UW FT Combined Program

Executive Summary - 6/30/2021

Project	Sponsors & Leaders	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Finance Transformation Combined Program	Mark Richard Chris Mercer	UW	yellow ↑ (A)	green ↑	yellow ↑	yellow ↑	yellow	yellow	$112,569,000	$269,246,000
Functional	Paula Ross	Program	yellow ↓ (B)	green	yellow ↑	yellow ↓	yellow ↓	yellow ↓		
Technical	Gail Rogers	Program	yellow ↑ (B)	green ↑	yellow ↑	green ↑	red ↓	red		
Change Management	Jeff Bishop	Program	green ↑ (B)	green	green ↑	green	green	yellow		
Project Management	Elise Barho	Program	yellow ↑ (B)	green ↑	yellow	yellow	green ↑	green ↑		
UW Medicine	Sarah Cantwell		red ↑ (B)	yellow ↑	yellow ↑	yellow ↑	red ↓	yellow ↑		
Research Administration	Ryan Green		yellow ↑ (B)	green ↑	green ↑	green ↑	yellow ↑	yellow ↑		
Finance Readiness Program	Jeanne Marie Isola		yellow ↑ (B)	yellow ↑	yellow ↑	yellow ↑	yellow ↑	yellow ↑		
Integrated Service Center	Greg Koester		yellow ↑ (B)	yellow ↑	yellow ↑	yellow ↑	red ↓	yellow		
UW-IT	Rob McDade		red ↑ (B)	green ↑	yellow ↑	yellow ↑	red	red		

Departmental Systems Remediation (Campuses, Schools, Colleges, Departments, Auxiliaries)

Unit Readiness	*Overall readiness of academic, medicine and administrative units*	yellow	*The Systems Design Support (SDS) program has been put in place to provide direct assistance for units. The program is getting great engagement from the units and contracted with Huron to provide critical support in this area.*	--	--
Side System Remediation	*Overall status outside the Core Impl. Program and Collab Partners*	yellow	*The Systems Design Support (SDS) program has been put in place to provide direct assistance for units. The program is getting great engagement from the units and contracted with Huron to provide critical support in this area.*	--	--

9 separate projects under one Combined Program, plus 2 areas of work across the campus

Notes:

(A) Schedule for the overall Combined Project is now the average of the other projects, so all health facotrs are treated equally.

(B) All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

9/20/21   *Overall Risk & Health Key at end of report*   ↑ Improvement over previous quarter   ↓ Setback from previous quarter

Functional

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Functional	Paula Ross	Program	17	2	4	3	4	4		

OVERALL STATUS: The UWFT in yellow status due to the lack an integrated schedule across all UWFT Program activities (originally targeted for completion by 12/31/2020, then 6/30/21, now late July 2021) and a significant number of vacancies within the team, including pillar leadership. UWM has drafted a project plan (WBS) through 2023, with key assumptions documented, and teams are making progress against the plan. The program does not yet have a way to link dependencies across Pillar teams, and this will be an important next step during integrated planning.

Major Accomplishments:
• Completed two cycles of unit testing and cycle 3 is underway
• Developed process to intake new functional requirements
• Participated in small working group sessions to develop bodies of work in support of the program integrated schedule and dependencies
• Presented overviews of end to end processes in support of System Design Sessions (SDS).
• Closed key decisions regarding Accounting Adjustments and Payroll Accounting Adjustments

Key Upcoming Milestones:
• Completion of Tenant 2.0 build and data validation
• Complete integrated schedule with dependencies and critical path in partnership with all Pillars
• Recruit/hire/onboard critical resources as outlined in Staffing Plan
• Provide functional design support for SDS working groups
• Complete pilot Op Model/Support Model sessions with Executive Office
• Complete Program Test Plan

Staffing Resources:
• Implemented "hiring blitz" for functional team vacancies
• Working with program leadership to backfill Functional Pillar Lead vacancy
• Assessing current structure of functional team to identify areas of opportunity to leverage key skills and knowledge

Issues and Risks:
• Recruitment of qualified candidates is an exceptional challenge at this time. The use of contract resources may be required to continue the momentum of work (at increased cosdt)
• Lack of integrated plan and understanding of critical path presents challenges for capacity planning

