Child Welfare Digital Services – New System Project

Deliverable Management Plan

July 2018

Revision History

Revision/Control #	Date of Release	Author	Summary of Changes
	11/12/14	R. Sasaki	Original document
Revision 0.01	12/16/14	R. Sasaki	Incorporated review comments
Revision 0.02	3/16/15	R. Sasaki	Further changes based on AQ's review of IV&V's comments
Revision 0.03	3/27/15	R. Sasaki	Further changes based on PM analyst review
Revision 0.04	4/21/15	E. O'Connor	Made document formatting changes
Revision 0.05	4/30/15	S. Tanniru	Incorporated R. Sasaki's comments
Version 1.0	5/12/15	E. O'Connor	Version #1.0 baselined
Version 2.0	7-28-16	J. Nielsen	Updated original Plan from SDLC to Agile
Version 3.0	10/31/16	H. Singh	Converted to Agile Methodology
Version 3.1	07/12/18	K. Borini	Incorporated the Executive Summary from the WIKI Deliverables Management Plan

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1 EXECUTIVE SUMMARY

The purpose of the Deliverables Management Plan is to facilitate the timely review and approval of the contractor deliverable; to ensure deliverable is tracked and all events are recorded; and to ensure a copy of each deliverable and all supporting materials are archived in the Project repository.

This Plan identifies the procedures used to coordinate the review and approval of a contract deliverable. The objectives of this Plan are to:

- Define the process for receiving, reviewing, and accepting deliverable
- Ensure deliverable is reviewed by the appropriate staff to promote quality

In the Agile world, each iterative sprint produces a usable outcome or deliverable. For a sprint to be called “DONE ,” it must produce a deployable work product (Minimum Viable Product (MVP)). This end product is what is called an “Agile Deliverable” in the Agile deliverable management approach.

Throughout the Project, the contractor must produce and provide to the state specific deliverables.

Supporting Contracts	County Consultants	Digital Services
Task Accomplishment Plan (TAP)	Monthly Status Report (MSR)	Sprint Task Report (STR)
Monthly Status Report (MSR)		

When the contractor submits a deliverable it will go through a series of review steps where it will be checked for completeness and correctness with respect to the contractual terms and conditions and sprint requirements.

1.0 INTRODUCTION

A Deliverable is a term used in project management to describe a tangible or intangible artifact produced that is intended to be delivered to a customer (either internal or external). A deliverable can be a software product, a design document, a training program, or other asset.

The Child Welfare Services – New System (CWS-NS) Deliverable Management Plan (hereafter called the "Plan") outlines how a deliverable will be managed throughout its life cycle (from submission to closure).

1.1 Purpose

The purpose of this Plan is to facilitate the timely review and approval of the contractor[1] deliverable; to ensure deliverable is tracked and all events are recorded; and to ensure a copy of each deliverable and all supporting materials are archived in the Project[2] repository (SharePoint for the documents and GitHUB for the source code). Deliverable management is necessary to ensure the Project only accepts deliverable that meets contract requirements.

1.2 Scope

This Plan identifies the procedures used to coordinate the review and approval of a contract deliverable. In addition to documenting the approach to deliverable review and approval, the process covers the roles and responsibilities in the deliverable process, tracking, and the tools used to track the progress of the deliverable.

The objectives of this Plan are to:

- Define the process for receiving, reviewing, and accepting deliverable.
- Ensure deliverable is reviewed by the appropriate staff to promote quality.

2.0 ROLES AND RESPONSIBILITIES

Before discussing the deliverable management process flow, it is important to understand various roles in the process and the responsibilities associated with those roles. Table 2.1 below depicts key roles and corresponding responsibilities pertaining to the deliverable management process.

[1] Generic name for supporting contracts, county consultants, and digital services
[2] Child Welfare – New System (CWS-NS) Project (hereafter called the "Project")

Table 2.1: Deliverable Management Plan Roles and Responsibilities

Role	Responsibility
Deliverable Monitor (DM)	• Coordinates deliverable journey through its life cycle (Routes deliverables from receipt through archiving). • Logs deliverable for tracking. • Maintains the Deliverable Tracking Log. • Monitors the progress of the submitted deliverable. • Ensures that results of deliverable reviews will be received by the contractor on time. • Ensures that the Project repository contains a copy of all submitted versions of the deliverables (electronic and/or hardcopy) and any relevant supporting documentation.
Contractor	• Responsible for developing, updating, packaging, and submitting deliverable. • Responsible for adhering to the contract. • Responsible for addressing the comments and concerns of the deliverable reviewers. • Ensures that deliverable is internally reviewed prior to submission to the Deliverable Manager (DM). • Monitors and reports the progress of deliverable to the Project.
Project Director (PD) or Designee	• Provides acceptance or rejection of the deliverable.
Service Manager (SM)	• Verifies[3] and validates[4] the deliverable against the contract (ensures the final content of the deliverables meet the associated requirements). • Recommends acceptance or rejection of the deliverable based on the review results analysis.

