



OAKS Project Plan

Prepared for

The State of Ohio

OAKS Project

Prepared By

Accenture

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Table of Contents

1	INTRODUCTION	0
1.1	PROJECT OVERVIEW	0
1.2	PROJECT OBJECTIVES.....	0
1.3	PROJECT PLAN OVERVIEW	1
1.4	RESPONSIBILITY FOR THE PLAN	1
1.5	REFERENCED DOCUMENTS.....	1
2	ORGANIZATION CHART	4
2.1	KEY PERSONNEL ROLES AND RESPONSIBILITIES	5
2.1.1	<i>Project Manager.....</i>	<i>5</i>
2.1.2	<i>Technical Integration Manager.....</i>	<i>5</i>
2.1.3	<i>Financial Integration Manager.....</i>	<i>6</i>
2.1.4	<i>Human Resources (HR) and Payroll Integration Manager.....</i>	<i>6</i>
2.1.5	<i>Budget Integration Manager.....</i>	<i>7</i>
2.1.6	<i>e-Procurement Integration Manager</i>	<i>7</i>
2.1.7	<i>Change Management Lead.....</i>	<i>7</i>
2.1.8	<i>Risk and Quality Management Lead</i>	<i>8</i>
2.1.9	<i>PeopleSoft Business Team Member.....</i>	<i>9</i>
3	PROJECT SCHEDULE/MILESTONES.....	9
3.1	MILESTONES	9
3.2	PROJECT WORK BREAKDOWN STRUCTURE (PROJECT SCHEDULE)	10
4	DELIVERABLES	10
4.1	CHANGE MANAGEMENT DELIVERABLES.....	11
4.2	PLANNING PHASE DELIVERABLES.....	11
4.3	DESIGN PHASE DELIVERABLES	12
4.4	BUILD/CONFIGURE PHASE DELIVERABLES.....	12
4.5	TESTING PHASE DELIVERABLES.....	13
4.6	DEPLOYMENT DELIVERABLES.....	14
4.7	PRODUCTION SUPPORT DELIVERABLES.....	14
5	SYSTEMS INTEGRATION METHODOLOGY	15
6	STAFFING APPROACH	15
7	PERFORMANCE MANAGEMENT	16
8	RISK MANAGEMENT	16
9	PROJECT COMMUNICATIONS	16
9.1	OAKS PMO MEETING SCHEDULE.....	16
10	QUALITY AND CONTINUOUS IMPROVEMENT.....	17
11	DECISION ANALYSIS AND RESOLUTION	17

Table of Figures

FIGURE 1 - OAKS PROJECT TEAM ORG CHART4

Table of Tables

TABLE 1 - OAKS PROJECT MANAGEMENT PLANS3
TABLE 2 - OAKS RELEASES AND PROJECTED GO-LIVE DATES.....9
TABLE 3 - OAKS PMO MEETING SCHEDULE..... 16
TABLE 4 - DECISION ANALYSIS AND RESOLUTION APPROACH 18

1 Introduction

1.1 Project Overview

The Ohio Administrative Knowledge System (OAKS) is the result of the State of Ohio's attempt to modernize several of its legacy applications that lie at the core of the State's business processes. The State is facing the opportunities and challenges of an impending enterprise transformation that will provide customer service improvements and capture significant operational efficiencies and cost savings. The State has committed to realizing these goals by replacing legacy systems and redundant processes within its central service agencies, namely the Department of Administrative Services (DAS), Office of Information Technology (OIT) and the Office of Budget and Management (OBM), with an Enterprise Resource Planning (ERP) solution based on PeopleSoft software. This solution will integrate five business processes: human resources, financials, procurement, fixed assets management, and capital improvement projects.

The OAKS project is a multi-year initiative involving the State and several contractors executing various phases of this undertaking. Currently, OAKS is in the systems integration phase and the State has chosen a team led by Accenture to conduct the system integration activities for OAKS, and all related change management functions. This project plan encompasses all activities related to the systems integration of OAKS.

1.2 Project Objectives

The ERP initiative will replace several legacy systems with PeopleSoft ERP software. These legacy systems include the:

- Central Accounting System (CAS)
- Human Resources System (HR2K)
- Fixed Assets Management System (FAMS)
- Procurement System
- Capital Improvement Project Tracking System (CIPTS)

Given the magnitude of change inherent with such an ambitious undertaking, change management is also a key objective of OAKS, to help ensure that the new functionality is accepted and embraced by the State legacy systems user community.

