



Monthly IV&V Report

As of January 2025



plante moran

Audit. Tax. Consulting.
Wealth Management.

100 years



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 Rubric

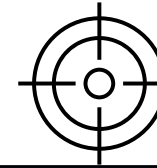


Project Health Status Categorizations

Project Health Assessment Area	Green	Amber or Yellow	Red
Scope:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> 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. <p><i>If scope re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined scope.</i></p>	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> The schedule and critical path are well-defined. The schedule is progressing as planned, with all critical path milestones and deadlines being met. <p><i>If schedule re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined schedule.</i></p>	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> The budget is well-defined. Budget funds have been allocated as needed. The budget is being expended as required. <p><i>If budget re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined budget.</i></p>	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> All needed resources have been identified. All identified resources have been allocated. There are no overallocated resources. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> 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 - January



Target go-live
Phase 1B Jul '25



	<ul style="list-style-type: none"> Sufficient discovery and subsequent requirement development (scope) for Phase 1B (Payroll, NDOT cost accounting) is not fully defined yet Scope of technical work has not been defined for Phase 1B and assigned to the teams PI Planning for Phase 1B is critical to complete the scope definition
	<ul style="list-style-type: none"> Support required for Phase 1A (Finance MVP) post go-live issues is impacting the schedule for Phase 1B Complete schedule with resources, activities, completion dates and critical path is not solid for Phase 1B Processes for adjusting the schedule, once baselined, should be adhered to for changes in schedule and impact to critical path
	<ul style="list-style-type: none"> Focusing resources to mitigate post go-live issues will impact budgets for future Phases Change control budget to support additional needs but may be challenged for the overall project due to the risk of unplanned work in prior phases and change in scope such as NeoGov
	<ul style="list-style-type: none"> Use of the Project Plan to provide clear and consistent reporting and socialization to stakeholders Identification of risks and issues and continued visibility and socialization of mitigation efforts of those items Ensure testing is comprehensive against the scope early in the process with the stakeholders Environment stability and inter-environment synchronization plan needs to be defined and followed
	<ul style="list-style-type: none"> Phase 1A stabilization is adversely impacting the resources for completing Phase 1B Aligning the technical resources across the CGI and OPM for technical tasks Knowledge transfer between OPM and CGI resources should be elevated to gain more capabilities across the resources



IV&V Recommendations



- Continue to stabilize Phase 1A.
- Communicate to stakeholders as Phase 1B and 2A scope progresses. Get stakeholders excited about enhancements.
- Align Phase 1B scope to timeline and resources available given resource contention supporting 1A.
- Develop 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
 - Align RAID items for IV&V, OPM, and CGI across the project
- Set testing as a priority from end to end of the process.
- Involve stakeholders early for Phase 1B.



Key RAID items since last report



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

Risks Open *	7	5	8	5	3	3	0	10	6	12	15	17	10	15
Actions Open	0	8	4	2	1	4	2	8	5	6	6	15	12	12
Issues Open	6	5	3	1	0	1	0	45	22	16	14	13	8	6
Decisions Recorded **	2	8	5	6	6	2	2							
Decisions Open**	0	5	4	1	3	0	0							

* Includes Candidates

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



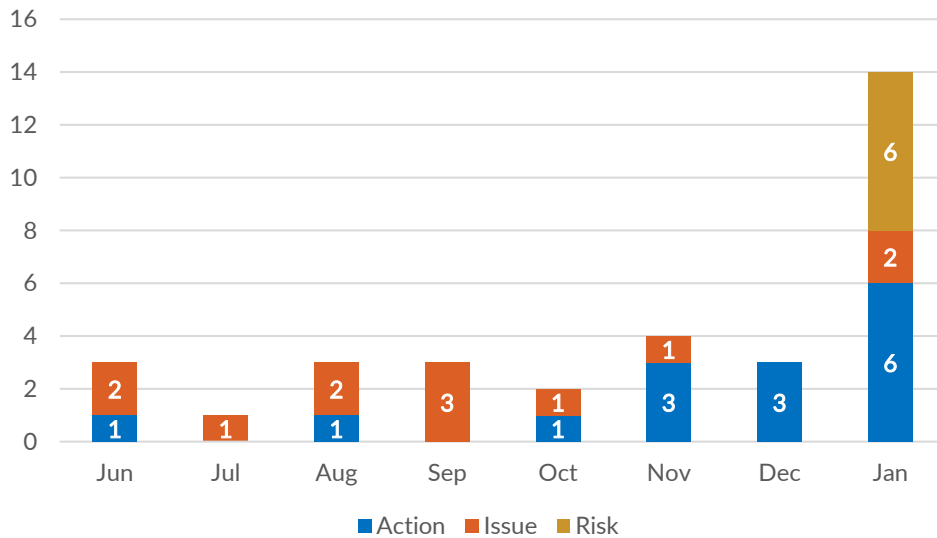
Plante Moran RAID History



- Since Plante Moran’s initial reporting period June 2024, we have reported 158 RAID items (2 charts to the right).
- As of January 31st, we are reporting 33 open RAID items (below).

TOTAL RISKS, ISSUES, & ACTIONS REPORTED SINCE JUNE 2024								
	High						Grand	
	Certainty	Probability	Low	Medium	N/A	Probable	Unlikely	Total
Closed	1	39	3	18	50	12	2	125
Monitor					19			19
Open	1	3			8	2		14
Grand Total	2	42	3	18	77	14	2	158

OPEN RAID ITEMS BY MONTH ORIGINATED



Open Items by Month First Reported									
	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Grand Total
Action	1		1		1	3	3	6	15
Issue	2	1	2	3	1	1		2	12
Risk								6	6
Grand Total	3	1	3	3	2	4	3	14	33

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



Risk Action Issues & Decisions

2012 First-Ever Global Workplace Recognition with International Accounting Bulletin's Employer of the Year award.



2003: Firm forms Diversity Council.



2007: Plante Moran Cares launches.



2002: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse; Plante Moran Trust is created.



1999: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."



1994: Plante Moran CRESA is formed.



1993: Plante Moran Financial Advisors registers with the SEC.



1980: Plante Moran is ranked as "Best of the Best" by Entrepreneur magazine.



1978: Plante Moran is ranked as "Best of the Best" by Entrepreneur magazine.



1960: Plante Moran is ranked as "Best of the Best" by Entrepreneur magazine.

