



Monthly IV&V Report

As of March 2025



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 3) 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 - March



Target go-live
Phase 1B Jul '25



Program Status

Note: This report is for the period ended March 31, 2025, and it reflects the outlook at this point in time.

Scope	<ul style="list-style-type: none"> Sufficient discovery and requirement development (scope) for Phase 1B (HR) is not fully defined. With three months remaining for completion of discovery, config, development, testing, and validation, there is too much work to be completed within an acceptable level of quality. Recent discovery requiring NDOT separate payroll run until NDOT is brought into the financial system is a material event impacting scope. Significant support in excess of planned is still occurring for Phase 1A stabilization and remediation.
Schedule	<ul style="list-style-type: none"> A working Project Plan with resources, all activities, completion dates and critical path is not available for Phase 1B. Although efforts are underway, the timing to complete the tool will not be adequate to re-baseline the work required for the July 1, go-live of HR (1B). Support required for Phase 1A (Finance MVP) post go-live issues is impacting the availability of resources to complete work for Phase 1B.
Budget	<ul style="list-style-type: none"> Uncertainty around the long-term budget impact of a potential delay on a July 1 go-live for HR. The change control budget to support the project may be challenged for the overall project due to the risk of unplanned work in prior phases and change in scope such as NeoGov.
Quality	<ul style="list-style-type: none"> Project Plan to provide clear and consistent reporting and socialization to stakeholders is not available. Reporting of project metrics is incomplete.
Resources	<ul style="list-style-type: none"> The lack of a project plan that includes a critical path, resources, schedules and tasks, introduces significant uncertainty whether resources are adequate to complete within the scheduled go-live timeframe. Phase 1A stabilization and remediation continues to adversely impacting the resources for completing Phase 1B.



IV&V Recommendations



- Develop single comprehensive project plan with critical path, tasks and resources for Phase 1B and beyond and socialize with all stakeholders. Consider a replanning exercise for Phase 1B given the new scope to set a schedule to go live.
- Final determination of scope of Phase 1B was to occur in March. Focus on integrations, data warehouse, and reports design and resourcing for build completion and subsequent validation.
- Monitor and include in reporting the impact of stabilization activities (and completion of FIN tasks) on Phase 1B resources.
- Communicate clearly to stakeholders as Phase 1B and plans for Phase 2 progresses. Get stakeholders excited about enhancements.
- Set testing as a priority from end to end of the process.



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	Jan	Feb	Mar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Risks Open *	7	5	8	5	3	3	0	8	7	10	6	12	15	17	10	15	5	10
Actions Open	0	8	4	2	1	4	2	1	1	8	5	6	6	15	12	12	5	5
Issues Open	6	5	3	1	0	1	0	0	1	45	22	16	14	13	8	6	5	5
Decisions Recorded**	2	8	5	6	6	2	2	2	3									
Decisions Open**	0	5	4	1	3	0	0	1	1									

* Includes Candidates

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

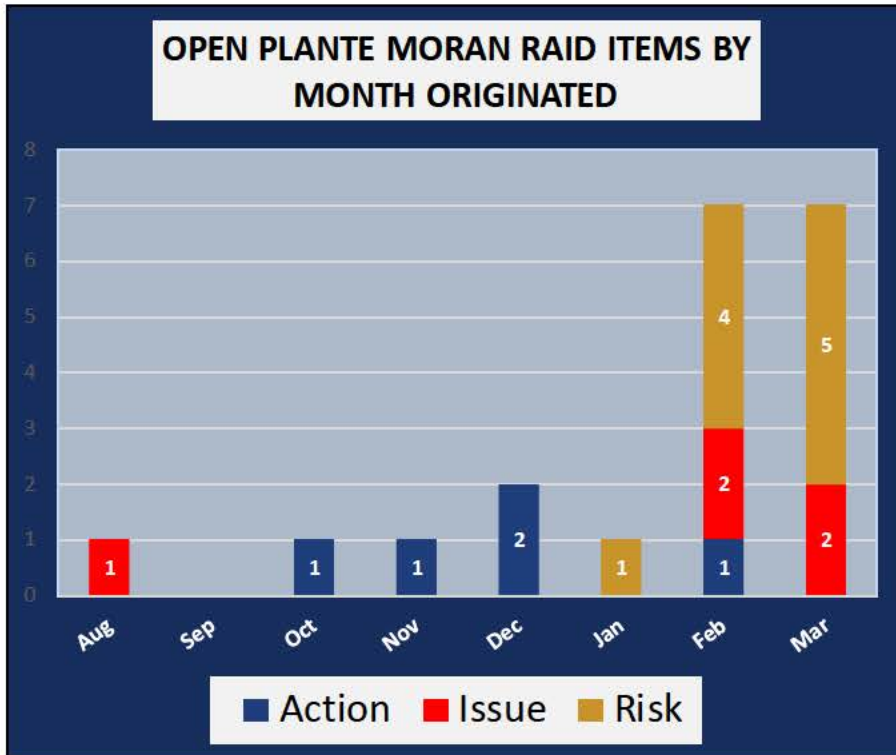


Plante Moran RAID History



- Since Plante Moran's initial reporting period June 2024, we have reported 191 RAID items
- As of the current reporting period, we are reporting 20 open and monitor RAID items.

OPEN PLANTE MORAN RAID ITEMS BY MONTH ORIGINATED



TOTAL RISKS, ISSUES, & ACTIONS REPORTED SINCE JUNE 2024
Probability

	Certainty	High Probability	Low	Medium	N/A	Probable	Unlikely	Total
Closed	2	43	3	18	82	21	2	171
Monitor		1			8	4		13
Open		2			2	3		7
Total	2	46	3	18	92	28	2	191

Open & Monitor Items by Month First Reported

	Aug-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total
Issue	1					2	2	5
Risk					1	4	5	10
Action		1	1	2		1		5
Total	1	1	1	2	1	7	7	20



Risk Action Issues & Decisions

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.

