Agenda

Assessment Status

Workstream Grading

Areas of Focus

Purpose and Outcome

Purpose

IJA is to provide an objective assessment of the State of Maine Workday Implementation.

Outcome

To provide an independent review of configuration and project status by providing a grade to show likelihood of success by workstream.

To support our grading, we have provided a list of concerns or areas we could see as being problematic and providing recommendations

Assessment Status

Scope	Timeline	Budget	Workday Review
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Highlights:

- Completed Reviews:
  - Data Conversion
  - Payroll
  - Integrations
  - Testing
  - HCM/Comp
  - Benefits
  - OCM
  - Absence and TT
  - Security

Current Focus:

- Assessment close-out

Critical Path:

- Final readout
- Delivery of materials

January 19th

Deliver final readout

January 20 - 22

Provide any outstanding items

Meet with any work steams that have outstanding issues to review

January 22

Project completed

Workstream Grading

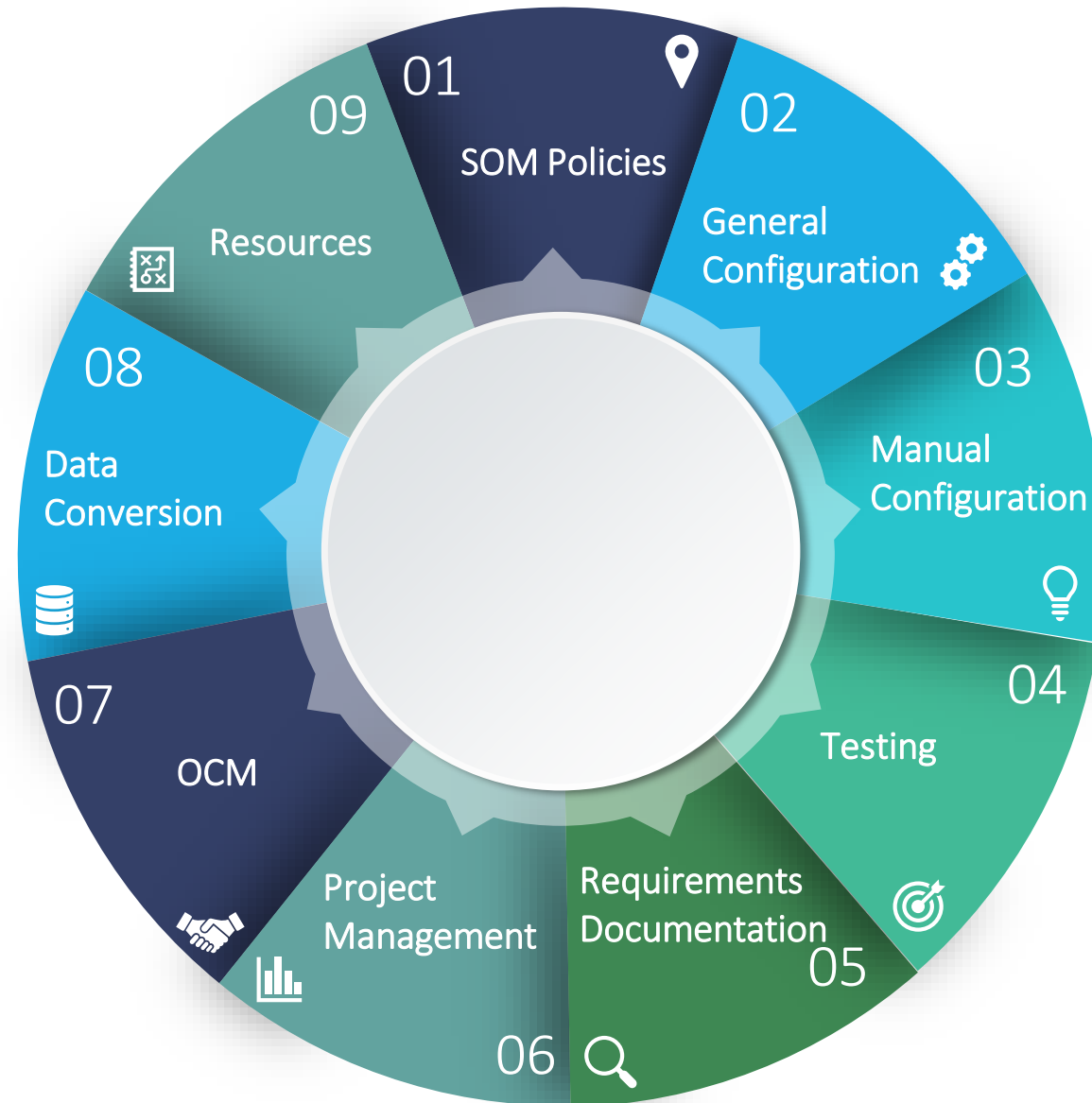## ✔ Ready for Go-Live

! Some Concerns

- Financials
- Integrations
- Testing
- OCM
- Security
- Compensation
- Benefits
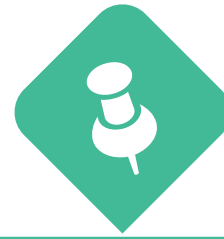- Absence
- Time Tracking
- Payroll

✖ Significant Work Required

- Data Conversion
- HCM

Key Areas of Focus

01 SOM Policies
02 General Configuration
03 Manual Configuration
04 Testing
05 Requirements Documentation
06 Project Management
07 OCM
08 Data Conversion
09 Resources