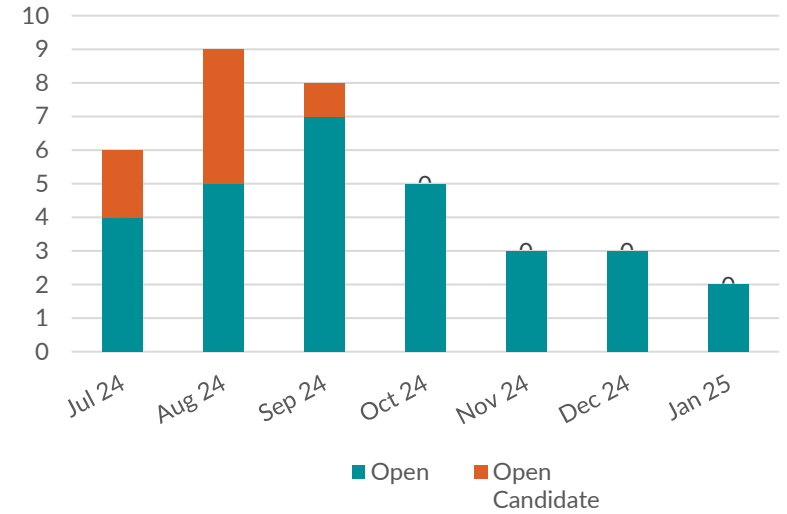


Risk Summary

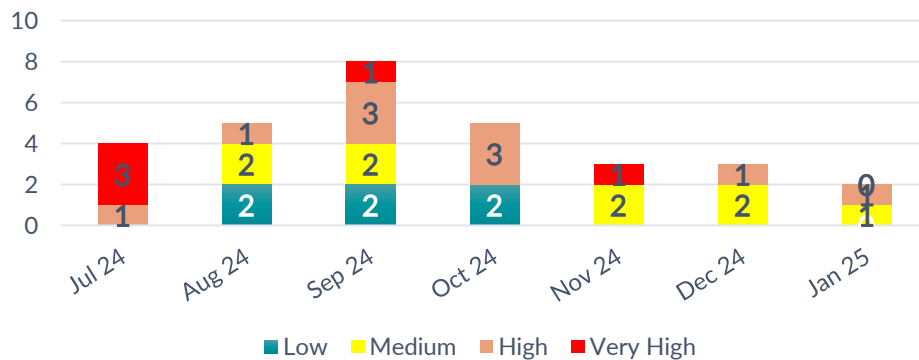


- There are currently 2 open risks on the NV Project Risk Log as of the end of January.
- IV&V has 6 Risks open which can be found in the accompanying Observations and Recommendations spreadsheet.

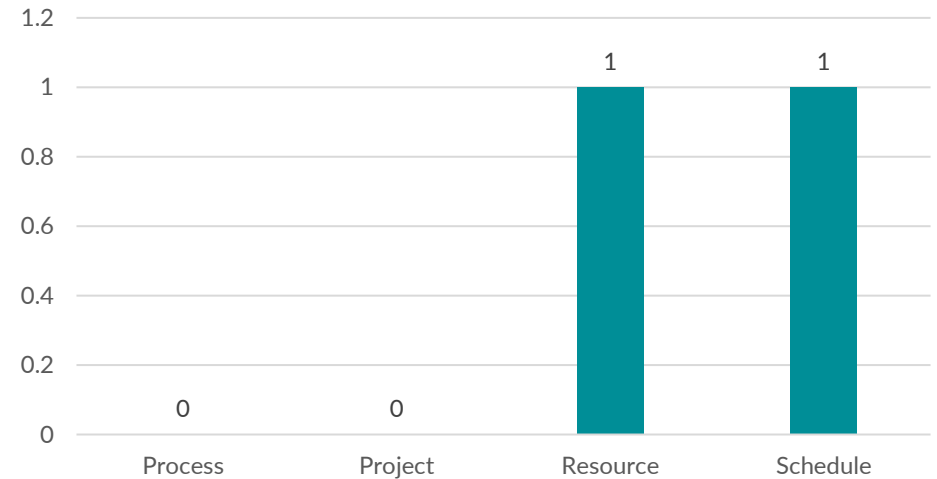
Open Risks and Open Risk Candidates Trend by Month



