UW FT Combined Program

Executive Summary - 12/31/2021

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	🟡 (A)	🟢	🟡	🟡	🟡	🟡	$149,364,000	$339,906,000
Functional	Paula Ross	Program	🟡↑	🟢	🟡	🟢↑	🟡	🟡↑	$14,435,479	--
Technical	Gail Rogers	Program	🟡↓	🟢	🟡	🟡↓	🟡	🟡↓	$21,682,076	--
Change Management	Jeff Bishop	Program	🟡↑	🟢↓	🟡	🟢	🟢↑	🟡	$4,136,869	--
Project Management	Elise Barho	Program	🟡	🟢	🟢	🟢	🟡	🟢	$4,558,155	--

Enterprise Systems Remediation

Project	Sponsors & Leaders		Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
UW Medicine	Sarah Cantwell		🟡	🟡	🟡	🟡	🟡	🟡	$7,026,670	--
Research Administration	Ryan Green		🟡↑	🟢	🟡↑	🟡↑	🟡	🟡↑	$5,445,673	--
Finance Readiness Program	Jeanne Marie Isola		🟡↓	🟡↓	🟡↓	🟡↓	🟢↑	🟡	$4,825,656	--
Integrated Service Center	Greg Koester		🟡	🟢	🟢	🟢	🟡	🟡	$817,439	--
UW-IT	Rob McDade		🟡↓	🟢	🟡↓	🟡	🟡	🟢	$4,105,163	--

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

Project	Description	Health	Notes	Actual Cost	Budget
Unit Readiness	*Overall readiness of academic, medicine and administrative units*	🟡	*The Systems Design Support (SDS) program has completed all sessions for Groups 1, 2, and several key systems that need special attention. The sessions for Plan and Manage the Business (PMTB) process area are delayed due to the Adaptive project and will run concurrently with that project. Retirement sessions are scheduled and will be starting in Jan. Outside of the SDS sessions, the program has not fully engaged with campus on topics such as testing and cutover.*	--	--
Side System Remediation	*Overall status outside the Core Impl. Program and Collab Partners*	🟡	*The TCM team is tracking progress as systems are remediated (e.g., plans, dates, current-future state mappings). Some systems are behind in their deliverables and escalations are proceeding to assist them. There is not enough for most systems to ascertain which cycle of End To End testing they will be ready to complete. The TCM team will be holding workshops and another conference in Q1 to support the units in various topics.*	--	--

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

Notes:

(A) The total cost and budget for the project include the initial Readiness project ($23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

⬆ Improvement over previous quarter   ⬇ Setback from previous quarter

Finance Transformation Combined Program

Project	Leader	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	14	2	3	3	3	3	$149,364,000	$339,906,000
Functional	Paula Ross	Program	14	2	3	2	4	3	$14,435,479	--
Technical	Gail Rogers	Program	15	2	3	3	3	4	$21,682,076	--
Change Management	Jeff Bishop	Program	12	2	3	2	1	4	$4,136,869	--
Project Management	Elise Barho	Program	11	2	2	2	3	2	$4,558,155	--

Enterprise Systems Remediation

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		17	4	3	3	4	3	$7,026,670	--
Research Administration	Ryan Green		14	2	3	3	3	3	$5,445,673	--
Finance Readiness Program	Jeanne Marie Isola		14	3	3	3	2	3	$4,825,656	--
Integrated Service Center	Greg Koester		12	2	2	2	3	3	$817,439	--
UW-IT	Rob McDade		13	2	3	3	3	2	$4,105,163	--

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

Project	Leader	Program Area	Overall Risk & Project Health *		Actual Cost	Budget
Unit Readiness	*Overall readiness of academic, medicine and administrative units*		Y	The Systems Design Support (SDS) program has completed all sessions for Groups 1, 2, and several key systems that need special attention. The sessions for Plan and Manage the Business (PMTB) process area are delayed due to the Adaptive project, and will run concurrently with that project.	--	--
Side System Remediation	*Overall status outside the Core Impl. Program and Collab Partners*		Y	Some systems are behind in their deliverables and escalations are proceeding to assist them. There is not enough for most systems to ascertain which cycle of End To End testing they will be ready to complete. The TCM team will be holding workshops and another conference in Q1 to	--	--

Overall Program Status: The program remains in YELLOW status. We are seeing an improvement in the Resource ratings across the program. We found a UW Test Lead and are working with the vendor to finalize the agreement so the resource can begin in early January. We are continuing our focus on closing the bulk of the open design decisions by the end of the calendar year and have closed more than 60 percent. The effort to close the remaining items will continue over the next two weeks.

