

**State of Vermont**

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Agency of Digital Services EPMO

Deliverable Management Plan

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# Introduction

## Document Purpose

This document is the Deliverable Management Plan for the <ADS-EPMO> Project. The purpose of this document is to provide a process and reference guide which facilitates both the efficient and timely review of project deliverables. This plan also ensures a copy of each deliverable, and all supporting materials are filed in the project library. Deliverables may be called artifacts, items, materials, etc. These terms are interchangeable; deliverables are typically associated with a payment request. Deliverable management is necessary to ensure the state only accepts deliverables that meet project or contract requirements and contractors are only paid for acceptable deliverables.

## Document Scope

This Deliverable Management Plan identifies the procedures used to coordinate the review and approval of project deliverables. In addition to documenting the approach to deliverable review and approval, the process covers who participates in deliverable tracking and the tools used to track the progress of the deliverable.

This process assumes the deliverable has been reviewed and approved by 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 review.

## Acronyms and Glossary

Acronyms and glossary definitions may be added according to each project. Remove this comment once complete.

|  |  |
| --- | --- |
| **Acronym** | **Definition** |
| ADS | Agency of Digital Services; the State of Vermont agency responsible for information technology projects under the Executive Branch. |
| Artifact | Any item required to be approved by the state. Artifacts include deliverables, documents, or evidence of an action taken. |
| BO | Business Office |
| DAD | Deliverable Acceptance Document: the associated document used to gather the approval signatures and may be used by the vendor during their invoicing for approved work. |
| DED | Deliverable Expectation Document: used to convey both the content and level of detail included within a submitted artifact. This document precedes the DAD and artifact delivery. |
| Deliverable (DEL) | A contractually required work product produced by a vendor or consultant and delivered to the state. A deliverable may be a document, hardware, software, or other tangible product. A deliverable is associated with a payment request. |
| DDI | Design, Development, and Implementation. |
| EPMO | Enterprise Project Management Office |
| IT | Information Technology |
| Item | Term used interchangeable with the work Artifact |
| PHI | Personal Health Information |
| PII | Personal Identifiable Information |
| PM | Project Manager |
| PMO | Project Management Office |
| RACI | Responsible, Accountable, Consulted, and Informed |
| SoV | State of Vermont |

# Participant Roles and Responsibilities (RACI)

The project’s responsible, accountable, consulted and informed (RACI) chart identifies the roles for deliverable management. Each project should have a RACI specific to their deliverable management plan. A sample of the structure is provided below:

