



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE & FINANCIAL SERVICES
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SERVING THE PUBLIC AND DELIVERING ESSENTIAL SERVICES TO STATE GOVERNMENT

JANET T. MILLS
GOVERNOR

KIRSTEN LC FIGUEROA
COMMISSIONER

May 15, 2020

Via E-mail

Mr. Michael Lopez, VP – Consulting Services, Workday
Mr. Will Greer, VP Sales, Workday

Dear Mr. Lopez and Mr. Greer:

This communication serves as a follow-up to the discussion Mr. Lopez had yesterday with Maine's Workday project representatives, Heather Perreault and Doug Birgfeld.

Almost eighteen months ago, the State of Maine signed a contract with Workday for implementation of a new Human Resource Management System. Since then, we have missed two go-live dates, and find ourselves in the unfortunate position of having to reevaluate all aspects of this project.

Despite continued recommendations from Workday's project staff to move forward with an April 1st go-live, an evaluation by our Project Management Office discovered that there were significant gaps in configuration and testing, as well as best practices and methodology that had not been followed. Examples of some of the problems we uncovered include: the project timeline contained inappropriate overlapping phases; exit criteria for the various testing phases were not met; training and communication were inadequate; knowledge transfer to State of Maine staff who will be supporting the product was extremely limited. Any attempt to launch the product in its current condition would have been a catastrophic failure.

There is shared responsibility for these issues for both the Workday and State of Maine project staff. However, the Workday project staff have shown no accountability for their part in this flawed process. Reports to the Executive Steering Committee (ESC) throughout the project were rosy and optimistic. At no point was the ESC given any indication of the depth and magnitude of the problems. We hired Workday to lead this implementation with the expectation that you would provide the expertise and guidance needed to be successful, not only to the project staff but to executive leadership as well.

As we attempt to move forward with a renewed implementation effort, we are concerned that the recommendations from Workday's project staff are a continuation of the methodology that resulted in two failed go-live attempts. Assurances are being made that Workday staff will do a better job managing the process this time, but our prior experiences cause us to question this. In addition, we have been presented with proposals that would require the State to pay several million dollars more to get a usable system, on top of the \$7.7 million paid to date.

This is not an acceptable solution. While working through the terms and conditions of the next change package, Workday has removed most of their staff from the project, showing a lack of engagement and willingness to work with us. This is not the partnership we need and expect from Workday.

We continue to believe that the Workday software will be a good product to meet our HRMS needs. It is critical that we have confidence and trust in our implementation partner. Unquestionably, our goal is to complete this project with a successful launch of the Workday product. We are looking for the same level of confidence that Workday is equally committed to the success of this project.

I understand you've asked for a day or two to process the information from yesterday's discussion. Honestly, I'm not sure we have that much time to give you. This project is critically important to the State of Maine and our dedicated team continues to move forward. We need a committed implementation partner at the table now, directing the efforts as Workday promised to do from the start. We need to come to a realistic agreement on the go-live timeline and the cost; an agreement that will result in a successful implementation and provide a foundation for an ongoing partnership between Workday and the State of Maine.

I look forward to hearing from you.

Sincerely,

A handwritten signature in blue ink that reads "Kirsten LC Figueroa". The signature is written in a cursive, flowing style.

Kirsten LC Figueroa, Commissioner
Department of Administrative and Financial Services