Paula Ross, 7/26/21

Notes:

(B)	All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

Technical										
Project	**Leader**	**Program Area**	**Overall Risk & Project Health ***	**Budget Rating**	**Schedule Rating**	**Scope Rating**	**Resource Rating**	**Issues Rating**	**Actual Cost**	**Budget**
Technical	Gail Rogers	Program	17	2	3	2	5	5		

OVERALL STATUS: The technical team is fully loaded with management of FT work on the data platform, reporting, gap applications, remediating HR/P Workday, Student Database and several other systems, Identity and Access Management updates, Service Management, Data Conversions and Campus Outreach. The teams are making great progress in getting data from Workday out to other systems through the Enterprise Data Platform. We are working on designs for Service Now to support the new Operating Model, identifying and developing gap applications, moving forward with and eFECS RFI, remediation of SDB, converting data for the next tenant, and establishing the Systems Design Support (SDS) program for unit outreach.

Major Accomplishments:
• Next tenant is built and work continues to load with data for Config tenant 2.0
• Entigence has completed the first build for the Financial Data Repository (FDR) and is working closely with UWM and the Enterprise Data Platform to design and build the best architecture for UW
• Enterprise data platform releases continue on schedule with the second release completed and release three designed and moving to build
• eFECS decision made and work is proceeding on the RFI
• Technical conference completed and received positive feedback across all units. This conference was a collaboration between the functional and technical teams to deliver critical information out to the units

Key Upcoming Milestones:
• Roll-out of tenant 2.0 and data received for End-to-End tenant 1.0
• eFECS RFI completion
• Release 3 from Enterprise Data Platform
• Hire critical resources for development and project management

Staffing Resources:
• Approval received to hire critical resources, and interviews scheduled for full-stack developers, test lead, QA, project managers, etc.
• Adjusting staff according to new budget

Issues and Risks:
• The program has a risk that campus units will not have the resources they need to complete their work in time for go-live. To address this risk, the Systems Design Support program will provide critical information to units so that they can adequately estimate and plan their work and resources. We will work with units to determine appropriate mitigations and alternate plans to support go-live.
• eFECS requires an RFI process and designs with a third-party tool that may take time to complete. We will work with the MAA team to move through the solution as quickly as possible to complete all necessary work.
• Solution for cross-era reporting has not been completed which impacts the conversion, reporting, and remediation teams across enterprise systems teams

Gail Rogers, 07-11-21

Notes:

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Change Management

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Change Management	Jeff Bishop	Program	9	1	2	2	1	3		

OVERALL STATUS: Org Change Management (OCM) successfully completed the Architect Validation Stage (AVS) and moved into the Config and Prototype stage in April. The revised OCM Scope and Budget details have been finalized and the detailed WBS for C&P has been built. We are now moving forward with stakeholder engagement programs.

Major Accomplishments:
• *Stakeholder Engagement Plan* updated based on new timeline (incl. Roadshows, Core Concepts, Open Houses) with tentative schedule, topics and scope
• Revised *Unit Readiness Tracking* (URT) plan and tool based on the new timeline and re-launched URT Pilot (6 units).
• Launched new "*UWFT Change Chats*" podcast. It will explore what's changing in key areas of how the University transacts financial activities.

Key Upcoming Milestones:
• Complete the detailed *Audience Analysis* work and provide summary and readout. This will feed training requirements.
• Conduct the first virtual *UWFT Core Concepts* sessions: providing a brief program update but focused on the core concept of the Financial Data Model
• Conduct first *UWFT Roadshow* for all UWFT audiences

Staffing Resources:
• OCM is currently recruiting 2 Training Design/Develop positions - start date for both is Sept. 2021
• OCM will start recruiting for Communications Support resource

Issues and Risks:
• **RISK**: If Process & System Design is not completed, it will impact our ability to finalize change impacts (carry over from last report)
• **RISK**: Delays in leadership deicisions on Shared Environments (SE) impacts ability to enable and implement SEs successfully

Jeff Bishop, June 30, 2021

Notes:

(B)	All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

Project Management

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Project Management	Elise Barho	Program	12	2	3	3	2	2		

Overall Status: The PMO has developed a standard project planning template in Smartsheet and a methodology to consolidate the disparate plans into one, comprehensive integrated plan. A Decision Management process has been instituted and a Change Control Process including a Change Control Board has been established.

