


Monthly Status Report

Reporting Month:	February 2025
Report Number:	017
Submission Date:	03/04/2025
Project:	State of Nevada Full Suite Advantage 4 System Integration
Project Leadership:	<div>██████████ [Program Director, CORE.NV Project]</div> <div>██████████ [Project Manager, CGI]</div>
Author:	██████████ [PMO Lead]
Project Status: 	<p>The Project Team concluded Program Increment 6 (PI6) and finished the planning of Program Increment 7 (PI7) during the month of February. The Agile Project Management Team welcomed three new Scrum Masters assigned to the workstreams. HRM UAT began the week of February 24 with Alpha testers. The scope and requirements confirmation for Phase 1B workstreams remain in progress for Forms, Reports, and Interfaces; this will likely impact the timeline to allow for the fully integrated testing of the components. CGI intends to have a clearer picture of the project timeline in PI7, targeting sprint 7.3. Key stakeholder management is actively in progress and remains a focus for the team.</p>

*Green – On Track | Yellow – At Risk | Red – Off Track

Summary

For the month of February, the Team continues to refine the Incident & Release Management process for the Production environment under the leadership of the State's Release Manager. As of the first week of February, over 70% of Tier 4 tickets were either resolved or cancelled. A portion of the Financial functional resources remain heavily involved with issue resolution contributing to resource availability strain for Phase 1B work.

In February, the workstream teams concluded PI6 work with a Leadership Lessons Learned workshop. The teams are adopting a revised approach to the discovery documentation and agreement process. They will leverage Jira using a product hierarchy methodology to document project work for tracking purposes.

During the week of February 17, the workstream teams met for PI7 planning sessions in Carson City, Nevada. The work in PI6 exceeded capacity creating a need to extend PI7 and adjust the approach for capacity planning. There will be six sprints in PI7 with the workstream teams prioritizing their stories, dependencies, identified risks, mitigation plans, and commitments to their plans. The workstream teams once again utilized the Big Room Planning format that streamlined the process and allowed them more time to focus on collaboration and prioritization across workstreams. During PI planning, changes to Jira Hierarchy were introduced with the adoption of Program Epics and Epics for the stories to be assigned to, enabling reporting on percent completion for each major area. The Program Epics and Epics will be tracked in place of Business Objectives, which will be aligned with Advantage's products'

features. The tracking of non-Build activities such as Phase 1A post-go-live support was also discussed and planned to be included in the Jira tracking and metrics.

The workstream teams successfully completed Parallel Payroll 1 and the analysis of the results, which are documented and shared. HRM User Acceptance Testing kicked off with Alpha testers on February 24, 2025, the preparation work for Parallel Payroll 2 is also underway.

Project Management Office (PMO) Activities

The PMO focused on February deliverables to fulfill contractual requirements, schedule management activities, and PMO operations. The team supported the PI7 event by introducing the new Project Decision lite process. PMO also led the Risk ROAM [Resolve, Own, Accept, and Mitigate] activities during planning, which are possible actions for how to handle potential project risks. The goal of the ROAM Management Approach is to help organizations ensure all potential risks are being dealt with appropriately. The PMO continues to work on Phase 1B schedule updates and defining Phase 1B NDOT deliverables as well as alignment between MS Project and Jira.

