



Oregon Department of Forestry

administrative services division

Salem, Oregon



**ForestryBuys**

**Project Management Plan**

**Executive Sponsor: Satish Upadhyay**

**Business Owners: Mark Hubbard & Shannon Rand**

**Project Manager: Dave Whitbeck**

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**Reviews and Approvals**

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# Project Plan Overview

## Project Summary

The purpose of this project is to implement the Periscope BuySpeed (OregonBuys) solution at the Oregon Department of Forestry. The agency will execute a Work Order Contract against the Periscope price agreement.

In simplest terms, an end-to-end eProcurement solution is the automation of all procurement processes using web-based applications. It is the technology-enabled solution that allows the agency to procure goods and services at the best value. The goal of procurement is to obtain the right product or service, at the right place, at the right time, at the right price, and the right quantity in the most efficient manner possible.

The Procurement cycle can consist of many steps, depending on the value and complexity of the purchase as well as policies and procedures for ODF. At a minimum, it starts with needs identification (a requisition/request), proceeds with obtaining one or more approvals, then on to the creation and issuance of a purchase order or P-card purchase. This requires multi-way matching and reconciliation of the order, goods receipt, and invoice; and then on to eventual payment.

For high dollar or more complex purchases, the process will usually include solicitation creation, additional approvals (DAS, DOJ, OSCIO, etc.), advertisement of the solicitation, solicitation addendum issuance, receiving responses, evaluation of responses, notification of award, contract issuance, and contract administration (record keeping, invoice processing, contract amendments, and contract close out).

The end-to-end eProcurement solution will also include standardized and ad hoc reporting capability (i.e., spend analysis, critical goods and services turnaround times, cyclical purchase data, etc.).

## Project Sponsor

Satish Upadhyay, ODF Administrative Services Division Chief

## Problem Statement

Current finance and procurement processes at ODF are steeped in manual and traditional methods that are inefficient and redundant when considering current operational requirements and priorities. The current manual processes and the Forestry Order System (FOS or PO System) date back to the 1990s with little improvement (due to budget constraints) over time. As a result of this lack of funding, many business solutions have been developed from a programmatic, rather than global, entire Agency perspective. This creates duplication of effort and often an inability to leverage institutional knowledge, corporate data, and changes in information technology and infrastructure. Because of this situation, there is duplication of information that, in addition to being inefficient, can restrict information required to support decision making by management, as well as make it difficult to gather information required to report to DAS or the Legislature. High Level Business Requirements

|  |  |  |
| --- | --- | --- |
| **Customer or Solution’s Requirements** | **Measure or Notes** | **Priority** |
| Utilize the State of Oregon instance of the Periscope BuySpeed solution to manage purchasing of goods and services from the time of request through payment | Processing of purchase of goods and services in one system that eliminates existing paper solutions and the outdated and unsupported Forestry Order System (FOS) | 1 |
| Improve ODF’s purchase authorization processes | Utilize workflows with in the solution to replace current paper process of obtaining approvals and procuring good and services  | 2 |
| Decommission FOS | FOS no longer needed | 3 |

## Project Intended Outcomes

|  |  |  |
| --- | --- | --- |
| **Project Intended Outcomes** | **For / To Whom** | **Priority** |
| Improved procurement practices through increased automation, and reduced paper based approvals using workflows within the solution | ODF Staff | 1 |
| Improved accountability utilizing the solution for accurate analysis | ODF Staff | 2 |
| FOS decommissioned | ODF Staff | 3 |
| Accurate, complete, and timely reporting | DAS and the Legislature | 4 |

## Strategic Alignments

### Alignment with Collaborating Agencies

* Utilize the Oregon instance of the Periscope BuySpeed (OregonBuys) solution.
* Participate in the ongoing OregonBuys governance structure.
* Utilize a organizational change leadership vendor via a work order contract against the OregonBuys price agreement.
* Involve staff from OregonBuys collaborating agencies in the ForestryBuys steering committee and project team.
* Use interfaces established in the OregonBuys solution.
* Use common configuration established in the OregonBuys solution.

### Alignment with ODF Strategies

* Educate, train and provide reliable online information, as well as updated policies and procedures, to field and program operations so they may perform financial functions in an effective and efficient manner.
* Work with program and field operations to develop procurement policies and procedures, address issues and create solutions.
* Provide technical assistance.
* Coordinate and disseminate statewide financial information.
* Maintain active involvement in fiscal initiatives and fiscal policy making within the State.