[3] Ensures ***correctness*** of the deliverable, that is the deliverable meets the functional/utility requirements set forth in Statement of Work (SOW)/contract

[4] Ensures ***completeness*** of the deliverable, that is the deliverable addresses all the requirements set forth in the SOW/contract

Role	Responsibility
	• Identifies and engages Subject Matter Experts (SMEs) for deliverable review, as needed. • Elicits comments from the reviewers. • Provides recommendations for corrective action or process improvement to the contractor.
Contract Manager (CM)	• Provides oversight to the Deliverable Management Process. •
Subject Matter Experts (SMEs)	Provide expert advice to SM during the deliverable review, when requested by SM.
Independent Verification & Validation Consultant (IV&V)	• Reviews and provides oversight/evaluation of the deliverable.
Independent Project Oversight Consultant (IPOC)	• Reviews and provides oversight/evaluation of the deliverable.

2.0.1 Verification and Validation of a Deliverable

The verification and validation of a deliverable depends on the type of contractor it came from as outlined in Table 2.2 below.

Table 2.2 Verification and Validation of a Deliverable

Contractor Type	Mode of Verification/Validation
Digital Services	• Review of End-of-Sprint Task Report • Review of contract terms and conditions • Review of Deliverable Expectation Document (DED), if any
County Consultants	Review of SOW
Support Services	Review of SOW/contract

3.0 INTERACTION WITH OTHER PLANS

This plan interacts with contract and procurement management plans because SOWs and contracts are associated with those plans.

Procurement Management Plan
The Procurement Management Plan describes how the Project will acquire outside goods and services. Information within this document can be used as an input when completing the specific Acquisition Plan for each contract.

Contract Management Plan
The contract management plan contains all the key information about how a contract will be managed. It establishes systems and processes to ensure that the contractor complies with the terms and conditions during the performance of the contract.

4.0 DELIVERABLES MANAGEMENT APPROACH

The Agile deliverable management approach is different from its Waterfall or System Development Life Cycle (SDLC) counterpart. While the Waterfall approach consists of a number of sequential stages as shown in Figure 4.1, the Agile approach involves iterative cycles called Sprints, each with a life cycle of one to four weeks as shown in Figure 4.2. The duration for each of the CWS-NS Project sprints will be two weeks. Each sprint will be divided into 24-hour cycles. Daily standup status check meeting will be held at the end of each 24-hour period.

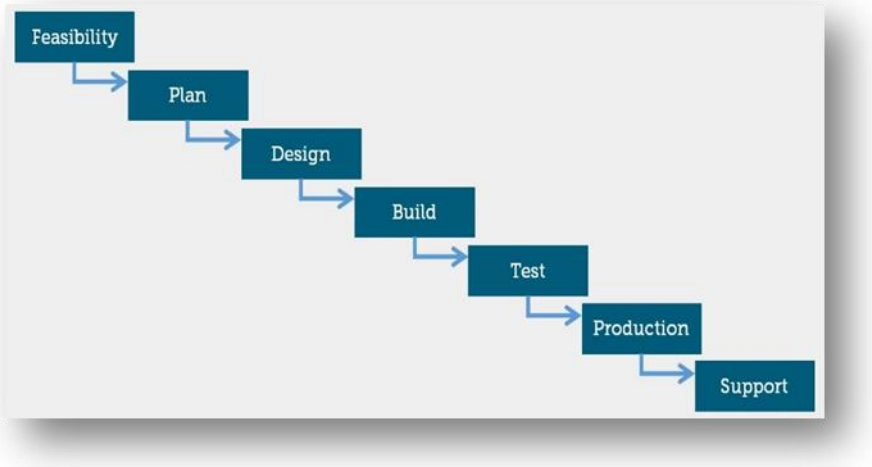

Figure 4.1: Waterfall Deliverable Management Approach

Due to the sequential nature of the Waterfall approach, the SDLC deliverable emerges at the end of each sequential stage of the SDLC. In the Agile world, each iterative sprint produces a usable outcome or deliverable. For a sprint to be called "DONE[5]," it must produce a deployable work product (Minimum Viable Product (MVP)). This end product is what is called an "Agile Deliverable" in the Agile deliverable management approach.