Figure 1. Sample RACI Matrix

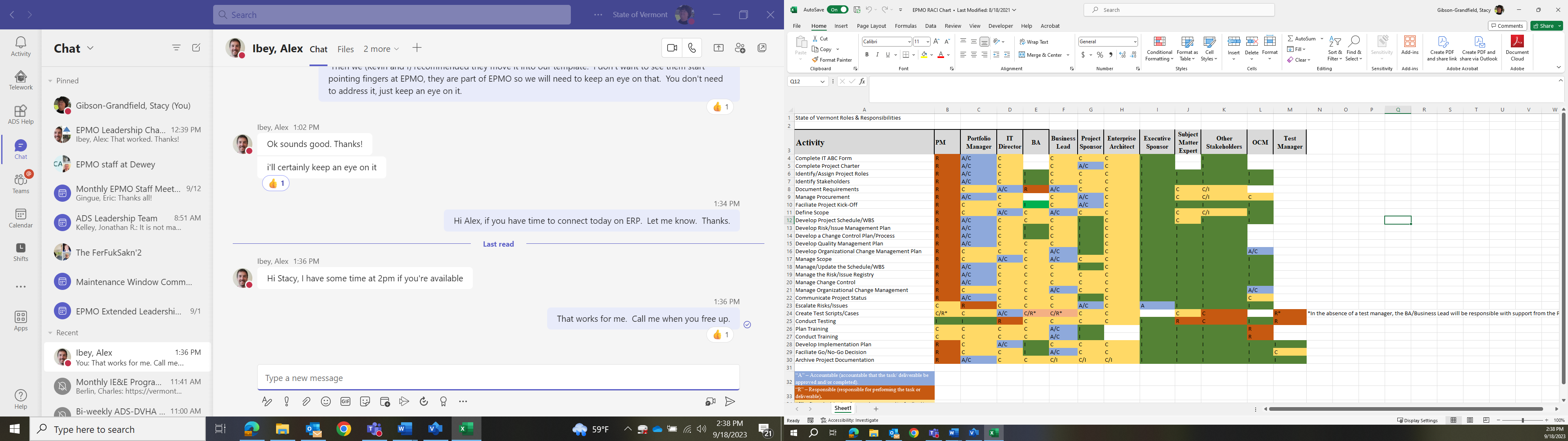


Figure 2. Communication Flow for RACI Roles

Some of the key roles for the facilitation of item review and approval are Project Sponsor, Project Manager, Agency Business Office, and Functional and Technical leads. The inclusion of other important roles will vary depending on the content of the item to be reviewed.

Individuals may be assigned multiple roles for the Project on the RACI chart. For example, an individual may perform the responsibilities of both the Business Lead and Technical Architect. The reference for some of these roles can be found here: <https://digitalservices.vermont.gov/epmo/project-process/project-roles>

## Executive Sponsor

The highest-ranking position involved, and ultimately accountable for securing spending authority and resources for the project. The Executive Sponsor acts as a vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, providing support and direction to the Project Sponsor.

## Project Sponsor

The manager that is responsible for obtaining financial resources for the project. The Project Sponsor acts as a vocal and visible champion, approves the project’s business goals and objectives, and solves business issues impeding the project.

## Project Manager

Responsible for ensuring that the project team completes the project. The Project Manager is responsible for communication, including status reporting, risk management, escalation of issues that cannot be resolved in the team, and, in general, making sure the project is delivered within budget, on schedule, and within scope.

## Portfolio/Program Manager

Provides support to the agencies and departments in their portfolio, including helping groom and prioritize IT activities, tracking resource allocations across IT projects, guiding current and pipeline projects, and recovering troubled projects. She/he also supervises the day-to-day activities of the project managers and business analysts in their portfolio.

## Business Lead

Operates as the day-to-day point of contact for the project. Business Leads are a primary resource of information, often make many of the day-to-day business decisions along the way, assist in defining business goals and objectives, and assist with acceptance and sign-off. Larger projects with an equal impact on several business areas (i.e. several departments within an agency) may have a Business Lead from each area.

## Technical Lead

The primary technical point person/contact for the project. It is his/her responsibility to understand the features and functionality available in the solution, as well as create and communicate a vision for how best to implement the solution to meet business requirements. He/she leads the development team. Working in partnership with the Project Manager to provide clear and timely communications on technical issues/topics is also critical to this role.

## Agency Business Office

The Agency Business Office shall assign a Contract manager to the project. The DDI Vendor will submit all invoices accompanied by the DAD to the Business Office, copying the Contract Manager. The Contract Manager conducts an initial review of the invoice for compliance with the contract and delivers results to the Project Manager. The Contract Manager delivers a formal request for approval to pay the invoice to the Project Manager when a payment milestone has been reached.

Once the invoice approval signature is received from the Project Manager via the approved enterprise electronic document signature tool, the Contract Manager will verify budget values of the contract and code the invoices to Accounts Payable for payment.

The Project Manager is responsible for the tracking and monitoring all contractual payments and provides updates at the request of the Contract Manager.

## Steering Committee

Generally, includes management representatives from the key organizations involved in the project oversight and control, and any other key stakeholder groups that have special interest in the outcome of the project. The Steering Committee acts individually and collectively as a vocal and visible project champion throughout their representative organizations; generally, they approve project deliverables, help resolve issues and policy decisions, approve scope changes, and provide direction and guidance to the project. Depending on how the project is organized, the steering committee can be involved in providing resources, assist in securing funding, act as liaisons to executive groups and sponsors, and fill other roles as defined by the project.

