

Planning Process Group Artifacts

11.3 Perform Qualitative Risk Analysis

11.3.1 Risk Management Plan (Input)

PMGT 690, ERAU, Prof. Sherman

By: Matthew Holtan

Group 3 - Risk Management Plan

by

Michael Horne, Matthew Holtan, Matthew Hill, Shawn Hammond, Khadija Hunt

PMGT 613

Dr. Sami Khan

Embry-Riddle Aeronautical University

February 5, 2017

11.3.1 Risk Management Plan (Input): This Risk Management plan was taken from the group project from PMGT 613. The risk management plan is an input for the Perform Qualitative Risk Analysis process. Some of the key benefits by using this input would include roles and responsibilities for conducting risk management, budgets, scheduled activities, risk categories, risk impact and probabilities. The risk management plan should be monitored and updated regularly.

Table of Contents

Introduction.....	5
Purpose of the Risk Management Plan	5
Risk Management Procedures.....	6
Process	8
Plan Risk Management.	8
Identify Risks.	9
Perform Qualitative Risk Analysis.	9
Plan Risk Responses.	10
Roles and Responsibilities	11
Risk Identification.....	13
Methods for Risk Identification.	13
Risk Register.....	15
Risk Category.....	15
Risk Analysis	16
Qualitative Risk Analysis.	16
Qualitative Risk Analysis – Probability and Impact Matrix.....	17
References	18
Appendix A.....	19
Risk Register.....	19
Appendix B	20
Probability and Impact Matrix	20
Appendix C	22
5x5 Probability and Impact Matrix	Error! Bookmark not defined.
Appendix D.....	24
Risk Management Plan Approval	24

Introduction

Team 2's project office consisting of Project Manager, Michael Horne, and project team, Matthew Hill, Shawn Hammond, Matthew Holtan, and Khadija Hunt will partake as the risk management group. We will provide inputs to the project risks which we see as possible setbacks for the development of the new operating model. Project Manager, Michael Horne, will take on the role as Risk Manager and will delegate each risk in the risk matrix to the rest of Team 2. Once all risks have been identified by the risk management group, and the official project has been executed the risk manager will set-up a schedule to mitigate or transfer each risk which is identified in the identify risk process area.

Purpose of the Risk Management Plan

“The objectives of project risk management are to increase the likelihood and impact of positive events and decrease the likelihood and impact of negative events in the project” (Project Management Institute, 2013, p. 309). This risk management plan will closely follow the PMBOK guide and define “...project risk as an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, and quality” (Project Management Institute, 2013, p. 310). This risk management plan will attempt to identify, categorize, prioritize, control, or accept all the identified risks as well as develop procedures to adapt to unknown risks that occur.

Risk management is the process of attempting to control items that could both negatively or positively affect the project. All projects have uncertainty in some form or fashion. How will the employees react to the new changes, will there be new, unknown, problems that develop because of the change? Risk management starts before the acceptance of a project and is continually adjusted throughout the life of the project. All known potential risks will be

annotated in a risk register. This register will not only annotate the risk, but provide an educated guess on the probability the risk will occur, and the potential impact the risk has on the project. The potential impact is the severity of the risk, and the likelihood the risk will occur is the probability. When these two factors are combined, each risk will be given a priority level. If a risk has a high probability and a medium impact may have a higher priority than a risk with a low level of probability but a high impact. This information will allow the Project Manager to allocate resources in the correct areas and minimize the effects of the risks.

This project team has been hired as consultants to assist in the consolidation of several different departments into one unifying business unit with the same mission, vision, and an overall governance. The senior management of our customer has stated they do not want a new business model as this will be developed thru senior management. The purpose of this risk management plan is to ensure all three departments adapt the three separate departments into a unifying department without interfering with the individual department goals.

Risk Management Procedures

This section of the risk management plan will summarize the necessary steps for responding to the various risks associated with this project. Project risk management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on the project (Project Management Institute, 2013).

The processes of the risk management plan starts with the plan. This process defines how to conduct risk management activities for a project.