Major Accomplishments:
• Significant progress made on the integrated schedule for the program - standard plan template developed and rolled out to 50+ plans across the UWFT Program.
• Significant progress made on the development of a single portal / dahboard for program reporting: Executive Dashboard completed, Program dashboard prototyped, Pillar dashboard prototyped

Key Upcoming Milestones:
• Finalization of the integrated project plan.
• Roll out of Program and Pillar dashboards

Staffing Resources:
• We were able to secure another project manager to lead the Adaptive Planning project.

Issues and Risks:
• Testing should be independent of the Functional and Technical areas to provide a more holistic approach to end-to-end testing.
• There are areas of the overall program (schedule, scope, budget) that are at risk. This reporting is focused solely on the PM area which, independent of other areas, is in good shape, but is responsible for the oversight of the overall program. It is the opinion of the PM lead that the overall health of the program is, in the areas noted above, still a risk.

Elise Barho, July 22, 2021

Notes:

(B)	All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

UW Medicine										
Project	**Leader**	**Program Area**	**Overall Risk & Project Health ***	**Budget Rating**	**Schedule Rating**	**Scope Rating**	**Resource Rating**	**Issues Rating**	**Actual Cost**	**Budget**
UW Medicine	Sarah Cantwell	Enterprise Systems	20	4	4	3	5	4		

OVERALL STATUS: The UWFT UW Medicine Program is currently in "Red" status due to the lack of complete requirements/user stories, open key design issues, and lack of an integrated schedule across all UWFT Program activities (originally targeted for completion by 12/31/2020, then 6/30/21, now late July 2021). UWM has drafted a project plan (Work Breakdown Structure, WBS) through 2023, with key assumptions documented, and teams are making progress against the plan. The program does not yet have a way to link dependencies across Pillar teams, and this will be an important next step during integrated planning.

Major Accomplishments:
• Drafted project plan through 2023; Standardized columns to align with new program standards/definitions
• Participated in small working group sessions to develop integrated schedule
• Completed System Design Support Sessions (SDS) for Epic Hosptial Billing (HB) refunds
• Finalized the work plan for data extracts and the approach for data harmonization
• Drafted the data cleansing approach
• Drafted work plan outlining major tasks for determining current & future state Workday customer support model for UWM
• Submitted agreed upon Tenant 2.0 values
• Completed inventory of legacy ledger accounts
• Completed high-level audience analysis to help inform Training Plan
• Provided input to program Test Plan
• Participated in Change Control Board process and initial planning sessions

Key Upcoming Milestones:
• Complete integrated schedule with dependencies and critical path in partnership with all Pillars (target end of July)
• Recruit/hire/onboard critical resources as outlined in Staffing Plan
• Complete SDS sessions for Epic HB General Ledger and Kronos remediation
• Complete DAWG-UWFT (UWM data warehouse) charter and get approval from Executive Sponsors
• Finalize program dashboard in partnership with all Pillars

Staffing Resources:
• Completed Staffing/Resource plan through 2023; 33 roles to be filled in 2021; Posted 6 Limited Term FTE roles; Filled 2 positions in June
• Issue raised to Leadership/logged in Jira: Inability to fill limited-term FTE roles with qualified candidates in the timeframe needed

Issues and Risks:
• Inability to fill limited-term FTE roles with qualified candidates in the timeframe needed. Contractors may need to be hired to move work forward while we continue to look for qualified FTEs (at some increased cost).
• Lack of integrated plan with dependencies and critical path makes it difficult to plan/forecast deliverables, workloads, and resource allocation. Target per PMO is end of July 2021.
• Redefining the System Design Approach (SDA) has stalled momentum on inputs for system remediation and integration design activities while we await the new SDA process to be implemented. We expect the new process to include enhancements to the End-to-End design inputs, including capturing additional Medicine specific use cases that have been highlighted as missing.