The OAKS project is expected to achieve the following:

- Eliminate redundant system efforts.
- Automate paper-based manual processes.
- Implement advanced functionality such as e-government "self-service" Web applications.
- Conserve agency resources by replacing dated legacy systems and reducing the need for custom-built systems.
- Leverage the technical capability of commercial-off-the-shelf (COTS) software packages that are regularly updated by industry leading software vendors.
- Provide an integrated system with consistent non-redundant data that serves as a cohesive foundation for eventual add-on capabilities.



- Improve data quality and analysis capabilities.
- Conserve back-end processing resources by improving the centralized business system environment and integrating major administrative functions.
- Consolidate and streamline business practices and administrative processes.

1.3 Project Plan Overview

This project plan applies to the systems integration phase of the OAKS project. The project plan is required reading of all team members and serves as a guideline for defining, measuring, and monitoring commitment to quality.

This project plan is a “composite” document since it only touches on many of the key subject matters inherent to a detailed project plan. This project plan discusses in detail, the key roles and responsibilities of project leadership, project staffing, the contractor’s organizational structure, the project schedule, and lists the contractually required deliverables. All other project plan areas (such as risk, quality, performance management, etc.) are briefly discussed and a reference is then made to an external document that contains the details of said plan (see Section 1.5 – Referenced Documents).

1.4 Responsibility for the Plan

The Team Accenture Quality lead is responsible for writing and maintaining this plan. This plan is being submitted to the client as part of Deliverable 9 (see Section 5), and will be updated quarterly and re-submitted to the client on request.

1.5 Referenced Documents

The following documents are referenced in this project plan:

- The OAKS Work Breakdown Structure (i.e. the project schedule)
- The OAKS Distributed Work Management Plan
- The OAKS Quality Management Plan
- The OAKS Performance Management Plan
- The OAKS Communication Plan
- The OAKS Risk Management Plan

There is a library of project management plans that set up all project management activities on OAKS. A listing off all these plans and their descriptions are as follows:

Appendix	Project Management Plan	Description
PM121	Scope Management Plan	Scope and requirements management ensures that the project functions from a set of requirements based on the sponsoring organization’s business needs and is consistent with the project budget, effort, and schedule at all times. This deliverable documents the scope control process and the individuals needed to make scope change decisions for this project.
PM123	Resource Management Plan	This deliverable documents critical decisions regarding the management of the project’s workforce and physical resources. This deliverable is created to determine how to approach various aspects of management (such as obtain, manage,



		deploy, classify, evaluate, and release) for the project.
PM126	Distributed Work Management Plan	The Distributed Work Management Plan documents the additional project needs related to doing work sourced in multiple locations. One key area it addresses is the movement of an in-progress development project from the client site to the delivery center with minimal interruption. This document also discusses all of the other management areas that require additional attention when done in multiple locations, even if the actual process for handling them is documented in one of the other management plans.
PM127	Vendor Management Plan	Vendor management involves selecting and managing resources from outside the organization, both suppliers and contractors. It applies to products and services that are either included as part of the application being developed or as part of the physical infrastructure that supports the development process. Vendor management supports resource management for those resources procured from outside the organization. Create this deliverable to determine how to approach various aspects of vendor management for the project.
PM129	Risk Management Plan	The purpose of risk management planning is to focus attention on minimizing threats in the achievement of project objectives. This deliverable provides a systematic approach for identifying and assessing risks, determining cost-effective risk reductions, and monitoring and reporting progress in reducing risk.
PM131	Performance Reporting Plan	Performance reporting involves the documentation of the project's performance against the plan. It is implemented and executed through the PMO.
PM132	Quality Management Plan	This deliverable describes the organization, methodology, procedures, and measurement techniques used to ensure that all deliverables and work performed meet or exceed the predefined technical, functional, and contractual requirements (i.e., quality verification criteria) and the sponsoring organization's expectations. This plan is prepared with the project planning activities and is updated for changes during the life of the project.
PM133	Project Communication Plan	The Project Communications Plan serves as a guide to the communication and sponsorship efforts throughout the duration of the project. It is a living and working document and is updated periodically as audience needs change. It explains how to convey the right message, from the right communicator, to the right audience, through the right channel, at the right time. It addresses the six basic elements of communications: communicator, message, communication channel, feedback mechanism, receiver/audience, and time frame.
PM134	Configuration Management Plan	The Configuration Management Plan documents processes for maintaining the integrity of the project's work products throughout all stages of development and maintenance. It applies to all information systems and related system engineering activities that might affect the achievement of a project's effort. This would include hardware (COTS and/or custom), and documentation. In particular, the focus of this plan is on the enterprise perspective of configuration management. This plan identifies the need for a configuration management function that will maintain focus on the overall technical and



