

## Introduction

This report captures the key findings represented in the *MiSiS Oversight Report*. The Observation section of the report lists the major categories summarized in columns by:

- Finding – The observation detailed in the Oversight Report
- Progress – An update on tasks implemented aligned to the Finding
- To Be Done – Highlights key items that still need to be worked

The Outstanding issues section shows a key list of known current outstanding issues. This report will be updated weekly and reflect changes as MiSiS is implemented.

## Observations

| 1. Project Requirements  |  |  |
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| Finding  | Progress   | To Be Done   |
| 1.1 The MiSiS development blueprint necessitated a detailed alignment between Modified Consent Decree, Legacy and Fit Gap. |  | <ul style="list-style-type: none"> <li>• Conduct a new requirements "Gap Analysis" to include hardware and database architecture</li> <li>• Design a new MiSiS Requirements Blueprint</li> </ul> |
| 1.2 Attention to school year milestones  | <ul style="list-style-type: none"> <li>• Current functionality is being aligned to School milestones calendar</li> </ul>   |  |
| 1.3 Lacked stakeholder input   | <ul style="list-style-type: none"> <li>• Elementary Grade Process utilized stakeholders prior to grading window</li> </ul> | <ul style="list-style-type: none"> <li>• Incorporate stakeholder input in Requirements Blueprint</li> </ul>  |

| 2. Project Management   |   |  |
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| Finding   | Progress  | To Be Done   |
| 2.1 MiSiS employed a modified Agile development approach in the Development Completion Plan                             |   | <ul style="list-style-type: none"> <li>• Determine Project Management Methodology</li> <li>• Communicate and define roles in the methodology</li> <li>• Define a strategy to proceed with the project</li> </ul> |
| 2.2 Several people were involved in directing the project. There is not one single point of project management contact. | <ul style="list-style-type: none"> <li>• A Program Manager has been named.</li> <li>• There is a proposed project organization structure</li> </ul> | <ul style="list-style-type: none"> <li>• Define a roles and accountability framework clearly showing the lines of responsibility of employees and contractors</li> </ul>   |



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|  |  | <ul style="list-style-type: none"> <li>• Develop a new project plan</li> <li>• Define an internal/external communications matrix</li> <li>• Create an issues log</li> </ul>   |
| <p>2.3 A disconnect exists between project management and change control, reflected in the Shortfall of estimated hours needed to implement MiSiS.</p> | <ul style="list-style-type: none"> <li>• Organizational Change Management is currently tracking changes</li> </ul> | <ul style="list-style-type: none"> <li>• Implement procedure for adjusting requirements and timelines.</li> <li>• Develop formal communications strategy keeping MiSiS community informed of changes</li> </ul>   |
| <p>2.4 There were not any indicators from the project team signifying a “No Go” decision.</p>  | <ul style="list-style-type: none"> <li>• Governance framework is in place</li> </ul>                               | <ul style="list-style-type: none"> <li>• Implement a formal acceptance and go forward criteria.</li> <li>• Move Project Management function under Chief Information Officer</li> <li>• Employ Independent Validation and Verification Resource and it should report to Chief Information Officer</li> </ul> |

| <b>3. Project Staffing Plan</b>  |  |   |
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| <b>Finding</b>   | <b>Progress</b>  | <b>To Be Done</b>   |
| <p>3.1 The staffing plan should be aligned to the project work plan so that the correct resources are available when needed.</p>                     | <ul style="list-style-type: none"> <li>• A new Budget is being developed</li> </ul>      | <ul style="list-style-type: none"> <li>• Develop a new staffing plan aligned to requirements blueprint.</li> </ul>        |
| <p>3.2 In the documents reviewed, the plan doesn't allow for resources to be ramped up during peak times for development, testing, and training.</p> | <ul style="list-style-type: none"> <li>• Budget details staffing requirements</li> </ul> | <ul style="list-style-type: none"> <li>• Develop a resource allocation model as a part of the new project plan</li> </ul> |