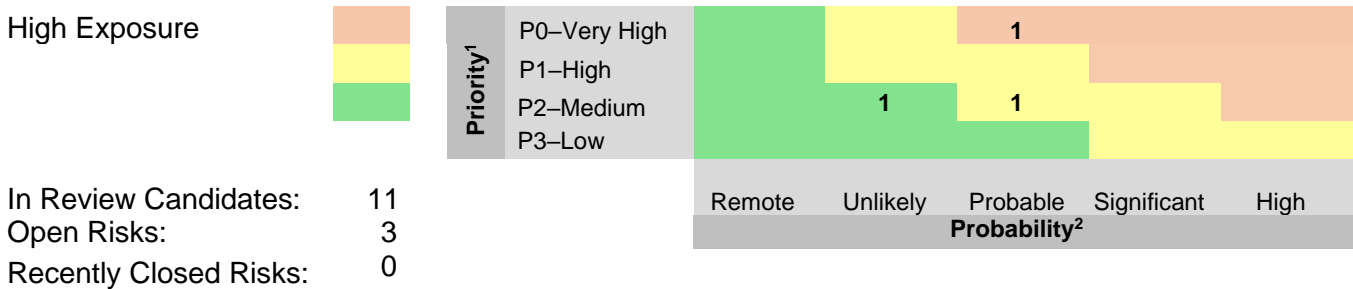
PMO Operations

- CGI PMO onboarded and offboarded CGI project staff for the project:
 - Onboards (6)
 - Scrum Master (3)
 - Financial Business Analyst (1)
 - OCM Training Technical Writer (1)
 - Reports Development Support (1)
 - Offboards (2)
 - OCM Consultant (1)
 - OCM Training Technical Writer (1)
- PMO continues to collect fingerprinting documentation and background checks. Identification badges are in process for the newest onboards.
- PM Governance is working on refining the Issues, Risks, and Decision processes within Jira. Leveraging user-story nomenclature to define our requirements. CGI PMO presented the Decision lite process at the PI7 planning event. The update focused on clarifying roles and responsibilities, workflow efficiency, and adjusting decision issue types for improved visibility.

Project Risks and Project Issues

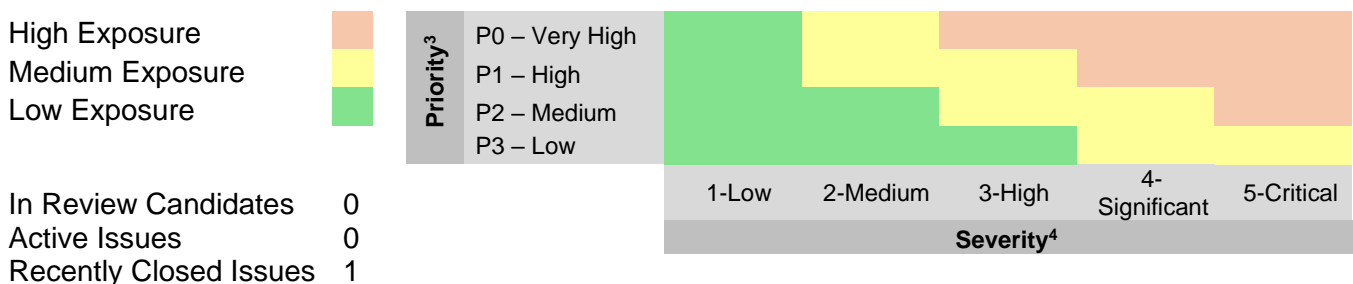
Project Risks and Project Issues are logged and maintained in Jira. Metrics and Heat Map figures were pulled on 02/28/2025.

Project Risk Heat Map and Register



Risk #	Description	Status	Response Status	Priority	Probability	Severity
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Project Issue Heat Map and Register



¹ Risk Priority: A metric that conveys the severity of a Risk so that agents can react accordingly. It identifies the relative importance of a Risk with the Risk Impact Level.

² Risk Probability: Likelihood or chance that a specific risk will occur.

³ Issue Priority: A metric that conveys the severity of an Issue so that agents can react accordingly. It identifies the relative importance of an incident and is usually based on the impact and urgency.

⁴ Issue Severity: The degree of harm or potential harm caused by the incident/problem.

Project Decisions

Project Decisions are logged and maintained in Jira. Figures were pulled on 02/28/2025.

In Review Candidates	0
Active Decisions	1
Recently Closed Decision	1

Decision #	Summary	Status	Priority

Schedule Management & Deliverables

- The following February project deliverables were submitted or approved by OPM:
 - Monthly Status Report #16 – Approval 2/21/2025
 - EUT Monthly Progress Report January – Approval 2/15/2025
 - P1B Implementation Assessment Document – Submission 2/24/2025
 - PI6 Completion Report – Submission 2/28/2025
 - P1A Hypercare Support Month 2 – 2/28/2025
 - P1B Training Support Month 2 – 2/28/2025
 - P1B Performance Test Plan – Submission 2/28/2025

Scope Management

- In Progress Change Requests:
 - CR015_NeoGov LMS*: In Progress. CGI sent the flowdowns and vendor terms of use to OPM for legal review. CGI completed updates to the Change Request open action items.
- New Change Requests:
 - Phase 2 Realignment*: Realignment of Contracted Phase 2 scope to Roadmap Plan.
 - CR021_Local Support Services*: Provide local support services for ongoing support.
 - CR020_Snowflake and Power BI licenses*: Onboard additional report development resources.

