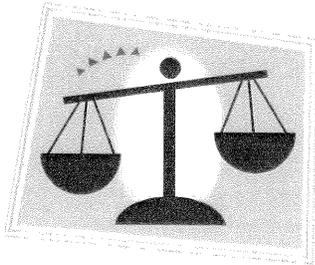


Office of  
Systems  
Integration  
"SERVING CALIFORNIA"

## Appeals Case Management System Project

### Risk and Issue Management Plan



November 21, 2014

Version 1.0

Health and Human Services Agency, Office of Systems Integration

### Risk Management Plan Revision History

REVISION HISTORY			
REVISION/WORKSITE #	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
Version 1.0	November 21, 2014	C Borden	Incorporate edits into final plan.

### Risk Management Plan Approvals

NAME	ROLE	DATE
Rick Murphy	Project Manager	
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## Table of Contents

<b>1. INTRODUCTION</b> .....	<b>5</b>
1.1 PURPOSE.....	5
1.2 SCOPE.....	5
1.3 REFERENCES.....	5
1.3.1 <i>Best Practices Website</i> .....	5
1.3.2 <i>External and Other References</i> .....	5
1.4 DOCUMENT MAINTENANCE.....	6
1.4.1 <i>Project Risk and Issue Registers</i> .....	6
<b>2. PARTICIPANTS ROLES AND RESPONSIBILITIES</b> .....	<b>6</b>
2.1 EXECUTIVE STEERING COMMITTEE.....	6
2.2 OSI RISK AND ISSUES MANAGEMENT PROJECT ROLES.....	7
2.2.1 <i>Project Director</i> .....	7
2.2.2 <i>ACMS Project Manager (PM)</i> .....	7
2.2.3 <i>Project Management Analyst (PM Analyst)</i> .....	7
2.3 CDSS RISK AND ISSUES MANAGEMENT PROJECT ROLES.....	8
2.3.1 <i>Project Sponsor</i> .....	8
2.3.2 <i>ACMS Program Manager</i> .....	8
2.4 CDSS AND OSI ACMS PROJECT TEAM.....	8
2.5 PROJECT STAKEHOLDERS AND VENDORS.....	8
<b>3. ACMS PROJECT RISK MANAGEMENT</b> .....	<b>8</b>
3.1 RISK MANAGEMENT PROCESS.....	8
<b>4. ACMS ISSUE MANAGEMENT</b> .....	<b>18</b>
4.1 IDENTIFICATION.....	18
4.2 VALIDATION AND PRIORITIZATION.....	19
4.3 ISSUE ANALYSIS.....	20
4.4 TRACKING AND REPORTING.....	20
4.5 ESCALATION PROCESS.....	20
4.6 RESOLUTION & CLOSURE.....	20
4.6.1 <i>Resolution</i> .....	20
4.6.2 <i>Closure</i> .....	21
<b>5. PROJECT CLOSEOUT</b> .....	<b>21</b>
5.1 RISK AND ISSUE REVIEW.....	21
5.2 LESSONS LEARNED.....	21
5.3 ARCHIVE AND STORAGE.....	21
<b>APPENDIX A : SAMPLE RISK REGISTER</b> .....	<b>A-1</b>
<b>APPENDIX B : SAMPLE ISSUE REGISTER</b> .....	<b>B-2</b>
<b>APPENDIX C : MITIGATION STRATEGY &amp; CONTINGENCY PLANNING MEASURES</b> .....	<b>C-1</b>
<b>APPENDIX D : KEY TERMS / GLOSSARY</b> .....	<b>D-1</b>

### List of Figures

FIGURE 1: ACMS PROJECT RISK MANAGEMENT PARADIGM ..... 9  
FIGURE 2. ISSUE AND ESCALATION PROCESS FLOW CHART ..... 18

### List of Tables

TABLE 1: CRITERIA FOR RISK IDENTIFICATION ..... 11  
TABLE 2: CRITERIA FOR RISK IMPACT ..... 12  
TABLE 3: CRITERIA FOR RISK PROBABILITY ..... 13  
TABLE 4: CRITERIA FOR RISK TIMEFRAME ..... 14  
TABLE 5: GUIDE FOR DETERMINATION OF RISK EXPOSURE ..... 14  
TABLE 6: GUIDE FOR DETERMINATION OF RISK SEVERITY ..... 15  
TABLE 7: ISSUE PRIORITY DESCRIPTION ..... 19

## 1. INTRODUCTION

### 1.1 Purpose

The purpose of this Risk/Issue Management Plan (RIMP) is to 1) describe the methodology for identifying, tracking, mitigating, and ultimately retiring the Appeals Case Management System (ACMS) Project risks/issues, and 2) describe the issue escalation process for the ACMS Project. This document also defines the risk and issue management roles and responsibilities of the ACMS Project participants.

### 1.2 Scope

The scope of this document pertains to the ACMS Project and its internal and external risks/issues. The risk/issue management methodology identified in this document is established by the ACMS Project to use during the entire ACMS Project life cycle. The ACMS Project RIMP defines the State Project Teams processes and selected risk/issue management tool for managing project risks/issues. After contract award, the Systems Integrator (SI) vendor will provide their RIMP as a contractual deliverable to the State Project Team. This RIMP describes how the two plans will be managed to ensure a continuity of risk/issue management methodologies. The ACMS Project issue escalation process identifies the process that is established to manage issues, action items, and escalation throughout the project life cycle. The SI Vendor will document within their RIMP their planned approach to issue identification and analysis, the approach to escalation and how issue resolution is documented.

### 1.3 References

#### 1.3.1 Best Practices Website

For guidance on the Office of Systems Integration (OSI) risk management methodology refer to the OSI Best Practices website (BPWeb) (<http://www.bestpractices.osi.ca.gov>).