Sarah Cantwell 7/1/2021

Notes:

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Research Administration

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Research Administration	Ryan Green	Enterprise Systems	14	2	2	2	4	4		

OVERALL STATUS: Risks/Issues still persist and critical resource losses have decreased capacity.

We have identified the following critical assumptions and dependencies and are monitoring and mitigating those along with risks and issues:
• Financial Data Model (FDM) & data mappings 100% completed in order to finish development by end of Design Sprint 5
• Financial Data Repository (FDR) - Grants data completed in order to finish development by end-to-end testing
• Fin Org Replacement Solution (Subtype in Workday vs Institutional Organization Structure IOS) completed by Workday and ASTRA by May 2022
• GA2C business process redesign finalized decisions by end of Design Sprint 5
• End-to-End (E2E) development & Timeline

Note: some key dependencies for ongoing success in research administration continue to be deferred because of UWFT work (e.g. Compliance Systems Integration & Unique Researcher ID (ORCID))

Major Accomplishments:
• Completed Quality Gate 1

Key Upcoming Milestones:
• Reseach Integration Platform (RIP): Infrasructure build out
• SAGE: Award Set up development
• Project Management: Working on getting the integrated schedule into smartsheet and fully automate and dependencies

Staffing Resources:
• Unexpected resource departures have decreased working capcity - working on short term and long term solutions to resolve the lost capacity

Issues and Risks (all issues and risks show improvements over the past quarter):
• Critical decisions on system dispositions, business processes determination, and where work will occur outstanding - Progressing
• ORIS operational needs and requirements continue to exist
• Overlapping scheduling and divergent work requests continue
• FDM data not scheduled to be 100% until July 2022 - this brings significant risk to Research Development risk

Ryan Green, July 09, 2021

Notes:

(B)	All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

Finance Readiness Program

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Finance Readiness Program	Jeanne Marie Isola	Enterprise Systems	17	3	3	4	4	3		

OVERALL STATUS: FRP has continued focus on building the foundational framework and hiring the resources needed to move into supporting the development of remdiation and change management work within UW Finance. The conditional acceptance of the new schedule from Sponsors has given FRP the time needed to support the work but the lack of budget approval and needed work on defining scope has positioned FRP to still be yellow. While lots of organizational changes have impacted the program over the last few months, FRP has not been unscathed and has been impacted by this; trying to define scope and collaboration on resources.

Major Accomplishments:
• 22 Quality gates were submitted and completed with an 80% success rate!
• Central Finance Data Warehouse funding was defined, approved, and work has begun to start the building
• Framework for tools, processes, and application development for program implementation developed
• Completed initial entry of FRP Work Breakdown Structure (WBS) into FT WBS and Bodies of Work for integrated plan.
• Hired and onboarded aditional 5 FTE's including new Operational Readiness Manager.

Key Upcoming Milestones:
• Continuation of project plans for remediation projects through deployment in collaboration with larger program integrated plan.
• Hire and onboard resources required to execute the FRP projects, specifically project managers.
• Finalizing and finishing the development of the Project Management tools.

Staffing Resources:
• Continuing to recruit on V3 Resource plan; V2 resources were hired
• Requesting approval for hire of all V3 positions and V2 backfills.

Issues and Risks:
• Operating Model impacts to academy and enterprise not defined until fall of 2021
• Level of resources required to support remediation and retirement of 162 UW Finance systems is higher than available funding
• Integrated plan schedule for UW Finance dependent upon collaboration with program leadership and pillars

Tiffany Quatmann July 9, 2021

Notes:

(B)	All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

Integrated Service Center

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Integrated Service Center	Greg Koester	Enterprise Systems	17	3	3	3	5	3		

OVERALL STATUS: Although approval to move forward on requested resourcing, the ISC is yellow primarily due to inability to plan and resource for the FT work and impacts.

