Monthly IV&V Report

As of December 2024

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Plante Moran Independent Validation & Verification Approach

- We focus on early detection and correction of errors, enhance management insight into risks, provide observations and recommendations, and ensure compliance with project scope, schedule, and budget requirements. We will assess the health of the project on an ongoing basis, focusing on the artifacts and deliverables being produced by the project team.

- The principles that guide the work we perform include:

  - Complete vendor independence provides integrity to our observations.

  - Transparency in all observations and issues as early as possible.

  - Collaboration with SI, the State project team, and the key stakeholders.

  - Advise on issues and potential opportunities to improve.

  - Being respectful of staff time and project schedule.

- We use the *Project Health Assessment Rubric* (Slide 4) to report levels of risks (using colors) as associated with the areas indicated. Our approach does not necessarily indicate project ultimate success or failure; it is meant to indicate the current risk levels associated with the identified project components with the purpose of advising and reporting on opportunities to improve.

Project Health Assessment Area	Project Health Status Categorizations		
	Green	**Amber or Yellow**	**Red**
Scope:	All criteria below are being met: • The scope is well-defined. • The scope has not been changed outside of the original scope definition or any scope changes made are not expected to impact the current overall schedule or budget. *If scope re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined scope.*	One or more of the below circumstances is occurring: • There are one or more areas of scope that have yet to be fully defined, but they are not expected to impact the current overall schedule and/or budget. • The scope has not been changed outside of the original scope definition or any scope changes made are expected to have no, or minimal, impact to the current overall schedule or budget, and will not impact the critical path.	One or more of the below circumstances is occurring: • There are areas of scope that have yet to be fully defined, and these unknowns are expected to impact the current overall schedule and/or budget. • The scope has been changed outside of the original scope definition and any such scope changes are expected to impact the current overall schedule or budget and/or critical path.
Schedule:	All criteria below are being met: • The schedule and critical path are well-defined. • The schedule is progressing as planned, with all critical path milestones and deadlines being met. *If schedule re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined schedule.*	One or more of the below circumstances is occurring: • There are areas of the schedule that have yet to be fully defined, but the critical path is well-defined. • The schedule is not progressing as planned but, all critical path milestones and deadlines are currently being met and are expected to continue to be met.	One or more of the below circumstances is occurring: • There are areas of the critical path schedule that have yet to be fully defined. • The schedule is not progressing as planned and critical path milestones and deadlines are not being met and/or are expected to not be met.
Cost:	All criteria below are being met: • The budget is well-defined. • Budget funds have been allocated as needed. • The budget is being expended as required. *If budget re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined budget.*	One or more of the below circumstances is occurring: • There are areas of the budget that have yet to be fully defined, but estimated funds that will be needed are available. • Funds needed are exceeding originally budgeted funds and it is impacting the current overall schedule but, not the critical path. • The short-term budget is being over-expended but, spending is expected to remain within the overall long-term budget.	One or more of the below circumstances is occurring: • There are areas of the budget that have yet to be fully defined and estimated funds needed are not expected to be available. • Budget funds are not being allocated as needed and this is impacting the critical path. • The budget is being over-expended per the original planned budget and spending is expected to exceed the overall budget (including any contingency funds).
Resources:	All criteria below are being met: • All needed resources have been identified. • All identified resources have been allocated. • There are no overallocated resources.	One or more of the below circumstances is occurring: • There are needed resources that have yet to be fully identified, but it is not expected to impact the current overall schedule and/or budget. • There are identified resources that have yet to be allocated, but they are not expected to impact the current overall schedule and/or budget. • There are resources that are overallocated, but these are not expected to impact the current overall schedule and/or budget.	One or more of the below circumstances is occurring: • There are needed resources that have yet to be fully identified and this is impacting, or is expected to impact, the current overall schedule and/or budget. • There are identified resources that have yet to be allocated and they are impacting, or are expected to impact, the current overall schedule and/or budget. • There are allocated resources that are overallocated and it is impacting, or is expected to impact, the current overall schedule and/or budget.

Program Status - December 🎯 Target go-live Phase 1A Jan '25

Program Status

Scope	• Sufficient discovery and subsequent requirement development for Phase 1B (NDOT cost accounting and payroll) will be impacted by post go-live support from tech and functional teams • Performance testing did not have adequate production level data to simulate production results • The discovery for Phase 1A was not adequate as new scope items were added to scope throughout the development and testing phases.
Schedule	• Support for Phase 1A (Finance MVP) post go-live issues will impact the schedule for Phase 1B (Payroll, NDOT cost accounting) • Completion of scope within desired schedule was impacted by lack of a clear planning methodology and tracking • The impact of resource contention for completion of required MVP tasks did not provide sufficient insight to adjust schedule. • FIN and TECH resource requirements impacted availability and timeline for go live support, development of Phase 1B (Payroll, NDOT cost accounting) and Phase 2 (Transformation) • Lagging on completion of technical work for end-to-end testing for go-live impacted end-to-end testing • Lack of a contingency plan for completing Financial MVP was accepted risk
Budget	• The volume pf production support needs after Phase 1A go-live was unplanned. Resources have pivoted from future phases to address Phase 1 issues, thereby risking the extension of the project resources and contracts • Focusing resources to mitigate post go-live issues will impact budgets and schedules for future Phases • The State has a change control budget to support additional needs but may be challenged for the overall project by the risk of pushing out go live dates and scope
Quality	• Lack of consistent clear PM methodology and tools that were clear and consistent with reporting and socialization to stakeholders • Readiness Assessment and contingency plans should have been robust • Insufficient scheduling of resources for testing and validation of important technical pieces (warehouse, conversions, integrations, & reports) during prep for go-live
Resources	• Phase 1A stabilization is adversely impacting the schedule for completing Phase 1B as the volume of resources and time required will impact Phase 1B • Agency and SME resources for validation of technical work that was delivered later than planned (for example 36 interfaces to be validated in December) impacted their ability to complete comprehensive testing • Delivery of (reports, interfaces, and data warehouse technical items at the end of Phase 1A impacted the ability for resources to complete their validation and testing timely

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IV&V Recommendations

- **Stabilize Phase 1A**
- **Enhanced communications on Phase 1A progress**
- **Align Phase 1B scope to timeline and resources available**
- **Single comprehensive project plan with critical path and resources for Phase 1B and beyond**
  - Prioritize activities based on impact
  - Account for all resources and activities
  - Report progress against plan
- **Revisit project management processes**
  - Align with framework agreed to with IV&V
  - Require formal requirements for scope and signoff
  - Revise project approach to combine CGI & OPM teams vs. silos
  - Resource contention planning
- **Set testing as a priority from end to end**