Financial

The focus for the Financial team is to continue supporting the January 1 go-live, while also restarting the work for the NDOT 1B go-live on June 30, 2025. The following functional teams were onsite for PI7 planning: Security & Workflow, Fixed Assets, Procurement, Agreements, Cost Accounting, and Budget Control and COA.

- Accounts Payable:
 - Continued Hypercare support, which included troubleshooting Jira tickets and providing real-time support for any questions or issues related to accounts payable.
 - Supported Conversion team for Check Reconciliation and enabled the process successfully in Production.

- Lead daily meetings with SCO/STO to address issues/updates needed for Vendor Payments with future meetings to be conducted weekly.
- General Accounting:
 - Continued Hypercare support including troubleshooting Jira tickets and providing real-time support for any questions or issues related to General Accounting for Phase 1A.
 - Testing and Review of Annual Close Process with SCO for Phase 1A resulting in SCO being aware of the annual close process.
 - Supported requested updates related to Deposit Reconciliation process Phase 1A.
 - Supported conversion team for Manual Disbursement, Receivable and Vendor Phase 1A.
- Accounts Receivable (AR):
 - AR Build meetings started for Phase 1B go-live that included reviewing decisions made in the Phase 1A build period.
 - Began reviewing and updating Phase 1A AR scripts for Phase 1B SIT testing.
- Security & Workflow:
 - Supported critical workflow and security role updates for Phase 1A.
 - Supported critical updates submitted by 25 Jira tickets for Phase 1A.
 - Supported environment management for refreshes and container releases supporting both Phase 1A and Phase 1B.
 - Supported teams with user access to test environments supporting Phase 1A and Phase 1B.
 - Began build sessions for Phase 1B security and workflow.
 - Attended NDOT functional meetings for Phase 1B.
- Fixed Assets:
 - Supported troubleshooting Jira tickets submitted post-go-live and made necessary updates in Production to resolve them.
- Procurement:
 - Continued Hypercare support that included troubleshooting Jira tickets and providing real-time support for any questions or issues related to Procurement.
- Agreements:
 - Agreement discussions were held to define requirements and document system configurations.
 - Completed configuration in █████ environment based on requirements gathered from NDOT.
 - Created and executed SIT scripts for NDOT Agreement.
 - Support conversion efforts through meetings/documentations and coordination with Conversion team.
- Cost Accounting:
 - Held build sessions with NDOT to refine requirements, and review and document system configuration; this resulted in continued discussion with NDOT and configured the system for Build.
 - Loaded Transit Grant COA Elements and Budgets in █████ environment for NDOT review and testing.
 - Held Cost Accounting Agreements discussions to define requirements and document system configuration.
 - Supported Training team to define topics for future Cost Accounting Training sessions
- Budget Control and COA:
 - Continued ongoing discussions with OPM-FIN SME to document and configure █████ environment.
 - Loaded FY2026 COA tables that differ for prior fiscal years in █████ environment.

- Implemented budget control configuration for BOVR solution. Support OPM-TECH with building BOVR report.

Blockers with Resolution Plan:

- Bank Account 01 Payments on DISRQ down to 46. The team cannot resolve them directly, as new BO Rule is in place preventing Support from editing a transaction with a Bank Account other than 01.
 - Resolution Plan: The appropriate project resources will work late on a Friday or over the weekend to relax the Bank Account rule, modify the payments, then put the rule back in place.
- Check Form continues to drop lines when Check Description is over 45 characters and there are more than a few lines on the check stub.
 - Resolution Plan: Truncate Check Description on the Check Form to 45. This was presented to STO and SCO for review and decision.

Human Resource Management (HRM)

In February, the HRM team's focus was finalizing and documenting the first iteration of Parallel Payroll. Testing of the full GTN process all the way through Payroll Finalization was completed early in February. The results were documented, and issues were created to formally wrap up Iteration 1 testing; however, the analysis will continue as the team works toward corrections prior to starting Iteration 2 in March. The HRM team was busy supporting the Technical, EUAT, and Training teams as focus shifted from Phase 1A to Phase 1B for forms, reports, interfaces, and training. The HRM team completed PI7 planning effort and the first week of HRM EUAT.