# Deliverable Management Process Approach

This document is a reference to be used for managing any type of deliverable, such as DED’s, Deliverables, and DAD’s. Best practices and the contract should determine what types of deliverables may be required. The deliverable management process may consist of the following steps:

1. Vendor prepares Deliverable Expectation Document (DED), if required
2. Prepare and Route DED to the project team for review. This may include the following roles depending on the project needs and responsibilities assigned: Project Manager, Business Analyst, Business Lead, Technical Lead and Sponsor (Concurrent with IV&V review, where applicable)
3. Vendor presents DDI Deliverable and related documentation.
4. Vendor conducts walkthrough (if requested by SoV)
5. DDI Deliverable is routed to project team members for review
6. Functional Review of Deliverable
7. Project Manager Review of Deliverable
8. Formal Approval of Deliverable submitted to DDI Vendor



Figure 3. Deliverable Management Process Flow

The best practice is to ensure the requirement for a DED is covered in the contract language with the vendor so that it is not litigated as part of the project process. When it is required, the DDI Vendor will complete a Deliverable Expectations Document (DED).. The goal of the DED is to determine and agree upon the content of the item to be submitted prior to the utilization of labor to produce or review the document. The DED will document the purpose and objective of the deliverable as well as provide a summary of the key content of the deliverable to include (when appropriate) key figures, diagrams, and tables. A complete DED should include but is not limited to the following:

* Introduction
* Overview
* Acronyms
* Definitions
* Deliverable Inputs
* Deliverable Expectations
* General Deliverable Expectations
* Disclaimers
* Assumptions
* Constraints
* Content
* Acceptance Criteria
* Timeline
* Roles and Responsibilities
* Approval

## Review Time Frames

The State will complete its review of all payment-based items (Deliverables) within ten (10) business days (this is the general rule, however there can be agreed upon exceptions if highly complex deliverables are being reviewed). Should the item be needed for a task on the project critical path, the review period may be reduced to a timeframe agreed upon by the SoV and vendor Project Managers. The State will accept or reject the items in using the Deliverables Acceptance Document. In the event of the rejection of any item, the DDI Vendor shall be notified in writing via email, giving the specific reason(s) for rejection. The rejection notification will be carried out by the SoV Project Manager. The DDI Vendor shall have up to five (5) business days to correct the rejected item and return it to the State via the email process specified.

## Deliverable Acceptance Log

The SoV Project Manager will maintain a Deliverable Acceptance Log which shall include due dates for DED’s (and other deliverables) and will log the date and time the Deliverable Expectation Document (DED) was received. The Deliverable Acceptance Log will be maintained in the State’s approved project management tool and any export of the document housed within the project SharePoint site, under Document Categories.

## Route DED for Review

The SoV Project Manager or vendor Project Manager as agreed to by the State will route the DED to the Project Team according to the Responsible, Accountable, Consulted, and Informed (RACI) matrix. The routing guidance will include the time period for the review and comment. Project team reviewers will review and comment on the DED using the Deliverable Comment Form.

Reviewers will examine the DED for acceptance criteria such as, but not limited to:

* Is it what was agreed upon?
* Is it accurate?
* Does the solution fit in with the vendor’s technical architectural requirements?
* Does it meet industry standards?
* Does the solution meet federally mandated policy?
* Is there an undesirable impact on staff or resources?
* Is there adequate validation on required fields?
* Is the artifact complete?
* Is there sufficient time allotted between the general system design and the detailed system design phases?

In summary, the DED review will address these categories of criteria:

|  |  |
| --- | --- |
| **Criteria** | **Description** |
| Content | Ensure that the content is appropriate and meets the intent. Verify the document meets the requirements specified in the contract/Statement of Work If applicable, verify the document conforms to the specified industry and/or government standards. |
| Correctness | Ensure that the content clearly and accurately defines the intent of the deliverable. Verify that the document meets the requirements specified in the contract/Statement of Work If applicable, verify the document conforms to the specified industry and/or government standards. |
| Completeness | Ensure the topic is covered in a comprehensive fashion and no sections are incomplete or ambiguous. |

Reviewers will then submit their comment form to the RACI determined Accountable role for the item. The Accountable role is then responsible for making sure all comments are consolidated and inform the SoV Project Manager when that is complete. The SoV Project Manager will then update the Deliverable Acceptance Log to track the DED accordingly.

Once the comments have been consolidated, the SoV Project Manager will forward the documents with the associated consolidated comments log to the vendor’s Project Manager for review.

The RACI identified Accountable role will receive the updated DED again and review the revised DED (second submission to the State) to determine whether the agreed upon changes were made. If the changes have been made, the RACI identified Accountable role will sign off on the DED and proceed with the authorship of the item.

## Vendor Submission of DDI Deliverable and Related Documentation

The DDI item due date and actual submission date must be tracked for historical purposes. Due dates for payment- based deliverables will be determined based on the contract deliverable timelines.

