



# STATE OF MAINE

## IV&V REVIEW – CONFIGURATION & PROTOTYPE PHASE

### AUGUST 22, 2019



# IV&V REVIEW OBJECTIVES

As an IV&V consultant, our goal is to be an objective, independent, neutral third-party advisor. We make observations and recommendations collaboratively with the client, with project success as the outcome. It is a partnership model where IV&V provides tangible measurement and alternatives to the existing performance of the project as well as helps to identify issues which may not be visible.

To ensure the implementation project remains on-track and expected benefits are realized requires consistent and independent oversight. Therefore, our approach to IV&V not only focuses on the quality of deliverables and activities, but on the value of these activities and whether they contribute to successful system deployments.

# SCOPE OF WORK – IV&V REVIEW

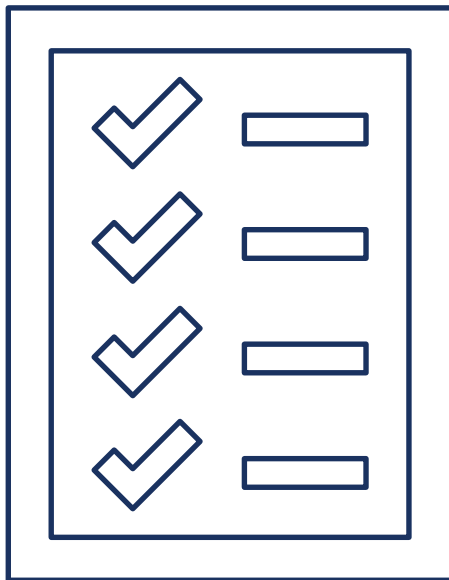
There will be Five Stage Gate Reviews performed during the project. We have estimated that each review will consist of the same set of activities (e.g., document review, onsite interviews, report preparation and delivery) and consume an equal amount of effort. The following is the estimated timeline for each Review:

- ✓ IV&V Review #1 - Planning Stage (January 2019)
- ✓ IV&V Review #2 - Architecture & Design Stage (April 2019)
- ✓ IV&V Review #3 - Configuration & Prototype Stage (August 2019)
- IV&V Review #4 - Testing Stage (early December 2019)
- IV&V Review #5 - Deploy Stage (Pre-Go-Live/December 2019)

# SCOPE OF WORK IV&V REVIEW

## Areas of focus for this review

- Executive Sponsorship
- Project Management
- Functional Teams – Including Finance
- Cross-Functional
- Organizational Change Management/Training
- Testing
- Technical - IT and Architecture
- Data Migration



# WHO WE MET WITH

<b>Tonia Ennis</b>	<b>Erica Cram</b>	<b>Heather Perreault</b>	<b>Steve Andrus - Workday</b>	<b>Kim Barnwell - Workday</b>
<b>Alex Bradstreet</b>	<b>Nick Fahey</b>	<b>Holly Pomelow</b>	<b>Sonja Chappell - Workday</b>	<b>Tara Cordova - Workday</b>
<b>Phillip Platt</b>	<b>Betty Everatt</b>	<b>Breena Bissell</b>	<b>Al Romulo - Workday</b>	<b>Bill Hansen - Workday</b>
<b>Dick Thompson</b>	<b>Nicole Drisko</b>	<b>Deb Phillips</b>	<b>Brendan McLaughlin - Accelare</b>	<b>Pramod Matiki - Workday</b>
<b>Tina Walter</b>	<b>Jackson Smith</b>	<b>Jeremy Wilson</b>	<b>Margaret Lundquist - Workday</b>	<b>John Eckroth - Workday</b>
<b>Jeremy Davis</b>	<b>Brad Achorn</b>	<b>Jessica Crosby</b>	<b>Nicole Allegretti - Premier</b>	<b>Jesse Kampa - Premier</b>
<b>Kelly Mills</b>			<b>Eunice Jung - Workday</b>	

# STATE OF MAINE – PROJECT SPONSORS

**Project Risk Rating (R/Y/G) is Yellow**

## Observations:

- Great team morale and working dynamics
- Workday relationship is strong with weekly meetings and regular interactions
- Purchased Kainos Workday testing tool to facilitate testing activities
- Overtime approved for State team members (up to 50 hours)
- Recently onboarded Scrum Master and Agile Coach to help with the workflow
- The FLSA design decision made and approved
- There is now clear line of sight to the Project Budget and all its components including estimate to complete. The State has committed the required funds needed to finish the project by the January due date.