Table 1. The Risk Management Process

Step	Risk Procedure	Description
1	Risk Identification	Analyze the project to identify sources of risk
2	Risk Assessment	Assess in terms of: <ul style="list-style-type: none"> • Severity of impact • Likelihood of occurring • Controllability
3	Risk Response Development	<ul style="list-style-type: none"> • Develop strategy to reduce possible damage • Develop contingency plans
4	Risk Response Control	<ul style="list-style-type: none"> • Implement risk strategy • Monitor and adjust plan for new risk • Change management

Note. Adapted from “Project Management The Managerial Process,” (6th ed.), by Larson, E. W., & Gray, C. F., 2014, p. 7. New York, NY: McGraw-Hill Education.

Risk identification is one of the risk management processes that determines which risk may affect the project and document their characteristics. Organizations can use a risk breakdown structure in conjunction with the WBS to help management teams identify and eventually analyze risk (Larson and Gray, 2014).

The risk analysis process will be performed through qualitative and quantitative measures. Qualitative risk analysis process assesses and evaluates characteristics of individually identified project risk and prioritize risks based on agreed-upon characteristics (Project Management Institute, 2009).

The plan risk response process determines the set of actions which most enhance the chances of project success while complying with applicable organizational and project constraints. This planning entails coordinating with the project team and stakeholders on actions to be taken and the potential changes to budget, schedule, resources, and scope which these actions might cause (Project Management Institute, 2009).

Risk Metrics is a methodology that contains techniques and data sets of the attributes to which is being measured. The risk breakdown structure will identify the risk, the analysis will show where and how much risk there is and the metrics will be the units of measurement.

Process

In this project, Team 2, will use varying risk management processes to create a risk management plan. According to Project Management Institute (2013), project risk management "includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project" (p. 309). In this risk management plan Team 2 will use the following processes to conduct a proper, thorough risk analysis and provide solutions of our risk analysis for the support of the development of a new operating model for a major corporation. The processes in our risk plan are: plan risk management, identify risks, perform qualitative risk analysis, and plan risk responses. In the following paragraphs, I will discuss each process and how we will incorporate into our risk management plan.

Plan Risk Management. In the plan risk management process area, we will define how we will proceed to conduct risk activities associated with operating model (Project Management Institute, 2013). This plan is vital because we will need buy-in from all stakeholders involved to ensure this risk plan is properly executed from start to finish. We will get inputs from the following to help us create the plan: project charter, stakeholder register, enterprise environmental factor (EEFs) and organizational process assets (OPAs). The project charter will provide Team 2 with high-level risks, and the stakeholder register will provide all relevant stakeholders which we need buy-in from. The OPAs provided in the case study will help Team 2

draw a conclusion on the risk categories, and roles and responsibilities needed to properly execute this plan.

Identify Risks. Identifying risk in project management is an iterative process that should start with the best possible identification of risks as early as possible. A Clear understanding of the scope, resources, financial status, and schedule are good first inputs to help identify initial project risk. As the planning proceeds and more risks are identified, these must undergo the same process of identification, qualitative analysis, quantitative analysis, develop a risk response, and then finally monitor and controlling the risk (Project Management Institute, 2009). This has to occur with identified risks as they appear and agreed to by the appropriate stakeholders. For this project, the merging of multiple teams with very different ways of operating is a risk in itself. But specific risks associated with the merger will be identified by project team members with reinforcement from leadership and will help inform leadership's need to create a new organizational structure that will support not only the merger but ongoing project execution by the new IT department. Starting early the team will use tools like a historical review of similar mergers, a look at the project as it is currently and finally using tried and true mitigation techniques or utilizing the appropriated resources to come up with logical and creative solutions to control the risk. Finally, all risks will be recorded as the risk register will all initial information on how, what and why.

Perform Qualitative Risk Analysis. The end goal of performing this qualitative risk analysis is to further update the risk registry and clarify it my giving each individual risk a priority based on likelihood (probability) and the risk's potential impact on the project whether negative or positive. An important aspect of assessing each risk is the standardization of terms. To that end, the PMBOK guide definitions for probability will be referenced and used to standardize

terminology for analysis of the risk with respect to probability and impact. See Appendix B and Appendix C for Probability and Impact Matrix.

Another aspect to be concerned with during the qualitative analysis is the understanding of the risk itself. Evaluating this understanding and the quality of the data used to help qualify the decision will be part of a risk data quality analysis. This can help with the prioritization of the risk based on the risk management teams understanding or not, based on a lack of documentation or understanding of the risk. Overall understanding and prioritization of the risk for the update to the risk registry will combine these analyses with categorization (based on what part of the project the risk effects), an assessment of the risk's urgency, and expert judgment. As the risks are prioritized they will also be relayed to those responsible for further analysis or action to mitigate or monitor the probability as the project proceeds. As a matter of course, higher risk, more impactful risks will be monitored more often while lower risks will be monitored appropriately.

