

ID	23 Jul 07 Status	9 Jul 07 Status	WBS	ABC	Work Breakdown Structure	Project Imp. Manager	SME or Team Lead	Target End Date	Priority	Work	Re-sources	Time	Risk	Comments
1	3	2	DV	A	Development & Rework	S.A.W.	B.P.O.	31-May-07	3	3	3	3	3	4 items in development. Total 2.5 days.
2	3	2	DV1	A	Sales Order Processing	S.A.W.	A.B.M.	31-May-07	1	3	3	3	3	1 day of work remaining on Bill of Lading. All other back for integrated testing. Still some risk with x-border ... believe to be very close.
3	3	3	DV2	A	Procurement	S.A.W.	C.C.M.	31-May-07	3	3	3	3	3	All testing for header/detail changes showing favorable results. Testing nearing completion with no issues to date.
4	3	3	DV3	A	Accounting (7-modules)	S.A.W.	T.D.H.	31-May-07	2	2	3	3	3	
5	3	3	DV3.1	A	Accounts Receivable	S.A.W.	T.D.H.	31-May-07	3	3	3	3	3	
6	3	3	DV3.2	A	Accounts Payable	S.A.W.	T.D.H.	31-May-07	3	3	3	3	3	
7	3	3	DV3.3	A	General Ledger	S.A.W.	T.D.H.	31-May-07	3	3	3	3	3	
8	3	3	DV3.4	A	Credit and Collections	S.A.W.	T.D.H.	31-May-07	3	3	3	3	3	
9	3	3	DV3.5	A	Job Cost Accounting	S.A.W.	T.D.H.	31-May-07	3	3	3	3	3	
10	3	3	DV3.6	A	Fixed Asset Accounting	S.A.W.	T.D.H.	31-May-07	3	3	3	3	3	
11	3	3	DV3.7	A	Advanced Pricing	S.A.W.	T.D.H.	31-May-07	3	3	3	3	3	
12	3	2	DV4	A	Advanced Warehousing	S.A.W.	T.E.W.	31-May-07	1	2	3	3	2	1 spec back for rework and waiting on data for ASN. All other testing underway in Integrated environment
13	3	2	DV5	A	Freight Processing	S.A.W.	S.F.G.	31-May-07	1	3	2	3	3	Currently being tested by S.F.G.
14	3	3	DV5	A	Transportation Planning	S.A.W.	Y.G.D.	31-May-07	3	3	3	3	3	
15	3	3	DV6	A	Manufacturing (6-modules)	S.A.W.	J.G.I.	31-May-07	3	3	3	3	3	
16	3	3	DV6.1	A	Product Data Management	S.A.W.	J.G.I.	31-May-07	3	3	3	3	3	
17	3	3	DV6.2	A	Manufacturing Planning	S.A.W.	J.G.I.	31-May-07	3	3	3	3	3	
18	3	3	DV6.3	A	Shop Floor	S.A.W.	J.G.I.	31-May-07	3	3	3	3	3	
19	3	3	DV6.4	A	Forecasting	S.A.W.	J.G.I.	31-May-07	3	3	3	3	3	
20	3	3	DV6.5	A	Distribution Planning	S.A.W.	J.G.I.	31-May-07	3	3	3	3	3	
21	3	3	DV6.6	A	Manufacturing Accounting	S.A.W.	S.H.S.	31-May-07	3	3	3	3	3	Resource from HQ will be going on Maternity leave in fall.
22	3	3	DV7	A	Payroll	S.A.W.	S.I.W.	31-May-07	3	3	3	3	3	
23	3	3	DV8	A	Asset Life (Maintenance)	S.A.W.	R.J.B.	31-May-07	3	3	3	3	3	
24	3	3	DV9	A	Inventory Control	S.A.W.	J.G.I.	31-May-07	3	3	3	3	3	
25	3	3	DV10	A	EDI	S.A.W.	C.K.A.	31-May-07	3	3	3	3	3	
26														
27	3	3	RP	A	Reporting (BI/DW)	T.D.H.	TBD	13-Aug-07	3	2	3	3	3	Power user for inventory reconciliation reporting has joined group
28	3	3	RP1	A	BizIntel Dev & Rework	T.D.H.	TBD	10-Aug-07	3	2	2	3	3	J.D.H. will start week of 4June to focus on time with PU's for signoff and to identify any re-work
29	3	3	RP2	A	CEO Web screen Dev & Rework	J.G.I.	T.L.B.	10-Jul-07	3	3	3	3	3	T.L.B. to discuss with P.V.V.