Updated 01/07/22, by Christopher Mercer

Notes:

(A) The total cost and budget for the project include the initial Readiness project ($23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

Functional

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
Functional	Paula Ross	Program	14	2	3	2	4	3	$14,435,479

OVERALL STATUS: The UWFT Functional pillar continues to be in yellow status due mainly to resource constraints. While the team is understaffed, they continue to make good progress on key activities including design decisions and unit testing. The team is working to identify key dependencies related to remaining open design decisions so they can be prioritized to support other pillars iwithin the program. The team has also been restructured to better leverage key skills and knowedge and ensure we have a team focused on cross-functional impacts of design.

Major Accomplishments:
• Completed pilot business process simulation sessions for three schools to demonstrate work that would need to happen in the share environment
• Finance Security Role Matrix completed and socialized across the program
• Conducted Account Posting Rule Workshops
• Closed 80% of open design decisions impacting Workday configuration
• Completed work on traceability of requirements ot all unit testing actvities
• Provided functional design support for Systems Design Support (SDS) working groups

Key Upcoming Milestones:
• Prioritize and complete remaining design decisions needed to support end to end testing
• Complete unit testing
• Develop end to end test scenarios
• Update end to end process flow documentation

Staffing Resources:
• Continue to recruit for functional team vacancies

Issues and Risks:
• Recruitment of qualified candidates is an exceptional challenge at this time. Contract resources are being used as a stop gap continue the momentum of work (at increased cost)
• Beginning balance conversion will continue to be a significant effort

Paula Ross, Jan 12, 2022

Technical

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
Technical	Gail Rogers	Program	15	2	3	3	3	4	$21,682,076

OVERALL STATUS: The technical team has 13 workstreams including data platform (2), reporting, gap applications, remediating HR/P Workday, Finance Data Repository (FDR), Remediations of UW-IT systems, Retirement of systems, Student Database (SDB), Identity and Access Management, 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 - many areas are working on the 5th release. We continue to complete gap applications, modify ServiceNow to support the operating model, remediation of SDB, converting data for the next tenant, and developing a joint data repository for Academy and UWM customers. We have completed the Systems Design Support (SDS) program for most systems and will be starting to assist systems retirements. eFECS will be replaced by a Huron tool and contracting/design is underway.

Major Accomplishments:
• Config tenant 3.0 data received and being loaded
• Enterprise data platform release 4 completed
• SDS Group 1 and 2 systems completed
• FTT Test lead hired and onboarded

Key Upcoming Milestones:
• Roll-out of tenant 3.0
• Contracting complete with Huron for effort reporting
• Release 5 from Enterprise Data Platform
• Hire critical resources for development and project management

Staffing Resources:
• Positions posted and interviewing for QA, SQL developers, FDR resources
• Working across program pillars to share candidates and best practices in recruiting processes
• Lack of quality candidates is slowing the hiring process for developer resources

Issues and Risks:
• Campus units may not have the budget or resources necessary to complete remediations. We are working with campus units to understand their delivery dates and escalate where assistance is needed.
• eFECS replacement is starting very late and has risks around integration, cross-era reporting, and timeline
• Solution for cross-era reporting has not been completed which impacts the conversion, reporting, and remediation teams across enterprise systems teams.
• Institutional Org Structure and Finorg hierarchy replacement work is moving very slow due to lack of information for customers. Teams are working to deliver necessary information to enable units to build a hierarchy gap app which will focus primarily on a Research hierarchy.
• It is unknown what technical scope impacts there will be for the Sup Org replacement.
• End to End testing scope and technical support needs are unknown.
• No cutover lead has been identified for the program.
• FTT has over 130 dependencies on design decisions that are not made and some are not scheduled to be completed until March.

