

Attachment D

CMS Implementation Work Plan Tasks

Role	Responsibilities*	
	State Bar	Vendor
Integration Management		
<u>Prepare Project Management Plan</u> – Prepare and assemble plans, e.g., scope, schedule, budget, etc., which the Project Manager uses collectively to successfully execute, control and close the project.	S	P
<u>Prepare Performance/Status Reports</u> – Results or status of the project for each month.	S	P
<u>Prepare Change Requests (CRs)</u> – Formal applications to modify baseline deliverables and processes.	S	P
Scope Management		
<u>Prepare WBS Dictionary</u> – A hierarchical list of project deliverables organized by category, e.g., technology, training, providing a detailed description for each project component of work, the lowest level tasks and their acceptance criteria.	S	P
Time Management		
<u>Prepare Project Schedule</u> – An organized task list to complete the project, including: task sequence, duration, resource requirements and timetable that is baselined with a critical path and used to report monthly actual schedule against this baseline.	S	P
Cost Management		
<u>Prepare Project Budget</u> – A prediction of maximum project costs that is baselined and used to report monthly actual expenditures against this baseline.	S	P
Quality Management		
<u>Prepare Quality Management Plan</u> – A definition of project standards for ongoing review of deliverables and their final acceptance.	P	S
<u>Quality Management Reporting</u> – A monthly report of compliance with project standards and associated CRs for deviations.	P	S
Human Resources Management		
<u>Develop Project Roster</u> – Contact information for each State Bar, vendor or other individual assigned to the project	S	P
<u>Identify Resource Assignments</u> – Specific project task completion responsibilities for each project team member	S	P
Communications Management		
<u>Prepare Communications Management Plan</u> – A description of what information to collect throughout the project, who the audience is that receives this information, the communications channel used with each participant or category of participant and when to distribute it.	P	S
<u>Distribute Project Information</u> – The information circulated during the project,	S	P

Attachment D

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e.g., plans, reports, deliverables.		
Risk Management		
<u>Prepare Risk Management Plan</u> – How the State Bar and vendor will identify, assess and respond to potential problems threatening successful project completion.	S	P
<u>Prepare and Update Risk Register</u> – A log of identified risks and rank, their severity and probability of occurrence, impact, response, and party responsible for that response.	S	P
Infrastructure Management		
<u>Prepare Infrastructure Management Plan</u> – How the State Bar and vendor will address the physical components of the new system, including hardware components, system capacity and performance requirements, and physical and environmental constraints.	S	P
<u>Prepare Facility Management Plan</u> – How the State Bar and vendor identify, schedule and complete any required changes to their facilities to accommodate a new system.	P	S
<u>Prepare System Installation Plan</u> – The hardware, application and system software planned for installation and configuration to support the new system, and the timing and scope of installation.	S	P
<u>Order Equipment</u> – An order for required hardware to support the new system, prepared, placed and followed by a written acknowledgement by the manufacturer(s) that the State Bar or vendor are purchasing items, including their description, manufacture, model, type and quantity.	P	S
<u>Conduct Facility Modifications</u> – Specifying, scheduling, contracting, executing and monitoring any required construction at the State Bar’s facilities according to the previously prepared facility modification plan, followed by a written acknowledgement, issued by the vendor after a review of the modified facilities, indicating the results of modification or renovation to the facilities comply with vendor infrastructure requirements for success system operation.	P	S
<u>Install System</u> – Receiving, inspecting, installing and configuring the hardware, system software and application software supporting the system, followed by a written acknowledgement from the vendor (in a SaaS environment) or State Bar (in a premised based environment) indicating installation compliance of all equipment and hardware according to manufacturer specified standards and readiness for configuration.	S	P
Security Management		
<u>Security Management Plan</u> – How the State Bar will address system, data, user, and facility safeguards, including how it will manage system access.	P	S
<u>Define Security Requirements and Roles</u> – Safeguards the system must	P	S

Attachment D

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support, including system access specifications and system behavior from an end user's viewpoint, describing security parameters, functions and controls over "who" does "what" in the system.		
<u>Configure Security</u> – Updating the system to reflect the security control mechanisms, constraints and other configuration options identified in security use cases, resulting in test cases describing each requirement and the expected outcome from the system when a user executes it.	P	S
Conversion Management		
<u>Prepare Conversion Plan</u> – How the State Bar plans to move and/or transform data from its existing manual or automated system(s) to the new system.	S	P
<u>Prepare Data Conversion Map</u> – The characteristics of each piece of information planned for transfer to the new system from an existing State Bar system.	S	P
<u>Conduct Data Cleansing</u> – Identifying and correcting corrupt or inaccurate information to convert it to the new system, followed by written verification that completed data cleansing meets requirements for conversion and subsequent system use.	P	S
<u>Develop and Test Conversion Solution</u> – Developing and testing manual, automated or combined method used to move data from an existing State Bar source to the new system, followed by written acknowledgement that the manual, automated or combined method used to move data from an existing source to the new system works properly.	S	P
<u>Convert Data</u> – Transferring existing information from one or more sources to the new system, followed by written acknowledgement of the accuracy and completeness of converted data.	S	P
Interface Management		
<u>Prepare Interface Management Plan</u> – How the State Bar addresses ongoing data exchanges between the new system and other existing systems.	S	P
<u>Prepare Interface Data Map</u> – The characteristics of each piece of information exchanged between the new and existing systems on an ongoing basis.	S	P
<u>Develop and Test Interfaces</u> – Designing, constructing and testing software enabling a data exchange between the new and existing systems, followed by written acknowledgement that the interface option constructed or configured and tested works according to specifications.	S	P
<u>Enable Interfaces</u> – The process of turning on a data exchange between the new and existing systems, followed by written acknowledgement of the accuracy and effectiveness of the interface and the associated data exchange.	S	P
Software Configuration Management		