## Key Concerns/Risks Identified:

- Observing some resource fatigue and fearful of burnout.
- More urgent decision making needed
- Contract Amendment needed to ratify agreement by Workday to allow the State to use components of its software solution (e.g. Financial Modules) without charging for additional licenses or maintenance

# STATE OF MAINE – PROJECT MANAGEMENT

**Project Risk Rating (R/Y/G) is Yellow**

## Observations:

- Excellent relationship with Workday leadership and its onsite consultants.
- Solid Visibility and Support of project from Executive Sponsors and Maine executive leadership (DAFS Commissioner & Staff)
- Overall, team resourcing is being monitored and adjusted as required. Onsite requirements for remote consultants seem to be working well for the broader team.
- Configuration and Requirements have been locked down and are now under Change Control.
- Good learnings realized from Unit Testing activities and will be applied to subsequent testing activities.
- Project budget is tight, team has built contingency plans for the January Go Live date should the project be delayed.

## Key Concerns/Risks Identified:

- Very tight schedule, no time contingency or slack left in the plan. Amount of remaining work may exceed available time despite overtime and weekend work.
- Observing some resource fatigue and fearful of burnout.
- Late development of the Labor Cost Distribution solution will reduce time for testing/validation
- End to End Testing plan is an aggressive 4 weeks which will make it a real challenge to successfully complete on time. It is also complicated by the drop of an updated software release in the middle of the testing period.
- Payroll Parallel Testing – need to clearly define ownership and build a detailed plan with resources, tasks, dependencies and dates.
- Three of four BA's have been onboarded, looking for a BA to work on the Cross-functional team
- **Project is currently Yellow but will quickly move to Red should something unforeseen arise in Testing or elsewhere on the project that causes delays.**

# STATE OF MAINE – OCM/TRAINING

**Project Risk Rating (R/Y/G) is Green**

## Observations:

- Executive Sponsor and Commissioner communications sent; additional ones planned before Go Live
- Communication and Training Plans have been developed and in good shape.
- Change Network with 30 Change Leader resources and 80 Readiness Coordinators continue to perform well in their roles and are “excited” about the new system.
- Project Training Roles (Maine vs. Workday) have been clearly defined.
- A Governance Committee has been formed with Deputy commissioners from the Agencies. Committee has been renamed to “Process Family Champions”

## Key Concerns/Risks Identified:

- Concern that the Workday Training environment will be ready and available when needed by the team.
- Plan for “refresher” training courses after Go Live for people who couldn’t attend or didn’t pay enough attention.
- Provide HR staff with access to a Workday system “sandbox” that they can use to practice before Go Live.
- Ensure that Training sessions contain experts from the State and Workday to ensure that questions or concerns are addressed in real time.
- Prepare and execute executive level communications in advance of Go Live with appropriate themes and instructions.



# STATE OF MAINE – DATA MIGRATION

**Project Risk Rating (R/Y/G) is Yellow**

## Observations:

- Resourcing - Team consists of resources from Maine, Premier Consulting, and Workday. No current resource gaps identified; additional SOM business SME's made available for data validation at key points in time.
- Working dynamics appear to be effective with daily calls occurring between all groups
- Development of Maine3 (E2E) Testing Tenant underway but delayed due to complexities in data conversion

## Key Concerns/Risks Identified:

- **Tight timeline** to build and reconcile upcoming tenants - Payroll Parallel Testing, Gold and Production
- For the Parallel Payroll testing effort, enough time should be planned to allow the team to define the data conversion strategy, extract the data and build the tools/reports for the reconciliation process
- The time to complete activities for data conversion / tenant builds must be reduced during future builds to ensure that they fit into the timing constraints defined in the Cutover Plan.
- Team could benefit from **closer coordination between the resource groups** as testing activities commence and the creation of the End to End (E2E) and Parallel Testing tenants are built
- Concern regarding the **potential burnout of the Data Team lead** – consider more delegation and division of work to mitigate this risk

# STATE OF MAINE – TESTING

Project Risk Rating (R/Y/G) is Yellow

## Observations:

- Resourcing – Team has a current complement of 6 people including a Workday resource (Tara) who is assisting with PM-related tasks. Team requested an additional BA to assist with data tasks.
- The team “**struggled**” thru **Unit Testing** based on shortage of time allotted, amount of testing scripts to complete and number of defects encountered
- The recently settled contract changes will need to be configured, Unit Tested and E2E test scripts updated before they can be included in the E2E testing
- E2E Test - Development of the E2E testing scripts are 90% complete and needs to be reviewed and confirmed by the Functional Teams.
- Parallel Payroll Test – development of the plan and draft version is due this month. Team using Workday provided templates
- UAT/Regression – No work has started on UAT test planning. Regression Testing is included in the E2E test plan and may not be completed due to time constraints.
- Payroll parallel testing tools (Jira, Kainos, Prove) are available and their specific usage for each testing phase needs to be finalized.