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| <p>3.3 There is also a deficiency in the number of subject matter experts and stakeholder involvement to ensure a smoother handshake between tasks.</p> |  | <ul style="list-style-type: none"> <li>• Ensure that the staffing plan has subject matter experts and stakeholders per functional areas</li> </ul> |
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| <p><b>4. Proposed Project Organization</b></p>  |   |   |
|---|---|---|
| <p><b>Finding</b></p>   | <p><b>Progress</b></p>  | <p><b>To Be Done</b></p>  |
| <p>4.1 The proposed project organization clearly defines one Program Manager accountable but It is not clear the hierarchy above the Program Manager and the reporting level in this structure.</p> | <ul style="list-style-type: none"> <li>• Program Manager has been assigned for one single point of contact</li> </ul> | <ul style="list-style-type: none"> <li>• Announce new project structure with roles and responsibilities</li> <li>• Assign a new project director</li> <li>• Show functional lines for employees and contractors</li> <li>• Establish a ratio of lead to staff for accountability</li> </ul> |
| <p>4.2 Although Full Time Equivalent (FTE) are noted, It is difficult to determine if the FTE's within the structure are dedicated to the MiSiS project or will be split across other areas.</p>    |   | <ul style="list-style-type: none"> <li>• Show the actual time each employee and contractor is dedicated to the project</li> </ul>   |
| <p>4.3 The structure lacks representation from the stakeholder community and business owners. There is a reference to Subject Matter Experts but their role is not clear</p>                        |   | <ul style="list-style-type: none"> <li>• Assign stakeholders and subject matter experts dedicated to functional areas</li> </ul>  |

| <p><b>5. Development</b></p>   |                        |   |
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| <p><b>Finding</b></p>  | <p><b>Progress</b></p> | <p><b>To Be Done</b></p>  |
| <p>5.1 MiSiS application development involves a partnership between Microsoft and LAUSD.</p> |                        | <ul style="list-style-type: none"> <li>• Ensure the project plan details accountability deliverables driven by service level metrics for employees and contractors</li> </ul> |



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| 5.2 The project utilized both off shore and on-site resources from Microsoft using a staff augmentation model.  |   | <ul style="list-style-type: none"> <li>• Develop a latency metric for off shore assignment of deliverables</li> </ul>  |
| 5.3 The MiSiS development process has been mired with software bugs and missed functionality.   | <ul style="list-style-type: none"> <li>• Development “Bug” meetings are held to set priorities for resolution</li> </ul>    | <ul style="list-style-type: none"> <li>• Develop an acceptable defect level metric as a part of the project plan to help drive milestone completion</li> </ul>       |
| 5.4 There is little evidence that timelines and expectations were modified and communicated.  | <ul style="list-style-type: none"> <li>• Status meetings are held daily to focus on current issues</li> </ul>               | <ul style="list-style-type: none"> <li>• Structure status meetings around functional areas and school event milestones</li> </ul>                                    |
| 5.5 LAUSD is approximately ten times larger than Fresno Unified, which creates a scalability question.  | <ul style="list-style-type: none"> <li>• Microsoft has sent a Premier Field Engineer to look a tuning the system</li> </ul> | <ul style="list-style-type: none"> <li>• Develop a scalability plan that includes system tuning and growth standards driven by performance level metrics.</li> </ul> |
| 5.6 There is uncertainty whether the Fresno technology department, to accommodate their objectives, modified the ATLAS software. There doesn't appear to be any evidence that this was taken into consideration during the requirements phase or fit gap. | <ul style="list-style-type: none"> <li>• Fresno has been contacted for a “Lessons Learned” debrief</li> </ul>               | <ul style="list-style-type: none"> <li>• Apply “Lessons Learned” to gap analysis and requirements blueprint</li> </ul>   |
| 5.7 The MiSiS project lacked sufficient quality assurance resources to adequately test the modules as they were being developed.  |   | <ul style="list-style-type: none"> <li>• Develop a detailed testing and integration framework</li> <li>• Implement testing and integration framework</li> </ul>      |