#### 1.3.2 External and Other References

This RIMP was written using the following standards and methodologies, and in alignment with companion Project planning documents:

- Project Management Institute® (PMI) Project Management Body of Knowledge (PMBOK) Guide, 5th Edition, Chapter 11 - Project Risk Management
- Office of the Chief Information Officer Information Technology Project Oversight Framework- Section 5: Risk Management and Escalation Procedures
- Institute of Electrical and Electronics Engineers (IEEE) Standard 1012- 2012: IEEE Standard for Software Verification and Validation
- California Project Management Methodology (CA-PMM).
- ACMS Project Feasibility Study Report (FSR)
- ACMS Project Governance Plan
- ACMS Project Communication Plan

## 1.4 Document Maintenance

This document will be reviewed annually and updated as needed, as the project proceeds through each phase of the system development life cycle.

This document contains a revision history log. When changes occur, the document's revision history log will be revised to reflect an updated version number as well as the date, the owner making the change, and change description.

This document will be maintained in the ACMS project library located at \\cdss\common\ACMS. The project will move documents to OSI Clarity once that is available to the project staff.

### 1.4.1 Project Risk and Issue Registers

A key tracking tool for the ACMS Project risk and issue management processes are the project SharePoint risk and issue registers. The ACMS Project team will use the registers as a repository for ACMS Project risk and issue information. The ACMS Project Management Analyst (PM Analyst) is responsible for maintaining the risk and issue registers.

## 2. PARTICIPANTS ROLES AND RESPONSIBILITIES

This section describes the roles and responsibilities of the ACMS Project participants with regard to the RIMP. ACMS Project participants involved in risk and issue management are comprised of:

- ACMS Executive Steering Committee (ESC)
- OSI Project Director, ACMS Project Manager (ACMS PM), ACMS PM Analyst
- California Department of Social Services (CDSS) Project Sponsor and ACMS Program Manager
- ACMS Project Team
- Project stakeholders and vendors

Participant roles and responsibilities related to ACMS Project risk and issue management follow.

### 2.1 Executive Steering Committee

The ESC tracks and reviews risks and issues that potentially affect the ACMS Project. The ESC consists of five voting members:

- Chief Deputy Director, OSI
- Chief Deputy Director, CDSS
- Chief Administrative Law Judge, State Hearings Division, CDSS
- Deputy Director, California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS) Program Management, OSI
- Director, Eligibility and Enrollment, Covered California (Covered CA)

And the following participant members:

- Chief Information Officer, CDSS
- Chief, Policy Development Branch, California Department of Health Care Services (CDHCS)
- Chief Technology Officer, Covered CA
- Executive Director, County Welfare Directors Association (CWDA)
- Program Manager, State Hearings Division (SHD), CDSS, CDSS ACMS Program Staff
- ACMS Project Manager, OSI ACMS Project Staff

The ACMS PM and PM Analyst will administer the issue management process and governance. High-level risks and issues will be reviewed monthly and escalated accordingly.

## **2.2 OSI Risk and Issues Management Project Roles**

### **2.2.1 Project Director**

The Project Director is involved in monitoring risk action effectiveness and participating in risk/issue management/escalation. The Project Director also communicates risks/issues to certain project stakeholders, on an as needed basis.

The Project Director will participate in issue and action item escalation and resolution. If an issue cannot be resolved at the project level or at the Project Director level, the Project Director will escalate the issue to the ESC for resolution.

### **2.2.2 ACMS Project Manager (PM)**

The ACMS PM reviews and approves the ACMS Project RIMP, defines the risk/issue management process, participates in the risk/issue management process, and takes ownership of risk mitigation planning and execution.

The ACMS PM has responsibility for guiding, participating, and managing the overall issue escalation and resolution process at the project level. The ACMS PM will escalate an issue to the Project Director level for resolution when necessary.

### **2.2.3 Project Management Analyst (PM Analyst)**

The PM Analyst leads the risk/issue management effort, sponsors risk identification activities, facilitates communication throughout the execution of the risk management process, and ensures the risks and issues registers are maintained and the statuses assigned to risks and risk activities are current. The PM Analyst provides the ACMS PM, Program Manager, Project Director, and Program Sponsor with recommendations and statuses on risk actions.

The PM Analyst discusses risk and issue status during project status meetings; verifies that risk mitigation steps are addressed in a timely manner; validates new risks; establishes initial priority, owner, and target due dates, approves initial risk mitigation plans; reviews and updates status of risks; updates Risk Owners as necessary, including retiring and/or reopening retired risks; approves risk mitigation plan updates; identifies risks for escalation to the ESC; works with the ACMS Project team, Subject

Matter Experts (SMEs), and ACMS PM to mitigate risks; and validates that contingency plans are executed for appropriate realized risks.

## **2.3 CDSS Risk and Issues Management Project Roles**

### **2.3.1 Project Sponsor**

The Project Sponsor is involved in monitoring risk action effectiveness and participating in risk mitigation. The Project Sponsor also communicates risks to certain project stakeholders, on an as needed basis.

The Project Sponsor will participate in issue and action item escalation and resolution. If an issue cannot be resolved at the project level or at the Project Sponsor level, the Project Sponsor will escalate the issue to the ESC for resolution.

### **2.3.2 ACMS Program Manager**

The Program Manager identifies and communicates project risks that may impact both the SHD and the Project and escalates risks/issues to the ACMS PM for mitigation, escalation, or resolution.

## **2.4 CDSS and OSI ACMS Project Team**

The ACMS Project Team consists of Project Sponsor, the Project Director, the ACMS PM and all staff reporting to the ACMS PM, OSI administrative staff working with the project, the ACMS Program Manager and program project staff reporting to the Program Manager, SMEs assigned to the project, and CDSS administrative support staff working with the project. As a whole, the ACMS Project team identifies and communicates risks and issues throughout the project lifecycle.