## Key Concerns/Risks Identified:

- Testing support from Workday has been mainly on the team management/planning/strategy level. **There is no plans for Workday to assist with hands-on testing activities which may slow down the overall efforts.**
- **E2E Testing is planned for 4 weeks which is very aggressive** for a project of this size and complexity. It has a planned start date of 8/19 with a finish of 9/13. The Labor Cost code and Workday release are planning to drop on 9/3 which leaves very little time to test.
- **Successful Payroll Parallel test depends on clean Data Conversion**, tool selection, detailed plan and proper resourcing
- Learning Curve required by SOM testing resources for third party tools
- Relatively short timeline for all testing phases and activities will require strong planning and management, rapid defect resolution and urgent escalation/resolution of open issues.

# STATE OF MAINE – CROSS FUNCTIONAL

**Project Risk Rating (R/Y/G) is Yellow**

## Observations:

- Team is meeting regularly since the end of last Phase.
- State Contracts just settled with four Unions and teams working through the changes to labor requirements and making system configuration updates to both legacy systems and Workday.
- Meeting agenda consists of the outstanding planned tasks or “tickets” that are due or past due

## Key Concerns/Risks Identified:

- Engagement/Commitment of the Functional Teams to the Cross-Functional activities
- Cutover Planning/Ownership – need to ensure that “end to end” leadership of this activity is clear
- Project is Yellow due to the amount of time left to complete the planned tasks amidst all the *unplanned* activities that continue to arise

# STATE OF MAINE – FINANCE

**Project Risk Rating (R/Y/G) is Yellow**

## Observations:

- Team consists of Maine and Workday resources (Phillip, Jackson, Patrick, Mark)
- Workday resources have been very responsive and thorough in researching and developing a tentative solution to the Labor Cost Distribution (LCD) financial requirements.
- Finance Workbook is complete – no outstanding design decisions pending
- Work has begun reviewing E2E test scenarios and ensuring that Finance resources are available for testing
- Both the LCD and Payroll – GL interface solutions are planned to be available by 9/3.
- Data cleansing of the existing Labor Cost values is underway

## Key Concerns/Risks Identified:

- **Reduced timeline to test the LCD and GL interface functions** in the overall E2E testing window.
- The daily GL update interface must also be included in the E2E testing scope to ensure it meets performance expectations (fits within the production batch schedule requirements) and correctly updates all the GL account information.
- The LCD solution involves utilizing “standard code” from the Workday financial module. Design appears to be valid on paper, but “Plan B” contingency plans should be prepared if the E2E testing reveals serious flaws and another course of action needs to be selected. This could be a Go Live showstopper.

# STATE OF MAINE – TIME TRACKING/ABSENCE MGMT.

Project Risk Rating (R/Y/G) is Green

## Observations:

- Great overall team, morale is high, Workday consultants are responsive, available and adequately staffed for the workload
- Time Clocks have been procured from ATS "Accutime". Vendor is providing consulting resources to assist with testing and implementation. Clocks are replacing legacy devices in the Corrections and Psychiatric Centers. Approximately 22 clocks must be installed and tested before Go Live. Approx. 2,600 employees are affected
- Team decided to load the existing Work Schedules into Workday and work to harmonize them after the system is stable.
- Decision was made for DOT to use only the Workday Absence Tracking functions and not any time tracking at this time.
- Team is currently working on design of the LCD functionality and incorporating the new requirements from the labor contracts into the configuration.

## Key Concerns/Risks Identified:

- **Maine Time Lead is a key resource and has been operating single handedly.** Project leaders need to continue to work on providing adequate backup as a contingency plan should something happen to Jeremy.
- **Timeclocks** – there doesn't seem to be a detailed plan (with milestones) for the installation and testing of the timeclocks. One should be developed and managed to ensure this gets done correctly.
- **Resolve the outstanding design requirement for how employee time will be charged to projects.** Understand that discussions are in process, but this must be defined and configured before E2E testing begins.

# STATE OF MAINE – BENEFITS ADMINISTRATION

Project Risk Rating (R/Y/G) is Yellow

## Observations:

- Good relationship with Workday consultants. Just added a BA (Divisha) who is also doing well.
- Erica and Kurt constitute the State of Maine SME team. Open Enrollment occurred in May and had little impact on the project efforts.
- The Benefits configuration Workbook is done except for a few changes necessitated by the Union contracts.
- Team decided to keep the existing COBRA provider.
- Development of Carrier interfaces is complete, and testing is going well. Decision was made to implement the boomerang integration for automating the proration of employees' premium amounts.
- Team is prepared for E2E testing activities.

