The University of Texas at Austin

Workday Independent Verification & Validation (IV&V) Services Project


April 5, 2017 (Revised: April 21, 2017)
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Objective, Scope, and Approach
Objective and Scope

This document is Deliverable #07: Monthly Risk Assessment Report (March 2017).

In accordance with the SOW, the objective of Deliverables #06 – #16: Monthly Risk Assessment Report is to monitor program activities on an ongoing basis, anticipating, identifying, reporting, and recommending actions for new risks and issues, and changes to previously identified risks and issues.

Within the SOW, the following aspects of ASMP work have been identified for monitoring throughout the periods covered by Deliverables #06 – #16 (February 2017 – December 2017):

- Program management
- Organizational change management
- Remediation of legacy cross-system integrations
- Data cleansing and conversion
- Workday test preparation
- Workday test outcomes
- Technical architecture implementation
- Workday delivery assurance checkpoints
- Training preparation and delivery
- Deployment planning and rehearsals
- Deployment execution and post-deployment support
Objective and Scope (continued)

Since the last report, UT has determined that ASMP will focus solely on the Workday implementation. Given that, the focus of these reports moving forward will also be on the implementation. If previous components (e.g., Technical Architecture, etc.) have an impact on the Workday implementation, we will still look at those areas, however only in the context of the implementation.

As stated in the previous report, not all of the areas specified on the previous page will be covered in each monthly report, but rather focus will be on those areas that are most active and relevant during that month, given the state and phase of the project. During this time period, the project’s major focus was on the Reset activities. Therefore, for this report, observations and recommendations have been provided and grouped into the following areas:

- Governance and Campus Collaboration
- Project Reset Process

Within these reporting periods, KPMG will continue to focus on assessing program activities and recommendations for improvement. We will provide independent, objective guidance and experience to help assure the development of the solution is managed in accordance with practices that reduce risk and support achievement of the stated project objectives. Our IV&V methodology will be put into practice during our monitoring activities.

In addition to the above areas, the items raised within the previously submitted assessment deliverables (#01 and #04) will also be re-visited, along with other risks identified by the project team and stakeholders. The deliverable status and project activity items that were components of the Monthly Activity Reports (Deliverables #02 and #03), will also be incorporated within the Monthly Risk Assessment Reports.
Our approach for the deliverable included assessing the areas following KPMG’s IV&V Methodology, a repeatable process for evaluating in-progress implementation activities to determine effectiveness relative to industry standards. The activities that KPMG performed during the monthly assessment included:

- **Met With UT Project Sponsor:** The objectives, content, and format of the deliverable were discussed and confirmed with the Project Sponsor.

- **Applied Industry Standards:** Our team applied pertinent industry standards to the observations, which helped guide our team in developing recommendations.

- **Attended Meetings and Conducted Interviews:** During the assessment period, our team attended project meetings and conducted interviews with key project team members and stakeholders in order to understand the status of the project and associated activities. This allowed our team to identify processes that are working well for the project and those that are not effective.

- **Assessed Documentation:** KPMG reviewed plans, processes and other documentation. KPMG then reviewed these documents against the identified industry standards and applicable elements of the KPMG IV&V Methodology.

- **Compiled Observations:** The KPMG team compiled observations from our analyses to identify areas of strength and weakness of the project.
Approach (continued)

- **Developed Recommendations**: Once the strengths and weaknesses were identified and confirmed, our team developed recommended strategies to address the weaknesses and enhance the strengths, taking into account project constraints. Our recommendations were developed with the goal of being achievable and impactful for the project and UT.

- **Reviewed In-Progress Risk Mitigation Activities**: The KPMG team followed-up on the project risks that have previously been identified through the IV&V process, project team, and project stakeholders.

- **Created Draft Report**: Upon completion of documenting the observations and recommendations, our team developed the draft report. The draft report went through the internal-KPMG review process, and was submitted to the Project Sponsor.