30	3	3	RP3	A	Finance Dev & Rework	T.D.H.	C.M.M.	13-Aug-07	3	2	2	3	3	Estimates completed. C.N.N. to start working on financial statements week of 4June
31	3	3	RP4	A	Track & Trace Reporting	T.D.H.	J.N.W.	10-Aug-07	3	2	3	3	3	Rework completed and reviewed with Power Users 25May07. 2 of 3 reports passed. 1 report with PU's for testing
32														
33	2	2	MD	AC	Master Data Management	T.O.W.	T.O.W.	31-Jan-08	1	2	1	1	1	
34	3	3	MD1	ABC	MD Work Flows	T.O.W.	S.M.W.	31-Jan-08	2	2	2	2	2	
35	4	4	MD1A	A	Critical-MD Work Flows	T.O.W.	S.M.W.	9-Oct-07	3	3	2	3	3	
36	3	3	MD1B	BC	Important-MD Work Flows	T.O.W.	S.M.W.	31-Jan-08	3	3	2	3	3	
37	3	3	MD2	ABC	MD Audit & Procedures	T.O.W.	S.R.W.	9-Jan-08	3	3	2	3	3	
38	3	3	MD2.1	A	MD Audit	T.O.W.	S.R.W.	27-Jul-07	3	3	2	3	3	
39	3	3	MD2.2	BC	MD Procedures	T.O.W.	S.R.W.	9-Jan-08	3	3	2	3	3	
40	2	2	MD3	A	MD Conversion, Purification & Validation	T.D.H.	C.Q.S.	20-Jul-07	1	2	2	2	2	Testing of data loads in progress. Access developer located - will start 5June. C.S.S. to help. M.B.B & C.L.L also to help.
41	2	3	MD4	B	MD Dual Maintenance	T.O.W.	TBD	27-Oct-07	3	3	2	3	3	New WBS - focus on Dual Maintenance function
42														
43	2	2	TS	AB	Testing	S.A.W.	S.A.W.	10-Sep-07	1	2	2	2	3	320-Issues, 265-Resolved, 55 Outstanding. Have classified outstanding issues (see graph)
44	4	4	TS1	A	Integration Testing	S.A.W.	S.A.W.	15-Jun-07	1	3	1	2	2	
45	4	4	TS1.1	A	Order to Cash (O2C)	A.B.M.	A.B.M.	15-Jun-07	1	3	1	2	3	Overall 97% complete.
46	4	4	TS1.2	A	Procure to Pay (P2P)	C.C.M.	C.C.M.	15-Jun-07	3	3	3	3	3	Overall 96% complete
47	4	4	TS1.3	A	Demand to Manufacture (D2M)	J.G.I.	J.G.I.	15-Jun-07	2	3	3	3	3	Overall 89% complete.
48	4	4	TS1.4	A	Other Integrated Testing	S.A.W.	S.A.W.	15-Jun-07	1	2	1	1	3	WHS 59% complete
49	4	3	TS1.5	A	Advanced Warehousing Testing	S.A.W.	T.E.W.	3-Jul-07	3	3	3	3	3	Rolled into TS1.4
50	2	2	TS2	B	Validation Testing	J.G.I.	C.S.A.	10-Sep-07	3	2	2	2	2	Draft plan by J.G.I. Sub-set of integration test scripts. Dependent on Business Readiness, Power Users availability. Comprehensive Cycle testing problematic.
51	3	3	TS2.1	B	Plan Validation Tests	J.G.I.	C.S.A.	25-May-07	3	2	2	3	3	
52	2	2	TS2.2	B	Execute Validation Tests	J.G.I.	C.S.A.	10-Sep-07	3	2	2	2	3	
53	2	2	TS5	AB	Reporting Testing	T.D.H.	J.J.W.	29-Jun-07	2	2	2	2	2	Reporting testing continues. We do not have enough work ahead to keep BI development resource busy.
54	3	3	TS6	B	MD & Security Testing	T.O.W.	TBD	29-Aug-07	3	3	3	3	3	
55	3	3	TS6.1	B	MD Security Testing	T.O.W.	TBD	5-Jun-07	2	3	3	3	3	
56	3	3	TS6.2	B	Functional Role Security Testing	T.O.W.	TBD	3-Aug-07	2	3	3	3	3	
57	2	2	TS6.3	B	Multiple Role Security Testing	T.O.W.	TBD	29-Aug-07	2	3	3	2	3	
58	3	3	TS7	B	Regression Testing	J.G.I.	C.S.A.	12-Jul-07	3	3	3	3	3	Unplanned.