Major Accomplishments:

- Successfully completed Parallel Payroll Iteration 1.
- Documented Parallel Payroll results and shared them in PI6 retro ceremony.
- Provided functional support both in-person and via Teams to the EUAT testers during a tremendously successful first week of HRM EUAT.
- Reviewed Personnel Management, Position Control and Payroll training materials.

Blockers with Resolution Plan:

- The NEOGOV Change Request has not yet been signed. This was supposed to be a 9-month implementation with an October 1, 2025, go-live date. The teams are working on final revisions to get signatures so this work can get started and complete as scheduled.

Technical

The Technical team travelled to Carson City, Nevada, to participate in PI7 Planning activities and presented the plan collaborating with other teams. The team continued resolving production issues and supporting the state during the Hypercare period.

Major Accomplishments:

- FIN – Conversion:
 - Completed the development and testing of Open Balances and Prior Year Actuals conversion; they will be presented to state for validation in the first week of March.
 - Continued development of Prior year disbursements.
 - Continued Conversion requirements gathering.

- Started design for NDOT Conversions: Projects, Grants, and Agreements.
- HRM – Conversion:
 - Continued Conversion of the remaining tables (other than ones required for HRM Parallel Payroll).
 - Continued refinement of the developed conversion maps based on feedback from Parallel Payroll testing.
 - Completed support for HRM Parallel Payroll 1.
- FIN – Interfaces:
 - Continued Hypercare support for FIN Phase 1A interfaces.
 - Completed additional modifications to the check-related interfaces [REDACTED] to ensure a successful check reconciliation process in Production.
 - Continued the development of Phase 1B budget interfaces.
- HRM – Interfaces:
 - Identified Interfaces required for Parallel Payroll 2 and were shared with the Tech Team, initiating Interface requirement gathering steps.
- FIN and HRM – Forms:
 - Completed additional requested modifications for Check Form.
 - Initiated the requirements gathering and design of HRM forms.
- FIN Reports:
 - Completed Trial Balance and Cash Fund Balance Reports development and handed over the report to State for validation and approval.
 - Continued to provide support to the State on the report development and modifications.

Blockers with Resolution Plan:

- The Technical team continues to work with Report stakeholders to collect reports that need to be in scope for Phase 1B development.

Environment and Legacy Operations

The Operations team continued to support NEATS and HR Data Warehouse tickets. Support for data conversion mapping is ongoing.

The Environments team provided ongoing support to the Tech Team for Phase 1A conversion efforts in February and conducted several walkthroughs for transition to Steady State on Environment, Release and Container Management.

Major Accomplishments:

- Legacy Operations:
 - Continued support NEATS and HR Data Warehouse.
 - Supported HRM Conversion Mapping.
 - Continued support of the Data Warehouse team on HRM data mapping.
- Environment:
 - Refreshed Environment with Production backup: [REDACTED]
- Deployed Bi-Weekly Containers to Project environments:
 - [REDACTED]
 - [REDACTED]
- Delivered [REDACTED] environment to Project.
 - Preparation of the [REDACTED] Environment for Phase 1B Training is in progress.
- Transition to Steady State:
 - Conducted walkthrough with OPM on [REDACTED].

- Conducted walkthrough CGI Solution Support Center Issue Submission Guidelines and Release Notes.
 - Introduced CGI Steady State team and Part 1 of transition to Steady State plan.
- HRM Performance Test Plan:
 - Submitted HRM Performance Test Plan for review.
- Nightly Cycle:
 - Continued active monitoring during Hypercare period.
 - Conducted Walkthrough and transition of the Nightly Cycle Event Tracker.

Blockers with Resolution Plan:

- Production environment encountered the following issue:
 - Several users experienced lag due to the spinning wheel multiple times a day. This was resolved with the addition of an index to the database.

