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The purpose of M&O is to continue operational support of the system in production, including periodic maintenance, fixes and changes, until the system is replaced or retired.

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Maintenance and Operations (M&O) Unique Change

[M&O Main](#)

This type of M&O involves a unique change to the system or a major enhancement to the system. Usually these types of changes are the result of legislation or regulation changes, or may constitute a technology refresh for the system (for example, converting from a mainframe to a PC network).

These types of changes/additions tend to follow the [acquisition phase's primary processes](#), though the activities are being performed in conjunction with the M&O activities by the M&O staff (or additional staff procured specifically for the change).

A unique change may involve one or more of the following:

- Changes due to Federal or State legislation or regulations
- Development of a [Feasibility Study Report \(FSR\)](#), [Budget Change Proposal \(BCP\)](#), and/or [Advance Planning Document \(APD\)](#)
- Development of a [contract amendment](#) or [work order](#) for the M&O contractor to increase the scope, hours, and/or dollars of the M&O contract
- Procurement of additional State, County, and/or contractor staff to assist with the acquisition of the change
- Infrastructure change such as migration to new hardware, operating system, database platform, network structure, etc.


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Contract Management - Work Orders

[Contract Main](#)

Work orders are used to clarify a high-level scope of work in the contract/PO. One example of this is for a series of system releases for an M&O contract. In this case, the contract would require a certain number of system releases for a certain dollar amount over the period of the contract. A work order would be used to clarify which change requests, fixes and system upgrades would be performed in which release and would authorize the expenditure of a certain amount of funds. In this example (of an M&O contract), the work order is closely tied to the change control process.

Work orders can also be used in a development contract for known legislation changes. In this case, the project may know that legislation that would affect the system is pending, but may not be able to identify affected areas/requirements. The status of the legislation may be tracked via an issue system or through the change control process. A certain amount of money could be set aside for a work order(s) that would allow the contractor to analyze impacts to the system, and then to make the required changes if the project manager determines it appropriate (based on cost, schedule and risk impact analyses).

Work order procedures should be included as part of the contract (usually in a Rider as an attachment to the contract). Some projects also elect to include a specific budget/fixed dollar amount in the contract to allow for work orders.

Note: that the money for the work order must be available within the contract and must be for work within the scope of the contract. If additional funds are needed which are not available or which exceed the amount specified in the contract or if the task is not covered by the current contract, then a **contract amendment** must be performed.

1. Verify that the contract allows for the use of work orders. (Contract Manager)
2. Determine what the contents of the work order should be. Frequently, the contents are the result of the change control process or issue process. Determine the risks associated with the work order and any mitigation or contingency plans that should be implemented. Check with the Financial Analyst if there are sufficient funds to cover the work order. Determine if the rates, encumbrances or fiscal coding needs to change. (Functional Manager/Contract Manager)
3. Create the work order and obtain approvals based on the procedures described in the contract. Ensure that Legal staff review the order to ensure that the proposed work is within scope of the contract. (Contract Manager)
4. If approved, send a signed letter (by the Project Manager) to the contractor indicating approval to perform the work described in the work order. The specific information required for a work order should be specified in the contract. In general, the work order should state:
 - The type of work being authorized; is this for analysis only, implementation of a previous analysis, or both in one?
 - The specific change requests, issues, etc. that are to be worked (by title, and tracking system number);
 - The amount of money that may be expended to perform this work;
 - Any travel costs that are authorized in the performance of this work;
 - Any equipment or COTS costs that are authorized as part of this work;
 - The anticipated due date of the work;
 - The staffing and resources authorized to perform the work;
 - The specific deliverables and/or outcomes for the work to be performed; and
 - The review process and criteria that will be used to evaluate and accept the work.
5. If appropriate, update the contract tracking database to capture any additional deliverables or milestones. Provide a copy of the work order to the Financial Analyst so they know how much money has been authorized for the work. (Contract Manager)

6. Update the fiscal tracking tools/databases and, if appropriate, update the encumbrances or coding for the work order elements. (Fiscal Analyst)

References

- [SAM, Section 5272 - Sample Work Authorization Format](#) (DGS link)

Metrics and Tracking Data

The following are some suggested metrics to assist with tracking. Metrics should be collected for all work orders, and then accumulated to show trends by date period (month, quarter, year), project phase (requirements, design, etc.), and, in some cases, by project area (case management, out-of-state interfaces, etc.).

- Number of days to process a work order
- Number of work orders approved
- Number of requirements (contractual or system) implemented in work order
- Average dollar amount of work order
- Total dollar amount of all work orders
- Reasons for work order (e.g., scope clarification, planned technology upgrade, etc.)

MIGRATION CHECKLIST

Pre-Migration Activities

1. Have all requirements for this release been tested and verified?
 - a. Has traceability been verified?
2. Have the following organizations given approval for migration?
 - a. Development
 - b. Test
 - c. Quality Assurance
 - d. Configuration Management
 - e. Business/Program (if applicable)
3. Have all action items been closed or carried over to the next phase/release?
4. Have all deliverables and development materials been approved and checked into the library (such as code packages, review minutes, development notes, etc.)?
5. Have all test materials been approved and checked into the library (such as test packages, review minutes, test results, test data, etc.)?
6. Have the following organizations approved the contents of the unit migration list?
 - a. Development
 - b. Test
 - c. Quality Assurance
 - d. Configuration Management
7. Are any of the following going to be done in conjunction with the migration?
 - a. Script changes
 - b. Help file changes
 - c. COTS update (such as operating system patches or new versions)
 - d. Database changes
 - e. System data changes (such as system constants or environmental files)
 - f. System configuration or tuning change
8. Have all units for the build/migration been checked in and locked?
 - a. Do all modified units have a corresponding change request/authorized check-out form?
 - b. Are there any units which should have been modified but do not appear to be?
 - c. Are there any change requests/authorized check-out forms without a corresponding modified unit?

MIGRATION CHECKLIST

9. Does the system build/compile correctly in the current (source) environment?
 - a. Are there any dependencies or changes to the build/compile/migrate process/scripts?
 - b. Are there new or deleted units which may affect the build/compile/migrate process/scripts?
10. Has all appropriate build/migration request forms been completed?
11. Have the appropriate project/contractor/user staff been informed of the upcoming build/migration and the scheduled downtime/unavailability of the system?

Migration Checklist

1. Ensure all users and system administrators have logged off of the system.
2. Prepare appropriate target environment.
 - a. Archive or delete any old data files
 - b. Remove old versions of software, if appropriate
3. Perform any required system configuration or tuning changes.
4. Install any required system patches or versions.
5. Perform any required database changes.
6. Perform any required system data changes.
7. Check all appropriate units out of the configuration control system.
8. Migrate units to the appropriate target environment.
9. Build or compile units, if appropriate.
 - a. Update the system version/build/migrate information (version number, date, time)
10. Perform basic regression tests to ensure system is operational.
11. If appropriate, create a backup(s) of the updated environment.
12. Notify project/contractor/user staff that the migration has been successfully completed and is available for use.
13. File appropriate build/migration paperwork.