## Project Approach and Duration

ODF received funding from the legislature to obtain a new electronic system to replace their current PO system. Legislature unscheduled these funds and ODF will request to have them rescheduled once StageGate 3 has been approve by the OSCIO. In order to meet the requirement to spend the general funds approved for the project by June 30, 2017, ODF will engage two Work Order Contracts (WOC) with the solution provider. The first WOC will include planning and design required for StageGate 3 approval. The second WOC which will include configuration, testing, training and implementation will be executed after StageGate 3 approval.

Due to resource limitations (most notably time) ODF must approach their implementation of the OregonBuys solution in a way to ensure FOS is retired.

### Activities required to replace Forestry Order System

#### Functionality

* Approval (excluding purchasing approval)
* Vendor Information (ODF entry into OregonBuys)
* PO generation
* Payment, including SPOTS payments

#### Data Import

* SFMS vendor data for all vendors associated with ODF

#### Interface/Integration

* SFMS – encumbrances, payments, vendor data updates

### Additional functionality to implement within OregonBuys

#### Functionality

* Requisition (not based off catalogs or punch-outs)
* Approval (purchasing approval)
* Encumbrance
* Award
* Financial Contract Management - Monitor deliverables, and input amendments affecting contract end dates and total dollar value

## ReceivingOrganizational or Business/IT Process Impact

| **AS IS NOW – Business Process with IT Component** |
| --- |
| **Business Service Process Area** | **Business Activity or Process** |  **Current Software Application** |
| Request purchase of goods or services | Initiate purchase requisition manually | None |
| Approve purchase of goods or services | Approve purchase requisition via email | None |
| Initiate purchase order  | Initiate purchase order in FOS | FOS |
| Make purchase using SPOTS card | Purchase online and pay with SPOTS card | None |
| Receive goods or services | Receive items on purchase order manually | None |
| Post public solicitation | Post and manage solicitation in ORPIN | ORPIN |
| Manage bidding process | Enter bids in ORPIN | ORPIN |
| Award contract  | Award contract in ORPIN | ORPIN |
| Manage contract  | Manage contract manually | None |
| Approve invoice  | Approve invoice in FOS | FOS |
| Pay invoice | Create and release voucher in FOS and push into SFMA by FTP for warrant generation | FOSSFMA |

|  |
| --- |
| **TO BE AFTER PROJECT - Business Process with IT Component** |
| **Business Service or Process Area** | **Adapt Business Activity** | **Future Software Application** |
| Request purchase of goods or services | Initiate purchase requisition using the OregonBuys solution | OregonBuys solution |
| Approve purchase of goods or services | Approve purchase requisition using the OregonBuys solution | OregonBuys solution |
| Initiate purchase order  | Initiate purchase order  | OregonBuys solution |
| Make purchase using SPOTS card | Purchase online, over the phone or in person and pay with SPOTS card | OregonBuys solution |
| Receive goods or services | Receive purchase order  | OregonBuys solution |
| Post public solicitation | Post and manage solicitation  | ORPIN |
| Manage solicitation process | Enter solicitations | ORPIN |
| Award contract  | Award contracts  | ORPIN |
| Manage contract  | Manage contracts  | OregonBuys solution |
| Approve invoice  | Approve invoices  | OregonBuys solution |
| Pay invoice | Pay invoices Warrant generation | OregonBuys solutionSFMA |

# Project Management Plan Details

## Key Stakeholders

* ODF Administrative Service Division Chief
* ODF Board of Forestry
* ODF Executive Team
* ODF Leadership Team
* ODF Procurement Program
* ODF Finance Program
* ODF Information Technology Program
* All ODF headquarters and field staff involved in procurement activities

## Project Goals

|  |  |  |
| --- | --- | --- |
| **Objectives or Goals** | **Measure**  | **Priority** |
| Replace FOS with OregonBuys solution  | FOS is decommissioned  | 1 |
| Ensure a smooth transition for end users who will be using the OregonBuys solution | Utilize an organizational change leadership vendor to help prepare end users for the transition  | 2 |
| Interface with SFMS | Export data out of the OregonBuys solution in a format that can be uploaded to SFMS using the daily batch process | 3 |
| Ensure that end users know how to use the OregonBuys solution | Utilize an organizational change leadership process to prepare end users for the transitionProvide training to end users | 4 |
| Serve as a pilot project for agencies that implement OregonBuys after ODF | Post project documents to OregonBuys Implementation Toolkit website | 5 |