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



Open Risks by Category



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

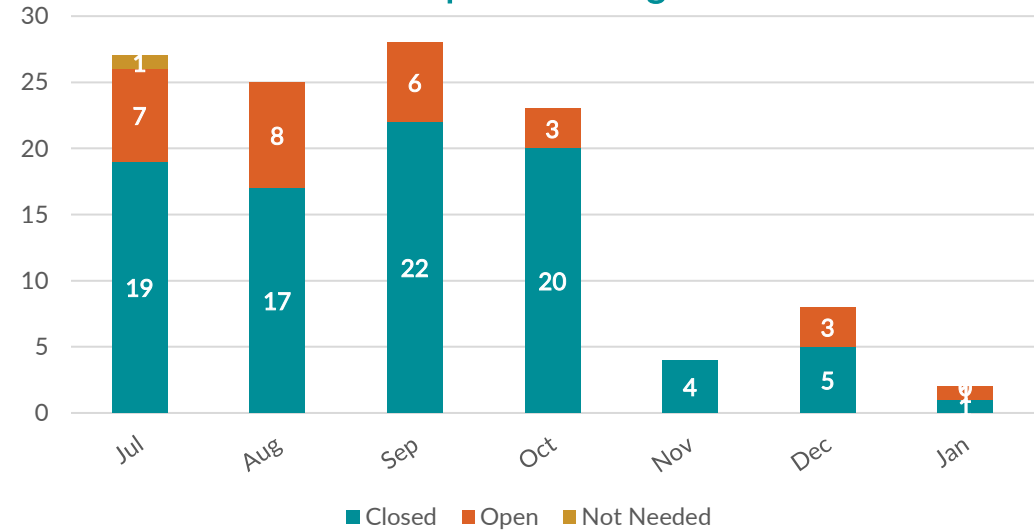


Actions Summary

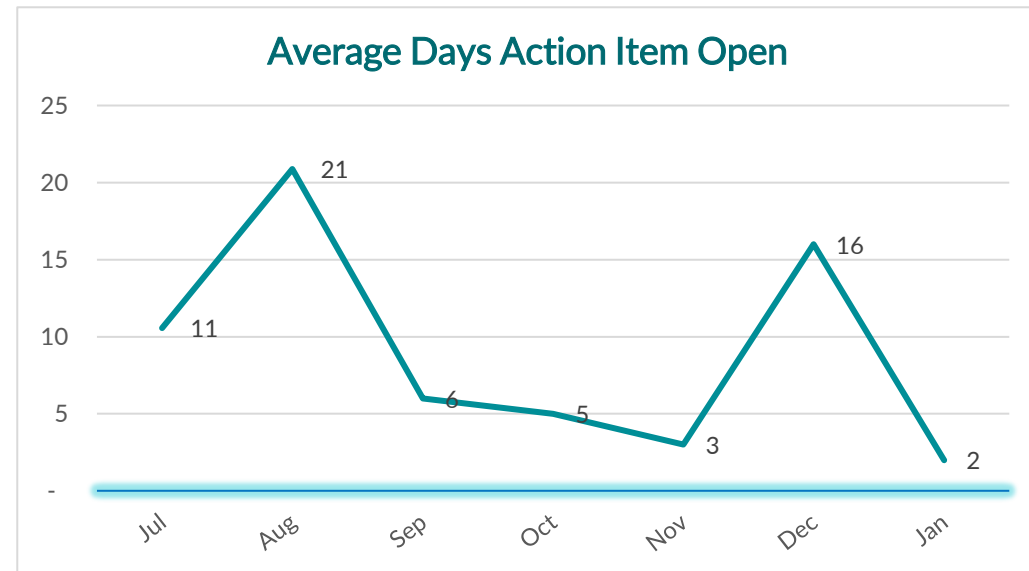


- As of the end of January, there were 0 Actions remaining open. During the month 2 Action items were opened, and 4 Action items were closed.
- IV&V has 15 Action Items open in the accompanying Observations and Recommendations spreadsheet.

Action Items Opened During the Month



Average Days Action Item Open



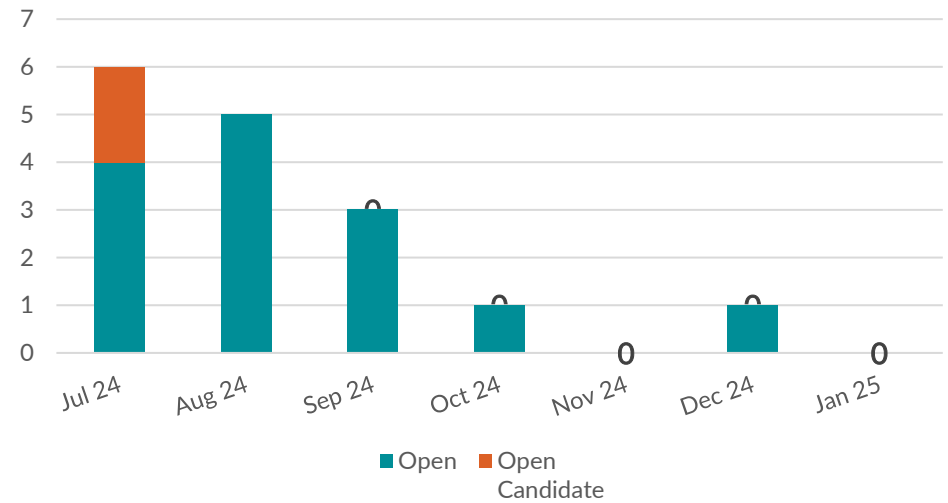


Issue Summary

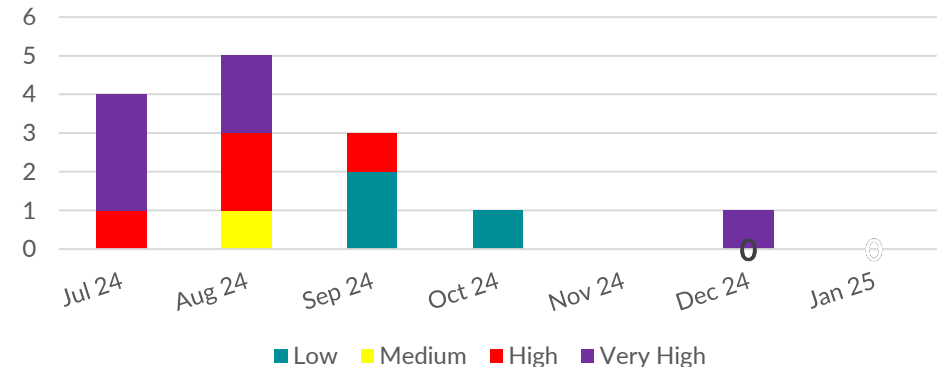


- As of the end of January, OPM had 0 open issues.
- The Project Team opened 0 additional issues in January and 1 issue was closed.
- IV&V has identified 2 open Issues.

OPM Open Issues and Open Issue Candidates Trend by Month



OPM Issues Impact Trend by Month (Not including Candidates)