## **2.5 Project Stakeholders and Vendors**

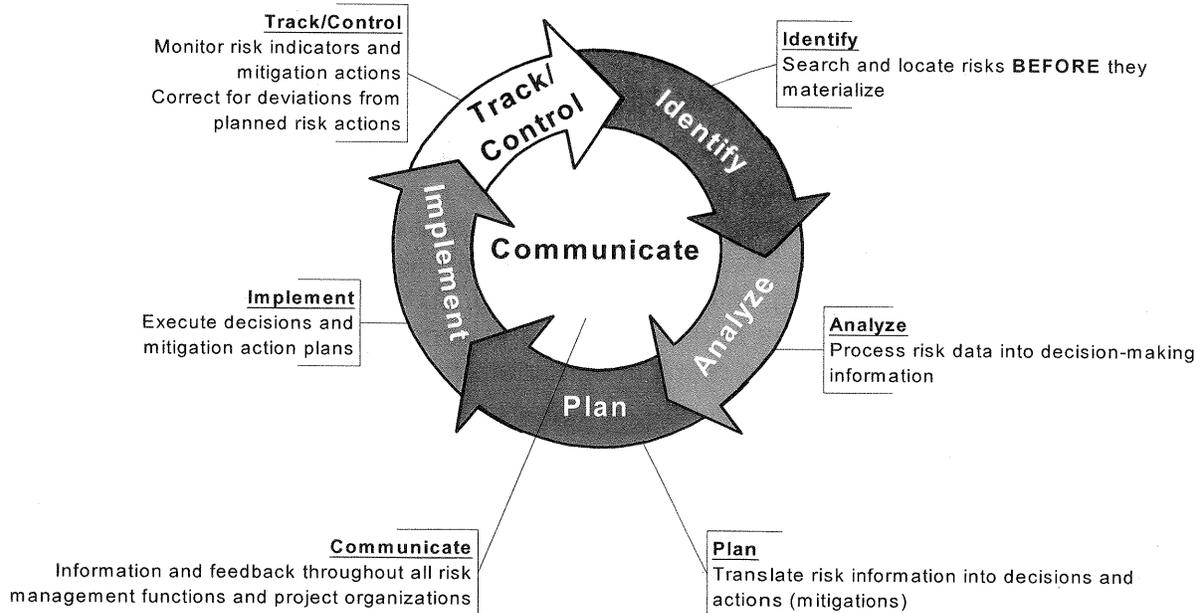
The ACMS Project stakeholders and vendors participate in the risk management process by providing candidate risk input, and supporting risk mitigation planning and execution activities. Any stakeholders or vendors may generate an issue or action item. Typically, risks/issues and actions are only assigned to project staff to ensure proper visibility and tracking. Other stakeholders may be asked to assist with analysis and review of proposed risks/issues and/or action item resolutions, when appropriate.

## **3. ACMS PROJECT RISK MANAGEMENT**

### **3.1 Risk Management Process**

The ACMS Project Risk Management Paradigm, depicted in Figure 1, summarizes the risk management process for the ACMS Project. This paradigm portrays the high-level process steps of the risk management process, which are:

- Step 1 – Identify
- Step 2 – Analyze
- Step 3 – Plan
- Step 4 – Implement
- Step 5 – Track and Control
- Continuous Process – Communicate



**Figure 1: ACMS Project Risk Management Paradigm**

Communication is an essential part of Risk Management at every step of the process in order to successfully manage risk.

### **Step 1 – Identify**

The objective of *Step 1 – Identify* is to search and find risks before they become problems using risk identification. Risk identification involves a process where concerns about a project are transformed into identified risks. Identified risks can be described and measured. A detailed discussion of the identification process is provided in the sub-paragraphs below.

Risks will be assigned a status in order to facilitate review of project risks that may need to have the mitigation and/or contingency plan implemented. The PM Analyst assigns each risk to one of the following categories:

- *Candidate Risk* – A possible risk has been identified, but full analysis has not been done to determine if it should be tracked and mitigated.
- *Identified Risk* – A candidate risk becomes an identified risk when it has been determined that it can be described and measured. Then the identified risk is input to the Project risk register as a risk item.
- *Confirmed Risk* – A risk has been fully analyzed and determined to be a true risk to the project. Mitigation and contingency plans have been developed. The risk will be monitored or tracked on an ongoing basis.

- *Watch* – The risk will be reviewed frequently to determine if the risk needs to be mitigated, retired, or if the risk is out of the ACMS PM’s sphere of influence but the outcome needs to be recorded.
- *Retired* – A risk is either no longer applicable or the risk has been closed.

### **1-1 Identify and Collect Candidate Risks**

Through the use of risk identification methods and the application of industry standards (e.g., IEEE, PMI®, and CA-PMM) the ESC identifies potential risks and concerns that could impact the overall success of the project. Methods to identify risks may include: monitoring project activities, examining artifacts and documentation, observing, interviewing, polling, surveying, brainstorming, participating in discussions and meetings, and conducting focus sessions. These potential risks and concerns result in candidate risks.

Risk identification methods will collect candidate risk inputs from the ACMS Project participants. ACMS Project participants include the ACMS Project team, stakeholders, and vendors.

### **1-2 Identify and Provide Candidate Risk Input**

The ACMS Project participants, including the project team, stakeholders, and vendors, are key sources to identify issues and concerns and submit these as candidate risks into the risk management process. The ACMS Project participants voluntarily submit candidate risks to the PM Analyst as input to Step 1-3.

The methods used by the ACMS Project participants to submit candidate risks to the PM Analyst include, but are not limited to, the following: verbal, email, or written communication. The PM Analyst will enter the risk data directly into the risk register and provide a copy of the data entered to the originator for verification.

