

New York Health Benefit Exchange

Detailed Design Review Summary for 9.4.8 Performance Measurement Plan October 9 & 10, 2012

<u>Item Number</u>	<u>Topic</u>
9.4.8	Performance Measurement Plan

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CSC's performance management plan is a compliment of the Integrated Master Schedule (IMS) and technical performance metrics. These data sources provide a comprehensive understanding of progress to plan and used to identify schedule risks, issues and to chart out a corrective action plan.

Integrated Master Schedule Status

CSC uses the IMS to plan and synchronize resources working on the project. The IMS details activities with task dependencies and highlights key dependencies as touch-points to provide visibility into external activities and events that, if not addressed, could potentially impact the NY-HX Project. CSC uses the IMS to proactively focus upon these dependencies. The IMS is a fully resource loaded project plan that is initially defined by the Section IX Schedule of the FAS and is elaborated with agreement and approval between CSC and the DOH.

All NY-HX team members have access to their task assignments through Project Web App and apply updates to their individual task lines in the IMS on a weekly basis. Team members are empowered to update tasks with not only the hours expended during the weekly period but also to update their estimates to complete (ETC) to reflect the work necessary to complete the assigned activities. The PMO identifies tasks that should have started and finished but have not and works with the management staff to rectify to remove impacts to the critical path and project's delivery strategy.

Progress/Technical Performance Metrics

CSC generates performance metrics from discrete activities during the project's lifecycle to measure progress and enable course adjustments in an effort to balance quality, scope, time, and cost. CSC's PMO collects, analyzes, integrates, and reports metrics to CSC senior management and to the DOH. This status reporting provides transparency into project status and facilitates problem escalation, risk management, issue identification and resolution, and change control discipline.

CSC uses metrics to inform the Department of key aspects of our performance and to trigger alerts requiring a project management response, led by the PMO. These responses include, as warranted:

- Immediate internal discussions to develop a Corrective Action Plan (CAP)
- Joint discussions with DOH to share the CAP
- Addition of the deficiency to Active Risk Manager (ARM), Monthly Status Report, and the agenda of the Weekly Status Meeting, as appropriate
- Root cause analysis
- Modification and update of the PMP and IMS, based on DOH-approved corrective actions