Key RAID items since last report

Each IV&V RAID item has been documented in the Observations and Recommendations Spreadsheet

	NV Project						IV&V					
	July	Aug	Sep	Oct	Nov	Dec	July	Aug	Sep	Oct	Nov	Dec
Risks Open *	7	5	8	5	3	3	10	6	12	15	17	10
Actions Open	0	8	4	2	1	4	8	5	6	6	15	12
Issues Open	6	5	3	1	0	1	45	22	16	14	13	8
Decisions Recorded**	2	8	5	6	6	2						
Decisions Open**	0	5	4	1	3	0						

* Includes Candidates

** IV&V Decisions – IV&V not making decisions, but many Action items can be considered Decisions when adjudicated

Plante Moran RAID History

- Since Plante Moran's initial reporting period June 2024, we have reported 143 RAID items (2 charts to the right).

- As of December 31, we are reporting 30 open raid items (below).

OPEN RAID ITEMS BY MONTH ORIGINATED

Action Issue Risk
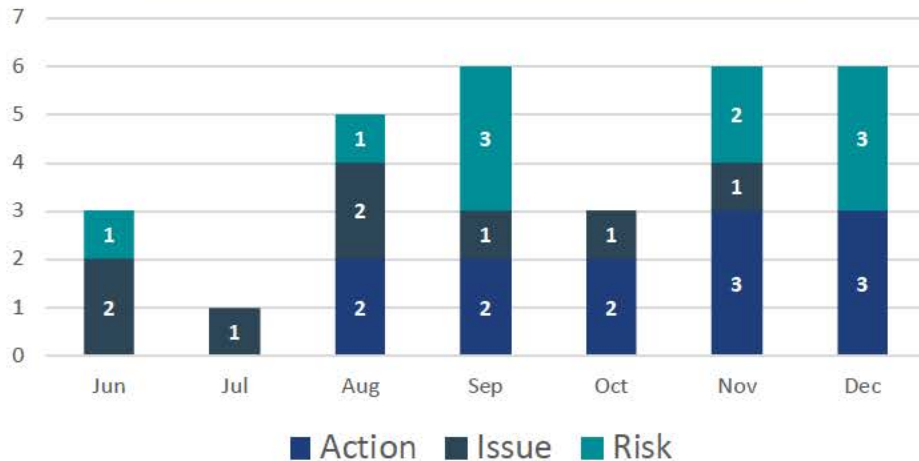
Plante Moran RAID Log Items - Related to Month Opened

	Closed	Monitor	Open	Reopen	Grand Total
Jun	56	3			59
Jul	19			1	20
Aug	13	5			18
Sep	11	6			17
Oct	6	3			9
Nov	8	6			14
Dec			6		6
Grand Total	**113**	**23**	**6**	**1**	**143**

TOTAL RISKS, ISSUES, & ACTIONS REPORTED SINCE JUNE 2024

Row Labels	Certainty	High Probability	Low	Medium	N/A	Probable	Unlikely	Grand Total
Closed	1	35	3	18	45	9	2	113
Monitor	1	2			16	4		23
Open		2			3	1		6
Reopen					1			1
Grand Total	**2**	**39**	**3**	**18**	**65**	**14**	**2**	**143**

*N/A – Risk assessment of probability not applicable to Issues or Actions.

Risk
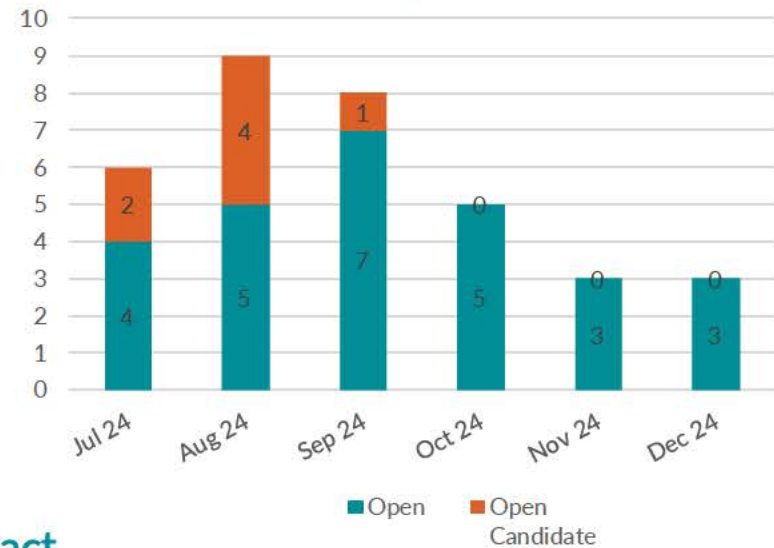# Action
Issues
Decisions

Risk Summary

- There are currently 3 open risks on the NV Project Risk Log as of the end of December.

- IV&V has 10 Risks open which can be found in the accompanying Observations and Recommendations spreadsheet.

Open Risks and Open Risk Candidates Trend by Month

Open / Open Candidate

OPM Open Risks by Impact Trend by Month (Not including Candidates)

Low / Medium / High / Very High

"Candidates" are items being considered by Governance group for risk status.

Actions Summary

- As of the end of December, there were 4 Actions remaining open. During the month 8 Action item were opened, and 5 Action items were closed.

- IV&V has 12 Action Items open in the accompanying Observations and Recommendations spreadsheet.