Attachment D

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<u>Software Configuration Management Plan</u> – How the State Bar and vendor define, approve, make, track and report on the initial system configuration and subsequent changes.	P	S
<u>Define Configuration Requirements</u> – A description of the system’s behavior from an end user’s perspective, including “who” does “what” in a system, resulting in configuration requirements, or a description of how the State Bar plans to change customizable settings so the system is ready for use.	P	S
<u>Configure System</u> – Updating the system to reflect setup parameters, selection lists, organization and other options identified in use cases, resulting in test cases describing each requirement and the expected outcome from the system when a user executes it.	P	S
Workflow Management		
<u>Prepare Workflow Management Plan</u> – How the State Bar plans to change sequences of automated and manual steps to perform work more effectively.	P	S
<u>Identify Workflow Requirements</u> – How the State Bar will reduce the number of steps, decrease the amount of time and minimize motion (moving from place to place) during system use or manual steps.	P	S
<u>Change Workflow</u> – Updating configuration requirements, executing subsequent configuration changes and/or modifying manual steps so people can use the implemented system effectively.	P	S
Test Management		
<u>Test Management Plan</u> – How to verify the configuration, perform security, conversion and interface or unit tests, conduct performance tests, complete an integration or system test and undergo acceptance testing** after cutover into production.	P	S
<u>Define Test Cases</u> – A version of the configuration, security and/or design use cases that describe each system step and the expected outcome of those steps from a user perspective.	P	S
<u>Prepare Test Data</u> – Populating the system with sufficient information to conduct all identified system tests to define meaningful and accurate outcomes.	P	S
<u>Train Testers</u> – Educating test participants on the content and purpose of testing, including conducting practice tests and demonstrating results collection and reporting, followed by written acknowledgement that each trainee successfully completed a specific training course.	P	S
<u>Conduct Tests</u> – Completing system testing using the test scripts designated for a specific test cycle, and reporting outcomes associated with completing each test case.	P	S
<u>Correct Defects</u> – Reviewing, prioritizing and correcting system errors identified during testing.	S	P

Attachment D

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<u>Conduct Regression Testing</u> – Re-testing the system to verify the process of correcting errors fixed identified defects and did not introduce new ones.	P	S
Cutover Management		
<u>Cutover Management Plan</u> – Preparing for and transitioning from the existing manual and/or automated systems to the new system.	P	S
<u>Train Cutover Support Team</u> – Educating key users in the use of tools and techniques for assisting other users during production system cutover, followed by written acknowledgement that each trainee successfully completed a specific training course.	P	
<u>Conduct System Cutover</u> – Completing activities before and after transfer to the new system, followed by written acknowledgement that the system is live and ready for acceptance testing.	P	S
Support Management		
<u>Support Management Plan</u> – “Who” will provide “what” support to users on an ongoing basis, including any mechanisms put in place and “handed off” from the project team to State Bar or vendor operations personnel as the system enters production use following acceptance.	P	S
<u>Prepare Support Requirements, Roles and Responsibilities</u> – What the State Bar and vendor will do to address issue logging, escalation and resolution, and system updates, including the position and function assigned to each person responsible for support.	P	S
<u>Provide Support Training</u> – Educating support personnel so they become proficient in providing support, followed by written acknowledgement that each trainee successfully completed a specific training course.	P	
<u>Initiate Ongoing Support</u> – Providing users with post-cutover assistance on system issues and updates, and maintaining a prioritized log entry of a reported system issue described in detail so support can reproduce and correct it.	P	S
Transformation Management		
<u>Prepare Stakeholder Map</u> – Organizing all stakeholders based on their level of influence and support for the project.	P	
<u>Define Transformation Tasks</u> – Helping stakeholders transition from the current to the future state.	P	
<u>Conduct Transformation</u> – Helping stakeholders transition from the current to the future state, followed by written confirmation that transformation tasks are successfully complete.	P	
Training Management		
<u>Identify Training Needs</u> – Preparing and administering a survey to identify what specific instruction each student requires to improve his or her skills to use the new system and perform all new workflow steps.	S	P

Attachment D

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<u>Prepare Training Plan</u> –A description of the training target audience, their current levels of IT fluency, the training curriculum, schedule, modality, feedback, logistics, standards, deliverables, resources and deadline.	S	P
<u>Prepare Training</u> – Preparing the set of materials used by instructors and students during training sessions.	S	P
<u>Conduct Training</u> – Educating stakeholders on how to use the system and performing associated manual workflow steps associated with it, followed by written acknowledgement that each trainee successfully completed a specific training course.	P	S
Optimization Management		
<u>Prepare Optimization Management Plan</u> – How the State Bar plans, executes and controls the evolution of system use over time to adjust to changing needs, increased user familiarity with system functions and options for enhancing system support for workflow.	P	
<u>Initiate Optimization</u> – Completing the project and transferring ongoing responsibilities to operations, followed by an affirmation that operations accepts responsibility for ongoing transition management of the new system and workflow.	P	

* Roles and Responsibilities:

P – Primary party with contractual responsibility for completion of a project deliverable.

S – Party responsible for supporting the primary party.

** Acceptance Testing only occurs after acceptance of all previous tests