## Requirements Management Plan

Through use of a tracability matrix, the Project Team will ensure that the OregonBuys solution meets all requirements. Each requirement will be included in the testing process using the tracability matrix to ensure that all requirements have been met and are working as expected. If any of the following conditions occur, they will be escalated through the governance structure for resolution:

* The OregonBuys solution does not meet a requirement.
* A new requirement arises during the implementation of the OregonBuys solution.
* A requirement must be delayed or abandoned due to schedule, budget, or resource constraints.

## High Level Requirements

|  |  |  |  |
| --- | --- | --- | --- |
| **Customer or Business Need** | **High Level Requirement** | **Priority** | **ID #** |
| Eliminate problems and risks inherent in current process | Replace FOS with OregonBuys solution which automates the entire process using best practices | 1 |  |
| Timely and accurate reporting to DAS and the Legislature | Utilize OregonBuys standard and ad-hoc reporting to produce timely reportsConsistent use of data across agencies to ensure accurate reporting | 3 |  |
| Improve the ODF procurement process | Use of best practices through increased automation of the procurement process | 2 |  |

## Scope Management Plan

ODF will execute one or more Work Order Contracts (WOCs) against the OregonBuys eProcurement Solution Price Agreement. ODF will execute a WOC against either the the OregonBuys Organizational Change Leadership Price Agreement or the OregonBuys eProcurement Solution Price Agreement. ODF has execute a WOC with MTG to perform Quality Assurance and Quality Control activities. All changes to the work identified in these WOCs will be handled through the change management process. This process includes completing a change request using the ForestryBuys Change Request form. All Change Requests will be tracked on the Change Request Log. All Change Requests for changes to scope, schedule, or budget will be presented to the Steering Committee for review and recommendation. The Steering Committee will forward their recommendation for the change to the Executive Sponsor who will make the final decision. The ForestryBuys Change Request Log and the ForestryBuys Decision Log will both be updated to reflect that decision. In the event the change is approved, the project budget and the project schedule will be updated to reflect the change.

## Scope Statement

### The scope of this project includes:

* Implement the OregonBuys solution to process request for and approval of purchase of goods or services at ODF, create a purchase order and process payments for those goods or services. This will replace ODF’s Forestry Order System.
* Configure the OregonBuys solution for use by ODF. This will include, but not be limited to configuring roles and workflows.
* Include standard and ad hoc reporting as identified in the requirements.
* Interface the OregonBuys solution with SFMA.

### The scope of this project does not include:

* Planning and implementation of the software solution in any other agency or ORCPP member.
* Interface with any applications (including ORPIN or COBID) other than those identified as in scope above.
* Modifications to SFMA unless required for a successful interface.
* Replacement of enterprise use of ORPIN.

# Project Governance Framework

## Project Governance Structure

The governance structure is made up of three groups as follows:

ForestryBuys Executive Sponsor

 ForestryBuys Steering Committee

 ForestryBuys Project Team

The governance structure is designed to:

* Alleviate potential problems
* Make decisions
* Deal with issues like:
	+ Implementation or configuration issues that could have an impact on other agencies that will be implementing the OregonBuys solution (ForestryBuys Executive Sponsor)
	+ Major issues including changes in scope, resources, and schedule (ForestryBuys Executive Sponsor)
	+ Project oversight and control (ForestryBuys Steering Committee)
	+ Day-to-day administration (ForestryBuys Project Manager and ForestryBuys Project Team).

ForestryBuys Steering Committee will coordinate with the OregonBuys program as it develops its ongoing governance model and with all chartered OregonBuys subcommittees.

The project will work in a collaborative approach to reach consensus on all decisions. If consensus cannot be reached, issues will be escalated to the ForestryBuys Steering Committee. If they cannot reach consensus, it will be escalated to the ForestryBuys Executive Sponsor.

