STATE OF MAINE
IV&V REVIEW – TESTING PHASE
NOVEMBER 6, 2019

PANORAMA
CONSULTING GROUP

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.

P A N O R A M A

C O N S U L T I N G   G R O U P

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 (November 2019)**

- ○ IV&V Review #5 - Deploy Stage Pre-Go-Live (TBC 2020)

PANORAMA
CONSULTING GROUP

SCOPE OF WORK IV&V REVIEW

Areas of focus for this review

- Executive Sponsorship
- Project Management
- Functional Teams
- **Cross-Functional**
- *Organizational Change Management*
- *Training*
- Testing
- *Technical - IT and Architecture*
- Data Migration

* Note – Gray Areas Not Reviewed

P A N O R A M A
C O N S U L T I N G   G R O U P

WHO WE MET WITH:

State of Maine		
Tonia Ennis	Holly Pomelow	Tina Walter
Nicole Drisko	Heather Perreault	Jeremy Davis
Phillip Platt	Betty Everatt	Kelly Mills
Erica Cram	Jeremy Wilson	Nick Fahey
Fred Brittain	Deb Phillips	Doug Cotnoir
Kurt Caswell	Jessica Trial	

WORKDAY		
Stephen Andrus	Sonja Chappell	Al Romulo
Eunice Jung	Margaret Lundquist	Kim Barnwell
Marie Schneider	Bill Hansen	John Eckroth
Samarendar Chilukuri	Rose Nguyen	

Premier/Tilson		
Nicole Allegretti	Jesse Kampa	Derrick Jackson

PANORAMA
CONSULTING GROUP

STATE OF MAINE – PROJECT SPONSORS

Observations:

- Team morale and stress levels have improved since the delay decision was made.

- Workday relationship is strong with weekly meetings and regular interactions – still negotiating on the formal Change Order to process the extension.

- The "right" project team resources are in place to succeed

- Budget overage needs to be funded and likely sources are being considered

- High Confidence in the Maine Project Managers and overall program leadership

- End User Training – decision to ask HR to lead the train the trainer sessions vs. managers

- Commissioner remains fully supportive of project efforts despite delay.

- Eager to see Parallel Payroll testing results

- Exploring commercial support for SOM Mainframe if needed post the 6/30/20 sunset date

Key Concerns/Risks Identified:

- Testing of Financials remains to be done – LCD Solution, GL Interface, account reconciliation

- Payroll Batch Processing Schedule – Need to fully define and document manual/automated process steps, timing and communicate to SME's

- Workflow – New system requires managers and other to process approvals via workflow. These need to be vetted with SOM affected workforce.

- Train the Trainer sessions – logistics need to be worked out

- Mid-Quarter Go Live Date and its inherent complexity and risk

PANORAMA
CONSULTING GROUP

STATE OF MAINE – PROJECT MANAGEMENT

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

Observations:

- April 1, 2020 Go Live date is realistic and achievable

- End to End testing was successful, change control of the configuration changes needs to be enforced in subsequent testing phases

- Project budget is tight, team has built contingency plans for the February Go Live date should the project be delayed to April 1st.

- Go Live date reset targeting February 26, 2020 after reviewing critical task duration.

- Albeit delays, data conversion/tenant load process has improved in quality and elapsed time.

Key Concerns/Risks Identified:

- Sense of urgency and slow down in getting work done is being observed since Go Live date has been extended

- Scope Changes/Change Requests being introduced (and accepted) into the system design after the Freeze Date. Changing the design at this late stage may require the team to repeat testing cycles (i.e., regression test) and jeopardize their ability to meet project deadlines. It's recommended to adhere to this freeze until the system is live and stable and then plan to implement them at a subsequent point in time.

- Mid-Quarter Go Live date – required data extraction and conversion from the State's legacy systems is still a WIP

PANORAMA
CONSULTING GROUP

STATE OF MAINE – DATA MIGRATION

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

Observations:

- Resourcing - Team consists of resources from Maine, Premier Consulting, Workday and Tilson. Additional Workday SME (Jim Land) scheduled to join ASAP. Nick transitioned off and Tilson recently onboarded 5 resources including team lead Dereck.

- Development of the E2E Testing Tenant was completed but team experienced significant delays due to complexities in data conversion and load process.

- Improvements to the build process underway (e.g., detailed validation checklist, targeted communication plan)

- Currently building the Payroll Simulation Tenant and experiencing delays, but magnitude of problems has diminished, and elapsed time has been reduced.

- Ability to "reload" data files if necessary, would be a welcome enhancement to the process but appears unlikely to get implemented.

Key Concerns/Risks Identified:

- Despite the delayed Go Live date, conversion schedule remains aggressive.

- Communications within and across the Data Team need to be improved and with an increase in frequency and clarity. This is especially critical during build activities and complicated by the number of resources and remote working locations.