		functional objectives of the program. This enterprise configuration management function will also provide the continuous guidance needed to support the delivery of targeted business capabilities.
PM136	Records Management Plan	<p>The purpose of a Records Management Plan is to formally document the processes that a project, program, or organization uses to manage its records and archives in order to:</p> <ul style="list-style-type: none"> • Leverage knowledge capital • Maximize intellectual property assets • Achieve business objectives • Meet legal and contractual obligations <p>In general, a Records Management Plan describes:</p> <ul style="list-style-type: none"> • Which official copies of project work products are stored, in which format (e.g., media), where, and for how long • Who is responsible for records management tasks • Who reviews the records and archives as necessary
PM137	Knowledge Management Plan	The Knowledge Plan is used by the project to document the knowledge assets, work products, measures, measurement results, and process improvement information that are submitted to the knowledge repository and the sponsoring organization. The purpose of this document is to ensure that projects make their latest and best knowledge capital available for other project teams to view and reuse and for the organization to improve its processes. Project estimates and actuals are used to improve the estimating models.
N/A	Change Management Plan	The Change Management Plan outlines the strategy to reduce the risk of resistance to change once OAKS is deployed to end users.
PM139	Issues Management Plan	Issue management involves the process for the identification, analysis, resolution, reporting, and escalation of the project's issues. Issues are generally problems that involve a significant choice between two or more alternatives for an event that is happening now. Projects should track, at a minimum, the nature of the issue, as well as the impact, priority, status, and resolution. The Issue Management Plan needs to clearly outline how, and with which parameters, issues are prioritized, assigned, communicated, viewed, escalated, and resolved.
PM221	Work Breakdown Structure (Project Schedule)	This is the Microsoft Office Project file that contains all tasks, activities, milestones, resources and estimated hours for all OAKS effort.