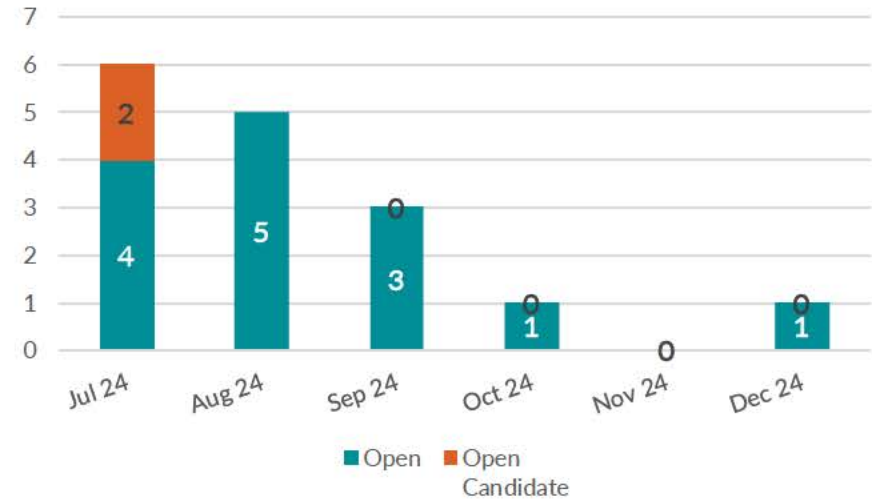**Action Items Opened During the Month**

Legend: ■ Closed ■ Open ■ Not Needed
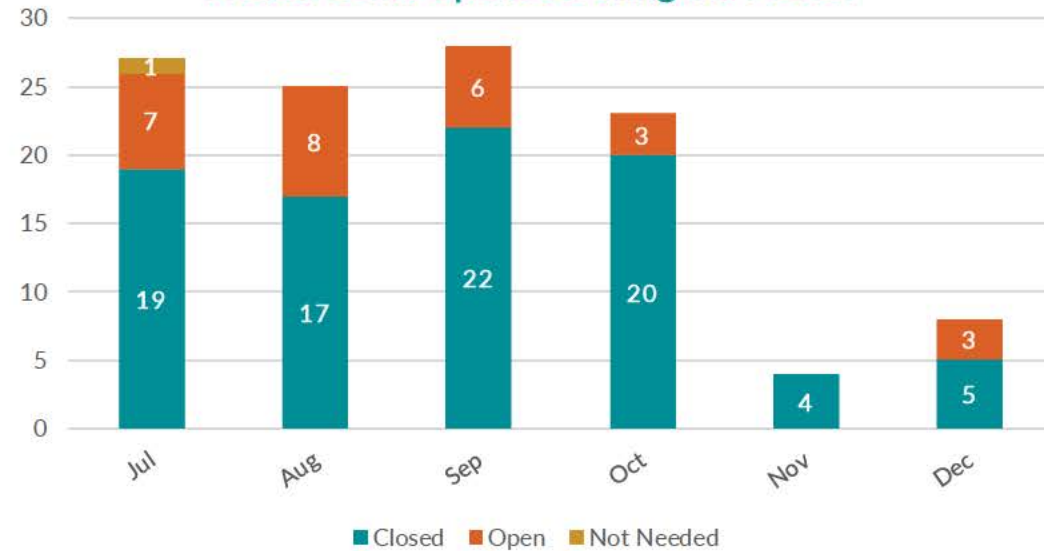
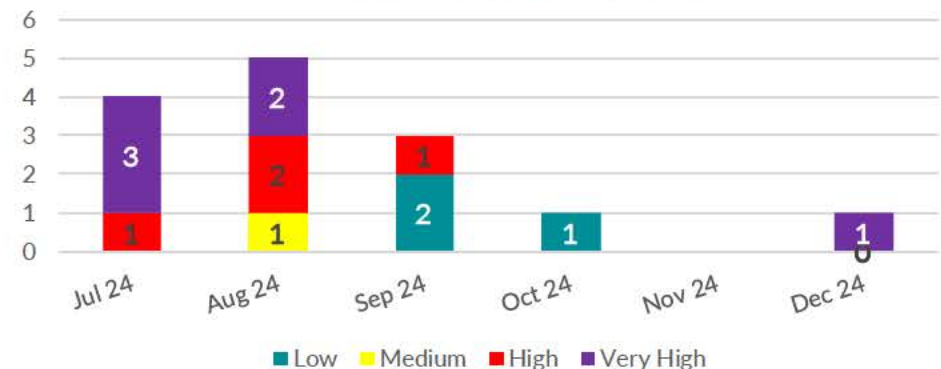**Average Days Action Item Open**
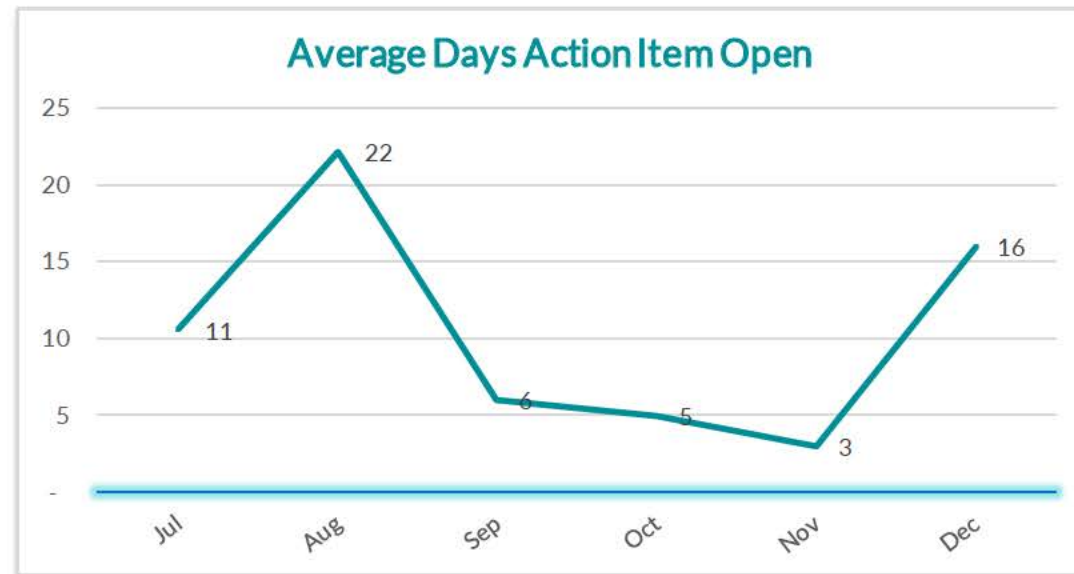
Issue Summary

- ## As of the end of December, OPM had 1 open issue.
- ## The Project Team opened 1 additional issue in December and no issues were closed.
- ## IV&V has identified 8 open Issues.

OPM Open Issues and Open Issue Candidates Trend by Month

Legend: Open, Open Candidate

OPM Issues Impact Trend by Month (Not including Candidates)

Legend: Low, Medium, High, Very High

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Decisions

- OPM has logged 52 Decisions to date with 2 added in December.
- There were no open Decisions at the end of the month.