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

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

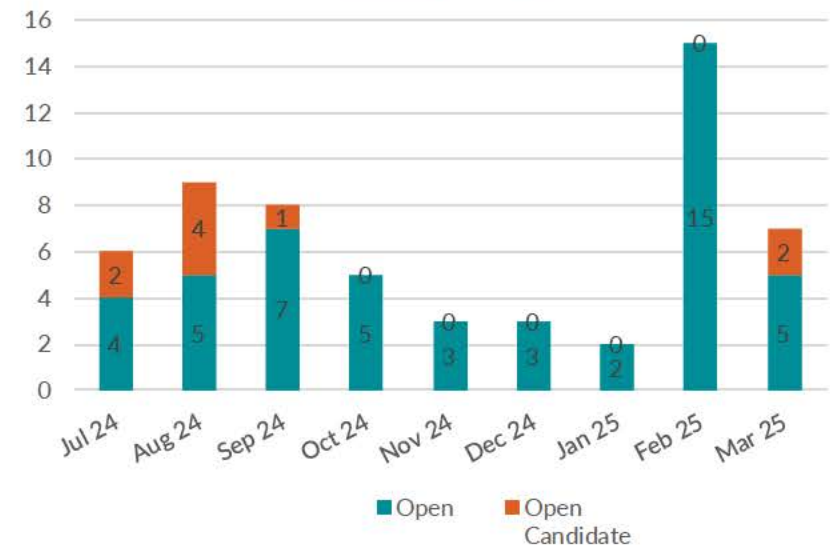


Risk Summary

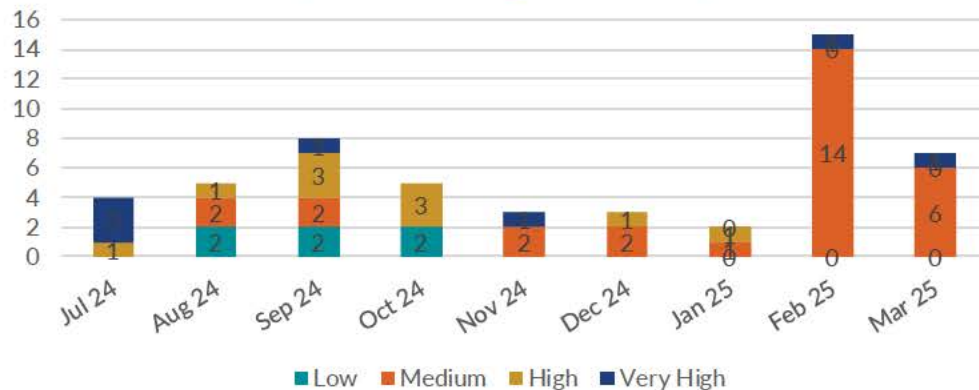
- There are currently 5 open risks and 2 Candidate risks on the NV Project Risk Log (OPM) as of the end of the current reporting period.
- IV&V has 10 Risks open which can be found in the accompanying Observations and Recommendations spreadsheet.



Open Risks and Open Risk Candidates
Trend by Month



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



Open Risks by Category



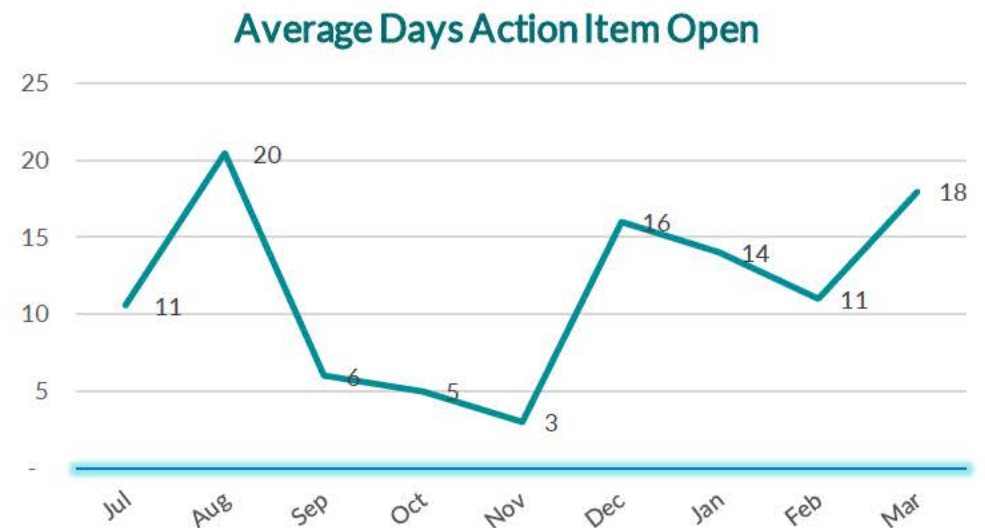
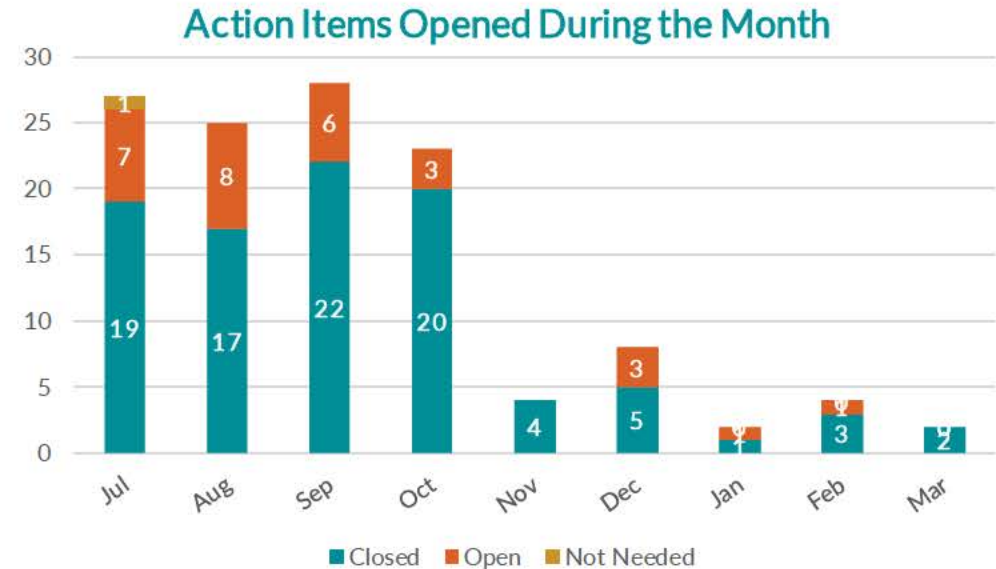
* Candidates are items being considered by Governance group for risk status.



Actions Summary



- As of the end of the current reporting period, there was 1 Action remaining open (OPM). During the month 2 Action item were opened, and 3 Action items were closed.
- IV&V has 5 Action Items open in the accompanying Observations and Recommendations spreadsheet.