Gail Rogers, 12-29-21

Change Management

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
Change Management	Jeff Bishop	Program	12	2	3	2	1	4	$4,136,869

OVERALL STATUS: OCM plans to conduct a "catch-up" activity to capture change impacts once the design team has closed the majority of the open design decisions. We have now filled all our open positions but have 5 new positions coming open in Feb and Mar we will need to fill. Unit outreach and engagement has expanded with the identification and launch of the UW Unit Change agents.

Major Accomplishments:
• Conducted second *Workday Core Concepts Session* focused on Business Processes
• Finalized **Shared Environment Operations Curriculum**
• Finalized *90% of Workday Curriculum*
• Launched *Leadership Engagement Program* with Sponsors and PAT
• Identified and launched the **UW Academy Change Agent network**

Key Upcoming Milestones:
• Finalize *Workday Curriculum*
• *Begin Workday course designs*
• Identify *UWM Change Agents* and conduct launch session
• Finalize *Change Readiness Assessment Survey* analysis, findings and unit action plans
• Conduct **second UWFT Roadshow** session

Issues and Risks:
• **RISK**: Process & System Design is not complete, it is impacting our ability to finalize change impacts and might impact Workday course design and development. We will conduct impact gathering sessions in Feb/Mar to "catch-up" after design decisions havce been closed.

Jeff Bishop, January 3, 2022

Project Management

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
Project Management	Elise Barho	Program	11	2	2	2	3	2	$4,558,155

Overall Status: The PMO has developed a standard set of dashboards and tools for the UWFT Program. As we progress through Configuration and Prototype (C&P) the PMO will develop and montior the exit criteria and sufficiency for this C&P stage. New metrics and dashboards will be added to provide visibility into status of the next stage of work, Test. A Test Lead has been onboarded and will bring together testing from all pillars and for all test phases e.g. End-to-End, Performance, Payroll, Regression, UAT and Operational Readiness.

Major Accomplishments:
• Developed a Key Milestone Integrated Plan (KMIP) that brings together all project plans and provides a view of the Critical Path for the program.
• The Testing workstream and resources have moved from the Functional team to the PMO.
• Received sign-off on the End to End test plan. Finalized inventory of Workday, functional test scenarios.

Key Upcoming Milestones:
• Refined Key Milestone Integrated Plan
• Detailed test schedule
• Closeout checklist and tracking for C&P stage

Staffing Resources:
• EPMO is experiencing challenges in staffing due to employees on leave, attrition, and long lead times for hiring.

Issues and Risks:
• None at this time

Elise Barho, December 31, 2021

UW Medicine

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
UW Medicine	Sarah Cantwell	Enterprise Systems	17	4	3	3	4	3	$7,026,670

OVERALL STATUS: The UWFT UW Medicine Program (UWM) remains in yellow status and continues to execute against program timelines in spite of staffing challenges. Key milestones and dependencies are being identified as part of integrated planning; this will inform the overall critical path for the program and identify areas of risk.

Major Accomplishments:
• The UW Medicine Data Conversion team successfully delivered data for Asset Acquire to Retire, Grant Award to Close, and Procurement & Supply Chain end-to-end process areas by the 11/29 deadline. Data was provided by each of our UW Medicine entities covering more than 40 separate data topics.
• We onboarded several new resources, including a Senior Design Project Manager and a new PM to support IT Services.
• The Functional team is using as-is flows to define a full list of Medicine requirements, complete a gap analysis of existing requirements, and submit new requirements. Over 150 new requirements have been submitted across 5 end-to-end process areas, and 4 process areas are complete. This gets us closer to our goal of an initial list of Medicine requirements by the end of 2021.
• We conducted detailed planning for the System Remediation and Integration workstream. Work is already underway for several systems (Epic, Kronos, HealthPay24 and others) but with more than 70 systems being retained in the future state, there is substantial work ahead in the new year.

Key Upcoming Milestones:
• Finalize which systems will participate in End-to-End testing, and when each of these will be ready for testing
• Onboard 3 new team leads in early January
• Begin change impact assessment (Q1)

Staffing Resources:
• Staffing remains a high priority. We are onboarding 6 new resources in early January, including an Org Change Management Lead, Test Lead and PMO Lead.
• Getting qualified applicants for FTE roles continues to be a challenge, but we've had good success finding contract-to-hire candidates through vendor partners.
• We are continuing to process budget requests to fill/maintain key roles.