Testing

The Testing team completed HRM EUAT preparation activities and started HRM EUAT on February 24, 2025. The team is actively working on the following:

- Supporting EUAT testers with script execution and issue resolution. EUAT is comprised of an AM group of testers, and a separate PM group of testers each day.
- Executing test cases (875 test cases to date) with 865 (98.9%) having Passed.
- Creating HRM test scripts for future testing.

Major Accomplishments:

- Confirmed that HRM Security Roles and Workflow are now targeted to complete prior to the May 19 – June 8, 2025, HRM EUAT testing activities.
- Confirmed HRM EUAT Beta group participants.

Blockers with Resolution Plan:

- NDOT converted data is needed for NDOT HRM, which is scheduled to start on April 21, 2025. Conversion, UAT, and Functional Leads met, identified capacity, and adjusted activities to support the completion of NDOT conversion by April 15, 2025.

APM (Agile Project Management)

In February, the Agile Project Management (APM) team led the organization through a critical month of activities and accomplishments, focusing on post-go-live reporting and the PI7 planning event. There were several features and functionalities completed in PI6, which also included unplanned work to support the go-live of Phase 1A. Work planned for PI6 that was impacted by these events has been planned for PI7 for completion.

Major Accomplishments:

- PI7 Planning Event:
 - The team successfully conducted a PI7 planning event, enabling teams to plan work for the next 12 weeks in support of the Phase 1B go-live scheduled for June. This two-day event allowed teams to align on goals, priorities, and identify cross-team dependencies.
- Mural & Documentation:

- During the PI7 planning event, the team facilitated a Mural board exercise to maintain comprehensive documentation. This approach enhanced collaboration, knowledge sharing, and project transparency for all program risks.
- Schedule & Agenda Management:
 - The team effectively managed the schedule and agenda, ensuring timely execution and efficient resource allocation. This included coordinating crucial presentations from Leas on the Vision Roadmap and high-priority features of the Program Backlog. These presentations were vital in aligning everyone with the project's strategic goals and priorities, ensuring that all team members understood the critical tasks and long-term objectives.
- Jira Hierarchy Improvements:
 - To support feature-level reporting at the program level, the team implemented changes to the Jira hierarchy. This enhancement will enable leadership to gain better visibility into overall progress, aligning with the trend of integrating AI and machine learning into Agile processes for improved analytics and decision-making. Project Leadership informed the team of these changes during PI7 Planning event, held on February 18th.
 - This new process is being rolled out during the execution of PI7. Once process definition is finalized, documentation will be available on the Internal CORE.NV SharePoint site by the start of PI8.

These accomplishments demonstrate the APM team's commitment to Agile principles, fostering collaboration, adaptability, and efficiency in project management. By leveraging tools like Mural and Jira, and focusing on comprehensive planning and documentation, the team has set a strong foundation for the upcoming Phase 1B go-live in June.

Blockers with Resolution Plan:

The APM team addressed a critical visibility issue within the program by implementing strategic updates to the Jira hierarchy. This enhancement was designed to provide comprehensive visibility into all work, including tasks not directly classified as Build work for Phase 1B go-live.

- Improved Feature Visibility:
 - The APM team restructured the Jira hierarchy to offer clear and real-time visibility of Feature statuses throughout the course of both sprints and Program Increments (PIs). This update ensures that all work, regardless of its classification, is now trackable and visible to the Program Team.
 - For the impacted teams, APM is focusing on moving the FIN, HRM, CGI-Tech, and NV-Tech teams to Jira. The objectives are to include all work from these teams, not just work classified as Build work. This includes work classified as Discovery, Achieve, and hyper care efforts, which were previously managed in separate MS Project Plans.
- Efforts to clean and refine the exported, aggregated data from Jira are ongoing. Once processed, this data is imported into PowerBI for further analysis and visualization. All of the data is valid, and we are focusing on resolving a handful of outliers that can misrepresent status.

Organizational Change Management (OCM) and Communications

The Change Agent Network (CAN) has been strategically restructured to include agency liaisons that are subject matter experts, addressing gaps from Phase 1A, and enhancing departmental insights. Progress has been made in internal communications and resource development, including the creation of job aids, a pulse survey for FIN end-users, and the establishment of a formal intake process for communication requests. The team has also produced post-go-live metrics for Phase 1A and Phase 1B

training numbers, showing substantial user engagement with 822 registered users and 19K overall page views.