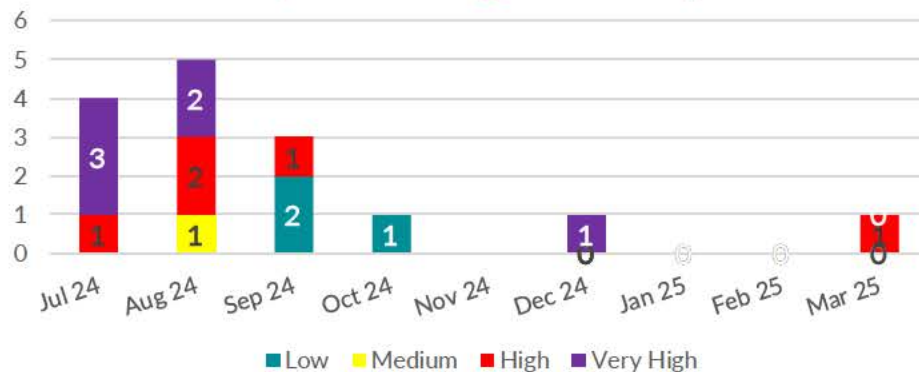


Issue Summary

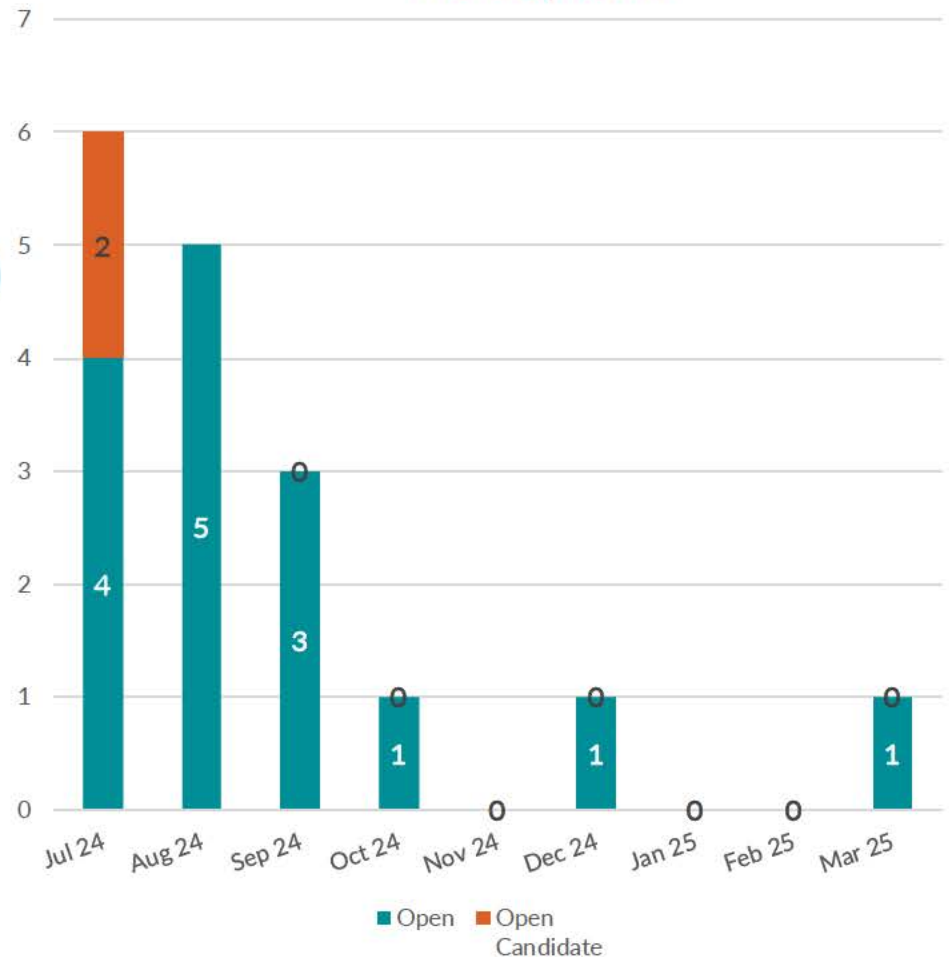


- As of the end of the current reporting period, OPM had 1 open issue.
- The Project Team opened 1 additional issue in March and 0 issues were closed.
- IV&V has identified 5 open Issues.

OPM Issues Impact
Trend by Month
(Not including Candidates)