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59														
60	2	2	TD	ABC	Training & Documentation	A.B.M.	G.T.S.	22-Feb-08	2	2	2	3	3	Focus on use of CBT for training delivery, etc. At risk w/o CBT
61	3	3	TD1	A	Training Logistics	A.B.M.	G.T.S.	20-Sep-07	2	3	2	3	2	
62	3	3	TD1.1	A	Training Matrix	A.B.M.	G.T.S.	13-Aug-07	2	3	3	3	3	
63	3	3	TD1.2	A	Training Calendar	A.B.M.	G.T.S.	20-Sep-07	3	3	3	3	3	
64	3	3	TD1.3	A	Training Facilities & Equipment	A.B.M.	G.T.S.	20-Sep-07	3	3	2	3	2	
65	3	3	TD1.4	A	Training Technology Environment	A.B.M.	G.T.S.	20-Sep-07	2	3	3	3	3	
66	2	2	TD2	A	Training Approach	A.B.M.	G.T.S.	22-Feb-08	2	2	3	2	2	<i>Reworking now re: CBT. Will need to communicate to End Users.</i>
67	2	2	TD2.1	A	Overall Training Approach	A.B.M.	G.T.S.	16-Feb-07	2	2	2	2	2	
68	2	2	TD2.2	A	Hourly User Training Approach	A.B.M.	G.T.S.	16-Feb-07	2	2	3	3	3	
69	3	3	TD2.3	A	PU Review of Approach	A.B.M.	G.T.S.	30-Aug-07	3	3	3	3	3	
70	3	3	TD2.4	C	Sustainable Training Approach	A.B.M.	G.T.S.	22-Feb-08	3	3	3	3	3	
71	2	2	TD3	A	Training Development	A.B.M.	G.T.S.	27-Sep-07	2	2	2	2	2	
72	2	2	TD3.1	A	Training Modules Definition & Preparation	A.B.M.	G.T.S.	30-Apr-07	2	3	2	3	3	
73	2	2	TD3.2	A	Training Modules Standards	A.B.M.	G.T.S.	13-Apr-07	2	3	2	3	3	
74	2	2	TD3.3	A	Training Modules Development	A.B.M.	G.T.S.	30-Aug-07	2	3	2	3	2	
75	2	2	TD3.4	A	Training Validation	A.B.M.	G.T.S.	27-Sep-07	2	3	2	3	3	
76	2	2	TD4	B	Training Delivery	A.B.M.	G.T.S.	30-Oct-07	2	3	2	3	2	
77	2	2	TD4.1	B	Navigation Training	A.B.M.	G.C.C.	15-Oct-07	2	3	3	3	3	<i>G.C.C. has been trained on CBT. Still to determine at what level will be used for navigation.</i>
78	2	2	TD4.3	B	Basic Training	A.B.M.	G.T.S.	26-Oct-07	2	3	2	3	2	
79	2	2	TD4.5	B	Hourly Training	A.B.M.	G.T.S.	30-Oct-07	2	3	2	3	3	<i>Must consider how CBT can/cannot be used for hourly training.</i>
80	3	3	TD4.6	B	Management Training	A.B.M.	G.T.S.	27-Sep-07	3	3	3	3	3	<i>Special Training TD4.4 eliminated.</i>
81	3	3	TD4.7	B	MD Workflow Training	A.B.M.	T.O.W.	27-Sep-07	3	3	3	3	3	
82	3	3	TD6	A	Documentation	A.B.M.	G.T.S.	13-Sep-07	3	3	3	3	3	<i>Publication via CBT TBD</i>
83	3	3	TD6.1	A	Quick Reference Documentation	A.B.M.	G.T.S.	13-Sep-07	3	3	3	3	3	
84	3	3	TD6.2	A	PUser & Other Documentation	A.B.M.	G.T.S.	13-Sep-07	3	3	3	3	3	
85														
86	2	2	DR	A	Audit & Disaster Recovery	M.U.L.	M.U.L.	21-Sep-07	3	3	3	3	3	Initial plans completed. Resources available and working. Replan major milestone at Go/No-go decision.
87	2	2	DR1	A	Audit Due Diligence	M.U.L.	M.U.L.	29-Aug-07	2	2	3	2	3	<i>IA Review results & risk assessment to be issued soon. CR's for new Cheque Stds and EFT approved. Waiting for O2C completed scripts.</i>
88	3	3	DR2	A	Business Continuity & Information Protection	M.U.L.	M.U.L.	21-Sep-07	3	3	3	3	2	<i>No existing plans. Deliverables will include risk assessment and recommendations. Search underway for other companies plans as models.</i>