### ForestryBuys Executive Sponsor

* **Members**
	+ ODF Administrative Services Division Chief – Satish Upadhyay
* **Role**
	+ Ultimate responsibility for securing spending authority and resources for the project
	+ Vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, and is the ultimate decision-maker for the project
	+ Final approval of all scope, resource, schedule, and budget changes, and approves proceeding to each succeeding project phase
	+ Resolves conflicts over project direction and major decisions to ensure that all parties continue to participate in the project and the project continues to move forward.

### ForestryBuys Steering Committee

* **Members**
	+ ODF Administrative Services Division Chief – Satish Upadhyay
	+ ODF Procurement Program Director – Shannon Rand
	+ ODF Finance Program Director – Mark Hubbard
	+ ODF Information Technology Program Director – Brent Grimsrud
	+ SoS Chief Procurement Officer – Sarah Roth
	+ DOR Administrative Services Director – Shawn Waite
	+ DHS/OHA OIS Application Development Manager – Jim Simpson
	+ DAS ORPIN Administrator – Nicole Brazeal
* **Role**
	+ Involved in project oversight and control
	+ Acts individually and collectively as a vocal and visible project champion
	+ Approve project deliverables, help resolve issues and policy decisions, approve scope changes, provide direction and guidance to the project
	+ Decisions will be made by consensus. If consensus can’t be reached, the decision will be escalated to the the ForestryBuys Executive Sponsor.

### ForestryBuys Project Team

* **Members**
	+ Project Manager – Dave Whitbeck
	+ Business Analyst – Joanne Barnhart
	+ Procurement Business Lead – Rich Arnaz
	+ Finance Business Lead – Mark Clarkson
	+ OregonBuys software vendor project team
	+ Change leadership contractor
	+ ODF field SMEs as needed
	+ Procurement, Finance, and IT SMEs from collaborating agencies
	+ ORPIN Administrator as needed
* **Role**
* Work with Periscope to ensure the implemented solution:
	+ meets ODF’s needs;
	+ does not conflict with the needs of collaborating agencies;
	+ facilitates an enterprise roll-out in the future;
	+ create a comprehensive and useful implementation guide available for future implementations;
	+ is a configured rather than customized solution. Acknowledge, and accept changes to business processes to comply with best practices contained within the OregonBuys solution;
	+ includes the SFMA interfaces
* Work with the Organizational Change Leadership vendor to:
	+ create a comprehensive change leadership plan;
	+ create a comprehensive training plan;
	+ execute the change leadership and training plans to prepare end users for the upcoming change;
* Ensure the configured solution meets the needs and requirements of ODF through a comprehensive testing and validation process
* Under the direction of the ForestryBuys Steering Committee:
	+ work to mitigate project risks including those identified by the QA Vendor;
	+ resolve issues;
	+ communicate with stakeholders;
	+ develop a ‘Plan B’ procurement solution

## Project Logs

The project will maintain three project logs:

* Decision Log
* Issue Log
* Risk Log.

## Project Status Reporting Framework

The project team will be responsible for reporting status to several entities.

### ForestryBuys Steering Committee

This committee meets bi-weekly where a verbal report will be given by the project manager. This report will include updates on scope, schedule, budget, risk, resources, and quality. This report will be included in the minutes of these meetings.

### ForestryBuys Executive Sponsor

The Executive Sponsor is a member of the ForestryBuys Steering Committee, but may require special reporting on an as needed basis.

### Ongoing OregonBuys Governance

This committee identified by the OregonBuys project will receive a copy of the report to the ForestryBuys Steering Committee.

### Office of the State Chief Information Officer (OSCIO)

All formal reports from the project to the project governance entities will also be made available to the OSCIO by posting them to the PPM tool.

# Cost and Budget Management

## Cost and budget Management Plan

Preliminary cost estimates were developed for the purpose of preparing a POP for submission to the legislature. Once the work order contract with Periscope for the ODF implementation of the OregonBuys solution has been executed, the costs will be updated.

The project manager will maintain a budget and expense worksheet. This worksheet will contain the planned expenditures by month over the life of the project. In addition, it will contain the actual expenditure in the same manner.

When an invoice is received from a contractor, the project manager will confirm that the amounts pertain to specific deliverables and do not exceed the amount allotted to those deliverables. The project manager will confirm with the ODF Project Team that the deliverable is acceptable. If so, the project manager will forward the invoice to accounting, with a copy to procurement, indicating approval for payment.