OPM Open Issues and Open Issue Candidates
Trend by Month



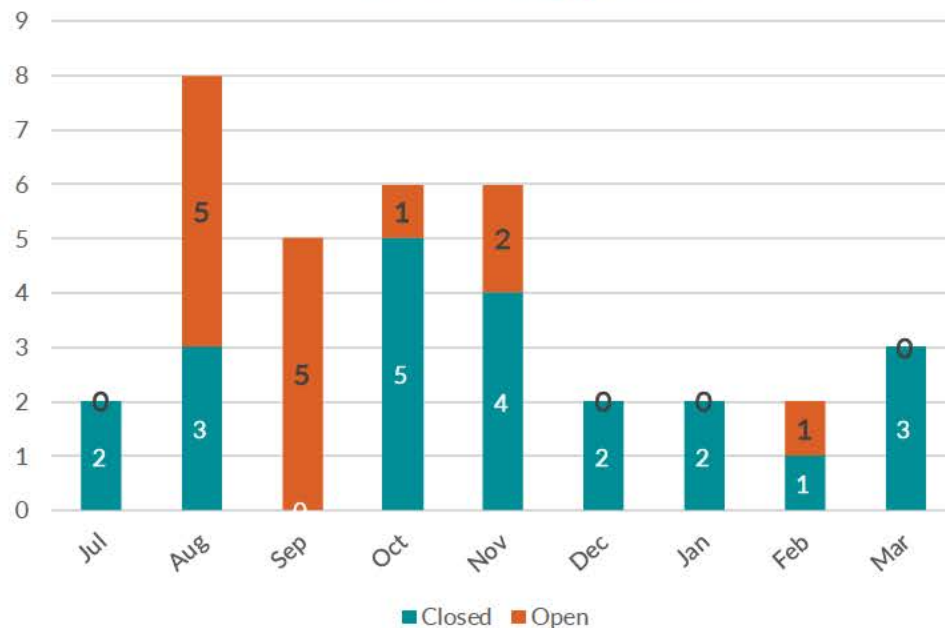


Decisions

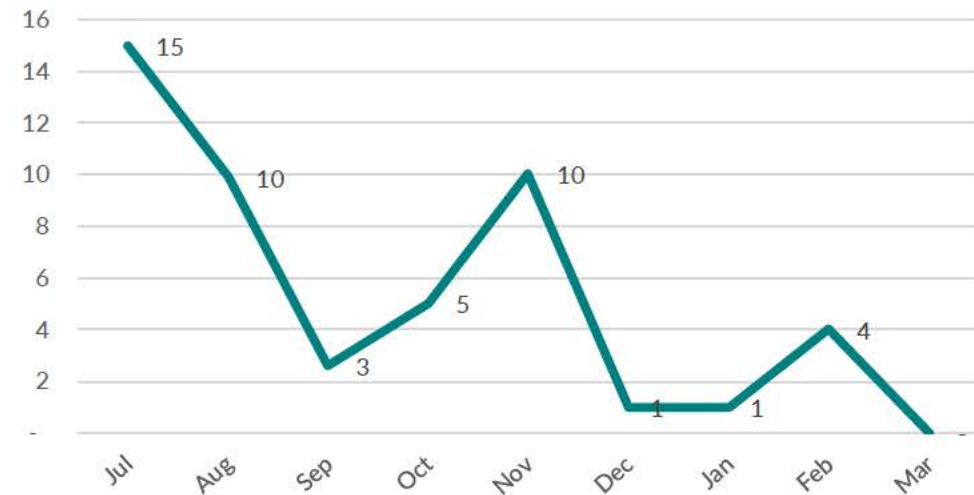


- OPM has logged 59 Decisions to date with 3 added in the current reporting period.
- There was 1 open Decision at the end of the month.

OPM Decision Log Entries



OPM Decisions Average Days Outstanding



OPM Decisions Open at the End of Each Month





Bugs Reported

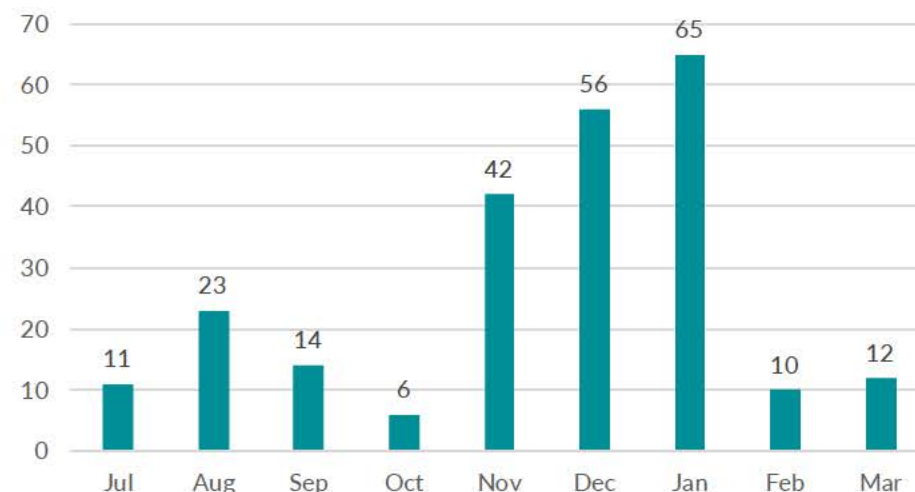


- 251 bugs have been reported in Jira to date.
- 12 new bugs were reported in the current reporting period.
- Of these, 21 are in Open, Investigating, In Progress, Testing, or related statuses and 14 are in Ready statuses.

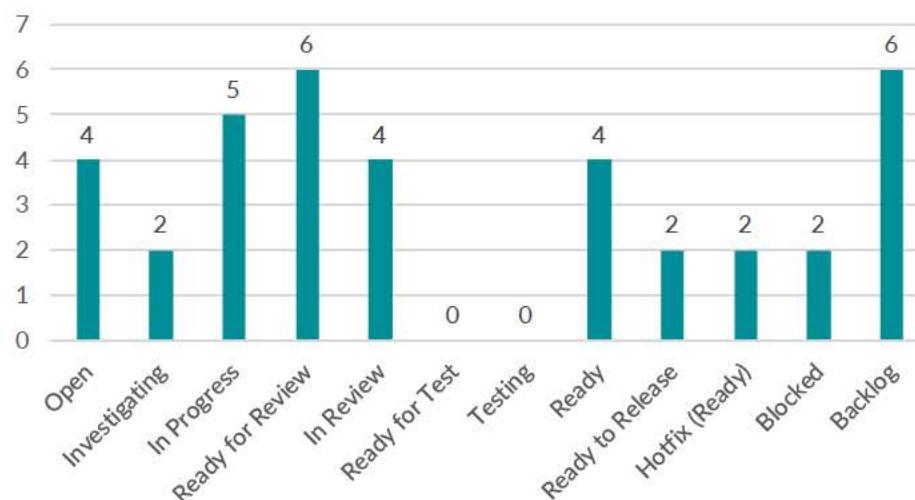
**Data is not available for the dates when bug statuses are changed. Plante Moran is only able to track open dates and provide a snapshot of statuses as they existed in early March.*

***One bug entered on 1/1 was identified as a Test Bug with no information included, so this was removed from the totals presented here.*

Bugs Reported by Month



Status of Reported Bugs Not Done/Cancelled





Contracts and Budgets Deliverables

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

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

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

2003: Firm forms Diversity Council.

2003: First international office in Shanghai, China.

2000: Named for the first time in Fortune magazine's list of "100 Best Companies to Work For."

1998: Plante Moran CESA is formed.

1995: Plante Moran Financial Advisors is formed.

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

1995: First creation design and later launches website.

1986: Plante and Associates is established in Tulsa.





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

- ❑ CR020 set aside \$4,226 for 10 additional licenses. The amount will be deducted from the change control bucket.

» 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.
- ❑ Current NTE \$4,811,366
- ❑ Contract term
 - ❑ Extended to Sept 2025

» Contract Amendments

- ❑ CR001 moved the delivery date of the Phase 1A Legacy System Impact Analysis from December 2024 to August 2025. There is no cost difference from this CR.