- The time to complete activities for data conversion / tenant builds has been reduced but is still causing delays. Future builds must be improved to ensure they fit into the timing constraints defined in the Testing and Cutover Plans.

- The Workday resource appears to be single-threaded in her role on the team and could benefit from adding additional resource(s) to mitigate this dependency. Previous attempts at this have failed and a more sustainable solution needs to be put in place (e.g., process change, additional backfill)

- Mid-Quarter data conversion and timeline is complex with the need to create and reconcile 9 payroll history files in a very short time period.

PANORAMA
CONSULTING GROUP

STATE OF MAINE – TESTING

Observations:

- End to End (E2E) testing completed on 10/11 with required Exit Criteria being met, but later than the 9/30 planned date. Cases passed at a rate of 98.74% with 900 defects reported.

- Approximately 60 test cases were moved to Sandbox testing which has been initiated. Planned completion date for this phase is 11/15.

- Issue/defect ticket review process enhanced by setting expectations 24 to 48 hours for review and resolution.

- Parallel testing plan in final development and management review. With the Go live date extended, additional time will allow for an additional payroll "simulation" test to be completed.

- Simulation testing plan developed. A test population of 50-100 workers consisting of complex and normal payroll scenarios have been identified and will be compared side by side to the legacy payroll system identifying differences/variances.

- Payroll parallel and simulation testing tools (Jira, Kainos, Prove) will be utilized during this phase of testing.

Key Concerns/Risks Identified:

- Limited time allowed for regression testing in plan

- Resources from agencies planned to be onboarded for UAT in January lack exposure to Workday application and could add time and complexity to this process. Note – January may be too late to effectively perform a successfully UAT in advance of a February Go Live Date.

- Detailed resource plan is required for Parallel and Simulation testing to communicate and coordinate daily activities and expectations.

- Mid-Quarter Go Live will require more history detail for the data load and add more complexity to the process.

- No slack in the current project plan to manage unknown issues that arise.

PANORAMA
CONSULTING GROUP

STATE OF MAINE – TIME TRACKING/ABSENCE MGMT.

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

Observations:

- E2E testing completed and satisfied with the results. Sandbox testing underway and the interface from the Workday time tracking module to the Payroll module remains to be tested.

- Time Clocks have been purchased, to be delivered end of month October with rollout planned for November and December.

- Team is currently working on build of the LCD solution and incorporating the new requirements from the labor contracts into the configuration. LCD testing planned ASAP

- Small team with limited resources for backup/backfill but managing the work and delegating more to the BA.

Key Concerns/Risks Identified:

Mid-Quarter go live is a concern: being able reconcile payroll results, understanding/reconciling variances and limited time to fix problems prior to Go Live

PANORAMA
CONSULTING GROUP

STATE OF MAINE – BENEFITS ADMINISTRATION

Observations:

- E2E testing was completed, with 690 test cases executed and 100% passed. Use of Jira tickets was effective although the expectation of the turn-around time for Trouble Tickets was challenging.

- New tester with significant testing experience added to the project doing a great job.

- Retiree population for benefits removed from scope, will be handled outside of Workday, may be phased in later after Go Live

- Team is readying data for Payroll Simulation and Parallel testing activities.

Key Concerns/Risks Identified:

- Project Management could be more proactive and less reactive when requesting additional resources.

- Retiree scope decision's potential impact on the ability to sunset legacy systems as planned and/or create a burden on the SOM staff who now have to continue to support existing processes and tools for this population vs. the Workday solution.

P A N O R A M A
C O N S U L T I N G   G R O U P

STATE OF MAINE – PAYROLL

Observations:

- E2E Testing was completed and met its Exit Criteria. Testing is ongoing in the Sandbox tenant.

- Team working on the Payroll Simulation and Parallel Payroll testing plans.

- Continuing to encounter errors with legacy employee data making testing of the configured software more complex.

Key Concerns/Risks Identified:

- The process to reconcile payroll data must be improved to enable the teams to properly compare results from legacy to Workday and diagnose variances in future testing phases.

- Validation of payroll history is a concern for a Mid Quarter cutover. However the team will be able to "test" this process in two tenants prior to the Go Live.

- Testing Defects are being assigned to the payroll team when the real issue is with an upstream transaction from HCM, Benefits, or elsewhere.

PANORAMA
CONSULTING GROUP

STATE OF MAINE – RECRUITING

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

Observations:

- E2E Testing completed with minimal defects, no major issues or defects identified.

- The Recruiting testing team has been getting pulled to assist with HCM which is concerning but not yet impacting the schedule.

- Great overall team, morale is strong, Workday consultants are responsive, available and adequately staffed for the workload.