- **Created Final Report**: After the report was submitted to the Project Sponsor, the document was reviewed, modifications to the document were made based on the review, and the final report was submitted.
Monthly Observations and Recommendations
## Monthly Observations and Recommendations

<table>
<thead>
<tr>
<th>Area</th>
<th>Observations</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and Campus Collaboration</td>
<td>The Reset process is underway incorporating all stakeholder groups, including the campus representatives. It was observed during the reporting period that it is a very positive and effective process.</td>
<td>The next section of this report discusses the Reset in further detail. In summary, a very good precedent is being set with engagement of project leads and stakeholders, which should create positive momentum going into the planning process. This strategy and process should continue, as it is critical, and the campus’ previous lack of involvement contributed to the issues that were being experienced. The campus and stakeholder involvement should continue to be front and center on all project phases moving forward.</td>
</tr>
</tbody>
</table>

The new Steering Committee is close to being launched. Membership is being finalized, and the group is expected to meet during the month of April 2017. | This Committee should be leveraged as the key Governance organization. A formal Charter for the group should be created and communicated to all project team members and stakeholders. After the Committee is launched, the project should consider a formal Town Hall type meeting to re-kick-off the project and communicate the Steering Committee Charter. The Executive Sponsor should be present at this session. If possible, the Executive Sponsor should be joined by the President and Provost. If they are unable to attend, a consolidated message should be delivered to show the unity and priority of the project across the campus. This will reinforce the messaging to campus participants, and elevate the importance and priority to those participants, |
## Monthly Observations and Recommendations

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Governance and Campus Collaboration</td>
<td>Since the last report, it was determined that ASMP will now focus solely on the Workday implementation; the original ASMP components will not be addressed as part of the overall program.</td>
<td>The revised strategy is positive for the implementation efforts, and will allow the project team and stakeholders to have a better focus moving forward. The components of the previously defined ASMP items should still be assessed to determine their applicability and impact on the implementation. Those items should be addressed accordingly.</td>
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<td>In addition to the above change of focus, it was also determined that the project will report to the CFO, rather than to ITS, where it previously reported.</td>
<td>This is also a positive change for the project, as it will ensure a more business and campus oriented focus, rather than being perceived as a technology project.</td>
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<td></td>
<td>Since the last report, the new Associate Vice President (AVP) of ASMP was announced, and has taken over responsibilities of the project. An interim Financials Lead was also announced, temporarily filling the position vacated by the previous Lead on March 24, 2017. It was also determined that the ERP Implementation Director position will not be filled after he departs on April 7, 2017. The responsibilities of this role will be assumed by the AVP and potentially other Leads.</td>
<td>The AVP is a critical project position, and the timing of their starting is positive, as it coincides with the start of the Reset process. As the Reset process concludes, and the planning process begins, the project organization chart should be revised accordingly to reflect the needed positions; it should be further revised throughout the process. Not filling the ERP Director position should not be an issue as the AVP can be more involved in the implementation, given the reduced ASMP scope. This should, however, be closely monitored as the AVP has significant responsibility leading the project; it should be ensured that they do not get overburdened with detailed activities.</td>
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## Monthly Observations and Recommendations

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<tr>
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<tbody>
<tr>
<td>Project Reset Process</td>
<td>During the month of March 2017, the new ASMP AVP has been focused on the Reset activities. This included engaging with the various stakeholder groups by soliciting their input and ideas of what is needed to deliver the Workday implementation successfully. To that end, a white paper of what the leadership feels is needed was developed, and was reviewed and augmented in multiple Reset sessions with project and stakeholder groups. These Reset sessions included the ERP IT Leaders, Reporting and Data Continuity teams, the Internal ASMP Team, Business Process Owners, and Chief Business Officers. It was observed that these sessions accomplished the goal of integrating the business stakeholders within a collaborative approach to project development, as well as receive their input. As a direct result, the project appears to be regaining the trust of the campus community, with the message that their perspectives are valued. This in turn is creating a positive and unified spirit of collaboration. The ideas collected in the Reset sessions will be packaged and presented to the Executive Sponsor and Steering Committee, and will form the basis for more concrete project planning.</td>
<td>Excellent strides are being taken with positive results being observed. As the Reset plans unfold, the project should continue to foster the spirit of inclusion and collaboration, accountability, and ownership that will ultimately result in a successful implementation. As part of the process, expectations should also be set that the new system may not solve every problem and address every concern, however the project should continue to facilitate innovative thinking to devise workarounds that are mutually acceptable to the business users.</td>
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### Monthly Observations and Recommendations