The SoV Project Manager receives and logs the DDI Deliverable and accompanying Documents. The date an item is received will be documented and logged.

If requested, the DDI Vendor will provide a DDI item walkthrough of the artifact. This item walkthrough will include an overview of the major components of the DDI item as well as an explanation of the contents of any accompanying DDI Documentation.

## DDI Deliverable(s) Routed for Review

The DDI item will be routed to the project team for review according to the RACI chart. The time period for review and comment will depend on the project schedule and will be determined at the discretion of the SoV and vendor project managers, if not already documented within a contract. The review will not exceed the 10-business day period; however, it can be shorter. The project team reviewers will review and comment on the DDI Item using the Deliverable Comment Log. Reviewers will then submit their Comment Log to the Accountable role identified within the RACI chart for consolidation by either manual or electronic methods. The SoV Project Manager will update the Deliverable Acceptance Log to track DDI Deliverable reviews.

## Functional Review of Deliverable

The roles responsible for review of deliverables will be as defined in the RACI chart. At the Project Manager’s discretion, additional reviewers may review the document based on their specific area of expertise and may provide comments back to the Accountable role identified within the RACI chart using the Deliverable Comment Log.

If necessary, the Accountable role identified within the RACI chart may arrange a comment review meeting with the reviewers to consolidate the comments and determine whether the deliverable should be accepted. The final list of consolidated comments is saved, and the project SharePoint site is updated with the status of the review. The Accountable role identified within the RACI chart will make a recommendation of acceptance to interested participants in the review and approval process.

The Project Manager prepares either a Letter of Deliverable Acceptance and Deliverable Acceptance Document (DAD) or a Letter of Deliverable Rejection, which is delivered to the DDI Vendor by the SoV project manager.

## Routing of Approved Deliverable

Once the Deliverable or Deliverable Acceptance Document has been approved by all parties, it will be routed via the States approved electronic document signature solution for final approval. The Project Manager will:

* Create a new Deliverable package containing the Deliverable and any associated supporting documents.
* Add appropriate approving signatories to the package according to the RACI chart.
* Send the package for approval.
* Monitor the package to ensure the approval occurs within the specified timeframe.
* Once approved, upload the document to the project SharePoint site under Document Categories, and find the appropriate selection.

## Approval of Deliverable Sent to DDI Vendor

The formal approval of the DDI Deliverable is sent to the DDI Vendor by the SoV Project Manager, who will also ensure that the approved DDI Deliverable and signed formal acceptance document are filed in the Project SharePoint site. The final accepted DDI Deliverable should be shared with stakeholders for reference by the SoV Project Manager.

# Sample Documents

## EPMO Responsibility Matrix (RACI)

The EPMO Responsibility Matrix is available here for use and may be modified according to the project’s needs: [EPMO RACI Chart](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fdigitalservices.vermont.gov%2Fsites%2Fdigitalservices%2Ffiles%2Fdocuments%2FEPMO%2520RACI%2520Chart.xlsx&wdOrigin=BROWSELINK)

## Deliverable Comment Log

Figure 5. Deliverable Comment Log

A blank comment log can be found below:



## Sample Deliverable Acceptance Document (DAD)

Figure 6. Sample Acceptance Document/Deliverable Acceptance Document

Graphical user interface, application, Word

Description automatically generated

A blank template for the DAD can be found on the EPMO website [here](https://digitalservices.vermont.gov/epmo/project-process/project-templates) or can be found at the following location: [Deliverable Acceptance Document](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fdigitalservices.vermont.gov%2Fsites%2Fdigitalservices%2Ffiles%2Fdocuments%2FDeliverable%2520Acceptance%2520Document_TEMPLATE_0.docx&wdOrigin=BROWSELINK)***.***

## Sample Deliverable Rejection Document

Figure 7. Sample Deliverable Rejection Document

Graphical user interface, application, Word

Description automatically generated

A blank template for the DAD can be found on the EPMO website [here](https://digitalservices.vermont.gov/epmo/project-process/project-templates) or can be found at the following location: [Deliverable Rejection Document](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fdigitalservices.vermont.gov%2Fsites%2Fdigitalservices%2Ffiles%2Fdocuments%2FDeliverable%2520Rejection%2520Document_TEMPLATE_0.docx&wdOrigin=BROWSELINK)