment |
|---|------------|----------|---|
| <p>WA Cares scope as described in the Overarching Charter for the project is likely to change. The timeline to implement the scope must change. It's also possible that individual sub-projects will differ from those planned now. For example, LCD is considering moving MFA and parts of the <i>Increased Financial Capabilities</i> and <i>Cloud Migration</i> sub-projects out of WA Cares. The sub-project charters are currently being reviewed for changes.</p> <p>The scope defined as MVP for the <i>Wage Reporting and Premium Collections</i> sub-project was modified to address essential scope that must be in place by April 1, 2022. This scope, while considered MVP for the April release, may no longer be the actual minimum viable product ESD would want for WA Cares. It was first reduced to fit in the time available, and then further reduced when the program delay was announced. Some concerns have surfaced regarding what is currently defined as MVP for this sub-project so it should be revisited as part of the sub-project charter review noted above. See new QA recommendation 2.5.</p> <p>With the need to review and update all sub-project charters for changes to address the new WA Cares timeline, scope risk remains yellow.</p> | | |  5 |
| Recommendations | Status | Priority | Current Assessment |
| 2.5 Re-examine the definition of MVP for <i>Wage Reporting and Premium Collections</i> as part of replanning to a new implementation date. | NEW | Med | See category summary above. |

3.0 Schedule Management

| Category Summary | | | | Jan 2022 Assessment |
|--|--------------------|----------|--|---|
| <p>A schedule has now been defined for the <i>Multifactor (MFA) Authentication</i> sub-project. MFA will be implemented March 1 for all users. QA recommendation 3.13 is now closed.</p> <p>Development teams have continued working on the currently defined MVP scope for <i>Wage Reporting and Premium Collections</i>. The code freeze is set for mid-February and the release is expected to go into production in April. There is still some risk to achieving this timeline, which the team has been actively monitoring and working to mitigate.</p> <p>As noted in previous reports, there are environment constraints that impede the division's ability to test and release code to production. QA has heard of long lead times for bug fixes and has witnessed the numerous discussions necessary for teams to coordinate their use of the few environments available. Teams are currently planning to reset the Test 2 environment back to on-premise versions of software and the latest code release as this environment has been set up for Cloud Migration. See related QA recommendations 3.11 and 3.12 as well as new QA recommendation 5.15 below.</p> <p>As noted above, there is more replanning to be done to determine new schedules for remaining WA Cares scope. Schedule risk remains yellow.</p> | | | |  6 |
| Recommendations | Status | Priority | Current Assessment | |
| 3.10 Update the <i>Cloud Migration</i> sub-project schedule once it has been reevaluated and replanned. | Opened in Oct 2021 | High | The Cloud Migration sub-project has been removed from the release schedule until it can be replanned. Work has restarted, and the team is socializing the new approach. A new timeline is needed for that portion of the work that will remain in scope for WA Cares. | |
| 3.11 Increase the number of environments available to the teams. Prioritize the creation of additional PROD like environments. Consider providing isolated environments for each | Opened in Nov 2021 | Med | The division has begun addressing this recommendation. They have contacted the agency's central IT Division to obtain estimates for necessary hardware and software. The division may want to look at ways to anonymize PROD data for use in lower environments as another option. | |


| Recommendations | Status | Priority | Current Assessment |
|--|---------------------------|----------|--|
| team to reduce environment contention and support increased team velocity. | | | |
| 3.12 Consider creating smaller, more frequent releases and deploy frequently on a regular predictable basis. | Opened in Nov 2021 | Low | Internal teams are meeting to develop a plan to address this recommendation. The output is expected to be a planned release schedule/release template available sometime in February 2022. |
| 3.13 Define the schedule for MFA and get it added to the Gate 3 release roadmap. | Closed in Jan 2022 | High | The schedule for the project is complete. March 1, 2022 is the planned launch date. This recommendation is closed. |