Major Accomplishments:
• ISC Subject Matter Experts participation helped identify several issues and risks, and helped find solutions, related to several payroll impacting items (effort reporting and payroll accounting adjustments)
• Kicked off foundational work in the HRP Report Remediation space
• Approval to move forward on requested resourcing
• Received detailed 90 day plan for HRP Remediation

Key Upcoming Milestones:
• Complete 90 Work Breakdown Structure (WBS) items
• Waiting to receive from HRP Remediation the timeline with dates, milestones, and resources needed from ISC mapped to deliverables for the remainder of the program (post next 90)
• Complete Full WBS
• Finalization of full Operating Model design and better understanding of subsequent impacts to Workday support model for ISC and other key stakeholders

Staffing Resources:
• Job Descriptions for July hires currently being drafted and shared with HR

Issues and Risks:
• ISC not consistently being included at the right time in decision-making that is critical to the design of the workday configuration, current change control approach and operating model
• Although approval to move forward on requested resourcing, we are still very early pipeline.

Greg Koester 07/02/21

Notes:

(B)	All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

UW-IT

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
UW-IT	Rob McDade	Enterprise Systems	18	2	3	3	5	5		

OVERALL STATUS: UW-IT's work for the FT program, which consists of key Finance systems and other impacted core enterprise systems (Student Database, Identity & Access Management, IT Service Management, Enterprise Web Services, and Enterprise Data Warehouse) remains in RED status, but improving with the revision to the schedule and budget. The primary gaps that persist are: lack of sufficient information from FT/business owners to complete designs; ongoing challenges securing and retaining sufficiently experienced resources; alignment doesn't yet exist around the FT reporting strategy, approach and requirements. For major requirement gaps, it is likely that Gap Applications will be needed to bridge the various systems (e.g. Student System & Workday for TA/RA waivers), but work on these possibly complex systems has not started and the team responsible for Gap Applications is understaffed.

Major Accomplishments:
• Integrations team delivered Quality Gate goal of 90% of outstanding integrations triaged by 6/30
• Workday Journal data delivered through Enterprise Data Platform for use by the Finance Data Mart deliverable of the Finance Data Repository effort
• Finance Web Service Release 3 completed (7/1/2021)
• Identitiy & Access Management Proof of Concept integration with Workday for leveraging new Institutional Organization Structure (IOS) successfully demonstrated viability of solution

Key Upcoming Milestones:
• EDW's new Operational Data Store (UWODS) release 3
• Student Database adapted to use new WorkDB system instead of Mainframe Integration Transition System (MITS) -- MITS will be deprecated with FT go-live

Staffing Resources:
• Difficulty continues in hiring expected / budgeted technical staff (developers) for key systems such as the Enterprise Data Platform
• Staff turnover creating additional hiring risks and loss of subject matter expertise

Issues and Risks:
• Dependencies on FT decisions are progressing, but slowly, and often have cascading impacts as work to re-assess impacts consumes cycles planned for other work
• Operating Model for FT has not yet been determined / communicated and this will impact several technical services.
• Process to align on the need for, and commitment to building Gap Applications is not clearly defined.
• In areas where transformation and increased institutional maturity is required, ownership of solutions and responsibility for decision making is not clear (e.g. who owns enforcing "consistency of reporting across the organization", which is one of the intended goals of implementing the FDR project).
• Staffing issues compounding risks

Rob McDade - 14-JUL-2021

Notes:

	(B)	All groups have assumed, for this report, that an extended schedule and increased budget will be approved, even though that will not officially be decided for two or so more months.

Campus Engagement

mpus Engagement	Description	Overall Risk & Health	Status	Actual Cost	Budget
Unit Readiness	*Overall readiness of academic, medicine and administrative units*	Y	*The Systems Design Support (SDS) program has been put in place to provide direct assistance for units. The program is getting great engagement from the units and contracted with Huron to provide critical support in this area.*	--	--
Side System Remediation	*Overall status outside the Core Impl. Program and Collab Partners*	Y	*The Systems Design Support (SDS) program has been put in place to provide direct assistance for units. The program is getting great engagement from the units and contracted with Huron to provide critical support in this area.*	--	--

OVERALL STATUS: FTT has launched the Systems Design Support program to ensure that all units have the information to plan, estimate, and complete their remediation and retirement work. This program will integrate outreach from the functional pillar as well as data platform, integrations, and reporting to provide a full-spectrum source of information. FT Technical Pillar recently completed a technical conference to share detailed information and begin to answer questions about the technical work necessary for the program.