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<tr>
<td><strong>Project Reset</strong></td>
<td>With the new project leadership, and the Reset process, palpable changes are being made to address issues that had previously existed. During the Reset sessions it was further observed that previous issues raised by the campus community and team members were being addressed (e.g., focusing on stakeholder relationships, listening to ideas, empowering people to do their best work, and driving the team to accountability and positive results).</td>
<td>As stated above, the project should continue to create a collaborative culture across the project team and its stakeholders.</td>
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<td>Key Lead positions have also been created during the process, and these Leads also participated in each of the Reset sessions. With the positive team environment being created, there is some concern that these Leads may end up taking on too much responsibility.</td>
<td>As the planning process begins, the project’s organization should be closely developed with the plan. The new organization should allow for resources with leadership skills to be leveraged, and additional detailed work and responsibilities be delegated to capable staff where feasible.</td>
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<td>The planning process should include establishment of a robust configuration management process. To date, teams have been focused on achieving their purposes and meeting their needs, but may not have given consideration to the impact of unilateral changes on downstream process.</td>
<td>The team should consider establishing a configuration management process focused on cross-team collaboration to manage new releases, defect management, and impacts to processes across the system.</td>
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| **Project Reset**    | Several centrally offered technical tools may be deemed not needed or may be rejected by the IT campus community because the cost may be considered to be too high. While this may be a perception matter, there is a risk that the CSUs may plan for, and adopt multiple new tools that offer the same functionality as the centrally implemented tools. If this occurs, it may actually be more costly to UT, and create additional management and integration issues. | As part of the detailed planning, this risk should be addressed, and the campus concerns be resolved. In addition to further face-to-face dialogue with the CSUs, possible actions to help address this could include:   
• Conducting a survey of IT stakeholders to ascertain/finalize the needs of their units;  
• Publish the cost to the CSUs for tools implemented centrally; and/or  
• Structure the cost of services as a menu based on usage or adoption  |
|                      | In a review of the Tenant Management Plan, it was observed that although there is an ongoing tracking spreadsheet, there is not an overall strategy in place that forecasts how the tenants will be utilized going forward; it only addresses what the tenants currently contain. | In addition to the ongoing Tenant Management Workbook, as part of the Reset process, the team should develop a Tenant Management Strategy that aligns with the Workday Methodology. This should address both the HCM/Payroll and Financials work streams. It should clearly contain by project phase:  
• The tenants that will be used by the functional areas (HCM/Payroll vs. Financials);  
• A flow diagram (either Visio or Excel format) that shows the movement of configuration from tenant to tenant based upon relevant phases; and  
• The process(es) and procedure(s) specifying how the tenants will be managed, and how all documents will be maintained. |
## Monthly Observations and Recommendations

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<tr>
<td><strong>Project Reset</strong></td>
<td>A component of the planning process will include identifying the appropriate project team and campus resources. The project team’s business counterparts participating in the Reset should also be included within the planning and beyond.</td>
<td>The planning process should ensure that there are SME’s from the business that align to each team member’s role, and in turn, the relevant consultant. The SME’s do not have to be full time on the project, however they should have commitment to it, and be empowered to make calls for their functional area. For example, Payroll should include a Partner Consultant, a UT Payroll Team Member, and Payroll SME from business. This should hold true across all work streams, and weekly reporting should be a collaboration of that collective team. This continuity of business involvement is considered to be a critical success factor of the project.</td>
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</table>
| **Process**           | The Fringe Benefits decision and its impact continues to be a topic of discussion in the bridging and Reset meetings. Since this decision was made in February 2017, the team has been aware of the complexities that this particular decision introduced by not pooling benefits. | During the Reset and planning process, it is recommended that the team revisit the decision, and have a solid understanding and estimate of the work that will need to be done on the Legacy Finance system to enable a Go Live on Workday HCM/Payroll.  
This will help to ensure that the team have sufficient cost/benefit analysis information to make an educated decision on a path forward. The team will need to understand if moving forward with this approach outweighs the option of simply waiting for the pooling decision to be revisited and changed within a short window of the Go Live. |
### Monthly Observations and Recommendations

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| **Project Reset Process** | The reduction in consulting integration resources and the rework required by the UT team has added additional work to the UT team. Related, the Retro Payroll Integration has not yet been developed, and is critical to the Go Live. The Reset and upcoming planning processes provide UT with a good opportunity to revisit how integrations are managed on the project, given the impact that taking over integrations has had on the UT team and their commitments to other projects. | It is recommended that during the Reset and planning activities that Integrations and Reporting be split out into their own work stream. The resourcing for this should include:  
- A technical Project Manager or Lead who has experience gathering both technical and functional requirements;  
- Ideally have the experience of having worked on three or four implementations; and  
- Be able to demonstrate that they can lead a team of developers with varying abilities.  