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.
• Finance Data Repository alignment has transitioned from Issue to Risk.
• Open issues are being managed. However some risks and delayed decisions may increase this rating (cross era reporting, customer support alignment, locations, etc.)

Sarah Cantwell 12/22/2021

Research Administration

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
Research Administration	Ryan Green	Enterprise Systems	14	2	3	3	3	3	$5,445,673

OVERALL STATUS: Risks/Issues still persist Research has been able to hire/backfill for critical resource departures (onboarding in progress). Critical blocking issue around grant approval has been approved and work is proceeding.

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 the start of E2E Testing
• Financial Data Repository (FDR) - Grants data completed in order to finish development by end-to-end testing

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:
• Reviewed and provided feedback for End to End Testing Plan and Cross Era Reporting
• ASTRA POC Completed - Commenced Approvals Remediation
• Remediation Efforts underway - Completed Core Data updates around Budget Number, Program Activity Type, Org Code

Key Upcoming Milestones:
• Complete SAGE Approvals Work
• SAGE: Award Set up development and Integrations
• Sub Award Integrations

Staffing Resources:
• Unexpected resource departures have decreased working capacity - contractors onboarding for short term and continue to recruit long term hires

Issues and Risks (some issues and risks show improvements over the past quarter):
• ORIS operational needs and requirements continue to exist creating resource contention with UWFT remediation work.
• Critical assumptions and dependencies with FDM and FDR, as noted above.

Ryan Green, Jan. 10, 2022

Finance Readiness Program

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
Finance Readiness Program	Jeanne Marie Isola	Enterprise Systems	14	3	3	3	2	3	$4,825,656

OVERALL STATUS: FRP currently consists of four major workstreams that include Technical readiness, Operational readiness, Communications, and our PMO. All of our workstreams are on track with work progressing and dashboards/reports have been developed in collaboration with the EPMO to help track and monitor the work. FRP has been working closely with other pillars to understand, collaborate, and support the cross-functional work amongst the teams that impact the larger program and UW Finance. This works includes the Support Model, End-to-End (E2E) business process design and mapping, and executive/pillar dashboards.

Major Accomplishments:
• 41 of 44 FRP Quality Gates have passed, and action plans are being developed for those that failed
• CFDW 0.2 release was completed and available for system remediation, Award Portal and Umbers remediation has officially started
• Hired and onboarded 2 new Business Analysts as well as 3 Project managers reducing our resourcing risk significantly
• Transition 85% of all projects from plan to execute and kicked off remaining project teams
• Significant work being done in E2E business process mapping in collaboration with the functional pillar

Key Upcoming Milestones:
• Quality gate 4 deliverables
• Hire the key E2E testing lead for FRP to participate in program Test phase planning
• Reporting team kick off and transition from plan to execute phase

Staffing Resources:
• All project manager positions have been filled at this time, there currently two open business analyst roles, two developer roles, communication lead, and PMO manager roles left to fill
• All open positions have all been drafted and posted. FRP is actively recruiting to fill all roles and working diligently with vendors to recruit potential contract to hires.

Issues and Risks:
• FRP teams lack training of key Workday principles to support stakeholders' groups
• Level of resources required to support remediation and retirement of 162 UW Finance systems is higher than available funding
• Key roles need to be filled by FRP very soon including a Testing Lead, PMO manager, Communications Lead, and Developers

Tiffany Quatmann January 10, 2022

Integrated Service Center

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
Integrated Service Center	Greg Koester	Enterprise Systems	12	2	2	2	3	3	$817,439

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:
• HRP Reports Champions kicked off 12/7/21
• Seven of ten new UWFT positions have been filled

Key Upcoming Milestones:
• Continue to work with program teams to coordinate and integrate all pillar program project plans.
• Resetting with FT Pillar's new ISC Point of Contact to plan the upcoming HRP Remediation Confirmation Activities. These activities are expected to provide insight into the full scope of changes to Production HRP configuration.
• Awaiting decisions regarding support model scope and program deliverable ownership.

Staffing Resources:
• We will be yellow for resourcing until all UWFT resources in the ISC are fully onboarded. We are working to hire and onboard new resources as quickly as possible, a few stragglers remain but we expect no impacts to the program. All UWFT ISC hires should be complete by the end of February.

Issues and Risks:
• All issues are related to staffing resource notes.