### **1-3 Review Candidate Risks**

This step involves the collection of candidate risk input from the ACMS Project participants and the careful review of these candidate risks. Candidate risks that can be described and measured become “identified risks”. The PM Analyst will work with risk originators and the ACMS PM and/or designee to achieve consensus on deciding whether or not candidate risks become identified risks.

The review of candidate risks involves first defining the risk and capturing appropriate information about the candidate risk to support risk analysis in Step 2 – Analyze. “Defining the risk” involves understanding the definition of a risk (see Appendix E: Key Terms), and applying the Criteria for Risk Identification provided in Table 1 as a guide.

**Table 1: Criteria for Risk Identification**

1. <b>Is it a risk?</b> Is the concern a risk? A risk is an uncertain condition or a <b>potential event</b> that will have an <b>impact</b> on the success of the project if the event were to occur.
2. <b>Impact:</b> This step identifies consequences to the project schedule, scope, budget, or quality should the event occur. Is the impact of the potential event on the project significant enough to warrant inclusion in the risk management process?
3. <b>Probability:</b> What is the likelihood of the potential event occurring? Risk events, which have already occurred, represent issues, not risks.

#### **1-4 Record Identified Risks in the Project Risk Register**

“Candidate risks” will be recorded in the risk register while they are being analyzed. If a risk is determined to not be a project risk after analysis, it will be retired.

Risk information added to the SharePoint risk register by the PM Analyst includes:

- Risk Title
- Risk Statement
- Risk Owner
- Risk Response
- Risk Level
- Probability
- Impact
- Time
- Category
- Related Issue
- Trigger
- Date Identified
- Risk Response Date

Appendix A presents a sample of the risk register. Many of these data elements are described in the following *Step 2 – Analyze*.

Candidate risks that become identified risks will be actively mitigated and tracked in the SharePoint Risk Register.

## **Step 2 – Analyze**

The objective of Step 2 – Analyze is to transform risk items into information that can be used to aid decision-making and to validate the risk information, using risk analysis. Risk analysis involves classification and prioritization of risk items, providing recommendations for mitigating and measuring risk items, and reviewing risk item information. The ACMS PM and PM Analyst will review resulting risk analyses with the ACMS Project Team.

### **2-1 Verify/Determine Risk Categories**

The Risk Owner with the assistance of the PM Analyst determines a risk's category. Individual risk items can belong to one or more categories.

ACMS has identified the Risk categories as:

- Resources
- Requirements
- Testing
- Infrastructure
- Data
- Development
- Implementation
- Administrative
- Procurement
- Training
- Organizational Change Management

### **2-2 Verify/Determine Risk Impact**

Determining the risk impact considers the consequences the risk would have on the project if the risk event occurs. The Criteria for Risk Impact in Table 2 is a guide for evaluating the risk consequences and determining the risk impact, expressed as "low", "medium," or "high". In the Project risk register, impact is recorded as a number from 1 to 5. Impact values 1 and 2 correspond to a Low value, 3 is Medium, and 4 and 5 are High.

The Risk Owner, with the assistance of the project PM Analyst, will use the criteria identified in Table 2 as an initial guide for assigning risk impact. The Project Team will confirm the risk impact designation by consensus.

**Table 2: Criteria for Risk Impact**

	<b>IMPACT</b>	<b>CRITERIA</b>
Low	1	Less than a 5% change to schedule, scope, budget, or quality
	2	5 - 10% change to schedule, scope, budget, or quality

	IMPACT	CRITERIA
Medium	3	11 - 15% change to schedule, scope, budget, or quality
High	4	16 - 24% change to schedule, scope, budget, or quality
	5	25% or greater change to schedule, scope, budget, or quality

### 2-3 Verify/Determine Risk Probability

Determining risk probability involves considering the likelihood of the risk occurrence. The Criteria for Risk Probability in Table 3 is a guide for the risk probability as high, medium, or low. In the Project risk register, probability is recorded as a percentage from 1% to 99%. The Risk Owner, with the assistance of the PM Analyst, will use the criteria identified in Table 3 as an initial guide for assigning risk probability. The risk probability designation will be confirmed by the Project Team by consensus.

**Table 3: Criteria for Risk Probability**

PROBABILITY	CRITERIA
Low Level 1 = ≤20% Level 2 = 21-40%	Level 1: It is unlikely or highly unlikely that the risk will occur. There is a 20% or lower confidence level that the risk will occur.
	Level 2: It is somewhat doubtful that the risk will occur. There is approximately a 21-41% confidence level that the risk will occur.
Medium Level 3 = 40-60%	Level 3: It is a better than even chance that the risk will occur. There is approximately a 41-60% confidence level that the risk will occur.
High Level 4 = 61-80% Level 5 = ≥81%.	Level 4: It is likely or probable that the risk will occur. There is approximately a 61-80% confidence level that the risk will occur.
	Level 5: It is highly likely or almost certain that the risk will occur. There is an 80% or higher confidence level that the risk will occur.

### 2-4 Verify/Determine Risk Timeframe

The risk timeframe is the period of time within which the risk is expected to occur. The Criteria for Risk Timeframe in Table 4 is a guide for evaluating the period of time a risk is expected to occur and determining the risk timeframe, expressed in terms of short-term, medium-term, or long-term.

The Risk Owner, with the assistance of the PM Analyst, will use the criteria identified in Table 4 as an initial guide for assigning risk timeframe. The risk timeframe designation will be confirmed with the Project Team by consensus.