Figure 4.2 illustrates the Agile deliverable management approach. In this Figure, **Sprint** refers to a regular, repeatable time-boxed work cycle during which work is completed and made ready for review.

Figure 4.2: Agile Deliverable Management Approach

Throughout the Project, the contractor must produce and provide to the state specific deliverables. Table 4.1 below provides some examples of types of Project deliverables.

Table 4.1: Examples of CWS-NS Deliverables

Supporting Contracts	County Consultants	Digital Services
Task Accomplishment Plan (TAP)	Monthly Status Report (MSR)	Sprint Task Report (STR)
Monthly Status Report (MSR)		

[5] **Definition of Done (DoD):** The Acceptance Criteria by which a unit of work (e.g., User Story, release) is assessed to determine completeness and ensure quality standards are applied prior to acceptance. **Source:** *https://www.scrumalliance.org/community/articles/2008/september/what-is-definition-of-done-(dod)*

5.0 DELIVERABLES MANAGEMENT PROCESS

When the contractor submits a deliverable it will go through a series of review steps where it will be checked for completeness and correctness with respect to the contractual terms and conditions and sprint requirements.

Once a deliverable has been accepted and all related documentation has been imported into the repository, the DM will update the status of the deliverable in the deliverable tracking log as closed.

After the deliverable status has been recorded as closed, the DM will baseline or “lockdown” the electronic copy of the deliverable file in the repository.

The CWS-NS Project deliverable management process is based on an Agile approach. Figure 5.1 depicts the comprehensive deliverable management process for the Project.