» Risks

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



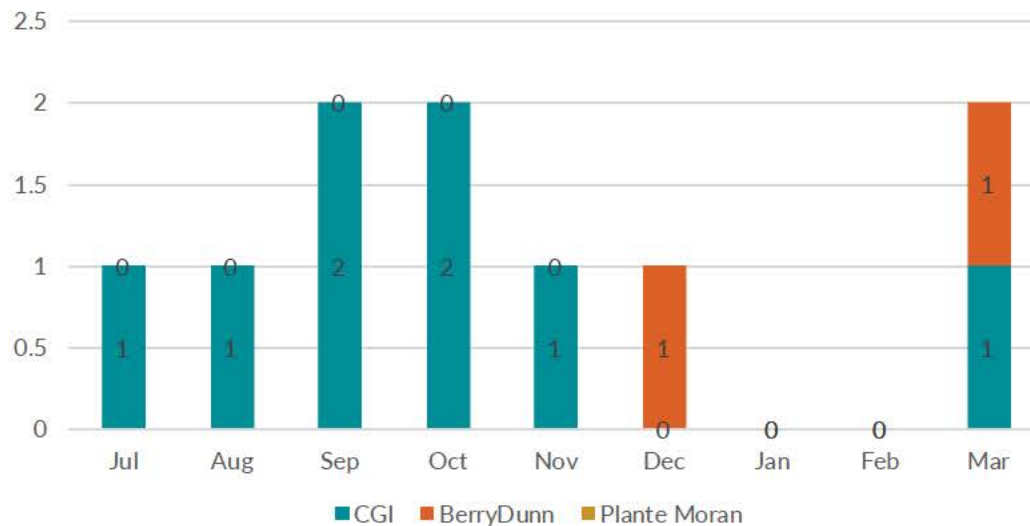
Change Requests



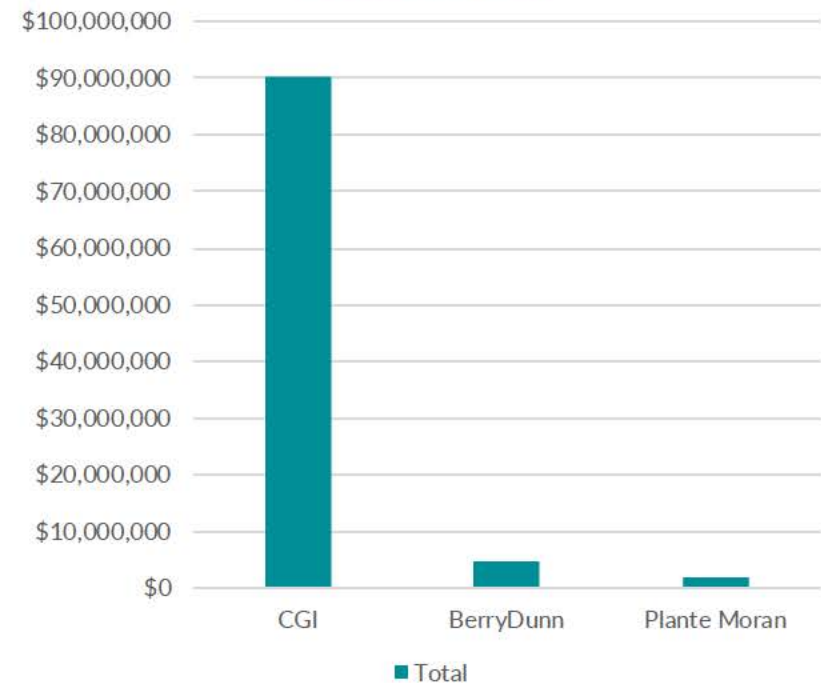
Change Requests and changes to scope – include core decision papers and process changes

March 28, 2025				
	CGI	BerryDunn	Plante Moran	Total
Contract	\$90,225,000	\$771,896	\$1,833,000	\$92,829,896
CR/Amend		\$4,039,470		\$4,039,470
Total	\$90,225,000	\$4,811,366	\$1,833,000	\$96,869,366

Project Change Requests or Amendments



Contract Value





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)*	(2,825,994)
CGI CR#20 Additional Licenses	(4,226)
Total Change Control Remaining	\$ 4,669,780



CGI Budget FY 25



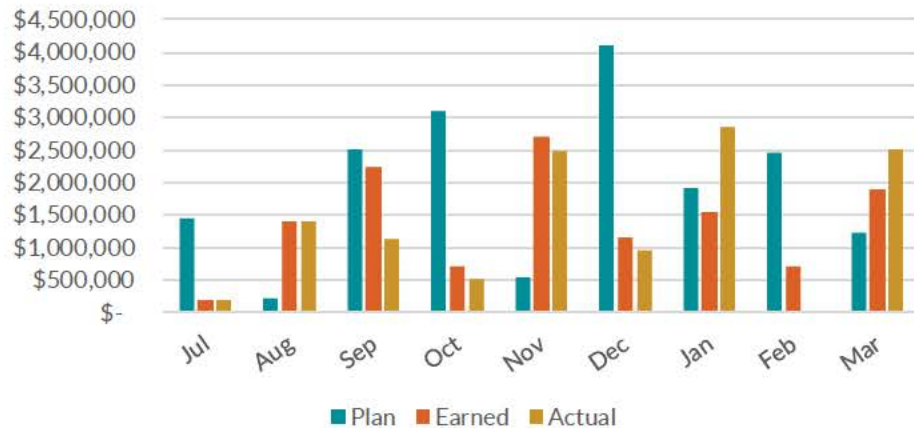
Excluding Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	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	\$ 1,275,000	\$ 1,225,000	\$ 16,300,000	\$ 11,850,000	\$ 28,150,000
Earned	\$ 200,000	\$ 1,400,000	\$ 2,225,000	\$ 700,000	\$ 2,700,000	\$ 1,150,000	\$ 1,550,000	\$ 625,000	\$ 1,875,000	\$ 12,425,000	\$ 11,850,000	\$ 24,275,000
Actual	\$ 200,000	\$ 1,400,000	\$ 1,125,000	\$ 500,000	\$ 2,900,000	\$ 950,000	\$ 2,850,000	\$ -	\$ 2,500,000	\$ 12,425,000	\$ 11,850,000	\$ 24,275,000