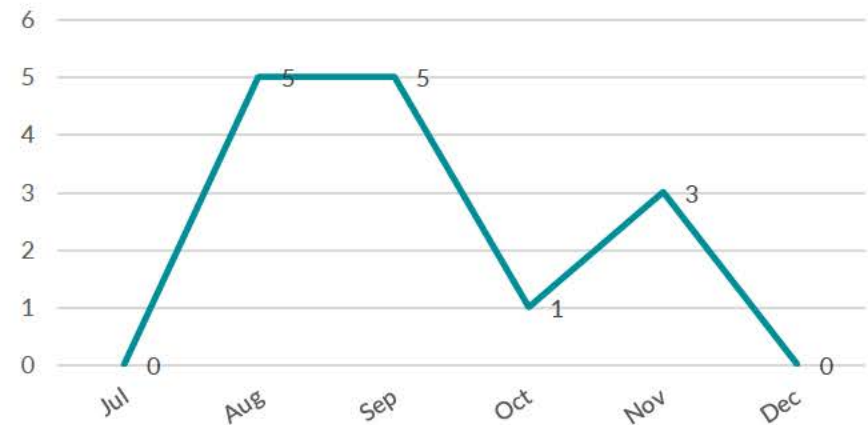**OPM Decisions Average Days Outstanding**

OPM Decision Log Entries

■ Closed ■ Open

OPM Decisions Open at the End of Each Month

Bugs Reported

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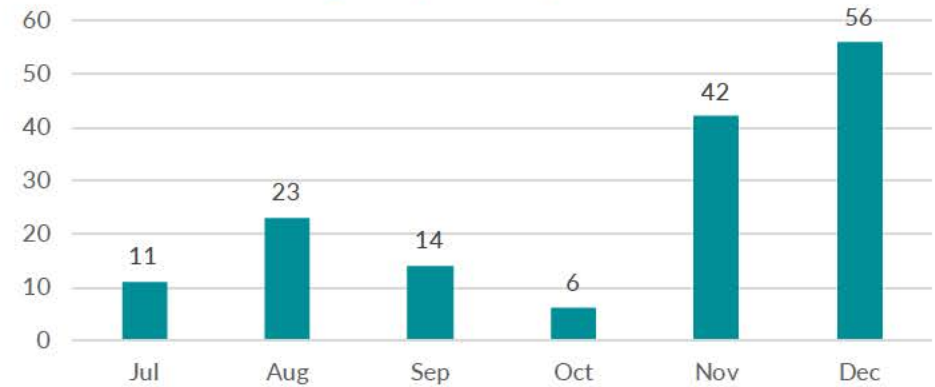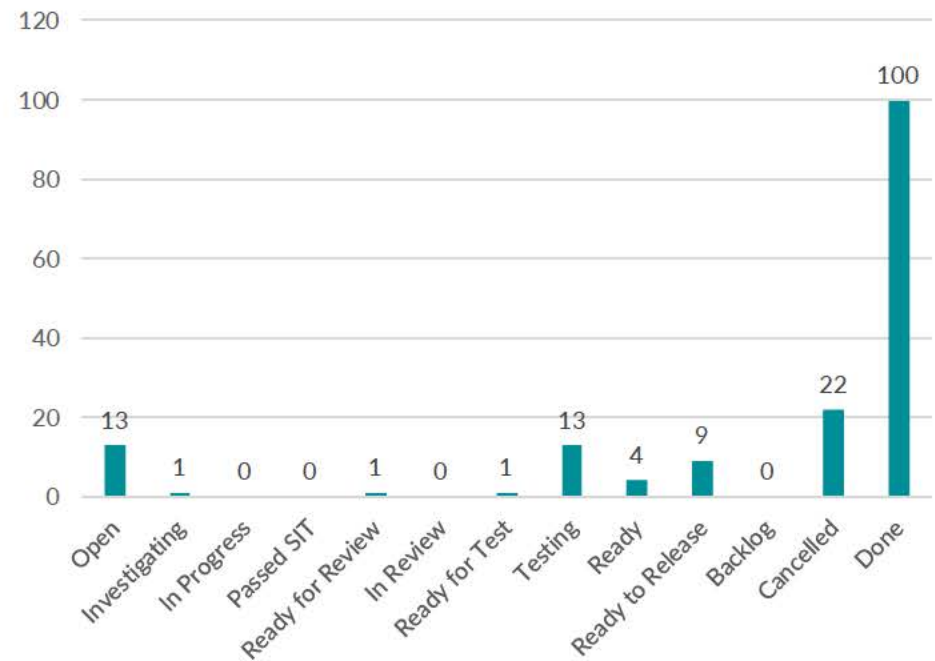
13

Bugs Reported

- 108 bugs have been reported in Jira to date.
- 56 new bugs were reported in December.
- Of these, 6 are still in Open, Investigating, or Testing status and 4 are in Ready status.

Data is not available for the dates when bug statuses are changed. Plante Moran is only able to track open dates and provide a snapshot of statuses as they existed in early January.

Bugs Reported by Month

Jul: 11, Aug: 23, Sep: 14, Oct: 6, Nov: 42, Dec: 56

Status of Reported Bugs

Open: 13, Investigating: 1, In Progress: 0, Passed SIT: 0, Ready for Review: 1, In Review: 0, Ready for Test: 1, Testing: 13, Ready: 4, Ready to Release: 9, Backlog: 0, Cancelled: 22, Done: 100

Contracts and Budgets Deliverables

Assessment of Contract Documents

CGI Technologies

» **Contract Highlights**

❑ Covers Financial and Human Resource systems SaaS, including:
  ❑ Phase 1A MVP FIN
  ❑ Phase 1B MVP HRM including Payroll
  ❑ Phase 2A FIN Business Transformation
  ❑ Phase 2B HRM Business Transformation

❑ Supporting current CGI Advantage 2 environment

❑ *December - No changes having a material effect on budget.*

» **Contract**

❑ Initial contract executed Sep '23
❑ Value $90,225,000
❑ Contracted term through Sep '28

» **Contract Amendments**

❑ No amendments were issued during December.

» **Risks**

❑ Contracted dates for Phase 2 may be extended and the ability to complete Phases 1B and 2 within the budget is a risk.