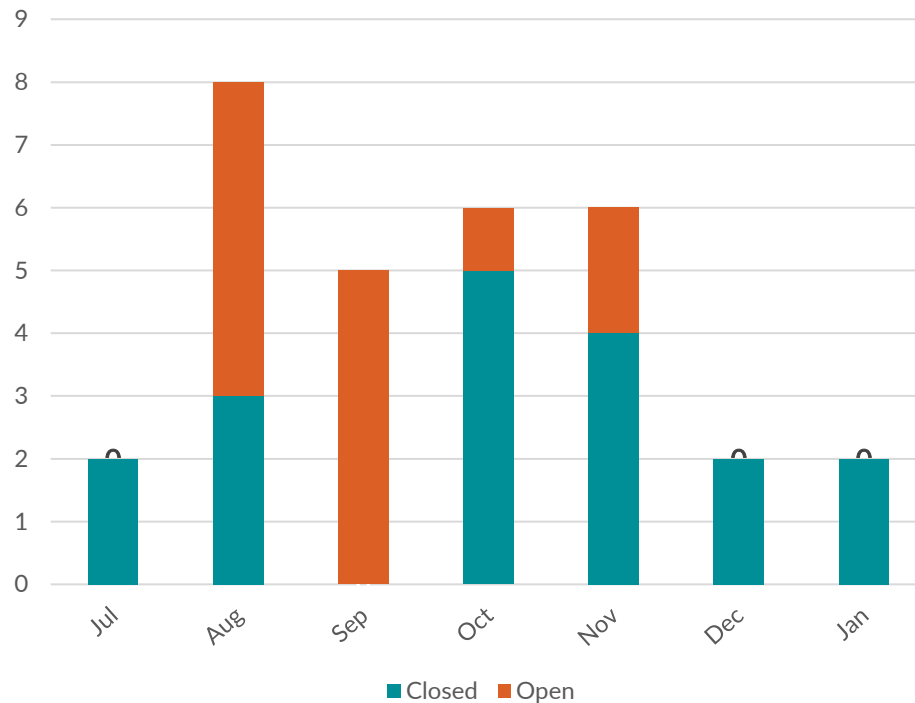




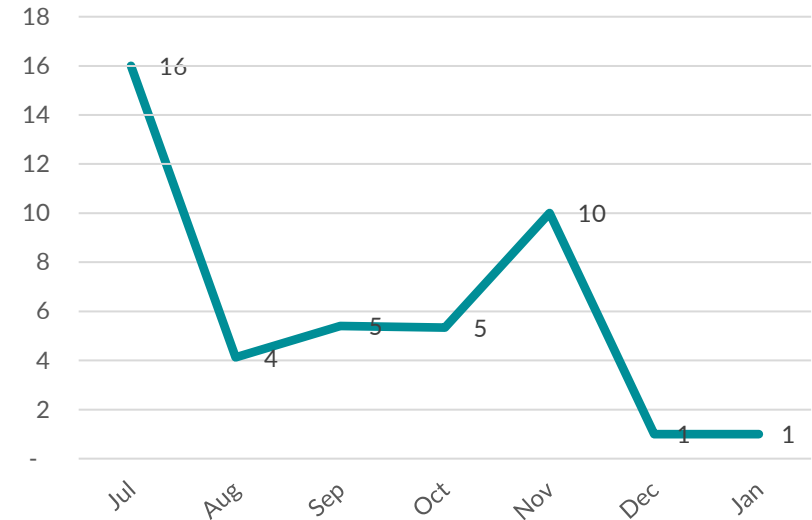
Decisions

- OPM has logged 54 Decisions to date with 2 added in January.
- There were no open Decisions at the end of the month.

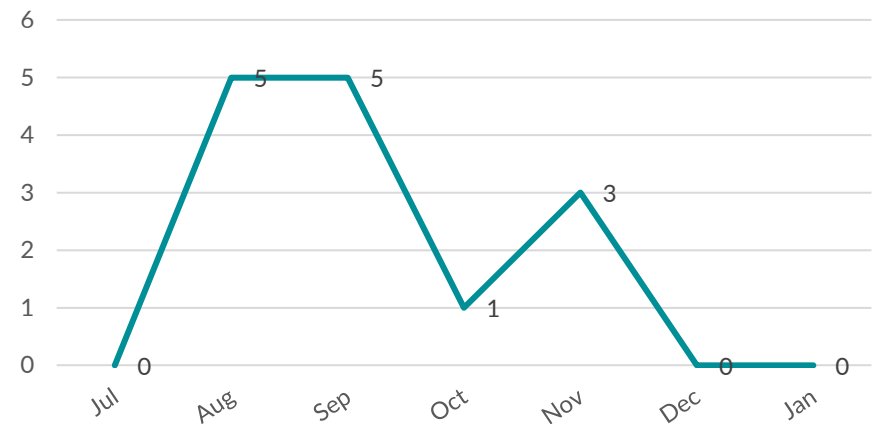
OPM Decision Log Entries



OPM Decisions Average Days Outstanding



OPM Decisions Open at the End of Each Month





1980: Plante Moran Financial Advisors registers with the SEC.

1975: Plante Moran Financial Advisors registers with the SEC.

1994: Plante Moran CRESA is formed.

1999: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

1996: PAM Corporate Finance LLC (PACF) is founded.

1995: Firm creates domain and later launches website.



2003: Firm forms Diversity Council.



2003: First international office in Shanghai, China.

PM cares

2007: Plante Moran Cares launches

2002: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse; Plante Moran Trust is created.

2012: First-Ever Global Workplace Recognition with International Accounting Bulletin's Employer of the Year award.

2011: Plante & Moran drops the "&"; becomes Plante Moran.

Bugs Reported



Bugs Reported

- 229 bugs have been reported in Jira to date.
- 65 new bugs were reported in January.
- Of these, 36 are in Open, Investigating, In Progress, Testing, or related statuses and 19 are in Ready statuses.

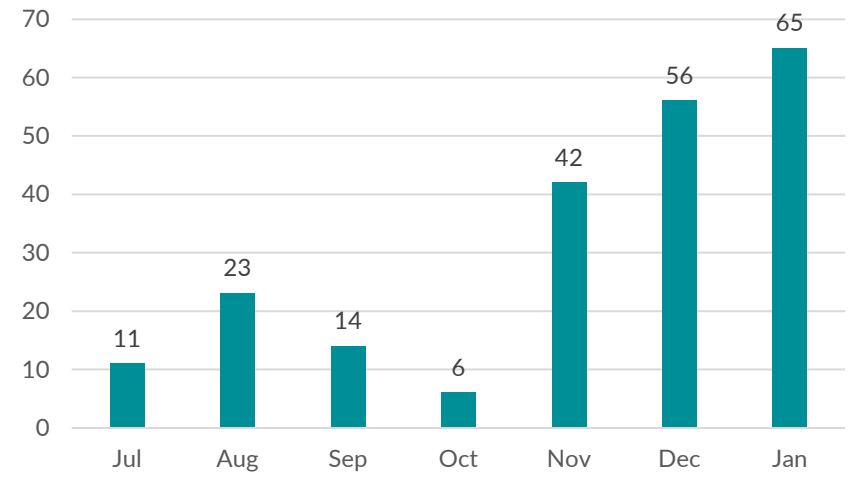
**Data is not available for the dates when bug statuses are changed. Plante Moran is only able to track open dates and provide a snapshot of statuses as they existed in early February.*

***Four bugs entered on 1/1 were identified as Test Bugs with no information included, so these were removed from the totals presented here.*