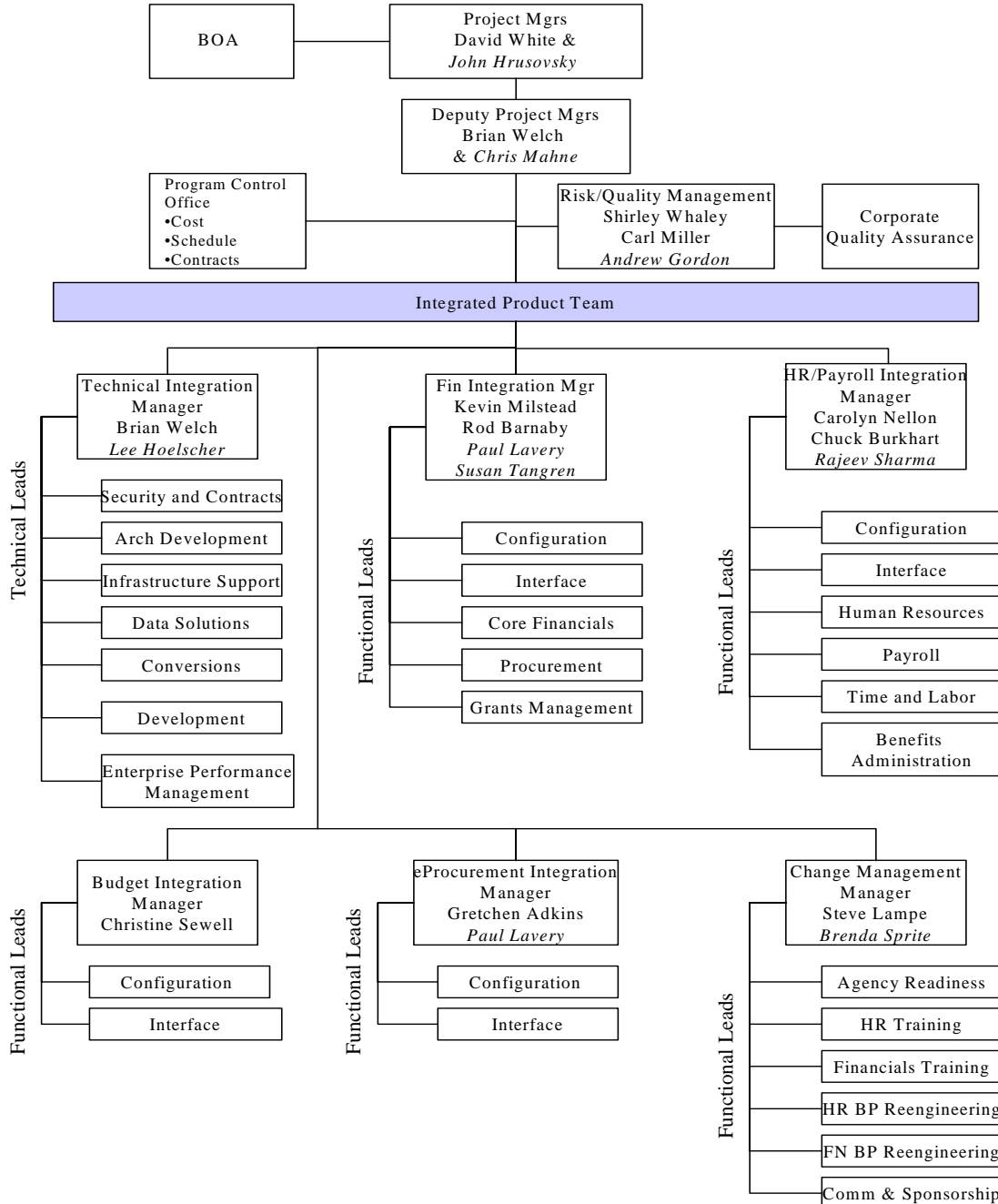
Table 1 - OAKS Project Management Plans

These plans together constitute the Project Management Plan. Each plan has a unique 5-character identifier (e.g. PM220) in the file name. This is the Accenture Delivery Methods (see Section 6) designator for that specific project plan. All project plans (including this document and the Project Management Plan) make up the OAKS Work Plan (Deliverable 9 – see Section 5.2).



2 Organization Chart

Figure 1 illustrates the OAKS team organization chart. This is a high-level organization chart that only shows the names of team leads and above. This includes the names of the Accenture Team's manager and their respective State counterpart. The Accenture names are in italics.



Created By Andrew W. Gordon
Last Updated: 9/9/2005

Figure 1 - OAKS Project Team Org Chart



2.1 Key Personnel Roles and Responsibilities

This section describes the key personnel roles and responsibilities of the prime contractor.

2.1.1 Project Manager

The OAKS project managers are responsible for the following:

- Maintain communication with State committees
- Manage integrated team
- Manage overall project including schedule and budget
- Direct team in completing deliverables per the planned schedule and cost
- Manage subcontractor(s)
- Facilitate resolution of policy issues
- Provide final sign-off on contractor deliverables
- Process change requests
- Manage acquisition of resources and allocating resources to WBS according to greatest need and priority
- Identify service delivery process improvement opportunities
- Direct and monitor quality and audit compliance
- Proactively manage risk
- Participate in Executive Sponsor meetings
- Motivate and inspire team to success

2.1.2 Technical Integration Manager

The OAKS technical integration managers are responsible for the following:

- Lead the creation of the Technical Team work plan and configuration management plan
- Create a high-level design of technical architecture
- Communicate architectures and standards to impacted groups
- Plan and manage the team's work effort including organizing, planning and monitoring activities related to the technical environment
- Coordinate with integrated project teams to develop conversion schedule
- Manage technical integration issues
- Document and communicate technology-related issues
- Provide timely resolution of issues
- Identify changes in scope of work effort that could result in budgetary overrun or missing delivery dates
- Manage technical components of project schedule, resources, budget, issues, expectations, and external forces
- Coordinate services with supporting organizations and third-party hardware and software vendors
- Oversee the creation of complete and accurate documentation for team's work based on current documentation standards
- Report status to project management
- Manage flow, quality, and timely submission of team deliverables



- Facilitate State review and approval of deliverables
- Plan and develop appropriate skill levels of team members per team capacity requirements
- Promote open communications through frequent and regular integrated team meetings and one-on-one communications
- Promote/encourage knowledge transfer activities

2.1.3 Financial Integration Manager

The OAKS financial integration managers are responsible for the following:

- Integrate the business processes and technology (product and architecture) from a project-wide perspective
- Participate in analysis sessions, providing expertise on specific issues while verifying quality of deliverables
- Participate in production of position papers on reporting, security, etc.
- Assist in planning for transition to production
- Report status to project management
- Evaluate functional accuracy of modifications made to system
- Assist in timely resolution of functional issues
- Interact with necessary groups for proper functional support of team activities
- Prepare and maintain project work plans and short-interval schedules
- Oversee development/customization of test planning deliverables and standards
- Coordinate State review and approval activities
- Monitor progress and make adjustments to schedule, approach, and resources
- Coordinate testing activities and schedule with deployment and training team

2.1.4 Human Resources (HR) and Payroll Integration Manager

The OAKS HR and Payroll integration managers are responsible for the following:

- Integrate the business processes and technology (product and architecture) from a project-wide perspective
- Participate in analysis sessions, providing expertise on specific issues while verifying quality of deliverables
- Participate in production of position papers on reporting, security, etc.
- Assist in planning for transition to production
- Report status to project management
- Evaluate functional accuracy of modifications made to system
- Assist in timely resolution of functional issues
- Interact with necessary groups for proper functional support of team activities
- Prepare and maintain project work plans and short-interval schedules
- Oversee development/customization of test planning deliverables and standards
- Coordinate State review and approval activities
- Monitor progress and make adjustments to schedule, approach, and resources



- Coordinate testing activities and schedule with deployment and training team

2.1.5 Budget Integration Manager

The OAKS budget integration managers are responsible for the following:

- Integrate the business processes and technology (product and architecture) from a project-wide perspective
- Participate in Conference Room Pilot sessions, providing expertise on specific issues while verifying quality of deliverables
- Participate in production of position papers on reporting, security, etc.
- Assist in planning for transition to production
- Report status to project management
- Evaluate functional accuracy of modifications made to system
- Assist in timely resolution of functional issues
- Interact with necessary groups for proper functional support of team activities
- Prepare and maintain project work plans and short-interval schedules
- Oversee development/customization of test planning deliverables and standards
- Coordinate State review and approval activities
- Monitor progress and make adjustments to schedule, approach, and resources
- Coordinate testing activities and schedule with deployment and training team

2.1.6 e-Procurement Integration Manager

The Accenture Team e-Procurement integration manager is responsible for the following:

- Integrate the business processes and technology (product and architecture) from a project-wide perspective
- Participate in Conference Room Pilot sessions, providing expertise on specific issues while verifying quality of deliverables
- Participate in production of position papers on reporting, security, etc.
- Assist in planning for transition to production
- Report status to project management
- Evaluate functional accuracy of modifications made to system
- Assist in timely resolution of functional issues
- Interact with necessary groups for proper functional support of team activities
- Prepare and maintain project work plans and short-interval schedules
- Oversee development/customization of test planning deliverables and standards
- Coordinate State review and approval activities
- Monitor progress and make adjustments to schedule, approach, and resources
- Coordinate testing activities and schedule with deployment and training team

2.1.7 Change Management Lead



The Accenture Team Change Management Lead is responsible for the following:

- Define the training program and the scope of the training materials
- Create the training plan and work plan
- Oversee the design and development of the training needs analysis
- Manage the design and development of training
- Oversee the implementation of the training plan
- Define workplace/agency readiness program scope
- Create the workplace/agency readiness plan
- Manage the change management program, including the delivery of communications and assessment of change readiness materials
- Plan and manage teams work effort
- Document and communicate training and change management issues
- Assist in the timely resolution of issues
- Identify changes in scope or work effort that could effect budgetary overrun or missing delivery dates
- Manage flow, quality, and timely submission of team deliverables
- Oversee the creation of complete and accurate documentation for work based on current documentation standards
- Coordinate overall project knowledge transfer program information
- Report weekly status to project management
- Facilitate State review and approval of deliverables
- Promote open communications through frequent and regular team meetings and one-on-one conversations
- Promote/encourage knowledge transfer activities

2.1.8 Risk and Quality Management Lead

The Accenture Team Risk and Quality Management Lead is responsible for the following:

- Conduct risk reviews
- Provide counsel to the onsite project management team
- Obtain State feedback on project
- Measure State's level of satisfaction with the project work being performed
- Suggest quality improvements for the project
- Work with senior State management to align expectations and measure quality/risk
- Conduct quality reviews
- Provide counsel to the onsite project management team
- Review quality and risk management plan
- Obtain State feedback on project
- Measure State's level of satisfaction with the project work being performed
- Suggest quality improvements for the project
- Work with senior State management to align expectations and measure quality/risk



2.1.9 PeopleSoft Business Team Member

The PeopleSoft business team member is responsible for the following:

- Act as a liaison between the Accenture team and PeopleSoft lending insight to corporate knowledge
- Assist users/developers having problems with PeopleSoft components using expertise from the company to help solve problems
- Provide an in-depth understanding of the PeopleSoft system as they relate to business functions
- Provide an in-depth understanding of PeopleSoft system architecture, PeopleTools and PeopleCode
- Assist in design modifications/required enhancements, construction, testing, and recommending solutions based on experience and company knowledge

3 Project Schedule/Milestones

3.1 Milestones

The OAKS systems integration phase is a 32 month engagement spanning May 2005 through January 2008. There are 5 key releases, which encompass all OAKS mission capability and will be rolled out over 4 key go-live dates. This approach calls for the simultaneous development of several releases.

Table 2 attempts to present the various releases, the capabilities being delivered and their respective go-live dates.