Plan Risk Responses. Risk response development does not only plan the mitigation of the risk, should it occur, but also provides the important information and communications that have to be in place to even identify the risk is occurring. Trigger points and other causal factors should be identified and communicated to those responsible for the monitoring of the risk. These communications should also include who is responsible for what in the response. When the timing of the response is determined there should also be a planned budget reserve, resources, and related schedule impacts. When developing the responses, there are many other factors to consider as well. One strategy is to utilize the personnel affected by the risk to determine the best way to the project back on track soonest. All of the responses need to be agreed upon by the appropriate stakeholders and analyzed as to how they may affect other parts of the project. These

stakeholders can also be used to help determine the best response strategy. Project Management Institute (2009) has generic responses for negative and positive risks defined as avoid a threat and exploit an opportunity, transfer a threat or share an opportunity, mitigate a threat or enhance an opportunity, and finally, accept a threat or opportunity. Those strategies will provide the baseline for considering how to plan the threat responses while evaluating the best way forward for the merger of the IT departments. Agreed upon responses will then be documented in the risk register with all pertinent information relating to the response and its necessary resources and owner. Changes to any other project plans connected to the risks including resource documentation and the project management plan.

Roles and Responsibilities

The consultant group is an internal project to Alpha Corporation. The risk management plan identifies the roles and responsibilities in the risk management plan. Each of these roles is described below:

- Stakeholders - The stakeholders for this project includes project consultants, subcontractors, subject matter experts, leads of all departments, suppliers and anyone from Alpha Corporation familiar with the risk management plan. Anyone associated with the project can participate in risk identification and is encouraged to notify the Project Manager (Mike Horne) promptly if he or she becomes aware of a potential event that could threaten project success.
- Risk Owner (Matt Holtan and Khadija Hunt) - A risk owner is a member of the project team designated by the Project Manager to coordinate the analysis of a specific risk. The risk owner is responsible for assuring that the analysis is performed, documented, and the results are provided to the Project Manager in a timely manner. While a risk is in active status (being actively monitored, risk has not yet occurred), the risk owner is responsible for monitoring the

risk and notifying the project manager if the risk occurs or if the risk owner believes the likelihood of the risk occurring has changed significantly since the analysis was performed.

- Project Manager/Risk Manager (Mike Horne) — The Project Manager is responsible for initially receiving all risks identified, assuring that records of all identified risks are kept, assigning risks to a risk owner for analysis, reviewing the results of that analysis to develop response recommendations and presenting those recommendations to the sponsor. Once recommendations are agreed upon, the Project Manager is responsible for coordinating changes to project plans to implement responses. The Project Manager is also responsible for assuring that risks are periodically reviewed to identify possible changes in the likelihood or impact of risks, and identification of new or changed responses. Finally, the Project Manager is responsible for creation and maintenance of the Risk Management Plan.

- Project Sponsor (Dr. Sami Khan) - The project sponsor is responsible for executive decision-making on the Alpha project. All projects have risks. This Risk Management process will identify project risks and recommend how resources are allocated to deal with them. Only the sponsor has the authority to determine whether the responses planned for identified risks are sufficient. The sponsor will review and approve all proposed risk responses and any changes in risk responses.

- Project Team (Matthew Hill, Michael Horne, Khadija Hunt, Matthew Holtan, Shawn Hammond) - The Consultant Group or Risk Management Team, is responsible for identifying risks, the dependencies of the risk within the project, contexts, and consequences of each risk. They are responsible for determining the impact, timing, and priority of the risk as well as forming risk statements.

Risk Identification

In order to create an accurate and effective risk management plan, risks must first be identified. Identifying risks is the first and perhaps the most important step in the risk management process. Risk identification is not solely creating a list of possible items, triggers, or events that could negatively affect the project; they must be categorized, placed in a register, analyzed and continuously revisited and updated. There are many types of risk identification methods. Some of these methods include brainstorming, interviews, surveys, experiential knowledge, documented knowledge, lessons learned, historical information and risk lists. The risk management plan will discuss the methods associated with risk identification, the creation of a risk register, and the category of risk. It is essential to note in this risk management plan, both negative and positive risks will be identified. The primary stakeholders and project owners will require an analysis of all possible risks to determine the best utilization of resources and determining the most efficient and effective courses of action.