**Table 4: Criteria for Risk Timeframe**

TIMEFRAME	CRITERIA
Short-Term	The risk is expected to occur within a very short period of time, e.g., ≤ 180 days. (Within The Next Six Months)
Medium-Term	The risk is expected to occur within the near future, e.g., > 180 and ≤ 360 days. (Within Six Months to One Year From Now)
Long-Term	The risk is expected to occur in the far future, e.g., > 360 days in the future. (Over One Year From Now)

**2-5 Verify/Determine Risk Level**

The risk level is derived from the risk attributes of impact and probability, and is used in conjunction with timeframe to prioritize risks for mitigation and escalation. To determine the Risk Level to enter into the SharePoint risk register, the PM Analyst first determines risk exposure for each risk from the intersection of that risk’s impact and probability in Table 6. Risk exposure is calculated by multiplying the impact (number 1 to 5) times the probability (0.01 to 0.99). Risk exposure categories fall into the following: low < 1.67, medium 1.67 to ≤ 3.34 and high > 3.34. The risk exposure value and the risk timeframe are then used to calculate the risk severity.

**Table 5: Guide for Determination of Risk Exposure**

Risk Exposure:	Probability			
	High	Medium	Low	
Impact	High	High	High	Medium
	Medium	High	Medium	Low
	Low	Medium	Low	Low

The severity of the risk (risk register level) is a determination of the importance of the risk based upon 1) potential impact of the risk on the project, 2) the probability of occurrence, and 3) the risk timeframe. Table 6 contains a guide for evaluating risk impact, risk probability, and risk timeframe to determine the risk severity, and to prioritize the risks in terms of high, medium, or low.

The PM Analyst will use the criteria identified in Table 6 as an initial guide for assigning risk severity. The risk severity designation will be confirmed with the

Project Team by consensus. The PM Analyst enters the risk severity or risk level in the risk register.

**Table 6: Guide for Determination of Risk Severity**

Risk Severity:	Exposure			
		High	Medium	Low
Time Frame	Short-Term	High	High	Medium
	Medium-Term	High	Medium	Low
	Long-Term	Medium	Low	Low

## 2-7 Document Risk Response

The PM Analyst and ACMS Project participants next determine and assign recommended actions to mitigate the risk. ACMS will assign one of the following recommended responses to a risk:

- Avoidance – Risk avoidance involves eliminating the risk by eliminating the cause or by using an alternate approach that does not involve the risk.
- Mitigation – Risk mitigation involves reducing the probability of risk. Risk mitigation seeks to reduce the probability and/or consequences of a risk to an acceptable threshold.
- Transference – Risk transference allows another entity to absorb some of the risk.
- To be determined – Risk analysis is not complete.

If no mitigation actions are available, the risk impact is accepted:

- Acceptance – Acceptance involves understanding the risk and its potential impact and choosing to take no action.
- Contingency – Contingency are the steps and procedures to follow if a known potential risk occurs.

Each risk’s recommended mitigation is developed by the Risk Owner with the assistance of the PM Analyst and will be reviewed and approved by the ACMS Project Manager.

The primary tool used to measure the successful implementation of risk mitigations will be the Project risk register.

## 2-8 Review Risks

The PM Analyst will review the risk with the ACMS PM and Project Team. High level risks that are within the short-term timeframe will be presented to the ESC

during the regularly scheduled meetings or at an as needed meeting and with external stakeholders as appropriate. Risks statuses may change throughout the project life cycle so risks will be reviewed routinely to see if current statuses need to be reassessed.

### **Step 3 – Plan**

The objective of *Step 3 – Plan* is to take ownership of risk mitigation. Risk planning involves assigning risk ownership, developing risk mitigations, contingencies, developing measurements, reviewing and approving risk mitigations and measurements, translating mitigations into action plans, and updating risk measures in the risk register.

#### **3-1 Assign Risk Owner**

Identify the person to be assigned responsibility for developing risk mitigations, contingencies, measurements, mitigation action plans, and implementing and tracking mitigation action plan progress.

When someone external to the ACMS Project Team can control risk events or mitigation, a Risk Owner will be identified on the ACMS Project team who will be responsible for coordination and reporting on risk planning with the external contact.

#### **3-2 Develop Mitigations and Contingencies**

The Risk Owner is responsible for developing mitigations for the risk. Mitigations developed by the Risk Owner may be based on previously identified mitigations as identified in step 2-7 or may be developed independently. The Risk Owner will also be required to develop contingency plans for each risk.

#### **3-3 Develop Measurements**

Develop the methods to track the risk mitigation actions and to measure the effectiveness of the actions. The Risk Owner is responsible for developing measurements of risk mitigation.

Contingency plan measurements will be focused on the effectiveness of the contingency plan in addressing the actual impacts of the event.

#### **3-4 Review Mitigations, Contingencies and Measurements**

The ACMS PM and the PM Analyst review the risk mitigations, contingencies, and measurements developed by the Risk Owner for appropriateness of the designations. If needed, risk mitigations, contingencies and measurements are revised based on the review.

#### **3-5 Approve Mitigations, Contingencies and Measurements**

The ACMS PM approves the risk mitigation strategies and contingency plans.

### **3-6 Develop Mitigation and Contingency Action Plans**

The Risk Owner will develop detailed action plans to implement risk mitigations and contingencies. While the Risk Owner may delegate the action plan development, the responsibility for the mitigation/contingency plan remains with the assigned Risk Owner. As a result, the Risk Owner will remain the primary point of contact with the PM Analyst for tracking mitigation/ contingency action plans for the risk.

### **3-7 Update Project Risk Register**

The PM Analyst updates the risk register based on risk planning.

## **Step 4 – Implement**

The objective of *Step 4 – Implement* is to actively mitigate risks. Risk implementation involves the execution of risk mitigation action plans and recording risk information changes in the risk register.

### **4-1 Execute Mitigation and Contingency Action Plans**

The Risk Owner is responsible for the execution of the risk mitigation and contingency action plans in coordination with the ACMS PM or PM Analyst.

### **4-2 Update Project Risk Register**

The PM Analyst updates the Project risk register risk status information based on the implementation status of the action plans, as provided by the Risk Owner.