The project should take steps to realign the work to strong consulting resources to expedite the work required. This will also alleviate the pressure on the UT team to get this work done, as they may not have all the resources/knowledge to as quickly and efficiently do the development. |

With the Reset, there is an opportunity to review the work completed to date on the Financials, and develop a preliminary strategy for Financials moving forward. | It is recommend that since the team is moving forward with bridging and Reset activities, that activities be discussed such as how to proceed with Tenant Management, and what, if any Finance activities should continue.  

The KPMG Workday Financials team can have meetings with key project team members to ensure that UT can maximize the work that has been done on Financials, while still prioritizing HCM/Payroll. Outcomes would include recommendations, pitfalls, and key topics to consider. |
## Monthly Observations and Recommendations

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<tbody>
<tr>
<td><strong>Project Reset Process</strong></td>
<td>During this Reset process, there is an opportunity for UT to assess the current Workday contract.</td>
<td>It is recommended that the team ensures that the contract terms and the Workday team are structured to support the project moving forward. Roles and responsibilities of all parties should be clearly articulated, along with accountability measures.</td>
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<td>During the Reset process, there is also an opportunity to assess the current budget.</td>
<td>It is recommended that a two part budget be created, one to address remaining work to implement HCM/Payroll, and one to implement the Financials. These budgets should be created in unison with the creation of the project plan.</td>
</tr>
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</table>
|                        | Integrations work is in varying states of completeness, with some integrations which were originally within scope, still not designed. Given the impact of decoupling, having a clear path forward for the integrations is a challenging task. | It is recommended that the project establish a baseline for all integrations. A matrix should be maintained that monitors the current state, and includes the following elements:  
  - Requirements;  
  - Development Percent Complete;  
  - Testing Levels Percent Complete;  
  - Hours Estimated/Completed; and  
  - Type (Studio, EIB, Report, etc.)  
This exercise and format should again be used as part of the go-forward plan once bridging and the Reset is complete. This should include due dates that align with the new project schedule, and the specific hours estimates required.  
A sample schedule and Tenant Management Plan are provided on the following pages to assist in managing this process. |
## Monthly Observations and Recommendations

### Schedule

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<thead>
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<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
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<th>June</th>
<th>July</th>
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### Key Activities:
- **Plan & Architect:**
  - Kick Off
  - Global Design
  - Design Sign Off
  - pt3

- **Configure, Prototype & Test:**
  - Prototype 1 - Build
  - Load
  - Prototype 2 - Build
  - E2E Testing
  - Prototype 1 - Test
  - Prototype 2 - Test
  - Move Intgr's & Reports to P2
  - Unit Test

- **Train & Deploy:**
  - UAT
  - Final Validation

- **Integration & Report Development:**
  - pt4

- **Master Config, Tenant:**
  - Prep for Cutover
  - Prep for Cutover
  - Refresh Master Config
  - Cutover

- **GMS – used for Point of Reference throughout the project:**
  - Gold
  - GMS
  - Sandbox

- **Go Live**
### Tenant Management Plan: Parallel Required

<table>
<thead>
<tr>
<th>PLAN</th>
<th>ARCHITECT</th>
<th>C&amp;P</th>
<th>TEST</th>
<th>DEPLOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>STARTING POINT</td>
<td>N/A</td>
<td>Foundation Tenant</td>
<td>Configuration Tenant</td>
<td>Control Tenant</td>
</tr>
<tr>
<td>PRIMARY USAGE</td>
<td>N/A</td>
<td>Architect Sessions</td>
<td>Customer Confirmation Sessions</td>
<td>End to End</td>
</tr>
<tr>
<td>UPDATE ACTIVITIES</td>
<td>WD Setup</td>
<td>Configuration Workbooks</td>
<td>Updated Configuration Workbooks</td>
<td>Approved End to End Testing updates into Control Tenant</td>
</tr>
<tr>
<td></td>
<td>Initial Data Gathering Workbooks</td>
<td>Design Decisions</td>
<td>Updated Design Decisions</td>
<td>Operational Data Workbooks</td>
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<td></td>
<td>Operational Data Workbooks</td>
<td>Architect Session Updates into Foundation Tenant</td>
<td>CCS/Unit Test Updates into Configuration Tenant</td>
<td>Worker Operational Workbook</td>
</tr>
</tbody>
</table>