Risk identification has several inputs to include the risk, cost, schedule, quality, and the human resource plan. Additionally, the project scope, stakeholder register, and activity cost and duration estimates are required (Project Management Institute, 2013, p. 319). All of these items are required to thoroughly identify the risks associated with a project. Once all of the inputs are available, several tools and techniques may be used when identifying risks. These will be discussed in the following section, methods for risk identification.

Methods for Risk Identification. “A structured review of the project documentation may be performed, including plans, assumptions, previous project files, agreements, and other information. The quality of the plans, as well as consistency between those plans and the project

requirements and assumptions, may be indicators of risk in a project (Project Management Institute, 2013, p.324).”

Documentation review: A proficient project manager reviews similar projects that have already been completed in order to review previous risk matrices, determine what risks occurred, and what occurred the previous project managers did not foresee. Review these documents will also accelerate the risk identification process as well as utilize the expertise from previous teams.

Information Gathering: There are several techniques for gathering risk information. The project manager could schedule a meeting with all team leaders and brainstorm a list of potential risks. The PM should utilize the technique of requiring the team leaders to generate a risk list before the meeting, then as a group brainstorm the final risk register, to include a probability of occurrence and the level of affecting the risk if it occurs (Neidlinger, 2016). A PM could utilize the Delphi technique. The Delphi technique utilizes a questionnaire sent to experts in the team designed to generate a list of risks (Project Management Institute, 2013, p. 324). Once a list of risks is created, identifying the root cause of the risk may assist the PM in grouping risks, allowing for a single corrective action that is implemented to positively affect multiple risks simultaneously.

Checklist Analysis: When similar projects are completed on a routine basis, a checklist of known risks can be developed. This checklist would ensure common risks are not forgotten. Once a project is completed, the project manager should ensure new risks are added to the checklist for future projects.

Diagramming: In addition to creating a risk register, diagramming risks creates a flow where risks can be analyzed, and proper mitigation techniques implemented.

SWOT Analysis: SWOT is an acronym for strengths, weaknesses, opportunities, and threats (Symonds, 2011). SWOT places risks into one of the four categories. This technique can be used for the entire project or a particular portion of the project that might be experiencing difficulties. A SWOT evaluation for this project might be beneficial if a new software system might be implemented across the different departments. Identifying the SWOT for the software, allows the key decision makers for the project to fully understand the benefits as well as risks associated with the decision.

Risk Register. The purpose of risk register is to document what Group 3 has accomplished by our Qualitative Risk Analysis. The risk register will identify all of our identified risks, a description of the risk, it's category in which we defined, the probability of it occurring, the impact of it, the final risk score, and our responses to the risk (Project Management Institute, 2009). See [Appendix A](#) for Group 3's risk register.

Risk Category. See the following table, Risk Category Description, for a list of each category in which we categorized our risks and a description of each.

Table 2. Risk Category Description

Risk Category Name	Risk Category Description
Technical	Risks that impact the combined team's ability to properly continue to execute quality technically adequate projects.
Organizational	Risks caused by the new organizational structure that impact the ability of the project to meet scope, cost, quality, or schedule and alter project goals.
External	Risks that potentially impact the scope, cost, quality, or schedule of the project from outside the project.
Project Management	Risks that potentially impact the scope, cost, quality, or schedule of the project based on project management constraints.
Resource	Risks that impact the scope, cost, quality, or schedule with respect to resources.
*Qualitative Impact	See Appendix B and Appendix C - Probability Impact Matrix

Risk Analysis

Project Risk Analysis is a process which enables the analysis and management of risks associated with a project. Properly undertaken it will increase the likelihood of successful completion of a project to cost, time and scope. Risk analysis is the stage of the process that is generally split into two ‘sub-stages’; a qualitative analysis that focuses on identification and subjective assessment of risks and a quantitative analysis that focuses on an objective assessment of the risk (Perry, 2000).

Qualitative Risk Analysis. Performing qualitative risk analysis is the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact (Project Management Institute, 2013). This will reduce the level of uncertainties pertaining to high-level risks. This process assesses the priority of identified risk by using how likely they will occur and how much it will impact the project. The qualitative risk analysis process is performed regularly throughout the project life cycle, as defined in the risk management plan.

