

## Perreault, Heather

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**From:** Perreault, Heather  
**Sent:** Thursday, September 3, 2020 3:37 PM  
**To:** George Sui  
**Cc:** Beth McCluskey; Sarah Nunn; Birgfeld, Douglas; Figueroa, Kirsten  
**Subject:** Workday Exec Leadership meeting follow up

Good afternoon George,

It has been nearly 4 months since you first engaged with the stalled Workday implementation in Maine. In our May 15<sup>th</sup> letter, we acknowledged strategic and tactical gaps. The State of Maine Project Management Office, which was reinstated this spring, is now filling the role of strategic advisor and we have successfully implemented several measures to improve the strategic direction and governance of the project. However, as Doug Birgfeld succinctly stated in our September 2<sup>nd</sup> meeting, it is the day-to-day tactical support from the Workday team that continues to be lacking, and their work product that we are frustrated with.

Specifically and continually, our concerns have focused on Workday's project staff recommendations that are a continuation of the methodology that resulted in two failed go live attempts and a change order that is now at version 42. In your role as Relationship Manager, at the September 2<sup>nd</sup> meeting you introduced us to Sarah Nunn and Beth McCluskey. Their expertise is represented as getting stalled projects to and over the finish line, which is clearly the need here in Maine. We will continue our conversations with Sarah and Beth to see what tools they feel will be helpful and what impact they might have on the project. As part of this effort, Commissioner Figueroa is requesting a clear roadmap from Workday of next steps by Workday to reset the relationship and deliver Maine to a successful implementation. In the next week or so, we should review this plan and begin executing real, quantifiable, quality steps towards implementation progress. In 30 days we will reevaluate the situation and determine where we need to go from there.

Thank you,

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