Increment/Release	Software Module Delivered	Go-Live Date
Financials 1	General Ledger, Accounts Payable, Purchase Orders, e-Procurement	Jul 3 2006
Human Capital Management (HCM) 1	Payroll, Benefits Administration, Flexible Spending Accounts, Time and Labor	Oct 2006
Financials 2	Assets Management, Budget Preparation, Project Costing, Grants Management, Billings, Accounts Receivable, Contracts, Self Service	Jul 2007, Jan 2008
HCM 2	Non Core HR Modules (eModules, Resume Processing)	Jul 2007
Data Warehouse	EPM All Modules	Oct 2006, Jul 2007, Jan 2008

Table 2 - OAKS Releases and Projected Go-Live Dates

An illustrative representation of the High Level OAKS Project schedule is in the following embedded file:



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3.2 Project Work Breakdown Structure (Project Schedule)

The Accenture Team's Work Breakdown Structure (WBS) uses Microsoft Project to provide a document containing detailed information of the tasks required for completing each release, by phase within the release; as well as the WBS indenture below the phase, including the deliverables and tasks associated with successful accomplishment of the phase. The WBS is a critical element of the project plan that details how the OAKS Project becomes operational by the delivery date. The WBS is dynamic in that it adds more details at lower task levels at the start of the execution of each phase of a release.

The WBS also serves as a baseline for tracking hours estimated and used for all tasks throughout project execution. This is then used for project performance measurement (see Section 5). The Components of each entry in the WBS are as follows:

- ID - System assigned task sequence number
- WBS - Unique code assigned to each individual task. Used to manage and track hours estimate and used in project server
- Task Name - Name of the task to be performed
- Start - Baseline start date for the task
- Finish - Baseline end date for the task
- Predecessors - ID of task that must be completed before current task can begin
- Resource Names – Labor category abbreviation

The project work breakdown structure is constantly updated to reflect the current project status (schedule). It is maintained in configuration control in BI Designer at *OAKS\Cabinets\Project Management\Project Schedule*.

4 Deliverables

There are 57 deliverables required for the OAKS systems integration phase. Some of these deliverables are one-time submissions while others are required for each of the first 4 project releases.

OAKS deliverables can be broken up into the following categories:

- Change Management Deliverables
- Planning Phase Deliverables
- Design Phase Deliverables
- Construct Phase Deliverables
- Testing Phase Deliverables
- Implementation Phase Deliverables
- Maintenance and Support Deliverables



The following is a list of deliverables required for the system integration phase of OAKS.

4.1 Change Management Deliverables

Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
Functional Training to Agency Implementation Team Members	Deliverable 1	Brenda Sprite
Agency Communication Programs	Deliverable 2	Brenda Sprite
Workforce Transition Methodology/ Strategy Document	Deliverable 3	Brenda Sprite
Train-the-Trainer Programs	Deliverable 4	Brenda Sprite
Business Process Reengineering	Deliverable 5	Brenda Sprite
Benefits Reconciliation Report	Deliverable 6	Brenda Sprite
Agency Impact Summary Report	Deliverable 7	Brenda Sprite

4.2 Planning Phase Deliverables

Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
Work Breakdown Schedule (WBS)	Deliverable 8	Chris Mahne
Work Plan	Deliverable 9	Chris Mahne
Kick-Off Meeting	Deliverable 10	Chris Mahne
Formal Training of OAKS PMO Staff	Deliverable 11	Chris Mahne
End-User Training Needs Assessment and Audience Analysis Document	Deliverable 12	Brenda Sprite
Infrastructure Specifications	Deliverable 13	Lee Hoelscher
Initial Environment Setup	Deliverable 14	Lee Hoelscher



Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
COTS Software Installation	Deliverable 15	Lee Hoelscher

4.3 Design Phase Deliverables

Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
System / Subsystem Design Description	Deliverable 16	Susan Tangren
Database Design Description	Deliverable 17	Lee Hoelscher
Interface Design Description	Deliverable 18	Susan Tangren
Coding Structure and Data Standards Document	Deliverable 19	Lee Hoelscher
Security Procedures Document	Deliverable 20	Lee Hoelscher
Requirements Traceability Matrix	Deliverable 21	Susan Tangren
Curriculum Design Document	Deliverable 22	Brenda Sprite
Instructional Design Portfolio	Deliverable 23	Brenda Sprite

4.4 Build/Configure Phase Deliverables

Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
Software Configuration	Deliverable 24	Susan Tangren
Data Warehouse Configuration	Deliverable 25	Tom Kenney
Conversion Plan	Deliverable 26	Lee Hoelscher
Conversion Software	Deliverable 27	Lee Hoelscher



Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
Conversion Testing	Deliverable 28	Lee Hoelscher
System Test Plan	Deliverable 29	Chris Mahne
Unit Test Certification	Deliverable 30	Lee Hoelscher
System Acceptance Test Plan	Deliverable 31	Rajeev Sharma, Susan Tangren
Performance Test Plan	Deliverable 32	Lee Hoelscher
User Acceptance Test Plan	Deliverable 33	Rajeev Sharma, Susan Tangren
Content Drafts	Deliverable 34	Brenda Sprite
Finalized Drafts and Media Components	Deliverable 35	Brenda Sprite
System Installation Plan	Deliverable 36	Lee Hoelscher
System Transition Plan	Deliverable 37	Lee Hoelscher
Business Continuity Plan	Deliverable 38	Lee Hoelscher
System Administrator Manual	Deliverable 39	Lee Hoelscher
Help Desk Implementation Plan	Deliverable 40	Chris Mahne
Help Desk Implementation	Deliverable 41	Chris Mahne

4.5 Testing Phase Deliverables

Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
Testing Environment Setup	Deliverable 42	Lee Hoelscher



Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
System Acceptance Test Readiness Review	Deliverable 43	Rajeev Sharma
System Acceptance Test	Deliverable 44	Rajeev Sharma
Performance Test	Deliverable 45	Lee Hoelscher
User Acceptance Test Readiness Review	Deliverable 46	Susan Tangren
User Acceptance Test	Deliverable 47	Rajeev Sharma

4.6 Deployment Deliverables

Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
Completed Courseware	Deliverable 48	Brenda Sprite
Live Environment Setup	Deliverable 49	Lee Hoelscher
Data Conversion	Deliverable 50	Lee Hoelscher
System Implementation Readiness Review	Deliverable 51	Chris Mahne
Go Live	Deliverable 52	Chris Mahne
Off-Site Environment Migration	Deliverable 53	Lee Hoelscher

4.7 Production Support Deliverables

Work Product/ Review Package	OAKS Program Deliverable Number	Deliverable Owner
Environment Support	Deliverable 54	Chris Mahne



Post Implementation Support	Deliverable 55	Chris Mahne
Upgrade Evaluation	Deliverable 56	Chris Mahne
Project Close Out	Deliverable 57	Chris Mahne

The due dates associated with these deliverables can be found in the project WBS (project schedule) located in BI Designer at: *OAKS\Cabinets\Project Management\Project Schedule*.

5 Systems Integration Methodology

The systems development methodology being employed by the Accenture Team for OAKS is called the Accenture Delivery Methods (ADM). The Accenture Delivery Methods (ADM) serves as a proprietary source of the Accenture USA Government Operating Unit required methodology resources. The ADM is an integrated application and web page that provides a one-stop shop for all Accenture system integration activities. This includes documented processes, procedures, checklists, templates, and other resources to support all phases of the Software Life Cycle (SLC), and project management. While ADM is an Accenture proprietary tool that has evolved over the last 20 years, it will be shared with the various sub-contractors working on the Accenture Team.

There are many different versions of ADM, each specific to the kind of project engagement. For OAKS, the version of ADM being used is ADM for PeopleSoft implementation. ADM can be accessed through BI Designer. All Accenture engagements are required to use ADM for project management and all SLC activities.

6 Staffing Approach

The OAKS project contractor team is staffed with people from Accenture and its teaming partners.

The following is a list of teaming partners working with Accenture on the OAKS project:

- IBM
- CGI-AMS
- Diversified Systems
- Blackwell Consulting of Ohio
- Sogeti
- ICC
- Advizex
- American Express-TBS
- PeopleSoft Global Services
- Answerthink
- Columbus State Community College (at State's option)



All Accenture and sub contractor employees work on site together with their respective State co-workers to attain project success. All OAKS staff is located within the same office. Details of resource (staff) management can be found in the Resource Management Plan in BI Designer at *OAKS\Cabinets\Project Management\Working Deliverables\Deliverable 9*.

Furthermore, there is no distributed work associated with OAKS. The only exception is back-end IT support services provided by Accenture corporate organizations. Please refer to the Distributed Work Management Plan for details on Accenture remote services provided to OAKS: in BI Designer at *OAKS\Cabinets\Project Management\Working Deliverables\Deliverable 9*.

7 Performance Management

Details of the project’s measurement process can be found in the OAKS Measurement Plan located in BI Designer at: *OAKS\Cabinets\Project Management\Quality\Metrics\Project Measurement Plan*.

8 Risk Management

All details related to the risk management process can be found in the project risk management plan, located in BI Designer at *OAKS\Cabinets\Project Management\Working Deliverables\Deliverable 9*

9 Project Communications

For detailed information pertaining to project communication, please refer to the project communication plan, located in BI Designer at: *OAKS\Cabinets\Project Management\Working Deliverables\Deliverable 9*.