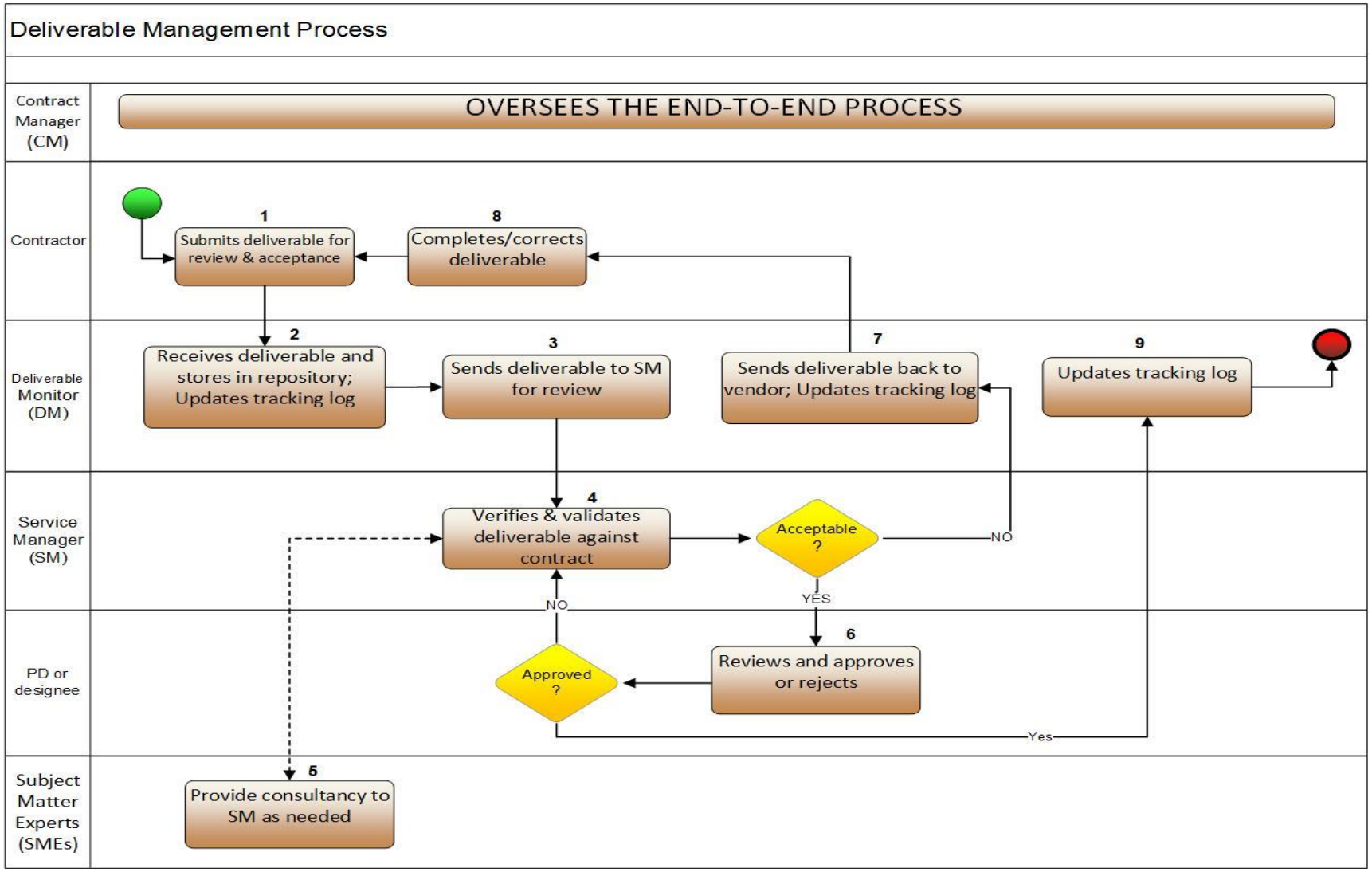

Figure 5.1: CWS-NS Deliverable Management Process

Description of the Process Steps

Each rectangular box in the deliverable management process flowchart (Figure 5.1) corresponds to a step in the process and is identified by a numeric digit (1, 2, 3, and so on). Table 5.1 below provides a brief description of each of these process steps.

Table 5.1: Description of Deliverable Management Process Steps

Process Step	Description	Owner
1	This is the initiation step of the deliverable life cycle wherein the contractor will submit the deliverable package to the DM via e-mail for further processing for review and acceptance.	Contractor
2	Upon receipt of the deliverable from the contractor, the DM will place it into the repository and will also enter the deliverable information into the tracking log.	DM
3	The DM will send the deliverable to SM for review.	DM
4	SM will verify (for correctness) and validate (for completeness) the deliverable by comparing it against the contractual terms and conditions; The SM will consult SMEs on as-needed basis. The output of this step will be a recommendation of acceptance or rejection of the deliverable. If the deliverable has deficiencies, the SM will send the deliverable to the DM with comments and will discuss deficiencies with the contractor. If the deliverable is	SM

Process Step	Description	Owner
	recommended for acceptance, the SM will send the deliverable to PD (or designee) for review and approval.	
5	This step is associated with SMEs who will only be pulled-in by the SM for advice if so needed during the deliverable review.	SMEs
6	In this step, the PD (or designee) reviews the deliverable that has already been reviewed and accepted by the SM. If the deliverable is rejected, it will sent back to the SM for re-review and if it is approved, it will be sent to the DM for closure/archival and status update.	PD (or designee)
7	The DM will receive the rejected deliverable from SM and will send it back to the contractor for remedial action.	DM
8	The contractor in this step will receive the rejected deliverable from the DM and will perform the remedial (corrective) action.	Contractor
9	The deliverable with final approval from PD (or designee) will come to this step. The DM will update the tracking log to reflect closure of the deliverable management life cycle.	DM

Payment Processing

Covered in the Project Contract Management Plan document.

6.0 TRACKING AND MANAGEMENT TOOLS

To ensure accurate and consistent management of all project documents, all work products, and deliverables shall be stored on the appropriate Project repository as shown in Table 6.1 below.

Tracking/Management Tool	Purpose
Microsoft SharePoint	The Project will use this tool as a documents repository.
GitHUB	GitHub is a Git repository hosting service. It also provides access control and several collaboration features, such as a wikis and basic task management tools for every project. The Project will be using GitHub as a means to store and share code as well as documents for public consumption.
JIRA	JIRA is a development tool used by agile teams to track work and forecast realistic expectations about when work might be completed based on the teams' ongoing performance.
Microsoft Excel	This tool will be used to track the status of a deliverable throughout its life cycle.

7.0 ACRONYMS

Acronym	Meaning
CWDS	Child Welfare Digital Services
CM	Contract Manager
DM	Deliverable Monitor
IPOC	Independent Project Oversight Consultant
IV&V	Independent Verification & Validation
MSR	Monthly Status Report
MVP	Minimum Viable Product
PD	Project Director
SM	Service Manager

Acronym	Meaning
SME	Subject Matter Expert
STR	Sprint Task Report
TAP	Task Accomplishment Plan