4.0 Cost Management

| Category Summary | Jan 2022 Assessment |
|--|---|
| <p>With an official delay having been approved, the WA Cares program Technology Budget must be replanned. Program costs to date have appeared underspent. However, most Gate 2 deliverables have not completed and are now past due. Below is a list of the Gate 2 deliverables forecast to complete by the end of January 2022:</p> <ul style="list-style-type: none"> • Security Design Review Request for cloud PH1 • Phase 1 Cloud Migration (CRM & Portal) Complete • Gate 2 Release Roadmap • Security Design Review Request • Phase 2 Cloud Migration (AX) Complete (Go-Live) • Exemption Requests Implemented (Go-Live) <p>Exemption requests went live January 1, 2022, but neither phase of <i>Cloud Migration</i> has been completed and now the division is considering removing Phase 2 of <i>Cloud Migration</i> from the scope of WA Cares. See open QA recommendation 4.3.</p> |  4 |

| <p>In addition to resetting the Technology Budget, all contracts funded by the program must also be reviewed and adjusted. See related new QA recommendation 9.1 below.</p> <p>Cost management risk is moderate. Extending the program is likely to increase costs. The WA Cares Technology Budget must be amended to align with the new program timeline.</p> | | | |
|--|--------------------|----------|---|
| Recommendations | Status | Priority | Current Assessment |
| 4.3 Once decisions are made about the direction for <i>Cloud Migration</i> , amend the Technology Budget to align with new cost projections. | Opened in Nov 2021 | High | It is possible LCD has sufficient funding to complete phase 1 of <i>Cloud Migration</i> without amending the Technology Budget. However, with a program delay announced, the entire budget must now be reset. This recommendation is now elevated to high priority. |

5.0 Quality Management

| Category Summary | Jan 2022 Assessment |
|--|---|
| <p>The division employs several quality management best practices and cultivates a culture of continuous quality improvement that aligns well with their Agile development methodology. The Technology Manager recently hired a new Application Development Manager and some of the first objectives defined for this person are directly related to ensuring the quality of work performed by the development teams.</p> <p>To assist with changes in the program implementation date, teams have begun using more “feature flags.” Such flags or the use of “effective dates” can be very helpful. Depending on how they are used, they may require teams to manage the activation of features when needed. This can be very simple if the number is low. If the implementation approach creates a large number of “feature Flags,” the division may need to consider designing or purchasing a tool to manage the overhead. There are many examples of tools that are commonly used and commercially available.</p> <p>As noted in the schedule management category above and previous reports, the division has environment constraints. These constraints are impacting the quality of testing. The “Staging” environment is the only environment configured like production and populated with production data. Bugs are missed during testing in the lower environments and escape into production. Production Bug fixes are also delayed when there is</p> |  3 |


backup in the Release Train process. This can lead to introduction of more bugs during the development and release process. [See new QA recommendation 5.15.](#)

The rating for this category remained the same this assessment period.

| Recommendations | Status | Priority | Current Assessment |
|--|--------------------|----------|--|
| 5.9 Develop a more complete data migration plan for Cloud that defines the quality controls that will be used to ensure it is successful. | Opened in Aug 2021 | Med | Phase 1 of <i>Cloud Migration</i> has restarted, and the team intends to review the data migration plan to ensure sufficient data validations are planned and there is clarity about the way customizations in the database will be handled. ESD intends to procure additional contracted resources to assist with Phase 2 migration and is also considering removal of Phase 2 from WA Cares scope. |
| 5.12 Strive to identify and quickly resolve "sprint" bugs, i.e., bugs caused by a change in the code during the sprint or when they were created. Other bugs should be channeled into the Backlog refinement process and addressed as quickly as possible based upon priority criteria. A metric should be developed for bug turnaround time that should be tracked. | Opened in Oct 2021 | Med | The division has a wealth of data available within Azure Dev Ops that can be mined to provide valuable metrics such as suggested by this recommendation. Recently, the Technology Manager has been able to dedicate some capacity from a new resource to work on metrics such as this and others that will be helpful in improving overall product quality and team efficiency. |
| 5.14 Consider including a demonstration of the feature delivered in the demo process to tie together and provide context for the delivery of the stories. | Opened in Nov 2021 | Low | The agency is still evaluating how best to respond to this recommendation. |
| 5.15 Create a fast-track process to get Production bug fixes released | NEW | Med | See category summary above. |


| Recommendations | Status | Priority | Current Assessment |
|---|--------|----------|--------------------|
| more quickly. There are many ways to address this area, i.e., speeding up the Release Train or providing an out of band release process for Production Bug fixes. | | | |