| <b>6. Help Desk</b>   |  |   |
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| <b>Finding</b>  | <b>Progress</b>  | <b>To Be Done</b>   |
| 6.1 The Help Desk had not been tiered to handle the call load or staffed to have the level of expertise needed to answer the question.              | <ul style="list-style-type: none"> <li>Help desk has been tiered to handle call load and level of expertise needed.</li> </ul>                           | <ul style="list-style-type: none"> <li>Fully implement new help desk software (currently on hold) to help with processing calls</li> <li>Enlist super users from various functional areas to train help desk personnel</li> </ul> |
| 6.2 There are too many threads and avenues for staff to report issues causing possible duplicate entry.   | <ul style="list-style-type: none"> <li>Project team is developing a strategy for managing the different threads of issue entry and resolution</li> </ul> | <ul style="list-style-type: none"> <li>Implement the strategy for reporting issues and asking for assistance</li> </ul>   |
| 6.3 Help desk operators are provided a script but little evidence of a daily update of glossary of terms, new resolutions and actions needed.       | <ul style="list-style-type: none"> <li>Daily status meetings are being conducted</li> </ul>  | <ul style="list-style-type: none"> <li>Create a daily script, glossary, updated resolutions and actions needed for help desk operators to follow.</li> </ul>  |
| 6.4 Repeatedly, the project team has requested an artifact to help in tracing an issue resulting in a second call to gather the needed information. |  | <ul style="list-style-type: none"> <li>Include instructions to collect artifacts in daily help desk operator update</li> </ul>  |
| 6.5 Reports have not categorized Issues by Individual submitter making it difficult to report status back to the submitter.                         | <ul style="list-style-type: none"> <li>Help desk is creating a series of reports that facilitates tracking of issues</li> </ul>                          | <ul style="list-style-type: none"> <li>Generate a frequency report to help focus on root cause issues</li> </ul>  |
| 6.6 The Help Desk does not consistently communicate status to individual submitters.  |  | <ul style="list-style-type: none"> <li>Implement a communications strategy to inform the user community of statuses</li> </ul>  |
| 6.7 There is a lack of evidence that the knowledge base of information is being updated to include problem resolution                               |  | <ul style="list-style-type: none"> <li>Enlist the user community for development of Frequently Asked Questions (FAQ) and list daily on a website.</li> <li>Populate a simple knowledge base focused</li> </ul>                    |



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|  |  | on a small percentage of calls affecting the largest number of requesters |
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| <b>7. Data Integrity</b>   |  |   |
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| <b>Finding</b>   | <b>Progress</b>  | <b>To Be Done</b>   |
| 7.1 The Project plan had some references to data conversion, synchronization and integrations but there was no evidence suggesting a detailed plan for data integrity. |  | <ul style="list-style-type: none"> <li>Develop a data integrity and integration plan.</li> </ul>  |
| 7.2 The MiSiS project lacks resources and a plan to track data issues and ensure credibility of the modules changing/adding data.                                      |  | <ul style="list-style-type: none"> <li>Assign a separate Data Integrity team responsible for the implementation and management of the Data Integrity and Integration Plan.</li> </ul> |
| 7.3 The MiSiS implementation has several occurrences of duplicate students, missing students, scheduling inconsistencies and coding irregularities.                    | <ul style="list-style-type: none"> <li>The project team is tracking data errors</li> </ul> | <ul style="list-style-type: none"> <li>Develop a strategy for correcting errors.</li> </ul>   |





## Outstanding Issues

|                       |                                   |
|-----------------------|-----------------------------------|
| Data as of 11/13/2014 |                                   |
| 1251                  | Students with duplicate ID's      |
| 2580                  | Students without schedules        |
| 1136                  | Students with missing District ID |

### Programming Bugs: as of 11/10/2014

|                       |     |
|-----------------------|-----|
| Ad-hoc Reporting      | 6   |
| Athletic Eligibility  | 1   |
| Attendance            | 22  |
| Census                | 2   |
| Data Interface        | 15  |
| Discipline            | 6   |
| English Learner       | 6   |
| Enrollment            | 34  |
| GATE                  | 3   |
| Global UI Changes     | 2   |
| GradeBook             | 6   |
| Grades                | 34  |
| Graduation Standards  | 2   |
| Health                | 1   |
| Implementation        | 1   |
| Master Scheduling     | 22  |
| NCLB                  | 3   |
| Programs              | 2   |
| Reports               | 1   |
| Scheduling            | 30  |
| Special Ed            | 1   |
| State Reporting       | 7   |
| Student Testing       | 1   |
| System Administration | 12  |
| Transcripts           | 6   |
| (blank)               | 3   |
| Grand Total           | 229 |