## **Step 5 – Track and Control**

The objective of *Step 5 – Track and Control* is to ensure that all steps of the risk management process are being followed and, as a result, risks are being mitigated and contingency plans are followed as necessary. Risk tracking and control involves the oversight and tracking of risk mitigation and contingency action plan execution, re-assessment of risks, reporting risk status, and recording risk information changes in the risk register.

### **5-1 Oversee Mitigation and Contingency Action Plan Execution**

The ACMS PM through the PM Analyst is responsible for oversight of the execution of mitigation and contingency action plans for all risks identified and recorded in the Project risk register.

### **5-2 Track Action Plan Execution and Provide Feedback**

The Risk Owner is responsible for tracking the execution of mitigation and contingency action plans and providing feedback to the PM Analyst on risk status until the risk is retired.

### **5-3 Re-Assess Risks**

The PM Analyst will re-assess the risk information in the Project risk register to determine if any changes are needed (e.g., risk severity and timeframe). At a minimum, re-assessment of risk information in the risk register will be performed

on a monthly basis; however it may be performed more frequently on an as-needed basis.

#### 5-4 Report Risk Status

The PM Analyst will report risk status as part of the weekly ACMS Project Risk Reports (summary and detailed ranked risks) to the ACMS PM. Risk status reporting will focus on high severity risks. Information presented will include the status of risk mitigation and contingency action plans, changes in risk severity for known risks, new risks identified, and any risks scheduled for retirement. At a minimum, the PM Analyst will review all risks on a monthly basis.

#### 5-6 Escalation of Project Risk

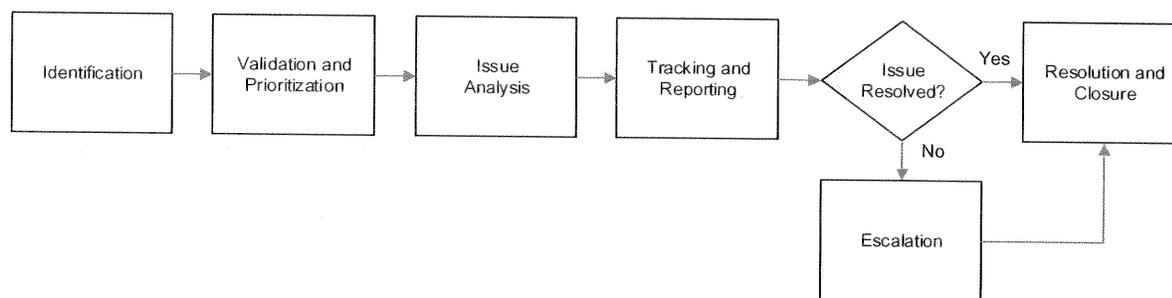
High level risks will be discussed at the scheduled ESC meeting.

### 4. ACMS ISSUE MANAGEMENT

The issue and action item management process consists of six steps:

1. Identification
2. Validation and Prioritization
3. Issue Analysis
4. Tracking and Reporting
5. Escalation (if needed)
6. Resolution and Closure

Figure 2. Issue and Escalation Process Flow Chart



#### 4.1 Identification

Issue and action item identification occurs throughout the project's life cycle. Issues and actions may arise from meetings, analysis, document reviews, workgroups, and other project activities. Traditionally, either project staff members or end-users identify most issues and communicate them to the Project Management Committee, comprised of the

ACMS Project Manager and ACMS Program Manager, and the PM Analyst. Identified issues/action items are documented in the issue register by the PM Analyst.

## 4.2 Validation and Prioritization

The PM Analyst reviews the issue/action item and checks the issue register to ensure the item does not already exist, determines that the item is an issue/action item and not a risk or change request, and ensures the desired resolution or concern is clearly worded.

Information on the issue added to the issue register includes:

- Title
- Assigned To
- Issue Status (i.e., Active, Resolved, Closed)
- Priority
- Description
- Category (if applicable)
- Related Issues
- Comments (record assignment action items)
- Due Date

If the item is determined to be invalid, the originator of the issue/action item is notified and the item is closed in the issue register.

The Project Team discusses new issues at status meetings. The Project Team will discuss the priority of the item, confirm the assignment, and establish a due date. The PM Analyst updates the issue register with the priority and records the assignment in the comments field. The table below provides a list of issue priorities along with a short description of each.

**Table 7: Issue Priority Description**

PRIORITY	DESCRIPTION
<b>High</b>	20% or greater - change to one or major milestones with critical path impacted; change to budget, project scope, or cost.
<b>Normal</b>	10% to 20% - change to one or major milestones with critical path impacted; change to budget, project scope, or cost.
<b>Low</b>	Less than 10% - change to one or major milestones with critical path impacted; change to budget, project scope, or cost.

### **4.3 Issue Analysis**

The assigned staff member performs the required analysis to complete the issue/action item. Adding to the comments field, the assignee updates the issue register with periodic status at least weekly. For issues/action items requiring analysis, the assignee determines the following:

- Impacts to Project Scope
- Impacts to Cost and Schedule
- Impacts to Staff and Infrastructure Resources
- Impacts to Sponsor, User and Stakeholder Relationships
- Risks and Impacts to Existing Risks
- Resolution Alternatives (Pros and Cons)
- Suggested Resolution

The analysis findings and recommendation are documented in the issue register and reviewed at the weekly status meeting. When a resolution is approved by the Project Team, the PM Analyst updates the issue register to reflect the approval (comments field) and the assignee is notified to begin performing the resolution.

### **4.4 Tracking and Reporting**

The PM Analyst monitors the issue register weekly to ensure new issues/action items and resolved items are clearly documented. Assignees are required to update the status of the item in the issue register at least weekly.

### **4.5 Escalation Process**

The Escalation Process as defined in the ACMS Governance Plan will be used to ensure critical issues are raised soon enough to prevent undesirable impacts to the ACMS Project and to ensure the appropriate parties are informed and involved in critical decision-making. The ACMS PM and Project Team shall always strive to make decisions and address issues at the heart of their occurrence and at the lowest possible level of vendor, staff or participant and/or project activity contributing to the issue. However, issues that cannot be resolved at the project level will be escalated. Refer to the ACMS Governance Plan for more information.