6.0 Human Resource Management

| Category Summary | | | Jan 2022 Assessment |
|---|---------------------------|----------|---|
| <p>The delay of WA Cares may create some relief for development teams that have multiple competing priorities to support. The division has a large amount of work in progress and there are several open resource related risks the teams are actively managing.</p> <p>The LCD Transformation Team that includes both product and project managers is implementing an organizational change simultaneous with the replanning of WA Cares. There is some role confusion that must be sorted out as responsibilities for WA Cares are shifting. See new QA recommendation 6.7.</p> <p>The rating for this category remains the same this period.</p> | | |  4 |
| Recommendations | Status | Priority | Current Assessment |
| 6.4 Consider requiring all teams to estimate and establish a "capacity by resource type" metric so there is more clarity to the velocity that can be achieved in all specialty areas. | Closed in Jan 2022 | Low | Capacity planning is one of the top priorities for the newly hired Application Development Manager who will be examining how all the teams do this today and then will work with them to make any warranted improvements. This recommendation is closed. |
| 6.5 Review resource needs as part of sprint grooming so there is clarity before commitments are made. This can help avoid pulling team | Closed in Jan 2022 | Med | The division has recommitted to the best practice of clarifying resource availability before committing to a sprint plan. This was observed in the recent sprint planning cycle. |


| Recommendations | Status | Priority | Current Assessment |
|---|---------------------------|----------|---|
| members out of the team to work on projects in other areas after sprint planning commitments have already been made. | | | This recommendation is closed. |
| 6.6 Identify and communicate the outcomes that are desired by the change in testing – putting testers in the sprint teams. Identify a measure to assure that the desired outcome is being achieved by the change in structure so the approach can be monitored for effectiveness and adjusted if needed, based upon the outcome measure data. | Closed in Jan 2022 | Med | The division reports the desired outcome from this change has been achieved. Though the overall communication and approach did not align with OCM best practices, this recommendation is closed. |
| 6.7 Update and communicate a new LTSS Project Management roles and responsibilities RACI matrix. | NEW | High | See category summary above. |

7.0 Communications Management

| Category Summary | Jan 2022 Assessment |
|---|---|
| The project has a well-defined Communications Plan and has effectively leveraged several channels to ensure there is good communication to stakeholders and users about the delay in program implementation. They have worked with DSHS to ensure updates were made on the WA Cares website, information was included in the latest employer newsletters, and the Customer Care Team has well defined scripts for frequently asked questions. |  4 |


| <p>The team has continued to also produce comprehensive project status reports that are circulated broadly and posted to the OCIO Dashboard and internal project SharePoint site.</p> <p>Internal project communications take place at various WA Cares sub-project meetings. There are several of these meetings each week. The program delay and other changes underway are often discussed in those meetings. While it is good to use these communication channels to help keep the teams informed, they are not an adequate substitute for formally announcing important changes.</p> <p>There is a need to formalize the change in WA Cares scope, which may include removal of some sub-projects, as noted above. Once known, these changes should be formally communicated to the division staff and contractors so there is good clarity about what remains in scope for the program and what is going to happen with any scope that is moved out of WA Cares. This may be an appropriate topic for one of the "Huddle Around" emails that had previously been used for division communications regarding the program. See new QA recommendation 7.4. This may also be an opportunity to communicate the new project manager assignments which have caused some confusion. See QA recommendation 6.7 above.</p> <p>The rating for this category worsened (increased) this assessment period.</p> | | | |
|--|------------|----------|-----------------------------|
| Recommendations | Status | Priority | Current Assessment |
| 7.4 Ensure there is formal communication to the division of WA Cares scope changes, including related sub-project changes. | NEW | High | See category summary above. |

8.0 Risk Management


| Category Summary | Jan 2022 Assessment |
|---|---|
| <p>The program's risk management practices are effective and working well. The PMO facilitates multiple meetings each week where new risks are identified and assigned, and risk mitigations are discussed and evaluated. Risks are managed in ADO which provides easy access and transparency.</p> |  3 |

| <p>As part of the WA Cares Contingency plan developed last month, the division added feature flagging to the MVP scope of Wage Reporting and Premium Collections. This has allowed development of this functionality to proceed, and it is expected to be released in April. This is a critical release for the program. It will also include functionality necessary to refund any WA Cares premiums employers may prematurely submit.</p> <p>The rating for this category remained the same this assessment period.</p> | | | |
|---|--------|----------|--------------------|
| Recommendations | Status | Priority | Current Assessment |
| None at this time. | | | |

9.0 Procurement / Vendor Management

| Category Summary | | | Jan 2022 Assessment |
|--|------------|----------|---|
| <p>Vendor management continues to be effective and there is low risk associated with the current vendor contracts. There is a need to revisit all WA Cares related contracts now that the program implementation has been delayed. There are approximately a dozen contracts set to expire June 30, 2022. See new QA recommendation 9.1.</p> <p>The rating for this category remained the same this assessment period.</p> | | |  3 |
| Recommendations | Status | Priority | Current Assessment |
| 9.1 Review and update necessary WA Cares related support contracts that are currently set to expire June 30, 2022. | NEW | Med | See category summary above. |