# Project Milestones, Work Breakdown and Schedule

## Schedule Management Plan

A preliminary project schedule was developed at the beginning of the project. It could not be completed because detail tasks and time estimates for vendor tasks were not yet available. Once the work order contract with Periscope for the ODF implementation of the OregonBuys solution has been executed, the schedule will be updated to reflect those tasks.

The ForestryBuys project manager will work with the Periscope project manager to track the progress on the tasks in the project schedule. They will meet weekly with the project staff to determine progress on tasks and address any issues related to completing the tasks. In the event tasks are behind schedule, the project managers will work with the project team to determine a path to resolve the schedule issues.

The project managers will meet with the ForestryBuys Steering Committee on a bi-weekly basis to report progress on the schedule and to escalate issues that will have an impact on the project schedule, including a recommendation for resolution of those issues. The ForestryBuys Steering Committee will review the issues and recommended resolution. If the resolution involves a change to the schedule, the ForestryBuys Steering Committee will escalate the issues with a recommendation to the ForestryBuys Executive Sponsor.

## Project Milestones

|  |
| --- |
| **Milestones Schedule** |
| **Project: Forestry Buys** | **Project #** |   |
| **Project Manager: Dave Whitbeck** | **Sponsor: Satish Upadhyay** |   |
| **Milestone** | **Measure Success** | **Planned Complete** | **Actual Complete** | **Status / Notes** |
| OregonBuys Master Service Agreement | Executed | 9/30/2016 |   |   |
| ForestryBuys Work Order Contract | Executed | 11/30/2016 |   |   |
| ForestryBuys Software Environments | Prod, Test, & training Setup | 1/4/2017 |   |   |
| Software Configuration | Workflows setup | 1/31/2017 |  |  |
| Develop Interface | SFMA setup | 2/28/2017 |  |  |
| ForestryBuys Testing | Testing Complete | 5/29/2017 |  |  |
| Conduct Training | End Users Trained | 6/26/2017 |  |  |
| Convert Data | Data Converted | 6/29/2017 |  |  |
| ForestryBuys Live | Used In Production | 7/3/2017 |  |  |
| Decommission FOS | Used In Production | 7/31/2017 |  |  |

## Work Breakdown Structure (WBS) & WBS Dictionary

The WBS is available as a view within the project schedule.

## Project Schedule

The project schedule (ForestryBuys Project Schedule) is maintained in a separate MS Project schedule and will be made available to OSCIO, by posting them to the PPM tool, prior to Stage Gate 3 approval.

# Risk/Issue Management

## Risk Management Plan

The Poject Manager will establish a risk log that will record all risks identified for the project. The risk log will be reviewed by the ForestryBuys Steering Committee where a status (avoid, mitigate, accept) will be assigned to each risk. Throughout the project, the Project Manager will review the risk log monitoring identified risks, any changes to the risks, and add new risks to the log as they are identified. The Project Manager will bring these to the ForestryBuys Steering Committee for review and to determine required action.

## Risk Identification and Response

Risks were identified during the development of the Business Case and the Project Charter. Additional risk will be identified by the independent QA contractor (MTG) during their development of the Initial Risk Assessment. Risks will also be identified by the ForestryBuys Steering Committee and the ForestryBuys Project Team. Throughout the Project Manager and the QA contractor will continually be looking to identify additional risks. The Project Manager will log and analyze all identified risks in the Risk Log.

## Risk Evaluation

Risks will be reviewed by the project team to determine a risk category, risk cues, probability, impact, potential impacts, and resolution strategy. A risk score will be calculated based on the probability and impact. Risks with a resolution strategy of “mitigation” will be sorted in descending order by risk score, then the project team will assign an owner to those risks and determine a resolution action. It will be the responsibility of the risk owner execute the resolution action. Risk monitoring will be an agenda item for the project team meetings.

## Risk Log

The risk log (ForestryBuys Risk Log) is maintained as a separate MS Excel spreadsheet.

## Risk Realization

When a risk is realized, it is elevated in status to an issue and added to the issue log. Issues monitoring will be an agenda item for the project team meetings. If consensus cannot be reached, issues will be escalated to the Steering Committee. If the Steering Committee cannot reach consensus, issues will be escalated to the Executive Sponsor. Major issues including changes in scope, resources, and schedule will be escalated to theExecutive Sponsor for resolution.

## Issue Log

The Issue log (ForestryBuys Issue Log) is maintained as a separate MS Excel spreadsheet.