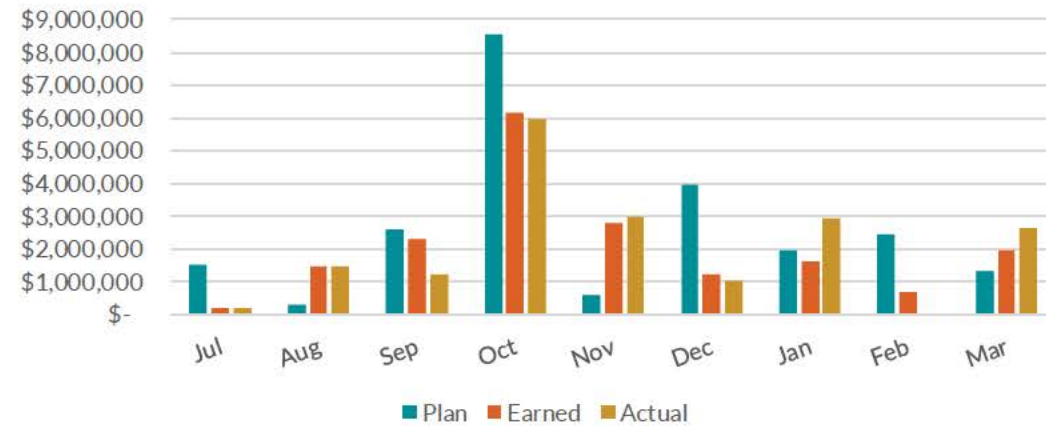
Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	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	\$ 2,455,645	\$ 1,305,645	\$ 23,310,805	\$ 17,407,580	\$ 40,718,385
Earned	\$ 200,000	\$ 1,480,645	\$ 2,305,645	\$ 6,165,645	\$ 2,780,645	\$ 1,230,645	\$ 1,630,645	\$ 705,645	\$ 1,955,645	\$ 18,455,160	\$ 17,407,580	\$ 35,862,740
Actual	\$ 200,000	\$ 1,480,645	\$ 1,205,645	\$ 5,965,645	\$ 2,980,645	\$ 1,030,645	\$ 2,930,645	\$ -	\$ 2,661,290	\$ 18,455,160	\$ 17,407,580	\$ 35,862,740

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 Feb	FY 25 Mar	FY 25 Total	FY 24 Total	Project Total
Plan	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 202,553	\$ 2,356,937	\$ 771,896	\$ 3,128,833
Earned	\$ -	\$ 244,164	\$ 247,196	\$ 278,731	\$ 235,216	\$ 192,408	\$ 229,094	\$ 233,072	\$ 202,553	\$ 1,862,433	\$ 759,141	\$ 2,621,574
Actual	\$ -	\$ 244,164	\$ 247,196	\$ 278,731	\$ 235,216	\$ 192,408	\$ 229,094	\$ 233,072	\$ 202,553	\$ 1,862,433	\$ 759,141	\$ 2,621,574

*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 Feb	FY 25 Mar	FY 25 Total	FY 24 Total	Project Total
Planned	\$ 103,500	\$ 58,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 161,500	\$ 91,000	\$ 252,500
Earned	\$ 296,400	\$ 39,975	\$ -	\$ 106,275	\$ 149,825	\$ 82,388	\$ 30,875	\$ 24,700	\$ 29,900	\$ 760,338	\$ -	\$ 760,338
Actual	\$ 296,400		\$ 39,975	\$ 106,275	\$ 149,825	\$ 82,388	\$ -	\$ 55,575	\$ 29,900	\$ 760,338	\$ -	\$ 760,338



Combined 3 Partners Budget FY24 & FY25



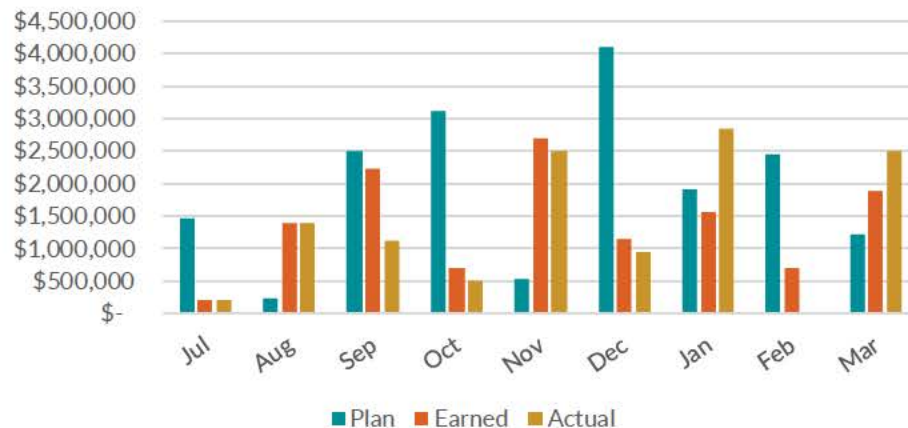
Excluding Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	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	\$ 1,544,298	\$ 1,427,553	\$ 18,818,437	\$ 12,712,896	\$ 31,531,333
Earned	\$ 496,400	\$ 1,684,139	\$ 2,472,196	\$ 1,085,006	\$ 3,085,041	\$ 1,424,796	\$ 1,809,969	\$ 882,772	\$ 2,107,453	\$ 15,047,771	\$ 12,609,141	\$ 27,656,912
Actual	\$ 496,400	\$ 1,644,164	\$ 1,412,171	\$ 885,006	\$ 3,285,041	\$ 1,224,796	\$ 3,079,094	\$ 288,647	\$ 2,732,453	\$ 15,047,771	\$ 12,609,141	\$ 27,656,912

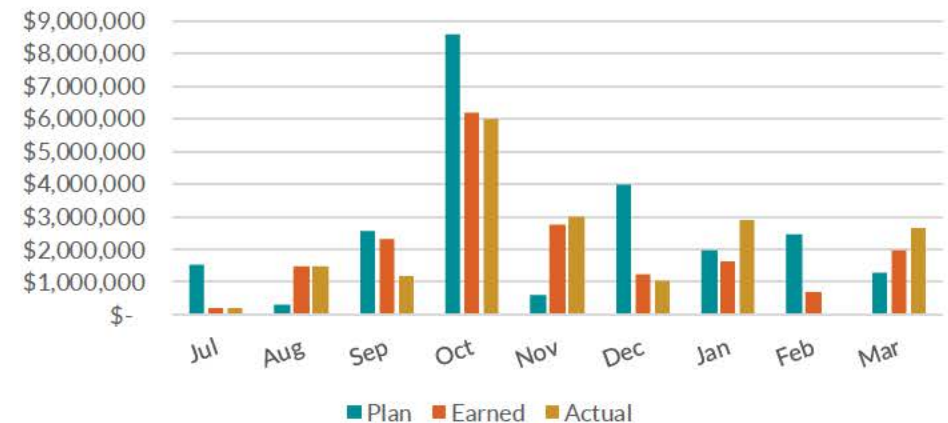
Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	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	\$ 2,724,943	\$ 1,508,198	\$ 25,853,115	\$ 18,270,476	\$ 44,123,591
Earned	\$ 496,400	\$ 1,764,784	\$ 2,552,841	\$ 6,550,651	\$ 3,165,686	\$ 1,505,441	\$ 1,890,614	\$ 963,417	\$ 2,188,098	\$ 21,077,931	\$ 18,166,721	\$ 39,244,652
Actual	\$ 496,400	\$ 1,724,809	\$ 1,452,841	\$ 6,448,801	\$ 3,365,686	\$ 1,305,441	\$ 3,159,739	\$ 288,647	\$ 2,893,743	\$ 21,136,106	\$ 18,166,721	\$ 39,302,826