Greg Koester 01/07/22

UW-IT

Project	Leader	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost
UW-IT	Rob McDade	Enterprise Systems	13	2	3	3	3	2	$4,105,163

OVERALL STATUS: Schedule and scope continue to be areas of concern, primarily with Service Management and reporting requirements largely still undefined. Work is happening, or starting to happen, to address these concerns, but the risks remain. Other areas are continuing to see steady prorgress and to meet milestones as planned. Much focus has been given to identifying outstanding design decisions and dependencies, and both the Design and Technical teams are working collaboratively to address the most pressing / biggest blockers. As with the last report, the most significant areas of concern with respect to possible net-new requirements continue to be Cross-Era Reporting and the Operations / Support Models. We continue to be lean on resources, and have had setbakcs with staff departures; work continues to fill openings in priority order.

Major Accomplishments:
• Integrations team delivered on both Quality Gate goals again
• Enterprise Data Warehouse (EDW) - new Operational Data Store (UWODS) release 4 delivered
• eFECS confirmed sole-source viability for Huron's product we will be using.
• Gap Application approach agreed / approved to resolve SAGE/Astra process flow issue

Key Upcoming Milestones:
• EDW's new Operational Data Store (UWODS) release 5
• Scoping of work to integrate Huron's eFECS product
• Finance Web Service Evaluation Release 4
• Finance Data Mart (nee: FDR) first hand-off from Deloitte to UW

Staffing Resources:
• Integrations PM onboarding, backfills for departed staff in process as well
• Staff turnover creating additional hiring risks and loss of subject matter expertise

Issues and Risks:
• Continued progress on dependencies on FT decisions, but some will surely linger through the end of Config & Prototype and into End-to-End Testing, especially reporting decisions, with cascading impacts and possible work disruptions
• Operating Model for FT is still in the process of being determined / communicated and this will impact several technical services
• 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 Financial Data Mart (nee: Finance Data Repository (FDR) project).
• Staffing turnover, especially of key subject matter experts, is compounding risks

Rob McDade - 22-DEC-2021

Campus Engagement

mpus Engagement	Description	Overall Risk & Health	Status	Actual Cost	
Unit Readiness	*Overall readiness of academic, medicine and administrative units*	Y	*The Systems Design Support (SDS) program has completed all sessions for Groups 1, 2, and several key systems that need special attention. The sessions for Plan and Manage the Business (PMTB) process area are delayed due to the Adaptive project and will run concurrently with that project. Retirement sessions are scheduled and will be starting in Jan.* *Outside of the SDS sessions, the program has not fully engaged with campus on topics such as testing and cutover.*	--	--
Side System Remediation	*Overall status outside the Core Impl. Program and Collab Partners*	Y	*The TCM team is tracking progress as systems are remediated (e.g., plans, dates, current-future state mappings). Some systems are behind in their deliverables and escalations are proceeding to assist them. There is not enough for most systems to ascertain which cycle of End To End testing they will be ready to complete. The TCM team will be holding workshops and another conference in Q1 to support the units in various topics.*	--	--

OVERALL STATUS: The Systems Design Support (SDS) program has completed all sessions for Groups 1, 2, and several key systems that need special attention (e.g., Continuum's Educational Outreach System, Facilities workflow system - AiM, EPIC). Units are responsible for dispositioning systems and planning/completing remediations for their systems. The Technical Change Management (TCM) team has a tracking portal to understand the progress being made by the units. Some systems are struggling to complete the initial planning deliverables and the TCM team is reaching out to help. The TCM team is also helping connect units to the Enterprise Data Platform (EDP), Testing, and other resources.

Major Accomplishments:
 • Completed all SDS sessions with Group 1 and 2 systems and Plan and Manage the Business (PMTB) sessions underway.
 • Tracking and reporting on the progress for all unit remediations.
 • Retirement system sessions kicked off.

Key Upcoming Milestones:
 • Complete Retirement and PMTB sessions.

Issues and Risks:
 • Some units have missed some deadlines to complete planning deliverables. The SDS team is working to identify the reasons, provide assistance and escalate where necessary.
 • 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.
 • The program has not fully engaged with campus on critical items such as testing or cutover planning.

Gail Rogers, 12-29-21

* 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)...
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%. 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