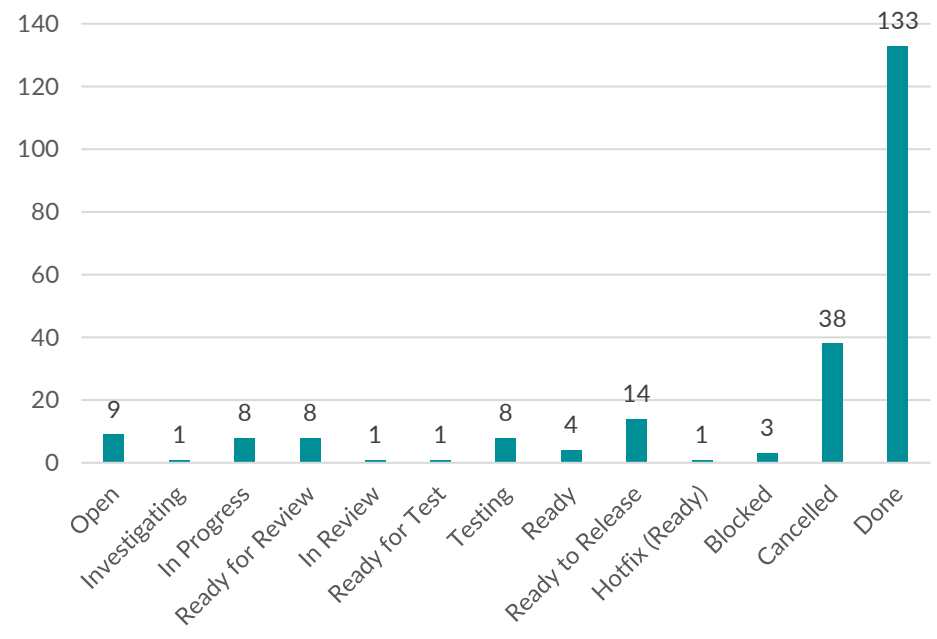
****Another bug (CORENV-8841) appeared to be removed from the bug list in early February and now appears elsewhere in Jira. It is included in the numbers presented here because it was active as a Bug at the end of January.*



Bugs Reported by Month



Status of Reported Bugs





Contracts and Budgets Deliverables &

CELEBRATE THE JOURNEY
2009: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

2004: Plante Moran CRESA is formed.

2003: Plante Moran Financial Advisors registers with the SEC.

1980: Plante Moran is established as a "Top 100" firm.



1996: PAM Corporate Finance LLC (PACF) is founded.

1995: Firm creates domain and later launches website.

2003: Firm forms Diversity Council.



2003: First international office in Shanghai, China.

2002: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse; Plante Moran Trust is created.



2007: Plante Moran Capital Services is launched.

2011: Plante & Moran drops the "&"; becomes Plante Moran.

2012: First-Ever Global Workplace Recognition with International Accounting Bulletin's Employer of the Year award.



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

» Contract

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

» Contract Amendments

- ❑ No amendments were issued during January.

» Risks

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



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

- ❑ No amendments were issued in January.

» Risks

- ❑ Project continuity risk. The period extended does not cover HRM go-live or Phase 2 go-live.

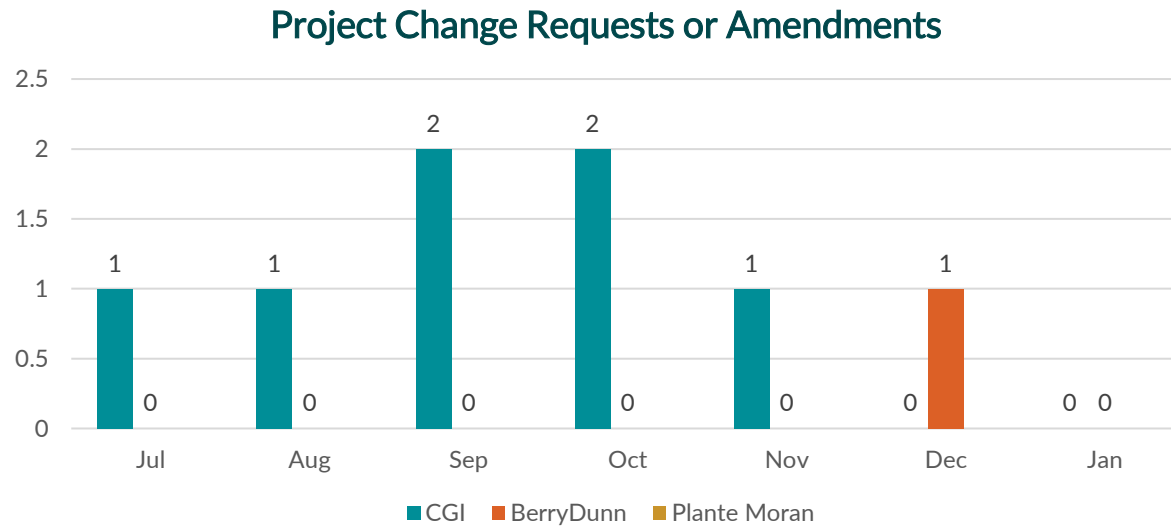
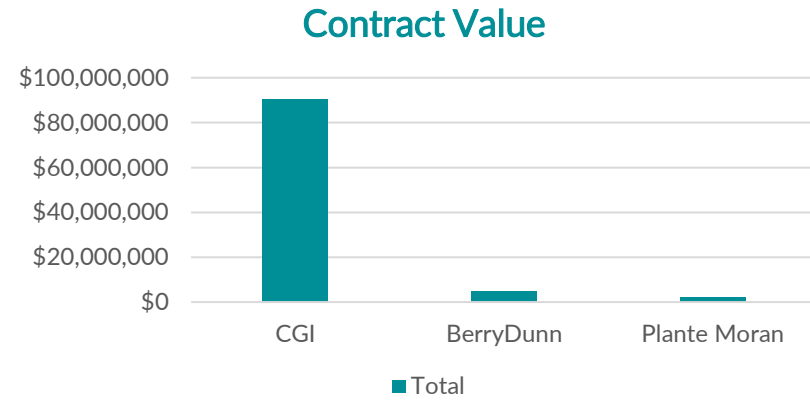