CGI Earned Value by Month Excluding Change Control and Software



CGI Earned Value by Month Including Change Control and Software



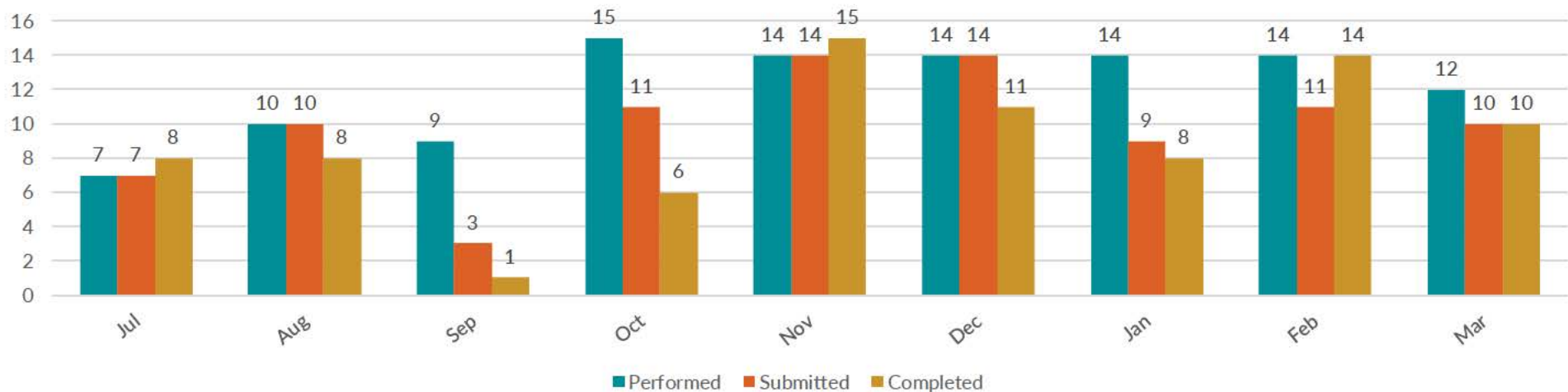


Deliverables



		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FY24 Total	FY25 Total	Total
CGI	Performed	1	5	7	8	5	7	8	8	7	30	56	86
CGI	Submitted	1	5	1	4	5	7	3	5	5	30	36	66
CGI	Completed	0	3	0	0	5	4	6	4	5	28	27	55
BerryDunn	Performed	1	1	2	2	2	3	2	2	2	5	17	22
BerryDunn	Submitted	1	1	2	2	2	3	2	2	2	4	17	21
BerryDunn	Completed	1	1	1	2	2	3	2	2	2	4	16	20
Plante Moran	Performed	5	4	0	5	7	4	4	4	3	2	36	38
Plante Moran	Submitted	5	4	0	5	7	4	4	4	3	2	36	38
Plante Moran	Completed	7	4	0	4	8	4	0	8	3	0	38	38
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FY24 Total	FY25 Total	Total
Total	Performed	7	10	9	15	14	14	14	14	12	37	109	146
Total	Submitted	7	10	3	11	14	14	9	11	10	36	89	125
Total	Completed	8	8	1	6	15	11	8	14	10	32	81	113

Monthly Deliverable Activity





CORE.NV

Observations and Recommendations



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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 March 2025 Report Attachment Observations and Recommendations*



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
208	<ul style="list-style-type: none"> Based upon a review of required interfaces for phase 1B, it is determined based upon the scope, resources, and timeline that not all interfaces will be completed by go-live on June 30, 2025, for Phase 1B. 	<ul style="list-style-type: none"> Determine if additional tech resources (both OPM and CGI) can be made available and if those resources can be effectively deployed with the toolset being used and the requisite knowledge required of State systems. Prioritize the interfaces and identify those (if any) that are not critical to P1B go-live and can be deployed after go-live. Such a plan should be submitted to the EC for their review and approval. 	<ul style="list-style-type: none"> The Tech team hosted an interface prioritization session on 3/28; interfaces associated with Parallel Payroll were ranked as the highest priority interfaces. HRM is scheduling an additional session to prioritize the remaining interfaces and reports. We are constrained by the low number of HRM SMEs that have the deep knowledge of Adv2x HR to do the prioritization. Exec leadership is looking for additional functional HRM SMEs to assist with prioritization and developing functional requirements for interfaces and reports. Additional technical reporting (ITPIV level) report development resources are also being sought. - Once interfaces and reports are prioritized and additional functional HRM SMEs and HRM technical report developers are assigned, we can map out capacity. 		RISK - Open	High	Critical



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
196	<ul style="list-style-type: none"> The strategy for the HR data warehouse is unknown. OPM needs to determine if the HRDW will exist in its current form with a bridge interface created, or will be retired in favor on new ADV4 reports developed in its place. 	<ul style="list-style-type: none"> This is a critical decision to be made by OPM that will impact the scope of work required for Phase 1B. The advantages and disadvantages of using a bridge (temporary) interface should be carefully considered. This approach will require that ADV4 data be retroactive back converted for ADV2 format, which is not a recommended long term strategy from Plante Moran. 	<ul style="list-style-type: none"> We acknowledge and agree that the effort is a big lift; most of the Batch loads are complete (about 90%) but the biggest lift is with Code Review & Testing. As of 3/31, we have re-implemented a Sprint approach aligning with the rest of the teams. We added Due Dates to all DW open tickets. We will assign tickets to Sprints so we can better manage capacity and velocity. We are adding separate tickets and splitting the story points accordingly to give a more accurate view of progress. Since the support with CGI SMEs / conversion team has improved greatly in P1B over P1A, we do not expect as much of a bottleneck with Testing as we saw with DAWN. 		ACTION - Open	N/A	N/A