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Assessment of Contract Documents

BerryDunn

» **Contract Highlights**
 	
❑ Overall project management support
❑ BerryDunn will lead and coordinate all State project activities
❑ Program Managers for FIN and HRM; not Technical
	» **Contract**
	
	❑ Initial contract executed Feb '24.
	❑ Value $771,896.
	❑ Contract term
	   ❑ June '24
	   ❑ Extension for an additional 27 months
	
	» **Contract Amendments**
	❑ *December – Amendment 3 extended the contract to September 2025 and increased the NTE to $4,811,366*
		» **Risks**
		
		❑ Project continuity risk. The period extended does not cover HRM go-live or Phase 2 go-live.

Change Requests

Change Requests and changes to scope – include core decision papers and process changes

	CGI	BerryDunn	Plante Moran
Contract	$90,225,000	$771,896	$1,833,000
CR/Amend		$4,039,470	
Total	$90,225,000	$4,811,366	$1,833,000

Contract Value

Project Change Requests or Amendments
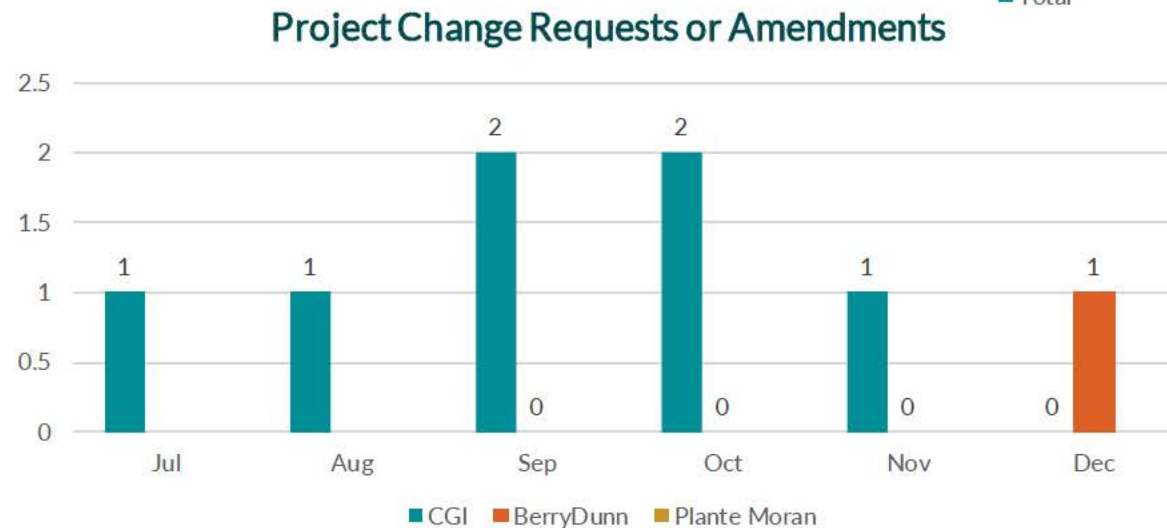
- **December** – One CR with BerryDunn was executed to increase the NTE amount.

BUDGET AND KNOWN UPCOMING COMMITMENTS AT A GLANCE

- **Recap of Budget and Known Upcoming Commitments**

PROJECT BUDGET AND KNOWN UPCOMING COMMITMENTS AT A GLANCE		
CGI		
Implementation Services	$ 48,950,000	
Advantage SaaS Fees	26,775,000	
Local Support	4,500,000	
Change Control [1]	10,000,000	
Total		90,225,000
Berry Dunn		
Original Budget	771,896	
Berry Dunn CO#1 Extension June 24' to March 25'	1,780,185	
Berry Dunn CO#3 Additional Service and Extension to Sep 25'	2,259,285	
Subtotal		4,811,366
Plante Moran		
Original Budget		1,833,000
TOTAL BUDGET		$ 96,869,366

- **Recap of Change Control Budget**

| CGI CHANGE CONTROL REMAINING BUDGET	
[1] CGI CHANGE CONTROL	$ 10,000,000
CGI CO#8 Training, Support, OCM	(2,500,000)
CGI CR#15 NeoGov Draft (NeoGov)	(2,691,000)
Total Change Control Remaining	$ 4,809,000

CGI Budget FY 25

Excluding Software & Change Control

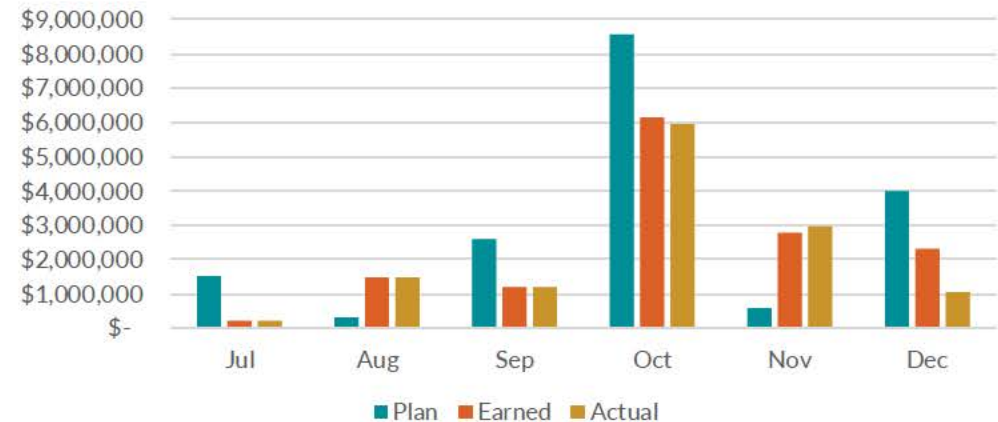|	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,450,000	$ 225,000	$ 2,500,000	$ 3,100,000	$ 525,000	$ 4,100,000	$ 11,900,000	$ 11,850,000	$ 23,750,000
Earned	$ 200,000	$ 1,400,000	$ 1,125,000	$ 700,000	$ 2,700,000	$ 2,250,000	$ 8,375,000	$ 11,850,000	$ 20,225,000
Actual	$ 200,000	$ 1,400,000	$ 1,125,000	$ 500,000	$ 2,900,000	$ 950,000	$ 7,075,000	$ 11,850,000	$ 18,925,000

Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,530,645	$ 305,645	$ 2,580,645	$ 8,565,645	$ 605,645	$ 3,980,645	$ 17,568,870	$ 17,407,580	$ 34,976,450
Earned	$ 200,000	$ 1,480,645	$ 1,205,645	$ 6,165,645	$ 2,780,645	$ 2,330,645	$ 14,163,225	$ 17,407,580	$ 31,570,805
Actual	$ 200,000	$ 1,480,645	$ 1,205,645	$ 5,965,645	$ 2,980,645	$ 1,030,645	$ 12,863,225	$ 17,407,580	$ 30,270,805

CGI Earned Value by Month Excluding Change Control and Software
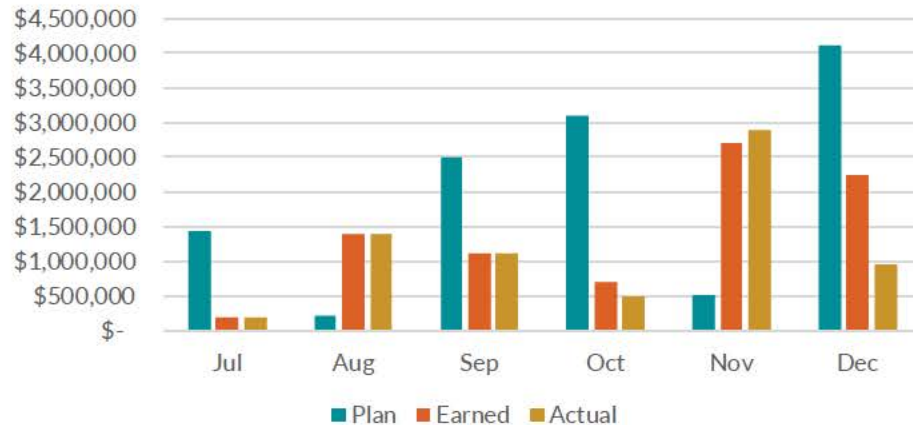
CGI Earned Value by Month Including Change Control and Software

BerryDunn & Plante Moran Budget FY 24 & 25

BerryDunn

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Total	FY 24 Total	Project Total
Plan	$ 269,298	$ 269,298	$ 269,298	$ 269,298	$ 269,298	$ 269,298	$ 1,615,788	$ 771,896	$ 2,387,684
Earned	$ -	$ 244,164	$ 247,196	$ 278,731	$ 235,216	$ 192,408	$ 1,197,714	$ 759,141	$ 1,956,855
Actual	$ -	$ 244,164	$ 247,196	$ 278,731	$ 235,216	$ 192,408	$ 1,197,714	$ 759,141	$ 1,956,855

*The monthly Plan amount was increased for prior months per Amendment 3.

- Amendment 1 revised on 5/30/24 increased contract to $2,552,081 through March 25

- Amendment 2 signed on 7/3/24 added a Program Manager (IT) Role to the contract NTE $2,552,081

- Amendment 3 signed on 12/11/24 extended the contract through September 2025 and increased the NTE to $4,811,366

Plante Moran

|	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Total	FY 24 Total	Project Total
Planned	$ 103,500	$ 58,000	$ -	$ -	$ -		$ 161,500	$ 91,000	$ 252,500
Earned	$ 296,400	$ -	$ -	$ 106,275	$ 149,825	$ 82,388	$ 634,888	$ -	$ 634,888
Actual	$ 296,400	$ -	$ -	$ 204,425	$ 149,825	$ 82,388	$ 733,038	$ -	$ 733,038

Combined 3 Partners Budget FY24 & FY25

Excluding Software & Change Control

|	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,822,798	$ 552,298	$ 2,769,298	$ 3,369,298	$ 794,298	$ 4,369,298	$ 13,677,288	$ 12,712,896	$ 26,390,184
Earned	$ 496,400	$ 1,644,164	$ 1,372,196	$ 1,085,006	$ 3,085,041	$ 2,524,796	$ 10,207,602	$ 12,609,141	$ 22,816,743
Actual	$ 496,400	$ 1,644,164	$ 1,372,196	$ 983,156	$ 3,285,041	$ 1,224,796	$ 9,005,752	$ 12,609,141	$ 21,614,893

Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,861,734	$ 636,734	$ 2,911,734	$ 8,834,943	$ 874,943	$ 4,249,943	$ 19,370,031	$ 18,270,476	$ 37,640,507
Earned	$ 496,400	$ 1,764,784	$ 1,452,841	$ 6,550,651	$ 3,165,686	$ 2,605,441	$ 16,035,802	$ 18,166,721	$ 34,202,523
Actual	$ 496,400	$ 1,724,809	$ 1,452,841	$ 6,448,801	$ 3,365,686	$ 1,305,441	$ 14,793,977	$ 18,166,721	$ 32,960,697

Combined Earned Value by Month Excluding Change Control and Software
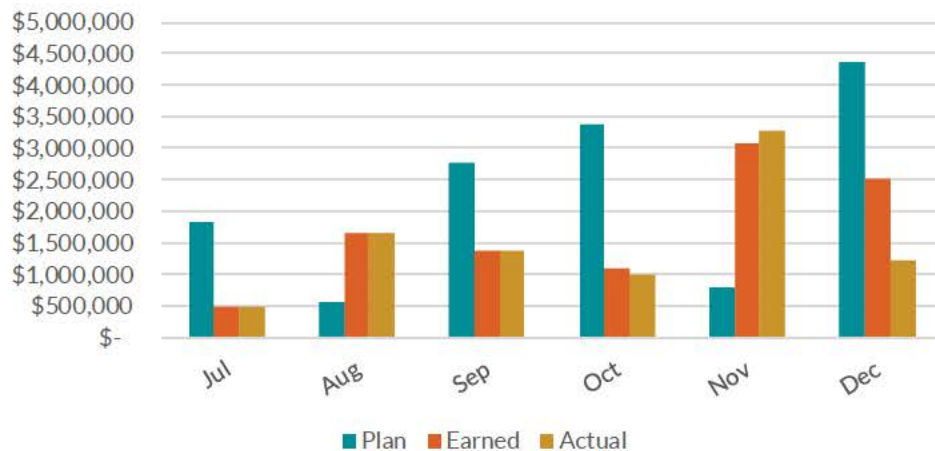
### Combined Earned Value by Month Including Change Control and Software
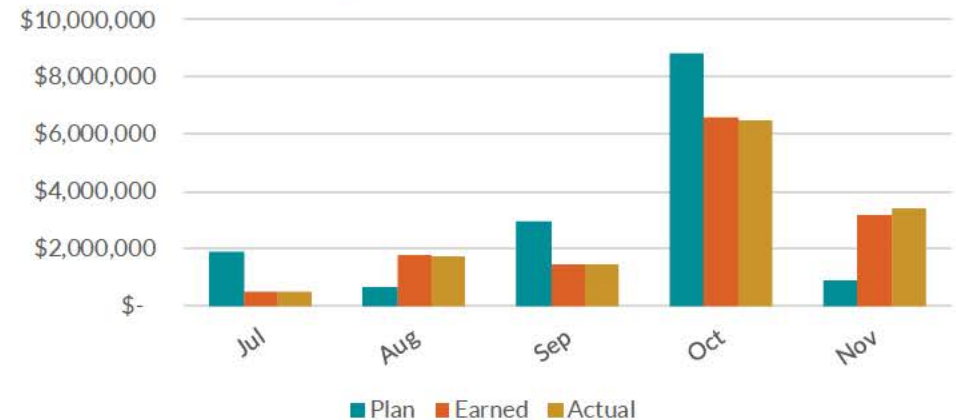
Deliverables