Change Requests



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





BUDGET AND KNOWN UPCOMING COMMITMENTS AT A GLANCE



- Recap of Budget and Known Upcoming Commitments

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

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



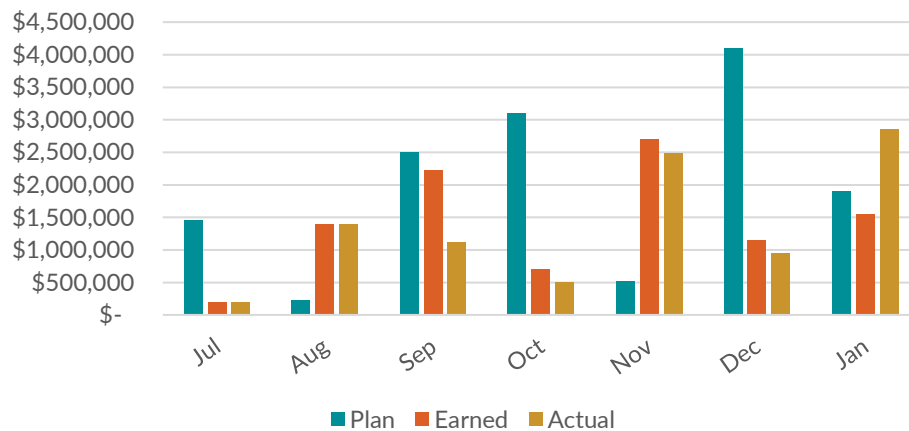
Excluding Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	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	\$ 1,900,000	\$ 13,800,000	\$ 11,850,000	\$ 25,650,000
Earned	\$ 200,000	\$ 1,400,000	\$ 2,225,000	\$ 700,000	\$ 2,700,000	\$ 1,150,000	\$ 1,550,000	\$ 9,925,000	\$ 11,850,000	\$ 21,775,000
Actual	\$ 200,000	\$ 1,400,000	\$ 1,125,000	\$ 500,000	\$ 2,900,000	\$ 950,000	\$ 2,850,000	\$ 9,925,000	\$ 11,850,000	\$ 21,775,000

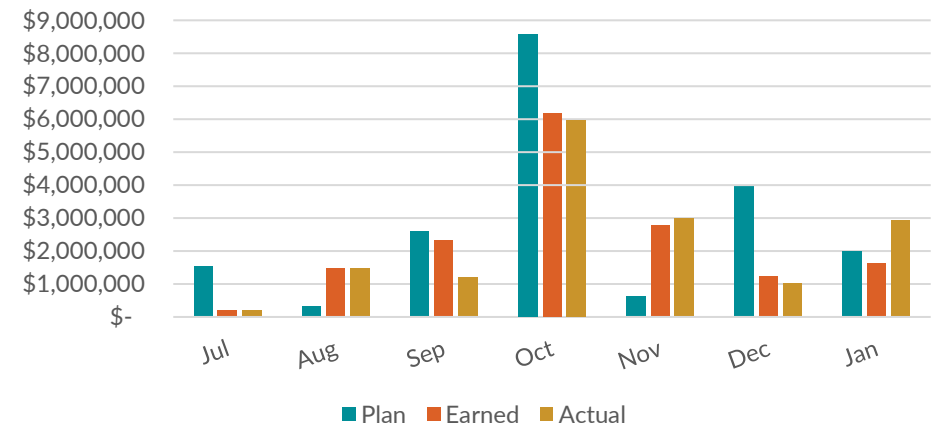
Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	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	\$ 1,980,645	\$ 19,549,515	\$ 17,407,580	\$ 36,957,095
Earned	\$ 200,000	\$ 1,480,645	\$ 2,305,645	\$ 6,165,645	\$ 2,780,645	\$ 1,230,645	\$ 1,630,645	\$ 15,793,870	\$ 17,407,580	\$ 33,201,450
Actual	\$ 200,000	\$ 1,480,645	\$ 1,205,645	\$ 5,965,645	\$ 2,980,645	\$ 1,030,645	\$ 2,930,645	\$ 15,793,870	\$ 17,407,580	\$ 33,201,450

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 Jan	FY 25 Total	FY 24 Total	Project Total
Plan	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 1,885,086	\$ 771,896	\$ 2,656,982
Earned	\$ -	\$ 244,164	\$ 247,196	\$ 278,731	\$ 235,216	\$ 192,408	\$ 229,094	\$ 1,426,808	\$ 759,141	\$ 2,185,949
Actual	\$ -	\$ 244,164	\$ 247,196	\$ 278,731	\$ 235,216	\$ 192,408	\$ 229,094	\$ 1,426,808	\$ 759,141	\$ 2,185,949

*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 Jan	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	\$ 30,875	\$ 665,763	\$ -	\$ 665,763
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 Jan	FY 25 FY 25 Total	FY 24 FY 24 Total	Project Total
Plan	\$ 1,822,798	\$ 552,298	\$ 2,769,298	\$ 3,369,298	\$ 794,298	\$ 4,369,298	\$ 2,169,298	\$ 15,846,586	\$ 12,712,896	\$ 28,559,482
Earned	\$ 496,400	\$ 1,644,164	\$ 2,472,196	\$ 1,085,006	\$ 3,085,041	\$ 1,424,796	\$ 1,809,969	\$ 12,017,571	\$ 12,609,141	\$ 24,626,711
Actual	\$ 496,400	\$ 1,644,164	\$ 1,372,196	\$ 983,156	\$ 3,285,041	\$ 1,224,796	\$ 3,079,094	\$ 12,084,846	\$ 12,609,141	\$ 24,693,986