**OUTPUT**

- Foundation Tenant: 5-10%
- Configuration Tenant: 75-85%
- Control Tenant: 75-85%
- Parallel Tenant: 85-95%
- Updated Parallel Tenant: 95-100%
- Gold: 95-100%

**Copy original prototype build to the following tenants:**

- Data Conversion
- Integration
- End to End
- Performance Test

**Legend:**
- PCI
- ECT/Grid

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Status of In-Progress Risk Mitigation Activities

As previously reported, as part of the Governance and campus collaboration efforts underway, a process is being finalized by the project team, and will be implemented, to address risks identified in KPMG’s previous Deliverables #01 and #04 (and subsequent Monthly Reports), as well as identified by the project team and project stakeholders. In subsequent months, the activities performed related to that process will be reported on within this section of the monthly report.

Since the last report, the PMO has created a tracking spreadsheet to manage these risks, and the associated activities. The spreadsheet is currently being completed, and will be reviewed with the Executive Sponsor on April 7, 2017.
Meetings Attended and Interviews Conducted
Meetings Attended and Interviews Conducted

Meetings Attended

- Pre-E2E: Review BNI004 changes and BNI005 - VRSCO RSA – Enrollment Meeting, March 1, 2017
- ASMP EDM Team Meeting, March 2, 2017
- TAI Technical Architecture Management Team Weekly Touch Point Meeting, March 2, 2017
- ASMP: Review Communication FDM Iterative #2 Meeting, March 2, 2017
- Outstanding HCM-P Integrations Tracking Meeting, March 2, 2017
- ASMP Financials Weekly Meeting, March 3, 2017
- Pre-E2E: BNI006 - VRSCO RSA – Contributions Meeting, March 6, 2017
- ASMP Reporting Meeting, March 7, 2017
- Non-Pooled Bridging Meeting, March 8, 2017
- ASMP: All HCM/Payroll Team Meeting, March 8, 2017
- Managing Executive Sponsor – IV&V Report (Deliverable 6) Meeting, March 8, 2017
- ASMP EDM Team Meeting, March 9, 2017
- TAI Technical Architecture Management Team Weekly Touch Point Meeting, March 9, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- ASMP Financials Weekly Meeting, March 10, 2017
- ASMP Financials Weekly Meeting, March 17, 2017
- IV&V & Project Activities Meeting, March 21, 2017
- ASMP Workday Reset Planning – ERP IT Leaders (Session #1), March 21, 2017
- ASMP Workday Reset Planning – ERP IT Leaders (Session #2), March 21, 2017
- ASMP Leadership Team Meeting, March 21, 2017
- Financials Planning Meeting with Financials Lead and Staff, March 22, 2017
- ASMP Workday Reset Planning – Reporting and Data Continuity (Session #3), March 22, 2017
- ASMP AVP Meeting, March 22, 2017
- ASMP EDM Team Meeting, March 23, 2017
- IT Readiness Coordinator Meeting – March 2017, March 23, 2017
- ASMP Workday Reset Planning – Reporting and Data Continuity (Session #4), March 23, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- ASMP Financials Weekly Meeting, March 24, 2017
- ASMP Enterprise Readiness Lead Meeting, March 24, 2017
- ASMP Workday Reset Planning – Internal Team (Session #5), March 27, 2017
- ASMP Workday Reset Planning – Internal Team (Session #6), March 28, 2017
- Internal Tools – Sense Check Meeting, March 24, 2017
- ASMP Workday Reset Planning – Business Process Owners (Session #7), March 29, 2017
- ASMP Workday Reset Planning – Business Process Owners (Session #8), March 29, 2017
- ASMP EDM Team Meeting, March 30, 2017
- ASMP Workday Reset Planning – Chief Business Officers, March 31, 2017
Meetings Attended and Interviews Conducted

Interviews Conducted

• Deployment Manager/Interim Financials Lead, March 22, 2017
• HCM/Payroll Lead, March 22, 2017
Documentation Reviewed