89	3	3	DR3	A	Disaster Recovery	M.U.L.	M.U.L.	21-Sep-07	3	3	3	3	3	<i>ICT infrastructure back-ups, redundancies not planned. Significant \$ investment for additional H/S.</i>
90														
91	2	2	CM	ABC	Implementation Plan & Conversion	J.G.I.	D.D.D.	22-Feb-08	2	2	3	2	2	Macro plan started. Overview Schedule developed.
92	2	2	CM2	A	Implementation Plan	J.G.I.	D.D.D.	28-Sep-07	1	2	3	2	2	
93	3	3	CM3	BC	Conversion & On-going Support	J.G.I.	D.D.D.	22-Feb-08	3	3	3	3	3	
94	3	3	CM3.10	B	Production Environment & Security	S.A.W.	Y.G.D.	26-Oct-07	3	3	3	3	3	
95	3	3	CM3.20	B	MD Loads & Cleanup	T.D.H.	C.Q.S.	26-Oct-07	3	3	3	3	3	
96	3	3	CM3.25	B	Data Loads & Cleanup	T.D.H.	TBD	26-Oct-07	3	3	3	3	3	
97	3	3	CM3.30	C	Post Go Live Support	J.G.I.	TBD	22-Feb-08	3	3	3	3	3	
98	3	3	CM4	C	ERP Program Office	A.B.M.	A.B.M.	13-Aug-07	3	3	3	3	3	<i>Many on-going functions, service level management, maintenance, enhancements, new releases, projects, etc.</i>
99	3	3	CM5	BC	Before/After Analysis - KPIs	A.B.M.	M.U.L.	22-Feb-08	3	3	3	3	3	<i>Important to recognize benefits of changes. Consider involvement of Balanced Scorecard and other KPIs work.</i>
100	3	3	CM5.1	B	Before Analysis - KPIs	A.B.M.	M.U.L.	26-Oct-07	3	3	3	3	3	<i>Over 200 KPIs identified and need refinement.</i>
101	3	3	CM5.2	C	After Analysis - KPIs	A.B.M.	M.U.L.	22-Feb-08	3	3	3	3	3	
102	2	2	CM6	B	Business Readiness Assessment	J.G.I.	J.G.I.	27-Aug-07	2	2	2	2	2	<i>Due diligence leading up to Go/No-go decision</i>
103														
104	3	3	TO	AB	Technology & Operations	S.A.W.	S.A.W.	10-Sep-07	3	3	3	3	3	OK. Mainframe upgrade completed. Web Software upgrade required by EOY
105	3	3	TO1	AB	Bus. Intelligence & Data Warehouse	S.A.W.	A.V.V.	10-Sep-07	3	2	3	3	2	<i>Draft Threat risk assessment indicates some potential problems that need to be addressed. Have had a few issues with DW Software ... being worked. Have intermittent issue with BizIntel ... being worked.</i>
106	3	3	TO2	AB	ERP Support	S.A.W.	B.W.W.	10-Sep-07	3	2	3	3	2	<i>Draft Threat risk assessment (B.W.W. requested) for possible ESUs, SARs etc. before Go Live ready for review.</i>
107	3	3	TO3	AB	Technology Infrastructure	S.A.W.	F.W.W.	10-Sep-07	3	3	3	3	3	<i>Web software upgraded, version upgrade planned for 2Q or 3Q. Reviewing tools for system load testing.</i>
108	3	3	TO4	AB	CBT Infrastructure	S.A.W.	F.W.W.	10-Sep-07	3	3	3	3	3	<i>Environment nearly ready. User access should be ready by 6June.</i>
109														
110	1	1	PMO	ABC	Project Management Office	A.B.M.	TBD	22-Feb-08	2	2	1	2	3	Risk Management, Communications, and Organizational Change Management need attention.
111	3	3	PMO1	ABC	PMO Administration	A.B.M.	S.S.S.	22-Feb-08	3	2	3	3	2	
112	2	2	PMO2	ABC	Planning & Status	A.B.M.	G.G.U.	27-Oct-07	2	2	2	2	2	
113	2	2	PMO2.1	ABC	Planning	A.B.M.	G.G.U.	27-Oct-07	1	3	2	3	3	
114	2	2	PMO2.2	ABC	Time, Budget & Status Reporting	A.B.M.	G.G.U.	27-Oct-07	2	2	2	3	3	
115	3	3	PMO2.3	ABC	Team-PM-ESC Status Meetings	A.B.M.	TBD	27-Oct-07	3	3	3	3	3	