### **4.6 Resolution & Closure**

#### **4.6.1 Resolution**

The ESC will:

- Review escalated issues and solution alternatives.
- Approve or deny recommended resolutions.
- Commit appropriate resources to support the resolution.

- Provide expedited response and direction on issues, which may impact the scope or schedule of ACMS activities.

#### **4.6.2 Closure**

The PM coordinates the implementation of the issue resolution or completion of the assigned action item. Upon completion of the resolution, the PM directs the PM Analyst to update the issue register with the final results of the resolution and closes the item in the database. Any materials related to the resolution are stored in \\cdss\common\ACMS.

An issue may be reopened after it has been closed if the issue resurfaces. All issues will be actively addressed; no issues will be deferred for future action.

### **5. PROJECT CLOSEOUT**

#### **5.1 Risk and Issue Review**

At the completion of the project, the PM Analyst will lead a final risk and issues review to document the final status and results of mitigation and contingency actions. The results of the risk and issues actions (whether successful or unsuccessful) will be documented in the ACMS risk and issue registers.

#### **5.2 Lessons Learned**

The PM Analyst and the ACMS Project Team will develop a set of Lessons Learned based on the results of the final risk and issue review. The results of the lessons learned sessions will be shared with the Project Team for inclusion in office-level lessons learned.

#### **5.3 Archive and Storage**

Once the final documentation of risks and outcomes is completed, the ACMS risk and issues registers will be archived and stored with all other project related documentation.

## APPENDICES

Appendix A : Sample Risk Register

Risk ID	Risk Title	Risk Statement	Risk Owner	Date Identified	Risk Response	Trigger	Related Issue	Risk Response Due	Risk Level	Category	Probability	Impact	Time
OST / CDSS IA Approval	An interagency agreement between OSI and CDSS has not been approved. OSI and CDSS are unable to hire project staff until the agreement is signed.		Rick Murphy	7/21/2014	Mitigation Plan	Inability to make timely offers to selected candidates - potential loss of selected candidate due to delay.		7/30/2014	(2) Medium	Administrative	3 (better than even chance)	1 (less than 5% change)	Within the next six months

⊕ Add new item

Dec 12, 2014

2:44 PM

### Appendix B : Sample Issue Register

Issue ID	Title	Assigned To	Issue Status	Priority	Due Date
1	Retirement of Project Sponsor	Rick Murphy	Active	(2) Normal	12/17/2014 12:00 AM

## **Appendix C : MITIGATION STRATEGY & CONTINGENCY PLANNING MEASURES**

1. Provide appropriate training.
2. Hire trained specialists.
3. Install temporary hardware.
4. Utilize internal hardware temporarily.
5. Purchase additional equipment.
6. Implement product functionality in a phased manner.
7. Get agreement on who has decision authority; designate customer project coordinator.
8. Locate project team in our offices.
9. Negotiate better environment.
10. Ensure that all the resources are provided.
11. Suggest/sell Functional Specifications before development.
12. Unilaterally develop Functional Specifications.
13. Adjust deadline and get our/customer buy-off.
14. Do not commit to third party performance.
15. Get third party commitment at least equal to (if not more than) our commitment.
16. Get customer commitment to participate in the project.
17. Increase estimates for the related tasks.
18. Do not commit to response time unless absolutely necessary and then only if a study is done by knowledgeable persons.
19. Establish access to product support personnel.
20. Hold regular meetings with customer.
21. Maintain constant written and oral communication with remote personnel.
22. Visit remote sites as needed.
23. Demonstrate incremental results.
24. Divide staff into teams and assign team leaders.
25. Dedicate our management resources.
26. Establish final authority of <our> project manager.
27. Use proven hardware for development if possible.
28. Reduce functionality to meet deadline.
29. Document our assumptions and understandings and get Customer's sign-off before investing substantial resources.
30. Design an alternate (contingent) solution strategy.

## Appendix D : KEY TERMS / GLOSSARY

**Accepted Risk:** A confirmed risk that has been evaluated with the determination that the consequences will be accepted

**ACMS:** Appeals Case Management System

**ACMS PM:** ACMS Project Manager

**BPWeb:** OSI Best Practices Website; <http://www.bestpractices.osi.ca.gov>

**CA-PMM:** California Project Management Methodology

**CalHEERS:** California Eligibility, Enrollment and Retention System

**Candidate Risk:** Potential concern being considered by the ACMS Project risk management process as a tangible risk that can be described and measured.

**CDSS:** California Department of Social Services

**Confirmed Risk:** A risk item confirmed after analysis and validation (i.e., the risk has been classified and prioritized). Recommended mitigation and measurements have been developed. The risk has been reviewed and validated by the ACMS PM, PM Analyst, Program Manager, Project Director, and Project Sponsor.

**Covered CA:** Covered California

**CWDA:** County Welfare Directors Association

**DHCS:** California Department of Healthcare Services

**ESC:** ACMS Executive Steering Committee

**FSR:** Feasibility Study Report

**Identified Risk:** A candidate risk becomes an identified risk when it has been determined to be a tangible risk that can be described and measured.

**IEEE:** Institute of Electrical and Electronics Engineers

**Issue:** A matter that requires the attention of project management staff or a matter that may impede the success of a project task.

**OSI:** Office of Systems Integration

**PM Analyst:** Project Management Analyst

**PMBOK:** Project Management Body of Knowledge

**PMI®:** Project Management Institute

**Retired Risk:** A confirmed risk that is either no longer applicable or a confirmed risk that has been closed.

**RIMP:** Risk/Issue Management Plan

**Risk:** A potential event that is expected to have a negative impact on the success of the project, if that event were to occur.