Major Accomplishments:

- Established strategy and new Phase 1B approach for CAN, including facilitating a brainstorm session, drafting the CAN invite memo, and producing the deck for the March 5, 2025, session.
- Created and designed February Newsletter; coordinated with functional leads.
- Created Internal OCM Phase 1B Event Log to enhance team coordination by providing a centralized reference for key OPM events, dates, objectives, and stakeholder information. Event Logs enable the OCM team to quickly access essential details, prioritize effectively, and ensure alignment with top priorities.
- Completed ongoing SharePoint maintenance and uploading of Release Management memos.
- Revamped SharePoint site (including new Tips & Tricks, Communications pages).
 - Month of February 2025 saw +36 Unique Visitor and +2206 Page Views.
- Began planning for Quarterly Leadership Session scheduled for March 2025.
- Developed Transaction Filter Job Aid to enable Department Leads to efficiently view relevant transactions.
- Created Error vs. Warning Job Aid to clarify the distinction between informational warnings and critical errors for users.
 - *All Job Aids are distributed by the OPM OCM Lead.
- Created Pulse Survey for FIN end-users to evaluate Phase 1A go-live. Provided both quantitative and qualitative analysis of results and summarized in a briefing.
- Produced the first Post Go-Live Metrics for Phase 1A in addition to Phase 1B training numbers:
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
- Developed Formal Intake process and form for communications requests.
- Conducted monthly maintenance to ensure up-to-date and accurate stakeholder lists.
- Developed and analyzed change impacts for Phase 1B.

Blockers with Resolution Plan:

- The Change Agent Network (CAN) has been restructured to include the role of agency liaison alongside advocates; no members were removed as part of this approach. The newly added 48 members are all subject matter experts (SMEs), addressing a gap from Phase 1A by bringing specialized expertise and departmental insights. These SMEs play a critical role in providing detailed knowledge of departmental changes, impacts, and blockers, significantly enhancing the CAN's ability to act as an open conduit for communication. The OCM Team will closely monitor how members adopt these roles to ensure effective implementation and maximize the impact of this enhanced structure.

Training

Major Accomplishments:

- Continued work on [REDACTED] environment configuration to prepare for Phase 1B Instructor-Led Training.
- Drafted and finalized all elements of registration materials, including introductory email, Registration Guide, and coordinating SharePoint resources update.
- Supported opening of registration on February 18, 2025. End of February Registration metrics::

- [REDACTED]
- [REDACTED]
- [REDACTED]
- Created NDOT End-User training guidelines & ILT calendar.
- Facilitated the review process for the Position Control ILT course materials.
- Planned and Facilitated February State Trainer Forum.
 - 11 participants joined the online Forum from the following departments: DHRM, DOC, DMV, NDOT, SCO, and Purchasing
- Developing Training & NV UAT support for State Trainer CORE.NV supplementary materials.
- Supported the publishing of additional Phase 1A NVeLearn courses:
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

Blockers with Resolution Plan:

- NVeLearn Phase 1A Accounts Receivable course in process.

30, 60, and 90-Day Look Ahead (Deliverables)*

* The Look Ahead details are subject to Phase 1B schedule updates.

March 2025

- Monthly Status Report #17 – Submission 3/4/2025
- EUT Monthly Progress Report February – Submission 3/13/2025
- P1B Build Stage Complete – 3/14/2025
- P1B UAT Support Month 1 – 3/24/2025
- P1B Training Support Month 3 – 3/31/2025

April 2025

- Monthly Status Report #18 – Submission 4/2/2025
- EUT Monthly Progress Report March – Submission 4/10/2025
- P1B Readiness Assessment Checklist – Submission 4/17/2025
- P1B UAT Support Month 2 – 4/25/2025

May 2025

- Monthly Status Report #19 – Submission 5/2/2025
- P1B Performance Test Execution Month 1 – 5/9/2025
- P1B Performance Test Execution Month 2 – 5/19/2025
- EUT Monthly Progress Report April – Submission 5/8/2025
- P1B Performance Test Results – Submission 5/28/2025

High Level Status:

Overall Project Timeline
P1A Financial Management
P1B Financial Management NDOT
P1B Human Resource Management