Inputs would include reference to the risk management plan. Specifically, roles and responsibilities, budgets, definitions, impact matrix, and revised stakeholder risk tolerances. These can be further developed or tailored throughout the project life cycle. The scope baseline gives insight on what the project is about. This would include the project scope statement and the WBS. Other key inputs to the qualitative risk analysis would include the risk register, enterprise environmental factors, and the organizational processes assets.

Tools and techniques used for qualitative risk analysis would include assessing the probability or likelihood of the risk, and the impact it could have. The probability and impact

matrix evaluates each risk's importance and priority for attention using a look-up table. The probability and impact matrix can be seen in Appendix B and Appendix C.

Risk data quality assessment is a technique to evaluate the degree to which the data is understood, and the data pertaining to the risk is accurate. The risk breakdown structure (RBS) can be used to categorize sources of each risk. Risk can also be categorized by their root causes. This technique is helpful in developing effective risk responses.

Outputs from the qualitative risk analysis would include updating project documents. The risk register will need to be continuously monitored and updated throughout the life cycle of the project. Other updates would include the assumption log. When risks become more identifiable through performing the risk analysis, assumptions could change. This will need to be updated as well.

Qualitative Risk Analysis – Probability and Impact Matrix. The purpose of our probability and impact matrix is to define our impact or severity of consequence and the probability or likelihood of occurrence with the stated attributed. Using these attributes and risk register we will provide the Risk ID's of each risk we came up with and implement into our probability and impact matrix table. See [Appendix B](#) and [Appendix C](#) for Probability and Impact Matrix.

References

- ERAU. (2017). *Case study final project*. Course team project. Retrieved from <https://erau.instructure.com/courses/57752/files/10239726/download?wrap=1>
- Larson, E. W., & Gray, C. F. (2014). *Project management the managerial process* (6th ed.). New York, NY: McGraw-Hill Education.
- Neidlinger, J. (March, 2016). *4 simple brainstorming techniques that will help you write killer content*. Content marketing. Retrieved from <http://coschedule.com/blog/brainstorming-techniques/>
- Perry, J. (2000). *Project risk analysis and management*. A guide by the association for project management. 85 Oxford Rd, High Wycombe, Buckinghamshire HP 11 2DX
- Project Management Institute. (2009). Practice standard for project risk management. Project Management Institute.
- Project Management Institute. (2013). *A guide to the project management body of knowledge (PMBOK Guide)*. Project Management Institute.
- Symonds. (June, 2011). SWOT analysis in project management. Retrieved from <https://www.projectsmart.co.uk/swot-analysis-in-project-management.php>

Appendix A

Risk Register

Project Title: Consultant Group Risk Analysis Plan								Date Prepared: 02/03/2017	
Risk ID	Risk Date	Risk Statement	Probability Likelihood Frequency	Impact				Score	Response
				Scope	Quality	Schedule	Cost		
1	1/27/2017	Does staff have the right expectation about the job at hand and have they received necessary training?	4	1				4	Accept
2	1/27/2017	Lack of team motivation	5	1				5	Accept
3	1/27/2017	Inefficient team structure reduces productivity (poor team dynamics)	5			1		5	Accept
4	1/27/2017	Consolidation of three business leads into one business lead.	2			3		6	Accept
5	1/26/2017	Team combination leads to less technically rigorous solutions for project completion	3		2			6	Accept
6	1/27/2017	Organizational restructuring may cause chaos within the organization	2	4				8	Accept
7	1/27/2017	Other Company Units impact decisions on IT project outcomes or unit organization	4	2				8	Accept
8	1/26/2017	Combination of teams and team building dynamics delay projects initially	3			3		9	Accept
9	1/27/2017	Inability to secure sufficient resources for the project	3				3	9	Accept
10	1/27/2017	How will we consolidate project management team?	5		2			10	Mitigate
11	1/26/2017	Preordained budget cap cannot support required change	2				5	10	Mitigate
12	1/27/2017	Is IT staff too inexperienced or understaffed to accomplish IT project goals?	3		4			12	Accept
13	1/27/2017	How will we get buy-in from business lead to continuing with agile methods while running the whole business?	4		3			12	Accept
14	1/28/2017	Training isn't available or is inadequate	4		3			12	Accept
15	1/29/2017	Will the exiting executive sponsor have buy-in on his new position?	5	3				15	Mitigate
16	1/27/2017	No buy-in from departmental leadership to standardize requirements and deliverables with the entire business unit in mind.	4	4				16	Mitigate
17	1/27/2017	How will we consolidate three teams into one team and still maintain the budget?	4				4	16	Mitigate
18	1/27/2017	How will we consolidate three steering committees into one?	4				4	16	Mitigate
19	1/26/2017	Leadership transition changes required by executive sponsors create changes in original plan	5			4		20	Mitigate