Major Accomplishments:
 • Completed the technical conference for all business and systems owners involved in technical updates
 • Contracted with Huron to assist with the Systems Design Support (SDS) program outreach to all units. This program will include cycles of meetings that will serve to provide units
   with a variety of needed information. End to End future state process walk-throughs have been completed, a schedule has been created, and cycle meetings have been scheduled.
 • Identified key systems that need extra care and the team is setting up meetings to assist those systems owners (e.g., ESO, Aim, EPIC)

Key Upcoming Milestones:
 • Complete cycle meetings for the first round of systems.
 • Provide specialized ongoing support for key systems in order to help those systems estimate and complete their work.

Issues and Risks:
 • Some units may require additional funding for resources and the team will help provide them with the information they need to build accurate estimates for the work.
 • Some estimates exceed the start of End to End testing and the team is working to understand how much of End to End testing is necessary for those systems. It may be possible
   to enable integration testing to thoroughly test without those systems needing to complete End to End testing with Workday.

Gail Rogers, 07-11-21

* Oversight Level Key	** Project Health Key	
1. Overseen by UW management and staff. Requires OCIO approval and reporting if over delegated authority.	🟢	Project is on time, on budget, and within defined scope, with minimal issues. **Overall Risk Rating where 5-10 is Green**
2. OCIO approval required and regular project reporting. Quality Assurance (QA) reporting required, maybe internal or external. OCIO may recommend project to be full Technology Services Board (TSB) oversight.	🟡	Changes to scope, budget, or resources have placed project at some risk. Project has the potential for delays, cost or scope changes. **Overall Risk Rating where 11-17 is Yellow**
3. High severity and/or high risk, subject to full TSB oversight, which includes TSB approval, written reports to the TSB, periodic status reports to the TSB by the agency director and staff, and submission of other reports as directed by the TSB. External QA reporting required.	🔴	Major changes to scope, budget or resources have placed project at critical risk. One or more of the following must change in order to proceed: project schedule, resources, budget, scope. **Overall Risk Rating where 18-25 is Red**

Note for UW Medicine: project oversight levels 2 & 3 report to UW management.

*** IT Project Risk Ratings (summed to calculate Overall Health Rating)

Current Risk Rating — Use the scales below to rate current performance on Schedule, Scope and Budget (select appropriate number for each)... *Proposed changes for Sept 2021*

Budget, Schedule, Scope

1 = Performing better than project plan; ahead by 5% or more (for Schedule and Scope only)

2 = Performance is on plan

3 = Behind plan, but within 5% of original targets. For Budget: over *or* under spending, but within 5% of plan.

4 = Behind plan between 6% to 10% ~~and likely to use/using contingency~~. For Budget: over *or* under spending by 6-10%, and likely to use or using contingency.

5 = Greater than 10% behind plan. For Budget: over *or* under spending by > 10%, and more than half of full FT Program contingency is projected to be used.

Current Risk Rating — Use the scale below to rate current performance on Resources

Resources

People with the necessary expertise are....

1 = in place, or high likelihood of being available as specified in the Resourcing Plan.

2 = There are some minor gaps in resourcing, but can be overcome with minor alternations of the Resourcing Plan, with no significant impact on schedule, budget or deliverables.

3 = somewhat in place, or struggling to perform, with moderate risk to schedule, budget or deliverables.

4 = There are gaps in resourcing, with moderately high risk to schedule, budget or deliverables. Mitigation plans in place, or will be soon.

5 = not in place, or low likelihood of being available per the Resource Plan. Significant impact on schedule, budget or deliverables, without mitigation plans in place.

Current Risk Rating — Use the scale below to rate current impact of Issues and other factors relevant to the project (select one number for this measure)

Issues, Risks, & Project Dependencies

1 = No risks or issues identified at this time

2 = Some identified but minor, no impacts anticipated

3 = Some that could impact the project are being managed, with minimal impact anticipated

4 = Significant risks/issues/other factors identified but not yet managed

5 = Risks/issues being managed but will have significant impact (greater than 10%) on project budget, schedule and/or scope