**Risk Acceptance:** Accepting the consequences of the risk event. Acceptance can be active (e.g., developing a contingency plan to be executed if the risk event occurs), or acceptance can be passive (e.g., taking no action, allowing the risk event to occur, and accepting the resulting consequences).

**Risk Analysis:** A method to transform potential risk items into information used to aid decision-making and evaluate potential risk impacts. Risk analysis involves classification and prioritization of risk items, providing recommendations for mitigating and measuring risk items, and reviewing risk item information with the ACMS PM, PM Analyst, Program Manager, Project Director, and Project Sponsor.

**Risk Categories/Area:** Categories for risk items that are usually a higher level of abstraction derived from individual risk items.

**Risk Event:** A future occurrence of the risk item; the potential event, expected to have a negative impact on the success of the project, if the event were to occur.

**Risk Identification:** A method used to search and find risks before they become problems. The Risk Identification process transforms issues and concerns about a project into tangible risks, which can be described and measured. Risk identification involves searching for and identifying Candidate Risks, then submitting, collecting, and reviewing the Candidates. Selected risks become Identified Risks in the Project risk register.

**Risk Impact:** A description of the anticipated consequences of a risk event occurring. Expressed as a number between one and five with one representing a low impact and five representing a high impact to the program.

**Risk Implementation:** A method used to actively mitigate risks. Risk implementation involves the execution of risk mitigation action plans and recording risk information changes in the Project risk register.

**Risk Level:** A determination of the importance of the risk based upon: 1) potential impact of the risk on the project, 2) the probability of occurrence, and 3) the risk timeframe.

**Risk Measurement:** Methods to track the risk mitigation and to measure the effectiveness of the mitigation.

**Risk Mitigation:** Response to an Identified Risk, designed to eliminate or reduce the probability of risk occurrence.

- Elimination – removing the threat of the risk event occurring by eliminating the cause.
- Reduction – reducing the exposure of the risk by either reducing the impact on the project, the probability of occurrence, or both.

**Risk Owner:** The person assigned responsibility for developing risk mitigation/contingency measurements, and mitigation/contingency action plans. The Risk Owner is also responsible for implementing and tracking mitigation/contingency action plans.

**Risk Planning:** A method used to take ownership of risk mitigation. Risk planning involves assigning risk ownership, developing risk mitigation, developing measurements, reviewing and approving risk mitigation and measurements, translating mitigation into action plans, and recording risk information changes in the Project risk register.

**Risk Probability:** The likelihood of the occurrence of the risk (high, medium, low) expressed as a percentage for the likelihood of risk occurrence.

**Risk Timeframe:** The period of time within which the risk is expected to occur [short-term (< 180 Days), medium-term (180-360 Days), or long-term (> 360 Days)].

**Risk Tracking and Control:** A method to ensure that all steps of the Risk Management process are being followed and risks managed methodically. Risk tracking and control involves the oversight and tracking of risk mitigation action plan execution, re-assessment of risks, reporting risk status, and recording risk information changes in the Project risk register.

**SHD:** State Hearings Division

**SME:** Subject Matter Expert

**Watched Risk:** An identified risk that will be reviewed frequently to determine if the risk needs to be mitigated, retired, or if the risk is out of project management's sphere of influence but outcome needs to be recorded.

# Appeals Case Management System (ACMS) Deliverable Acceptance

This attached form is the deliverable acceptance form for the Appeals Case Management System (ACMS) Project. The purpose of the form is to have a formal acceptance of contractor deliverables; to ensure deliverables are tracked and all events are recorded; and to ensure a copy of each deliverable and all supporting materials are filed in the project library. Deliverable management is necessary to ensure the state only accepts deliverables that meet contract requirements and contractors are only paid for acceptable deliverables.

The deliverable is submitted for acceptance after the deliverable has been reviewed and approved through various project staff, users and stakeholders to ensure their needs will be met. Thus when this process is invoked, the deliverable should be complete and ready for signature. Reviews of early drafts are encouraged to ensure a smooth and timely final approval review.

## Appeals Case Management System (ACMS) Deliverable Acceptance Form

### Request for Acceptance

<b>Date:</b>	11/21/14
<b>Submitted By:</b>	Rick Murphy
<b>Submitted To:</b>	Manuel Romero
<b>Project:</b>	ACMS

**Deliverable Description:** The ACMS Risk and Issue Management Plan 1) describes the methodology for identifying, tracking, mitigating, and ultimately retiring the Appeals Case Management System (ACMS) Project risks/issues, and 2) describes the issue escalation process for the ACMS Project.

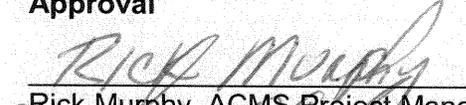
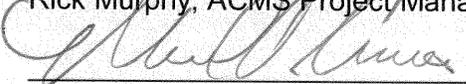
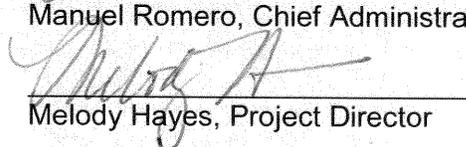
**Title of Deliverable:** ACMS Risk and Issue Management Plan, 11/21/14, Alexan Task 4.4

**Soft Copy Location:** DSS Common ACMS

**Due Date:** 12/01/14

**Reviewers (note comments not resolved):** None

### Approval Signatures and Title:

Approval	Date
 Rick Murphy, ACMS Project Manager	<u>11/21/14</u>
 Manuel Romero, Chief Administrative Law Judge, SHD, CDSS	<u>11-21-14</u>
 Melody Hayes, Project Director	<u>12/11/14</u>

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### Signature for Pending Acceptance

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

**Rejection Comments:**

ACMS Risk and Issue Management Plan Deliverable Acceptance Form 11\_21\_14.docx