# Quality Management

The ForestryBuys project has engaged MTG as the independent QA contractor to perform Quality Assurance and Quality Control activities and report their findings to the Project Manager and to the OSCIO. The Project Manager will develop a recommended response to these reports, including action items, which will be reviewed by the Steering Committee. Action items will be assigned to project team members who will report results back to the project manager and the Steering Committee.

The project team will review all contract deliverables to ensure that they meet the requirements of the WOC. If a deliverable does not meet the requirements, the Contractor sill be notified. The notification will include what change is needed before the deliverable can be accepted. When a deliverable is acceptable, the project team will prepare a notice of acceptance to be delivered to the Contractor.

The project team will prepare prepare a Used Acceptance Test Plan that will include test scenarios and test cases that will be executed to ensure that the configured OregonBuys solution meets the project requirements. Exceptions will be reported to the Contractor for resolution, and retested when the resolution is delivered. When all test cases in the User Acceptance Test Plan are executed successfully, the project team will prepare a notice of final acceptance to be delivered to the Contractor. This will be the notice that the project team is ready to move the solution to the production environment and prepare to go live.

# Change Leadership

ODF does not have experience with implementing software solutions that impact most staff in the agency. Therefore, ODF will engaged an independent contractor with experience in organizational change leadership to ensure a smooth transition from current process to the new automated process in the OregonBuys solution. ODF will assign an agency employee as the ForestryBuys Change Leadership Coordinator, who will oversee the communication regarding changes to staff business practices and the software solution to accomplish their work.The contractor will:

## Assess agency readiness

Interview stakeholders to determine level of readiness and prepare a Readiness Dashboard depicting stakeholder group ready, willing, able stagus for change.

## Communication Strategy

Review project communication plan and compare with results of readiness assessments. Recommend enhancements to plan to improve communication and engagement for the life of the project.

## Monitor Employee Engagement

Provide information by stakeholder group that includes current understanding of the project and recommendations for modification to the communication plan to improve employee engagement.

## Organizational Change Impact and Strategy for Go-Live

Assessment of type and severity of go-live impact for stakeholders and mitigation strategy.

## Go-Live Readiness Assessment

Prepare, deliver, and document a series of workshops, one for each stakeholder group to determine stakeholder readiness for go-live.

# Communication

The communication plan (ForestryBuys Communication Plan) is maintained as a separate MS Word document.

# Procurement Management

ODF will execute one or more Work Order Contracts (WOCs) against the OregonBuys eProcurement Solution Price Agreement. ODF will execute a WOC against either the the OregonBuys Organizational Change Leadership Price Agreement or the OregonBuys eProcurement Solution Price Agreement. ODF has execute a WOC with MTG to perform Quality Assurance and Quality Control activities. All changes to the work identified in these WOCs will be handled through the change management process. This process includes completing a change request using the ForestryBuys Change Request form. All Change Requests will be tracked on the Change Request Log. All Change Requests for changes to scope, schedule, or budget will be presented to the Steering Committee for review and recommendation. The Steering Committee will forward their recommendation for the change to the Executive Sponsor who will make the final decision. The ForestryBuys Change Request Log and the ForestryBuys Decision Log will both be updated to reflect that decision. In the event the change is approved, the project budget and the project schedule will be updated to reflect the change.

Upon completion of work on deliverables, vendors will submit an invoice for that work. The ForestryBuys Project Team will determine whether the deliverable meets the contractual requirements. If so, the invoice will be submitted to the ODF Finance Program for payment.

Upon completion of all deliverables for a WOC, the ForestryBuys Project Team will work with Procurement Services to close out that procurement.

# Training

The training plan (ForestryBuys Training Plan) is maintained as a separate MS Word document.

# Supporting or Subsidiary Plans

**Check the box to indicate which supporting/subsidiary plans will be used:**

[x]  Communication Plan

[x]  Organizational Change Leadership Plan

[x]  Requirements Traceability Matrix

[x]  Quality Plan

[x]  Roles and Responsibility - RASCI

[x]  Staffing Plan

[x]  Work Breakdown Structure

[x]  Implementation Plan

[x]  Procurement Plan

[x]  Risk Plan

[x]  Project Schedule

[x]  Training Plan

[ ]  Requirements Plan

[x]  Testing Plan