Resourcing/Project Management

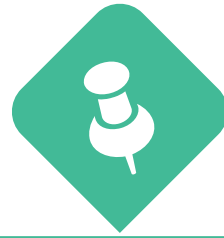|	Issues Obstacles Challenges	What these impact	Recommendation(s)	Proposed Timeline
Resources	• Resources change over the project period • Current resources are project and change fatigued • Turnover gives little time for knowledge transfer	• No consistent SME to confirm/test requirements • Loss of motivation, productivity, and dedication to project	• OCM introduces some engagement activities and communications • Employees given dedicated time off	• Immediately
Project Management	• Changing plans and deadlines • Resources not available when needed • Representation from three branches is lacking	• Project team priorities constantly shifting • Timeline is pushed out due to new resources being trained or wanting to revisit design decisions	• Confirm project plan has realistic timelines for each phase/task • Do a requirements review session to confirm current requirements and the reason, invite Business Leads to participate	• Project Plan – immediately • Requirements Review – Now
OCM	• Reactive due to lack of confirmed project plan • Can't create training content due to changing configuration	• Cannot focus on next items when constantly reacting to previous ones • Risk of delayed training content due to config changes	• Combine OCM activities in project plan with set dates	• Project Plan – immediately • Training Docs – after E2E

Technical/Functional
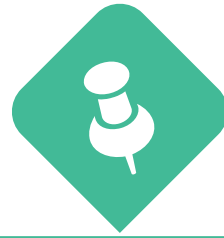
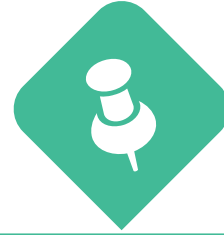|	Issues Obstacles Challenges	What these impact	Recommendation(s)	Proposed Timeline
Configuration	• Supervisory Organizations • Condition Rules • Business Process step owners • Financials configuration is complex and not solidified • Configuration changes continue to be made as new staff review previous design decisions	• Basic tenant structure • Business process flow and approvals • Integrations configurations • Financials affects integrations and payroll • Configuration changes affect all workstreams	• Requirements review session with agency representation • Supervisory Orgs – push business to provide inputs; have a dedicated BA who is familiar with SOM	• Immediately
SOM Policies	• SOM has documented policies that are being interpreted differently by different agencies	• Configuration is built to match the policy interpretation for each agency	• Bring agencies together to review and align on policies • Workday and functional SMEs to then confirm configuration	• Immediately
Data Conversion	• SOM Data conversion and transformation take too long • Data validation extremely difficult due to bad data in legacy systems • Legacy data doesn't have an "owner" • Legacy systems continue to generate new "bad data"	• Build timelines are pushed/due dates not met • Data is incorrect when loaded • Data conversion process cannot be duplicated between tenants • Comprehensive validation is not occurring which causes issue with payroll and integrations	• Legacy data clean up should happen on ongoing basis • Provide any automation where available • Confirm reports to be utilized for each workstream, both Workday and legacy systems • Practice rounds of DC	• Now

Technical/Functional continued

	Issues Obstacles Challenges	What these impact	Recommendation(s)	Proposed Timeline
Payroll	• Lack of ability to validate data causes payroll to be incorrect • Configuration changes require new mappings that may not get incorporated into data conversion	• Payroll parallel testing will fail • Payroll will not calculate correctly with incorrect data	• See Data Conversion • Ensure that workstreams are working together to identify issues	• See Data Conversion • Workstream unity now through project end
Integrations	• Reliance on correct data conversion and mapping – both of which are issues • Configuration changes cause changes to integrations • Data Warehouse project	• Incorrect data makes file validation impossible • Configuration changes not identified will not be mapped to integrations • Additional work on the Integrations team	• See Data Conversion • Roll the Data Warehouse project under the Workday umbrella	• Get approval and plan to wrap in Data Warehouse now

Technical/Functional continued

Testing

Issues Obstacles Challenges	What these impact	Recommendation(s)	Proposed Timeline
• SOM Test Lead spending time on ensuring re-testing of previously tested items due to configuration changes • Business Leads have not had enough time in the system	• Excess time spent re-testing • Cannot close out testing • Business leads don't feel prepared and are wanting changes to configuration • Heavy burden on SOM testing leads/resources	• Take current test scripts and validate those against requirements that come out of requirements review sessions • Invite Business Leads to the requirements review sessions, and engage them during E2E • Ask for more experienced resources	• Validation of test scripts can be occurring throughout requirements confirmation reviews • Ask for more experienced resources

Methodology

	Issues Obstacles Challenges	What these impact	Recommendation(s)	Proposed Timeline
Requirements Documentation	• Requirements documentation out of date or doesn't exist outside of tenant • Historical knowledge lost during turnover	• Ability to confirm requirements is hard with changing resources and lack of documentation outside of tenant • E2E testing will not accomplish its goal of ensuring the tenant meets requirements when they aren't always documented	• Requirements review and documentation session • Invite Business Leads to the requirements review sessions • Identify backups	• Immediately
Manual Configuration	• Manual configuration being done by SOM for every build • Manual configurations not documented outside of tenant	• Configuration not reviewed by Workday could be incorrect • Introduces new risks into each build • Data conversion • Integrations	• Workday should be migrating over ALL configuration • Configuration freeze has to be adhered to in order to get data conversion and integrations correct	• Confirm dates of freeze in project plan • Don't leave a phase without signoff on configuration