10.0 Stakeholder Management

| Category Summary | | | | Jan 2022 Assessment |
|--|---------------------------|----------|---|---|
| <p>Each WA Cares sub-project has a defined communication plan and operational readiness tasks that help ensure stakeholders are informed and engaged as needed. As noted above, the division has proactively been addressing external communication needs arising from the delay in program implementation.</p> <p>The OCIO and the Office of Financial Management must authorize an amended Investment Plan and Technology Budget for WA Cares. The program has been proactive in their communications with the OCIO, ensuring they are aware of the need to revisit the scope and schedule of remaining WA Cares sub-projects.</p> <p>The rating for this category remained the same this assessment period.</p> | | | |  3 |
| Recommendations | Status | Priority | Current Assessment | |
| 10.2 Ensure a stakeholder strategy is developed to help with implementation of Multifactor Authentication. | Closed in Jan 2022 | Med | The MFA sub-project has developed a robust stakeholder strategy to support implementation that is scheduled for March 1, 2022. This recommendation is closed. | |

Appendix A. ISG Discovery Interviews

ISG conducted interviews as an information gathering and validation process of the discovery and assessment phase. Interview sessions were designed to gather information in relationship to the ISG QA Framework. Interviewee questions were prepared in advance by the ISG team assigning specific QA Framework questions to the roles of individuals being interviewed.

Interviewees

1. Tom Jones
2. Amol Kale
3. Bryan Hay
4. Guru Vadamudala
5. Chi Underwood
6. Kelly Lindseth

Meetings Observed/Attended

1. Project Oversight Committee Meeting
2. Weekly PM/QA check-in meetings
3. Various weekly LTSS Project team meetings
4. Multiple PFML/LTSS Scrum ceremony meetings

Appendix B. ISG Discovery Documentation

ISG reviewed the following project documents during this assessment period. ISG's assessment and findings are based in part on review of the documents reviewed.

1. Monthly LTSS Project Status Report
2. LTSS QA Recommendation Log responses
3. Multiple scheduling documents/timelines
4. Information in Azure DevOps (ADO) including Risks, Issues, Decisions & other work items
5. LTSS SharePoint site
6. Oversight Committee materials
7. Employer Newsletters
8. *Multifactor Authentication* project schedule and kick-off materials
9. Various WA Cares contingency planning artifacts
10. Various legislation related to WA Cares

Appendix C. ISG Framework Categories and Legend

ISG utilizes the following ten (10) areas within its assessment framework. Each of these areas are assessed, and qualitatively and quantitatively described in the detailed assessment report.



ISG utilizes the following quantitative system in our assessment process:

ISG Quantitative Analysis System

Green – 1 through 3 impact weighting

- Best practices, expected processes, procedures and policy, and active application of management controls
- No additional recommendations are warranted to minimize risk



1 to 3

Yellow – 4 through 6 impact weighting

- Practices, procedures, processes and policy analysis yield findings that could adversely impact project outcomes
- Recommendations are warranted to minimize risk



4 to 6

Red – 7 through 10 impact weighting

- Practices, procedures, processes and policy analysis yield findings that have a high likelihood to adversely impact project outcomes
- Recommendations are time sensitive and prioritized as needing immediate attention to minimize risk



7 to 10

Interpreting the Assessment Results

ISG's process in developing the initial assessment report includes discovery interviews, project artifact reviews, and meeting attendance. Meeting attendance includes project team meeting observations. Artifact review includes project plans, project budget reports, status reports, deliverable documentation, and project management methodology. Please refer to (Appendix A & B) for a full list of interviewees and deliverables reviewed.

Report Observations:

Provides ISG assessment findings in narrative and qualitative form describing the current state. This information is gathered from key staff interviews and documentation review and is specific to the ISG QA framework area being assessed.

Impact Rating:

ISG assigns an impact rating that is based on our assessment findings compared to industry best practices, similar project benchmarking where appropriate and our consultants experience. The rating system is described above.

Recommendations:

Identifies ISG's recommendations for moving the project closer to industry best practices and

reducing risks. Implementation of the recommendation is categorized as high, medium, or low priority. This designation is intended to assist the project team in determining ISG's position on which recommendations to address in what general order.