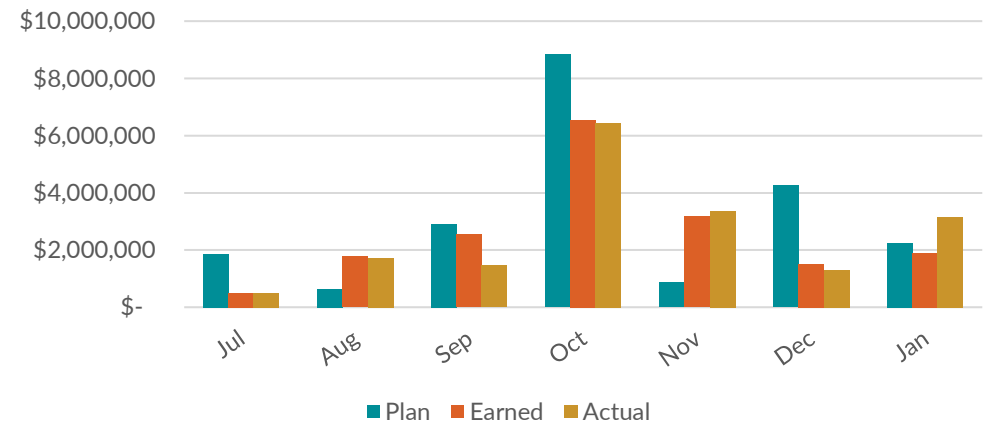
Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 FY 25 Total	FY 24 FY 24 Total	Project Total
Plan	\$ 1,861,734	\$ 636,734	\$ 2,911,734	\$ 8,834,943	\$ 874,943	\$ 4,249,943	\$ 2,249,943	\$ 21,619,974	\$ 18,270,476	\$ 39,890,450
Earned	\$ 496,400	\$ 1,764,784	\$ 2,552,841	\$ 6,550,651	\$ 3,165,686	\$ 1,505,441	\$ 1,890,614	\$ 17,926,416	\$ 18,166,721	\$ 36,093,136
Actual	\$ 496,400	\$ 1,724,809	\$ 1,452,841	\$ 6,448,801	\$ 3,365,686	\$ 1,305,441	\$ 3,159,739	\$ 17,953,716	\$ 18,166,721	\$ 36,120,436

Combined Earned Value by Month
Excluding Change Control and Software



Combined Earned Value by Month Including
Change Control and Software



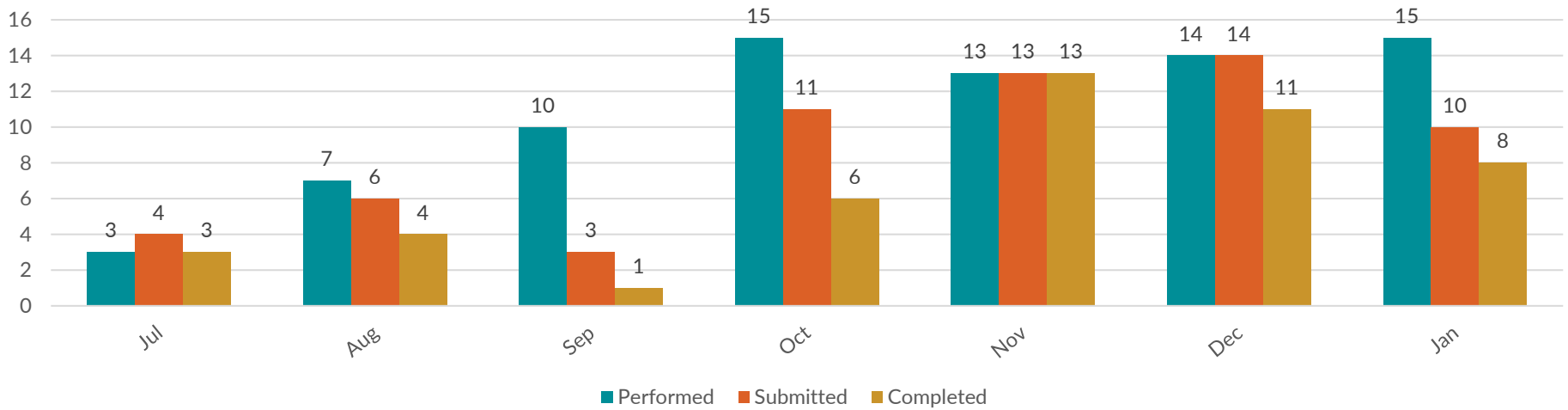


Deliverables



		Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY24 Total	FY25 Total	Total
CGI	Performed	1	5	7	8	5	7	8	30	33	71
CGI	Submitted	1	5	1	4	5	7	3	30	23	56
CGI	Completed	0	3	0	0	5	4	6	28	12	46
BerryDunn	Performed	1	1	2	2	2	3	2	5	11	18
BerryDunn	Submitted	1	1	2	2	2	3	2	4	11	17
BerryDunn	Completed	1	1	1	2	2	3	2	4	10	16
Plante Moran	Performed	1	1	1	5	6	4	5	1	18	24
Plante Moran	Submitted	2	0	0	5	6	4	5	0	17	22
Plante Moran	Completed	2	0	0	4	6	4	0	0	16	16
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY24 Total	FY25 Total	Total
Total	Performed	3	7	10	15	13	14	15	36	62	113
Total	Submitted	4	6	3	11	13	14	10	34	51	95
Total	Completed	3	4	1	6	13	11	8	32	38	78

Monthly Deliverable Activity





Observations and Recommendations



The Observations and Recommendations below address items Plante Moran has identified in Slide 4, Program Status. Additional support can be found in the associated document, *Plante Moran Report Out Core NV January 2025 Report Attachment Observations and Recommendations*

1924: Elorion Plante founds accounting firm in Detroit, Michigan.



1950: Frank Moran is named partner; firm becomes known as Plante & Moran.

1993: Plante Moran Financial Advisors registers with the SEC.

1994: Plante Moran CRESA is formed.

CELEBRATE THE JOURNEY
1999: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

2002: Firm forms Diversity Council.

2003: Plante Moran Financial Advisors is founded.

2005: Firm creates domain website.

PM cares
"100 Plante Moran Care Initiatives"

2007: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse. Plante Moran Trust is created.



Scope



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
116	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Assemble a small focused team to design and develop the interfaces to accommodate NDOT staying in Advantage 2 for the MVP of Financial. 	<ul style="list-style-type: none"> OPM and NDOT Tech teams will collaborate to ensure that the missed interface will be functional 		Monitor	N/A	Critical
134	<ul style="list-style-type: none"> The team has identified an issue with tracking scope items raised by agencies related to Phase 2 - transformation. 	<ul style="list-style-type: none"> 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. Phase 1B scope items should be an artifact maintained by the OPM, available for all staff to review and update. 	<ul style="list-style-type: none"> The OPM Project Manager for the FIN Team has been maintaining a spreadsheet of Phase 1B scope items for quite some time and any requests should be directed to her. 		Monitor	N/A	High