		Jul	Aug	Sep	Oct	Nov	Dec	FY24 Total	FY25 Total	Total
CGI	Performed	1	5	7	8	5	7	30	33	63
CGI	Submitted	1	5	1	4	5	7	30	23	53
CGI	Completed	0	3	0	0	5	4	28	12	40
BerryDunn	Performed	1	1	2	2	2	3	5	11	16
BerryDunn	Submitted	1	1	2	2	2	3	4	11	15
BerryDunn	Completed	1	1	1	2	2	3	4	10	14
Plante Moran	Performed	1	1	1	5	6	4	1	18	19
Plante Moran	Submitted	2	0	0	5	6	4	0	17	17
Plante Moran	Completed	2	0	0	4	6	4	0	16	16
		Jul	Aug	Sep	Oct	Nov	Dec	FY24 Total	FY25 Total	Total
Total	Performed	3	7	10	15	13	14	36	62	98
Total	Submitted	4	6	3	11	13	14	34	51	85
Total	Completed	3	4	1	6	13	11	32	38	70

Monthly Deliverable Activity
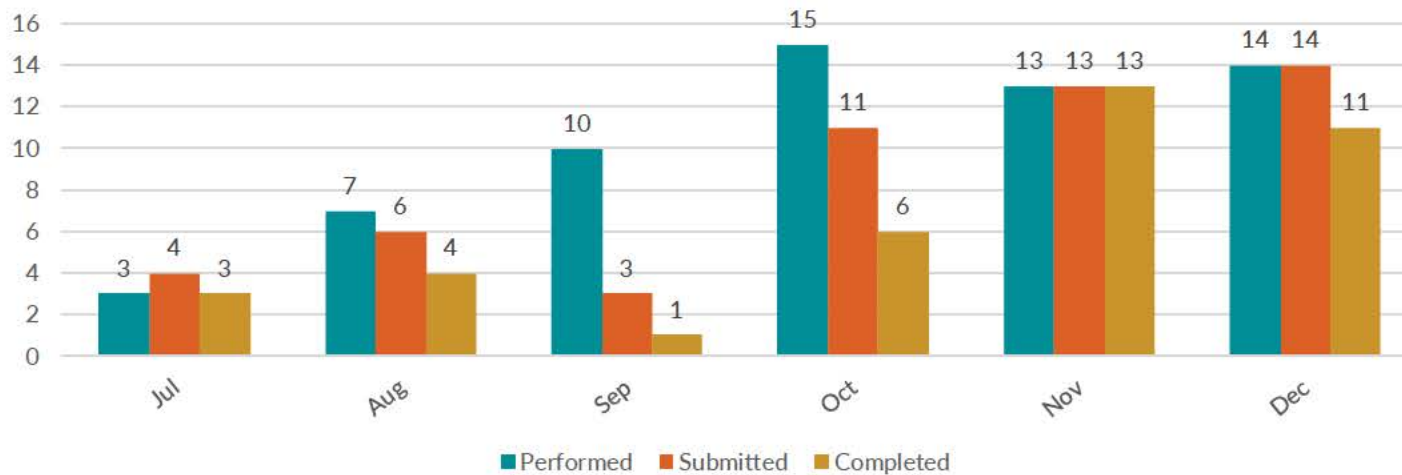
Observations and Recommendations

The Observations and Recommendations below address items Plante Moran has identified in Slide 2, Program Status. Additional support can be found in the associated document, *Plante Moran Report Out Core NV December 2024 Report Attachment Observations and Recommendations*

#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
116	• The interfaces necessary for NDOT to move data from Advantage 2 to Advantage 4 are not known and may not be designed and developed in time for go live.	• Assemble a small focused team to design and develop the interfaces to accommodate NDOT staying in Advantage 2 for the MVP of Financial.	• All NDOT temporary interfaces have been designed and developed and gone live, and are working in production. OPM is requesting that Plante Moran please close this observation.		Monitor	N/A	Critical
91	• The conversion plan is unclear and may not be complete in time for UAT.	• Jira should track all conversion activities. The conversion design also needs to be reviewed to ensure everyone (e.g. SCO, NDOT) agrees with the plan and data for go live. If there are manual conversions (e.g. AR and Budget) that agencies are responsible for, assignment of tasks, resources and delivery dates should be consistent with other project tracking in Jira. Plante Moran would like to review the conversion plan, tasks and the Jira ticket.	• OPM will work more closely with CGI to gain better transparency into conversion activities, including how they are planned and tracked. • OPM will also use the lessons learned from the Mock 4 execution and work to improve future conversion activities.		Monitor	High	Critical
134	• The team has identified an issue with tracking scope items raised by agencies related to Phase 2 - transformation.	• The tracking of scope items related to the transformation phase 2, needs to be logged and tracked by both the project team and the governance team once live on Phase 1A. Plante Moran requests a report of those scope items.	• ▮▮▮▮ has been maintaining a spreadsheet of Phase 2 items for quite some time now. It is referenced frequently and is currently the single source of all scope items.		Monitor	N/A	High

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* As item is an Issue, Probability is not applicable
**As item is an Action, Probability and Severity are N/A