9.1 OAKS PMO Meeting Schedule

The following schedule identifies the weekly status meetings and the general purpose of each meeting.

Table 3 - OAKS PMO Meeting Schedule

Day	Meeting	Discussion	Attendees
Monday – 3:00pm	Project Status	Project progress, issues, risks, and schedule.	<ul style="list-style-type: none"> - State Executive Project and Deputy Project Managers - Accenture Executive Project and Deputy Project Managers - Project Team Leads (from Accenture and State) - Risk, Quality, and Change management leads
Tuesday	Executive Status Meeting	High Level project issues, risks, and status	<ul style="list-style-type: none"> - State Executive Project and Deputy Project Managers - Accenture Executive Project and Deputy Project Managers
Per Project	Team	Project progress, issues, risks, and	<ul style="list-style-type: none"> - Project Team lead and team



Team Lead's Discretion	Status	schedule, at the team level.	members
Thursdays	BOA Status Update	High Level project issues, risks, and status	OAKS Project top four, and the BOA group.
Fridays	Sponsors Status Update	High Level project issues, risks, and status	- State Executive Project and Deputy Project Managers, and project sponsors

10 Quality and Continuous Improvement

The Accenture team responsible for leading the OAKS system integration phase is from a corporate unit (Accenture USA Government Operating Unit) that is certified CMMI Level 4. As such, the Accenture team is committed to implementing CMMI level 4 quality best practices on the OAKS project. The Accenture Team has staffed a quality lead that coordinates activities with both the State's quality manager and the Accenture corporate quality office liaison.

All details related to the risk management process can be found in the project quality management plan, located in BI Designer at *OAKS\Cabinets\Project Management\Working Deliverables\Deliverable 9*.

11 Decision Analysis and Resolution

Decision Analysis and Resolution (DAR) is used to help organize decision-making when complicated issues arise with a variety of possible answers against pre-established criteria. These are typically medium- to high-risk issues that will affect project objectives and/or project schedule, or are related to changing work products under configuration management.

The following table identifies the types of decisions the OAKS program may face and the actions it should follow to address them.

Type of DAR Decision	Description	Required Action
Baseline Change Request	A Baseline Change Request (BCR) is any request for changes to the existing baseline of a system or document. CRs need to be authorized since they may involve baseline changes such as scope, cost, schedule, resources, acceptance criteria, method of delivery, documentation, quality, etc. Although CRs with little or no impact on project scope or schedule will not require DAR, CRs with an assessed impact that exceeds the project threshold need to be evaluated using DAR techniques	Refer to Configuration Management process



Type of DAR Decision	Description	Required Action
Risk Analysis	Risks are uncertainties that may result in schedule delays, cost overruns, performance problems, adverse environmental impacts, or other undesired consequences. Risk Analysis involves identifying, analyzing, and assessing initial project risks and developing mitigation alternatives for these risks. These activities will continue to be performed iteratively throughout the project life cycle as part of the ADM Control Project Work task package. If the projected impact of a risk exceeds the project threshold, it must use DAR to identify risk mitigation strategies.	Refer to Risk Management Process
Issue Analysis	Issue Analysis involves recognizing, analyzing, and assessing project issues as they arise and developing issue resolution alternatives. These activities will continue to be performed throughout the project life cycle as part of the Control Project Work task package. If the assessed impact of an issue exceeds the project threshold, it will be suitable to use DAR to identify the most suitable resolution.	Refer to Issue Management Process
Training Delivery Option Selection	Training Delivery Option Selection involves identifying and analyzing the training environment, audience, materials, maintainability needs, costs, etc. to determine the optimal delivery method. The typical training delivery options are instructor-led presentation, CBT, paper-based self-study, and video. Training is imperative to ensuring the developed application is well understood and useable. Selecting the correct delivery option can aid the take up and success of the new system. Depending on the scope or magnitude of the training, selection of a training delivery method may require the use of a DAR technique.	Training Selection Approach
Training Instructional Strategy Selection	Selecting a training instructional strategy in conjunction with the decision related to training delivery options is common. The typical training instructional strategies are case study, simulation, performance tryout, game, group work, slide presentation, role-play, structured discussion, and debrief. Training is imperative to ensuring that the developed application is well understood and useable in a production environment. Selecting the correct instructional strategy can aid take-up and success of the new system. Depending on the magnitude of the training, selection of a training instructional strategy may require the use of a DAR technique.	Training Selection Approach

Table 4 - Decision Analysis and Resolution Approach