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116	3	3	PMO3	ABC	Issues, Scope & Change Management	J.G.I.	C.S.A.	22-Feb-08	3	3	3	3	3	1 CR Open: back office replacement; 2 new ones received this week for Prepaid Freight and 812 EDI transaction for Crown Jewel Customers
117	2	2	PMO4	ABC	Communications & PR	A.B.M.	B.L.L.	22-Feb-08	1	2	1	2	2	Communications Plan drafted, reviewed by ESC. Resource concerns.
118	2	2	PMO5	ABC	Risk Management	J.G.I.	S.F.G.	27-Oct-07	2	2	1	3	2	Risk Matrix developed. Needs continuing attention. Resource required. Technology TRA completed and needs review. Concurrent Go Live with XYZ Division needs TRA.
119	2	2	PMO6	ABC	Document Management	A.B.M.	G.G.U.	22-Feb-08	3	2	2	3	3	Over 30K documents in electronic folders. S.S.S. has started some of the clean-up / reorganization
120	2	2	PMO7	AB	Unanticipated Work	S.A.W.	B.P.O.	27-Oct-07	1	2	2	2	2	Possible work: Reformat of SKUs, corporate transportation, CRs (2 new -- Prepaid Freight and EDI for Crown Jewel Customers).
121	2	2	PMO7.1	A	Kaizen Events	S.A.W.	TBD	27-Oct-07	2	2	1	2	2	More Kaizen events expected. Need to integrate with ERP Implementation where appropriate.
122	4	4	PMO7.2	A	Mainframe Upgrade	S.A.W.	S.A.W.	15-Mar-07	4	4	4	4	4	
123	3	3	PMO7.3	A	PO Header-Detail (CR4)	S.A.W.	C.C.M.	27-Oct-07	2	3	3	3	3	CR Approved 16Feb. New Functional Spec. and DV estimates required. Development completed and testing underway. 25May07 testing nearing completion.
124	4	4	PMO7.4	A	CBT Pilot	S.A.W.	G.T.S.	26-Mar-07	4	4	4	4	4	CBT Pilot project initiated Feb 19. Significant potential benefits: schedule, quality, test environment, etc
125	3	3	PMO7.5	A	Legacy System Changes in support of ERP	S.A.W.	B.P.O.	27-Oct-07	3	3	3	3	3	Legacy system work that contributes to successful implementation of ERP. ABC Division planning to move off 'green screens'.
126	4	4	PMO7.6	A	Load Activation Display (CR6)	S.A.W.	T.E.W.	27-Oct-07	4	4	4	4	4	Approved 28Feb: Change load activation display logic to avoid unintentional corrupted loads. Spec developed. Developed and tested.
127	3	3	PMO7.7	B	Cheque Standards (CR2)	S.A.W.	M.U.L.	27-Oct-07	3	3	3	3	3	Approved 28Feb: Implement new Cheque Standards in Legacy Systems. 23Mar07 - Still waiting for approval of forms from Bank b/4 proceeding with changes. 26Apr-have approval. 25May - cheque issues identified and are being worked
128	3	3	PMO7.8	B	EFT (CR3)	S.A.W.	M.U.L.	27-Oct-07	3	3	3	3	3	Approved 28Feb: Implement EFT in Legacy and ERP. Resource secured. 25May-Working project charter.
129	2	2	PMO7.9	B	Stock Transfers (CR8)	S.A.W.	J.G.I.	27-Oct-07	2	2	2	2	2	Significant problem. CR Approved. 13Apr07 -- rough estimate of effort 5days. 26Apr07 -- coding completed and back for testing. 9May07 --- being tested. 1June07 -- testing continues .. Testing at different spot in process
130	2	2	PMO7.10	B	Back office Replacement (CR10)	S.A.W.	C.K.A.	27-Oct-07	2	2	2	2	2	CR Approved. Replacement needed before Go Live or Nov07. Impacts being assessed.
131	3	3	PMO7.11	B	VOI Receipt Routing (CR5)	S.A.W.	C.C.M.	27-Oct-07	3	3	3	3	3	CR Approved (17-Apr-07). Not critical to Go-Live. Would require Org. Change if not done.
132	3	3	PMO7.12	B	Workflow Links (CR7)	S.A.W.	T.O.W.	27-Oct-07	3	3	3	3	3	CR Approved (16-May-07). Not critical to Go-Live. Coding s/b completed week 4June
133	3	3	PMO7.13	B	Crown Jewel Clients EDI	S.A.W.	C.K.A.	27-Oct-07	3	3	3	3	3	CR Approved (26-Jun-07). Critical to Go-Live.
134	2	2	PMO8	ABC	Project Team HR	A.B.M.	C.K.A.	27-Oct-07	3	3	3	3	3	Resource strategies for Core Team and Power Users complete. Some Power User consolidation achieved. Awaiting Executive commitments
135	1	1	PMO9	ABC	Organizational Change Management	A.B.M.	TBD	22-Feb-08	1	1	1	2	2	Not yet planned. Executive responsibility, unknown help required from team. Communication session being scheduled for 20June with management team