Key Concerns/Risks Identified:

- During the Train the Trainer (TTT) sessions with Recruiters and HR Partners, many new requirements or requests for modifications were made and logged. Need to manage these expectations and advocate the use of the system design "as is" to increase adoption and mitigate resistance of functionality being deployed.

- The Trainers involved in the TTT sessions may not have the State of Maine expected business knowledge needed to respond to questions and a process needs to be developed to mitigate this risk.

- Kelly Mills is a strong resource and involved in many things, some of her "hands-on" workload could be delegated to other Maine resources.

P A N O R A M A
C O N S U L T I N G   G R O U P

STATE OF MAINE – HCM/COMPENSATION

Observations:

- Supervisory Org. Structure - Purchased additional Workday tenant to house and maintain source information. Work in progress to complete loading of two large departments and vacancy information. This is not a pay-impacting process.

- End to End testing was completed with objectives achieved and all planned cases tested. However, the process was "painful" because HCM and Comp had many test scenarios and there was a lot of team coordination needed resolve issues with allowances, issues with absences and employees not attached to supervisors.

- Sandbox Testing initiated with collective bargaining agreements and their respective configuration rules being tested.

- Identified and onboarded Agency SME's are having a positive impact on the team's progress by helping test and validate data and providing them with hands-on experience working in the system during the E2E testing activities.

Key Concerns/Risks Identified:

- Data Loading/Tenant Build process – strong push to meet dates for loading data maybe sacrificing data quality. Ability to re-load the data files would be a very beneficial enhancement to the process.

- There is a large amount of data cleansing work yet to be done and meeting future build dates will be a challenge. Examples include Compensation Plans, eligibility rules, allowances, no look back/special pays, and exceptions to employment contracts.

- There needs to be an on-going process established after Go Live for agencies to assist with the clean-up of allocation exceptions

PANORAMA
CONSULTING GROUP

STATE OF MAINE – OVERALL SUMMARY
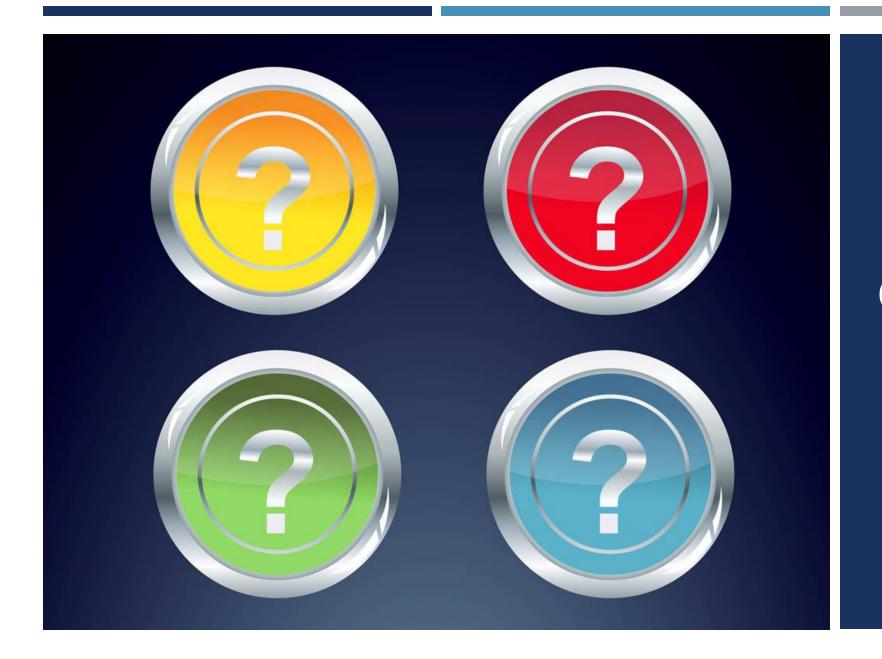
Project Risk Rating is Yellow

The team's decision to delay the Go Live date into 2020 has put more time in the plan to test the system, cleanse the legacy data and prepare the organization for post-go live supporting responsibilities.

However, we are principally concerned with the inherent risks and complexity of a Mid-Quarter Go Live and would like to see a realistic contingency plan put in place for the February date to mitigate this risk. Actual testing results may force the team to enact this contingency and push the date.

The following items should be addressed:

- "Successful" completion of Sandbox testing including the Financial/LCD components
- Timely start-up and execution of the Parallel Payroll Simulation Testing
- Improved Communications within and across the Data Team
- Cleansing of legacy employee data – need to continue to prioritize and sufficiently resource this effort to ensure that testing activities are completed as planned
- Mid-Quarter Go Live date – confirm the process viability for data extraction and conversion from the State's legacy system(s)
- Pace of Work vs. Schedule Adherence and Resource Burnout

PANORAMA
CONSULTING GROUP

QUESTIONS