Schedule



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
167	<ul style="list-style-type: none"> The first Month-end closing in a new system can cause significant, unexpected time to be expended due to the newness of the process and procedures, as well as unanticipated errors may surface. 	<ul style="list-style-type: none"> Begin planning now, with testing of certain processes that can be done prior to the formal month-end processes. 	<ul style="list-style-type: none"> Extra care and time is being taken with agencies to ensure they have what they need for month-end activities, along with some "white-glove" support to ensure they understand the differences between ADV2 and ADV4 functionality 		Open	Probable	Significant
166	<ul style="list-style-type: none"> Resources for discovery, configuration, and testing of 1B workstreams are being impacted by continuing support of Phase 1A in the Hypercare period. This will potentially impact resourcing, budget, and schedule for Phase 1B. 	<ul style="list-style-type: none"> Develop a comprehensive project plan that allows stakeholders to view impact of continued Phase 1A support on the 1B workstreams, so that resources, schedule, and/or budgets can be adjusted. (Note #158 has been closed). 	<ul style="list-style-type: none"> OPM agrees that Resources for discovery, configuration, and testing of Phase 1B workstreams are being heavily impacted by continuing support of Phase 1A, and also agrees that a quantitative measure of that impact is a priority deliverable to stakeholders, so that resources, schedule, and/or budgets can be adjusted. Isn't this item a repeat of item 158? 		Open	High Probability	Significant



Budget



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
124	<ul style="list-style-type: none"> Potential delays in Phase 1A (FIN) scope completion or Phase 1B (HRM) schedule may require additional budget allocations for project contractors. 	<ul style="list-style-type: none"> Begin discussions and planning with contractors to address contract contingencies based on expected scenarios. As items were incomplete at go-live or were not completely tested causing errors which need support, resources identified to work on 1A were not able to fully pivot to 1B. This resource contention should be included in an updated project plan to determine the impact on budget to complete 1B. 	<ul style="list-style-type: none"> Both OPM and CGI recognize that this was an issue for Phase 1A. Proactive planning and measures have already been put into place to prevent this from occurring in Phase 1B. 		Monitor	N/A	High



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
173	<ul style="list-style-type: none"> There have been a significant number of interface changes (qty. 41) made to the production environment following post-go-live. Many of these changes have been related to high-impact issues. This would be symptomatic of inadequate interface testing and validation during the Phase 1A build activities. 	<ul style="list-style-type: none"> Review the interface testing and sign-off procedures to ensure adequate functional and end-to-end testing during the development and deployment of interfaces, both those developed for Phase 1A and those in process from Phase 1B. 	<ul style="list-style-type: none"> OPM agrees that the significant number of post-production changes to interfaces is directly related to inadequate interface testing and validation during the Phase 1A build activities. We believe this occurred due to the lack of testing resources and planning, combined with the constrained timeline for the January go-live. For P1B, we will be identifying test resources and creating an interface validation plan during the discovery and analysis phase, prior to interface building, in order to reduce the number of errors post-production. 		Open	N/A	Significant
168	<ul style="list-style-type: none"> Environments are not adequately synching between production and the other test or development environments, causing errors to occur in production that were not occurring in test environments. Furthermore, production fixes are not being redeployed in the other non-production environments consistently. 	<ul style="list-style-type: none"> Develop an environment management plan to include fixes to production (now) which includes regression testing. This is more critical now due to 1A being live. The plan should account for replication of production security, configuration and code changes to non-production environments in a timely manner. 	<ul style="list-style-type: none"> OPM agrees that Environments are not adequately synching between production and the other test or development environments, causing errors to occur in production that were not occurring in test environments. We also agree that an Environment Management plan is critical to a successful handoff, and further agrees that the plan should account for replication of production security, configuration and code changes to non-production environments in a timely manner. While additional resources are being onboarded, this resource has not yet been selected for recruitment. 		Open	Probable	Significant



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
165	<ul style="list-style-type: none"> A knowledge transfer plan for measuring and reporting on upskilling State resources was not identifiable. This is critical after Hypercare is over at the end of February to maintain and improve the production system. 	<ul style="list-style-type: none"> Survey State staff on adequacy and comfort with all technical aspects required for them to "own the system" once Hypercare is complete. This should be a joint effort between OPM and CGI. 	<ul style="list-style-type: none"> OPM agrees that a curriculum specifically designed for knowledge transfer to HRM SMEs should be developed and executed early on in Phase 1B so that they are more readily able to handle the Hypercare period and then take ownership of the system. 		Open	High	Significant



Resources



#	The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization.	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
161	<ul style="list-style-type: none"> Agency SMEs were not always available to participate in training sessions prior to go-live. 	<ul style="list-style-type: none"> Add more SMEs from Agencies to the training workstream for P1B. Engage them early to ensure they are part of ongoing meetings, planning and delivery of training sessions. Plan to have them begin creating Agency-specific training materials as soon as UAT is complete. Inform EC early and often. 	<p>The need for additional SMEs in the training room is already being addressed. HRM is already on track to have more SMEs. We lost several SMEs when NDOT pulled out of Phase 1A trainings. Conversations have already taken place with the DHRM for post go-live information for business processes.</p>		Open	N/A	N/A
157	<ul style="list-style-type: none"> The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization. 	<ul style="list-style-type: none"> Consider robust support engagement from the OCIO for post go-live production stabilization. Plante Moran will continue to monitor this item and would encourage continued collaboration with existing support structures at the State. 	<ul style="list-style-type: none"> HRM has addressed this issue by adding OCIO resources to daily stand up and structured meetings for visibility and collaboration. 		Monitor	N/A	N/A
156	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Consider combining the two tech teams. Plante Moran has seen more collaboration with the Tech Teams in this reporting period and would encourage robust continuation of those efforts. 	<ul style="list-style-type: none"> An additional, full-time, Technical resource is being recruited by BerryDunn for the Tech Team. This resource, once fully onboarded, would then be responsible for a combined OPM/CGI technical team of resources. 		Monitor	N/A	N/A



Appendices



Legend for Observations & Recommendations



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

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



RAID Approach



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

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

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



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to Fortune magazine's list of
"100 Best Companies
to Work For."

1995: Firm creates domain
and later launches website.

1996: P&M Corporate
Finance LLC (PMCF)
is founded.



2003: Firm forms
Diversity Council.



2003: First
international office in
Shanghai, China.



2007: Plante Moran Cases
launches.

2002: Firm is chosen by the U.S.
Department of Treasury to help
investigate the Enron collapse;
Plante Moran Trust is created.

Thank you

&
2011: Plante & Moran
drops the "&"; becomes
Plante Moran.

2012: First-Ever Global Workplace Recognition
with International Accounting Bulletin's
Employer of the Year award.