137 Status Legend

138	1	1	Trouble, Urgent Attention Needed
139	2	2	Problems, Needs Attention
140	3	3	OK, Managed
141	4	4	Completed
142	5	5	Not Started

Priority Work Re-sources Time Risk

1	1	1	1	1	High Priority, High Effort, Inadequate Resources, Behind Schedule, High Risk
2	2	2	2	2	Medium Priority, Medium Effort, Resource Challenges, Schedule Challenges, Medium Risk
3	3	3	3	3	Low Priority, Low Effort, Resources OK, Schedule OK, Low Risk
4	4	4	4	4	Completed, No Risk
5	5	5	5	5	N/A, Unrated or Unplanned

Legend

143 Top 5 Project Risks

Prob.	Impact	Risk Title
1	1	Resource Strategies
1	1	Integrated & User Acceptance Testing
1	1	Communications
1	1	Data Conversion & Migration
1	1	Organizational Change Management Needed

Description	Ongoing Responses
Ability to meet reasonable Go Live date very dependent on resources, esp. Power Users and some Core Team. IT Resource issues with XYZ Division Go Live at same time.	Are back-fill strategies in place? Power Users need to learn the systems, test, prepare & conduct training, and support system after Go Live. IT help? Consultant help? Other?
Integration, User Acceptance, Stress/Capacity, Failure Recovery Testing. Critical for Go/No Go decision.	Critical to Business Readiness for Go Live. Continuing to refine the integrated testing procedures. Progress slow, esp. w/o Power Users. Late completion delays start on Training Preparation & readiness for Go Live.
Top Down, Bottom up, cross-organizational, internal & external communications. Linked with Organizational Change Management.	Key to smooth Implementation and Business 'buy-in'. Needs leadership. More indications that communications should restart because of elapsed time, changes in personnel.
MD conversion and data loads may not have adequate timeliness and accuracy for integrated testing and/or preparation for Go Live	Provide periodic status updates. Ensure appropriate plan with dependencies, resources, schedule and progress measurement.
Business units may need assistance adopting process and organizational changes before Go Live.	Clarification of accountability, work, resources and action needed to make organizational, business process and business cultural changes.

151 Risk Legend

Prob.	Impact	Probability
1	1	Likely to occur (25% or better chance)
2	2	May occur (10-25% chance)
3	3	Unlikely to occur (less than 5% chance)

Impact	ABC WORK
Serious impact to the project and/or business	A - Work prior to Go Live that must be substantially completed before first go/no-go decision is made. Performed primarily by Core Team. Example: Training Preparation.
Significant impact to the project and/or business	B - Work conducted JIT before Go Live. Started before A work is completed but dependent on Go Live date. Also referred to as the 'count down' or '2-minute drill' work.
Minor disruption to current project, business and/or resources.	C - Project One work after Go Live but not considered part of normal operations. Example: Post Go Live training