Appendix B

Probability and Impact Matrix

Directions: The 5 x 5 matrix is used in conjunction with a probability and impact matrix that defines each cell in the matrix. Using the blank template below, create your own table that includes rating level titles, definitions, and rating values in the two categories of “Impact” and “Probability.”

Impact / Severity of Consequences			Probability / Likelihood of Occurrence			
Severity Level	Definition	Value	Likelihood Level	Definition	Numeric Probability	Value
1	Cost – Minimal or no impact Schedule – Minimal or no impact Technical – Minimal or no impact	1-6	1	Not Likely	~ 10%	1-6
2	Cost – Cost increase or unit production cost increases of < 1% of cost/budget Schedule – Additional activities required, able to meet key dates. Slip of < 2 weeks Technical – Minor technical/supportability shortfall (no impact to key performance parameters, operational evaluation, or critical operational issues)	1-6	2	Low Likelihood	~ 30%	1-6
3	Cost – Cost increase or unit production cost increases of < 5% of cost/budget Schedule – Minor schedule slip, no impact to key milestones. Slip of < 1 months Technical – Moderate technical/supportability shortfall; limited impact to program	8-12	3	Likely	~ 50%	8-12

Impact / Severity of Consequences			Probability / Likelihood of Occurrence			
Severity Level	Definition	Value	Likelihood Level	Definition	Numeric Probability	Value
4	Cost – Cost increase or unit production cost increase of < 10% of cost/budget Schedule – Program critical path affected, all schedule float associated with key milestones exhausted. Slip of < 2 months Technical – Major technical/supportability shortfall; may jeopardize program success; workarounds may not be available	15-25	4	Highly Likely	~ 70%	15-25
5	Cost – Exceeds agreed upon threshold amount > 10% of cost/budget Schedule – Cannot meet key program milestones. Slip of > 3 months Technical – Cannot meet key performance parameter or key technical/supportability threshold	15-25	5	Near Certainly	~ 90%	15-25

Appendix C

5x5 Probability and Impact Matrix

Directions: Refer back to the risks you've identified in your team project. Then, place these risks in the correct locations on the chart below. Do this by locating the square at the intersection of "Impact" and "Probability" based the corresponding values you assigned to each risk given the matrix definitions above.

<div>Impact</div> <div>Probability</div>	1	2	3	4	5
5	5 (2,3)	10 (10)	15 (15)	20 (19)	25
4	4 (1)	8 (7)	12 (13,14)	16 (16,17,18)	20
3	3	6 (5)	9 (8,9)	12 (12)	15
2	2	4	6 (4)	8 (6)	10 (11)
1	1	2	3	4	5

Appendix D**Risk Management Plan Approval**

The undersigned acknowledge that they have reviewed the Consultant Group Risk Analysis Plan and agree with the information presented within this document. Changes to this Risk Management Plan will be coordinated with and approved by, the undersigned, or their designated representatives.

Signature:	<u>Michael Horne</u>	Date:	<u>02/05/2017</u>
Print Name:	<u>Michael Horne</u>		
Role	<u>Project Manager</u>		

Signature:	<u>Matthew Hill</u>	Date:	<u>02/05/2017</u>
Print Name:	<u>Matthew Hill</u>		
Role	<u>Configuration / Project Team</u>		

Signature:	<u>Shawn Hammond</u>	Date:	<u>02/05/2017</u>
Print Name:	<u>Shawn Hammond</u>		
Role	<u>Project Team</u>		

Signature:	<u>Matthew Holtan</u>	Date:	<u>02/05/2017</u>
Print Name:	<u>Matthew Holtan</u>		
Role	<u>Project Team</u>		

Signature:	<u>Khadija Hunt</u>	Date:	<u>02/05/2017</u>
Print Name:	<u>Khadija Hunt</u>		
Role	<u>Project Team</u>		