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Schedule

#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
153	• Due to the lateness of completion of tech items, agencies were not notified timely of validation work that was expected from them.	• Include specific resources at agencies in the planning stage who will be involved with validation of interfaces, conversions, reports, and warehouse data.	• OPM agrees with this observation. OPM is taking steps for remediating in P1B by identifying individuals, on an interface-by-interface basis, needed to test and setting expectations for testing.		Open	High Probability	Critical
158	• The Discovery of NDOT cost accounting requirements for Phase 1B may be lagging due to the need to go-live with 1A.	• Identify and dedicate resources from the project who can focus on completing this workstream along with dedicated agency resources.	• OPM has identified resources on the FIN team to lead cost accounting efforts who can focus on completing this workstream in coordination with dedicated agency resources.		Open	Probable	Critical
48	• Lack of a contingency plan (Risk) for the schedule for both Financial and HRM MVP.	• Suggest leadership determines the contingency of missing schedule. This includes a defined GO-NO GO decision plan.	• OPM understands that Plante Moran will continue to monitor this risk through phase 1B, however, MVP does not extend through phase 2.		Monitor	Certainty	Critical

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* As item is an Issue, Probability is not applicable
**As item is an Action, Probability and Severity are N/A

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#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
124	• Potential delays in Phase 1A (FIN) scope completion or Phase 1B (HRM) schedule may require additional budget allocations for project contractors.	• Begin discussions and planning with contractors to address contract contingencies based on expected scenarios.	• OPM recommends that this observation be closed, since Phase 1A has gone live and there is no Phase 1A scope impact on Phase 1B.		Monitor	Probable	High

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#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
146	Documentation of technical work is often incomplete with no identifiable review and approval of work.	Starting with 1B, use existing tools (Jira), create a process for review and approval for technical work as well as subsequent validation by functional resources. Reports should be clear as to status of the tasks.	It has been decided that Jira will be the single source of truth and will be used for all tracking purposes for Phase 1B and beyond. A formal process is currently being documented in conjunction with the Release Management process.	Open		High	Critical
148	Performance test results were provided to OPM without adequate indication of the "expected" performance level as this information is absent in both the performance test deliverable and the contract with CGI.	The establishment of a "normal" or "Expected" performance baseline should be documented and used to compare the results of the performance test to make a quantitative determination on adequate performance of the system	OPM agrees and we previously provided this feedback to CGI.	Open		Probable	Significant
154	Develop and socialize the tools and reporting that will inform stakeholders of parallel test results on a near real-time basis.	Tracking of parallel testing results on a real-time, or near real-time basis is critical for evaluating the quality of the tests and informing future actions.	OPM please requests further clarification to what parallel testing Plante Moran is referring to.	Open		N/A	N/A
136	Formal design sign-off process for CGI and OPM teams should be implemented for Phases 1.B and beyond.	A formal design approval process should be established for report, interface and conversion development. The formal design should also inform the IUAT process and associated test scenarios.	As a result of several discussions, a formal process will be developed to better handle the design approval process. This is currently being drafted and should be ready for review by mid-February.	Monitor		N/A	N/A

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- * As item is an Issue, Probability is not applicable
- **As item is an Action, Probability and Severity are N/A

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Resources

#	The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization.	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
157	• The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization.	• Consider robust support engagement from the OCIO for post go-live production stabilization.	• OPM has identified lessons learned post-go live and will plan more accordingly for future phases. OPM will also utilize the policies and procedures that OCIO has established to improve future go-lives.	Open	N/A	N/A	
155	• Resource contention between Phase 1A stabilization and completion and Phase 1B workstreams may impact the quality of the platform.	• Monitor and identify resource contention between 1A stabilization and 1B processes and remediate.	• OPM agrees with this observation. OPM is continuing to remediate this in P1B by allocating resources on P1A work on an as-needed basis, and relying on CGI for their HyperCare coverage for the first 60 days of go live.	Open	High	Significant	
129	• After go-live, updating environments and management of those updates and related scheduling of testing and resources is critical to the ongoing success of the implementation.	• When building the governance and production support plan adequate provisioning of resources to plan and support environment updates should be included.	• This is an action item that will be addresses at the next Governance Committee meeting schedule for February 3, 2025.	Monitor	N/A	N/A	
123	• Resources for workstream 1B (HRM) are being impacted by the need to complete Phase 1A on time which may adversely affect Phase 1B timeline.	• Develop a plan to address needed resources and any impacts to the timeline for completion of 1B (HRM).	• OPM recommends that this observation be closed, since Phase 1A has gone live and there is no Phase 1A impact on Phase 1B.	Monitor	Probable	Significant	
156	• Having two separate tech teams on the project (CGI and OPM) limits knowledge transfer, efficient management of priorities, agile deployment of resources, and limits effect reporting.	• Consider combining the two tech teams.	• OPM is working with CGI to explore possibilities of how to more effectively collaborate within the tech teams.	Open	N/A	N/A	

* As item is an Issue, Probability is not applicable
**As item is an Action, Probability and Severity are N/A

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Appendices

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Legend for Observations & Recommendations

RISK PROBABILITY

Label	Abbreviation	Description
Certainty	C	Risk will occur
High Probability	H	Risk is very likely to occur
Probable	P	Probable
Unlikely	U	Risk not expected to Occur
Remote	R	Risk extremely unlikely to occur

RISK/ISSUE SEVERITY

Label	Abbreviation	Description
Critical	C	Critical/Devastating impact to the project that requires immediate attention and action
Significant	S	Critical/Devastating impact to the project that requires immediate attention and action
High	H	Considerable impact to project that needs prioritized attention
Medium	M	Moderate impact on project but without high priority
Low	L	Minimal impact on project that may be acceptable without extensive mitigation efforts

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RAID Approach

RAID LOG DEFINITIONS	
Risk Log	Risks are events that may occur over the course of the project that could have adverse or detrimental effect on overall success
Action Log	Actions are the things that need to be done throughout the duration of the project and should be communicated to stakeholders
Issue Log	An issue is an unexpected event happening in the present moment with a potential negative impact on reaching goals
Decision Log	Decisions that need to be made over the course of the project should be communicated with stakeholders and memorized

Priority Ranking	
L = Low	Item is less important at this time
M = Medium	Item is usually necessary but are not the most important item at present
H = High	Items is critical to address currently

Severity Ranking	
L = Low	Item will not materially affect the usability of the system
M = Medium	Item may impact some portion of the usability of the system but not the overall ability to go live
H = High	Item may impact the ability to go live if not mitigated

Thank you