## Key Concerns/Risks Identified:

- Design Decision was made to remove split coverage for retirees from scope. **A work around should be defined to handle these cases after Go Live.**
- Erica is a key member of the Benefits team and her focus and attention to the team's required work efforts should be made a priority to ensure that project work stays on track.
- Team is Yellow due to **the complexity of the legacy benefits data that has created challenges to successfully convert it into the Workday environments.**

# STATE OF MAINE – PAYROLL

**Project Risk Rating (R/Y/G) is Green**

## Observations:

- Resourcing is at an acceptable level with SOM personnel and Workday consultants. No action needed if this complement stays in place thru Go Live.
- Payroll Configuration Workbook is complete, but the Union Contracts have created a substantial amount of configuration changes in the Payroll area.
- FLSA discussions are complete.
- W2's will be processed in the legacy system and should not impact the Workday Go Live or 2020 production payroll processing.

## Key Concerns/Risks Identified:

- **Performance Testing of key software component** – the lookup tables that contain union information/codes/rates is extensive and these should be tested in E2E to ensure the online response time meets acceptable requirements.
- **December Payroll Production Cutover Planning to Workday** – it appears that work has been initiated on this plan, but specific dates, resources and tasks have yet to be defined. The sooner that more precision is incorporated into this plan the better prepared the team will be with resource planning, communications and reconciliation activities.
- **Legacy Payroll Year-End processing activities** occur in December at the same time of the Workday System Go Live. No resource contention or project impact is anticipated. However, key project team may get pulled into the process and away from project responsibilities which may impede the team's efforts.
- **Overall Aggressive timeline** – Payroll testing windows are achievable but there is no slack left in the plan and anything substantial that arises could jeopardize this team's ability to stay on schedule.

# STATE OF MAINE – RECRUITING

**Project Risk Rating (R/Y/G) is Green**

## Observations:

- Project on schedule, plan in place and no outstanding items
- Great overall team, morale is strong, Workday consultants are responsive, available and adequately staffed for the workload
- Some enhancements (e.g., help text, notifications) have been identified by the Executive Branch and may want to be applied for the Legislative and Judicial branches, but no red flags at this time.
- No impact on team from Union Contract changes.

## Key Concerns/Risks Identified:

- **Team Morale** – risk of employee burn out
- **Knowledge Transfer** – Need to ensure that State of Maine resources properly learn the Workday system so that they can support it after Go Live. This could be achieved by enabling these resources to perform hands-on testing and training activities.



# STATE OF MAINE – HCM/COMPENSATION

Project Risk Rating (R/Y/G) is Yellow

## Observations:

- Team resourcing is satisfactory with the Workday Consultants and SOM personnel. Recently assigned a BA and Kelly Mills to the team for technical assistance and bringing in State SME's as required. Tom C. is assisting, as necessary.
- The CCS sessions were well attended and both Judicial and Legislative branches are on target.
- The Budget Group's requirements have been communicated and they are no longer a bottleneck.
- Recent collective bargaining decisions created a lot of rework for the Comp team, but it is manageable
- Configuration work is in good shape and team ready for E2E testing. E2E scripts have been reviewed and team is engaged with testing team members.

## Key Concerns/Risks Identified:

- **Legacy Data is a "mess" and requiring lots of time for cleansing and reconciliation.** Concern/risk is that spending more time cleansing data during E2E will decrease the time needed for the team to perform the actual scenario testing needed to validate the configuration.
- **Supervisory Org. Structure – Design must still be completed and reviewed/validated by the Agencies before Go Live.** A plan must be developed to complete this process and ensure that an up to date structure is in place for testing activities and go live. This could be a Go Live showstopper. Ensure that communications and instructions for the HR SME's who need to complete this effort are clear and readily understood to avoid confusion and lost time.
- Project is Yellow based on the aggressive schedule and due to the complexity of the legacy data that has created challenges to successfully convert it into the Workday environments.

# STATE OF MAINE – TECHNICAL TEAM

**Project Risk Rating (R/Y/G) is Green**

## Observations:

- Resources – team is fully staffed and stable
- Integrations – development is on track.
- Enterprise Data Warehousing Project – the extraction programs from Workday are under development but not required. Team is working with other Agencies on a plan to provide the required Workday HR/Payroll data directly if necessary.
- The overall Workday System Landscape, Architecture, Security Protocols, and Cloud infrastructure has been reviewed and approved by State of Maine SME's.
- Multi-Factor Authentication – solution developed but a concern that Legislative and Judicial Branches won't be ready for Go Live. This is not a showstopper as work-arounds have been identified.

## Key Concerns/Risks Identified:

- **Give the Judicial and Legislative Branches a deadline to become MFA compliant.**
- Continue to develop plans to remove the Agencies' dependency on the Enterprise Data Warehouse project for the required Workday data should it not be ready at Go Live.

# STATE OF MAINE – OVERALL SUMMARY

**Project Risk Rating is Yellow**

**Panorama recommends the team move forward into the Testing Stage.**

The following items should be addressed:

- Team Morale and Employee Burnout
- Testing – Successful E2E Execution, Parallel Payroll Planning
- Legacy Data Cleansing
- Detailed Cutover Planning
- End-User Training Course Development



QUESTIONS