Schedule



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
185	<ul style="list-style-type: none"> Timely report development for 1B is at risk due to inadequate OPM report development resources and the unplanned impact of supporting Phase 1A (Finance) during the period when discovery, design, and development should have been taking place. 	<ul style="list-style-type: none"> The State is reportedly working to onboard additional report development resources to augment the tech staff which may mitigate part of the risk. The full scope of report development is not known and initial discovery of State required reports needs to be completed along with the prioritized list of reports. 	<ul style="list-style-type: none"> The HRM functional team is focused on defining the required reports for July 1. Two phase 1A reports are in troubleshooting: BSR and SABA, but SABA is not needed until later in the year. While DEV resources are lined up to create reports, the requirements process is taking longer than projected as many reports are being discovered that were not listed on the FRILs. HRM team has been working diligently to assess disposition and prioritization of HR reports with the agency SMEs so that we can get functional specs against which to build, but the process is arduous. We do not feel confident that we can project the resource needs until the HRM functional team completes the FRIL Reports discovery process which is expected to be complete on April 4. We agree that there is a substantive risk of not completing all reports. 		RISK - Open	Probable	Significant



Schedule



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
188	<ul style="list-style-type: none"> A data conversion plan for HR and cost accounting is not available. This has the potential to impact resources and schedules. 	<ul style="list-style-type: none"> Plante Moran has requested a conversion plan but has received a conversion strategy which is substantially different than a plan. OPM identified lack of a conversion plan during the 2/25 EC meeting. 	<ul style="list-style-type: none"> The team is using the Jira ticket assignee to drive the validation task of the ticket, the comments or "approved/retest...etc." should be noted in the comments, this will be reiterated with the team for it's a new / interim process until Jira workflow is in place 		ISSUE - Open	N/A	Significant



Budget – no items in March



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
					Monitor	N/A	High



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
197	<ul style="list-style-type: none"> As the Advantage 4 system complexity increases with the Phase 1B build activities, it will become increasingly difficult to understand the interconnectedness of systems. Presently, OPM does not maintain a comprehensive systems architecture diagram that depicts the interfaces between ADV4 and other systems. 	<ul style="list-style-type: none"> A comprehensive systems architecture diagram should be developed that shows the connections to external systems and depicts the data flow characteristics. 	<ul style="list-style-type: none"> A solutions/technical architect contractor starts 4/7. Her primary focus in Phase 1B will be documenting the system architecture & its data flow, and ensuring that the interface team has robust technical requirements at the start of interface development. The BerryDunn (BD) enterprise architect will provide robust onboarding support. As part of the onboarding, she and the BD enterprise architect will prepare a comprehensive system architecture diagram showing connections to external systems and data flow. 		ISSUE - Open	N/A	High
203	<ul style="list-style-type: none"> Less than 300, of over 800 available seats for training have been filled. Untrained system users can adversely affect production at go-live. 	<ul style="list-style-type: none"> While it was made clear during the Quarterly Stakeholder Meeting that Agencies and Departments need to sign their staff up for training, especially those involved with Payroll, there are still a significant number of participants who have not yet signed up. Consider leaning harder on Agency and department leaders to ensure their staff sign up for the requisite sessions. . 	<ul style="list-style-type: none"> The number seats available is not a accurate representation of the number of end-users needing training. The training team over scheduled the number of seats to accommodate potential unknown end-users. Additionally, the total number of end-user is based on their current Adv2x access. Some of those users do not need the current trainings being offered as their current access is not impacted by Phase 1B MVP. The training team has altered their reporting process to reflect identified end-users with registered end-users. 		RISK - Monitor	Probable	Significant



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
146	<ul style="list-style-type: none"> Documentation of technical work is often incomplete with no identifiable review and approval of work 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> We will continue to work with OCM on developing a push approach to providing end users information on release changes impact on business processes, including report specific updates and key configuration changes affecting end users. To date, we have prioritized responding to end user needs versus adhering to the Release Plan. Release Management and the Tech Team will provide a recommendation to leadership on whether to continue the end-user-needs as prioritization. 		ACTION - Monitor	N/A	N/A
136	<ul style="list-style-type: none"> Formal design sign-off process for CGI and OPM teams should be implemented for Phases 1.B and beyond. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> All of the design requirements and approval are recorded in Jira ticket associated with the specific interface, form, or report. 		ACTION - Monitor	N/A	N/A



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
101	<ul style="list-style-type: none">The current project plan does not inform stakeholders of the overall health of the project as it does not utilize a consistent methodology and tools to present a complete picture of the required elements of resources, tasks, and schedule.	<ul style="list-style-type: none">Develop a project plan to include those items that can inform leadership and stakeholders of the status and trend of the overall project that is built on tracking completion of tasks.	<ul style="list-style-type: none">The teams have begun moving all work into Jira, the process to update MS Project from Jira is now being tested aiming to be rolled out during the month of April.		ISSUE - Monitor	N/A	High



Resources



#	The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization.	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
211	<ul style="list-style-type: none"> Ongoing and significant efforts/resources are being spent on addressing P1A post go-live support. This continues to limit the available resource capacity to work on the activities planned for the current PI and sprints. A review of the Jira incident/issue data in Jira shows more issues/incidents are being created than are being resolved thus resulting in additional backlog of work. A review of the current "In process" incidents shows there are 27 items with several being opened in January 2025, as well as, another 15 bugs reported as "open" or "in-progress" 	<ul style="list-style-type: none"> Review the accuracy of the 20% effort allocated in the current PI for Phase 1A support to determine it's adequacy to address the planned P1B work efforts and backlog of open incidents and bugs. If necessary, adjustments should be made to the sprint plans to account for all work efforts and resources necessary to meet the Phase 1B go-live date. 	<ul style="list-style-type: none"> OPM Tech is working closely with CGI APM () to get this information for him retroactively and going forward. Post-prod support has decreased tremendously since early March 		Open	High	High
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"> During the recent sprint, the technical team experienced minimal disruptions due to stabilization efforts. They have remained consistently present, actively engaged, and readily available. OPM understands that Plante Moran will continue to monitor this Risk. 		Monitor	N/A	N/A



Appendices



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



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

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



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

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