- ASMP: Reporting Portal Release Plans and Features, March 2, 2017
- FDM Mapping Files Quick Reference Guide, March 2, 2017
- ASMP Program Update, March 3, 2017
- Blocker Gap Process Flow Diagram, March 7, 2017
- TAI Justification, March 9, 2017
- TAI Business Case Deliverable, March 9, 2017
- ASMP Program Update, March 10, 2017
- Workday Program Reset Planning White Paper (Version 1), March 20, 2017
- Workday Program Reset Planning White Paper (Version 2), March 22, 2017
- Tenant Management Plan, March 23, 2017
- ASMP Program Update, March 24, 2017
- Workday Program Reset Planning White Paper (Version 3), March 27, 2017
- Workday Program Reset Planning White Paper (Version 4), March 29, 2017
- Workday Program Reset Planning White Paper (Version 5), March 30, 2017
- ASMP Program Update, March 31, 2017
IV&V Deliverable Status
# Project Deliverable Status

The following table provides the list of project deliverables and their respective status.

<table>
<thead>
<tr>
<th>Deliverable Number/Name</th>
<th>Due Date</th>
<th>Status</th>
<th>Comments</th>
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</table>
• Reviewed report with Leadership Team, November 28, 2016  
• Revised report, submitted final report, November 30, 2016  
• Presented report to CUBO, December 1, 2016  
• Received deliverable approval, January 4, 2017 |
| 02 – Initial Monthly Planning Activity Report (November – December 2016) | 1/05/2017 | Complete  | • Submitted draft report, January 4, 2017  
• Submitted final report, January 25, 2017  
• Received deliverable approval, January 26, 2017 |
| 03 – Monthly Planning Activity Report (January 2017)         | 2/05/2017 | Complete  | • Submitted draft report, February 2, 2017  
• Submitted final report, February 8, 2017  
• Received deliverable approval, February 14, 2017 |
| 04 – Comprehensive IV&V Assessment Report and Recommendations| 1/05/2017 | Complete  | • Submitted draft report, January 4, 2017  
• Reviewed report with Leadership Team, January 10, 11, 2017  
• Revised report, submitted revised draft report, January 19, 2017  
• Reviewed report with Leadership Team, January 24, 2017  
• Revised report, submitted revised draft report, January 24, 2017  
• Submitted final report, January 25, 2017  
• Received deliverable approval, January 26, 2017 |
| 05 – Comprehensive IV&V Plan                                | 1/31/2017 | Complete  | • Submitted draft report, January 31, 2017  
• Submitted final report, February 8, 2017  
• Received deliverable approval, February 14, 2017 |
| 06 – Monthly Risk Assessment Report, Month 4 (February 2017) | 3/06/2017 | Complete  | • Submitted draft report, March 6, 2017  
• Submitted final report, March 25, 2017  
• Received deliverable approval, March 30, 2017 |
<table>
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<th>Deliverable Number/Name</th>
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<th>Comments</th>
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| 07 – Monthly Risk Assessment Report, Month 5 (March 2017) | 4/05/2017 | Pending Approval | • Submitted draft report, April 5, 2017  
                              • Submitted final report, April 21, 2017  
                              • Pending approval |
| 08 – Monthly Risk Assessment Report, Month 6 (April 2017)  | 5/05/2017 | In-Progress    | • Monthly activities are in progress.              |
| 09 – Monthly Risk Assessment Report, Month 7 (May 2017)    | 6/05/2017 | Scheduled      |                                                   |
| 10 – Monthly Risk Assessment Report, Month 8 (June 2017)   | 7/05/2017 | Scheduled      |                                                   |
| 11 – Monthly Risk Assessment Report, Month 9 (July 2017)   | 8/05/2017 | Scheduled      |                                                   |
| 12 – Monthly Risk Assessment Report, Month 10 (August 2017)| 9/05/2017 | Scheduled      |                                                   |
| 13 – Monthly Risk Assessment Report, Month 11 (September 2017) | 10/05/2017 | Scheduled     |                                                   |
| 14 – Monthly Risk Assessment Report, Month 12 (October 2017) | 11/05/2017 | Scheduled     |                                                   |
| 15 – Monthly Risk Assessment Report, Month 13 (November 2017) | 12/05/2017 | Scheduled     |                                                   |
| 16 – Monthly Risk Assessment Report, Month 14 (December 2017) | 12/31/2017 | Scheduled     |                                                   |
### Project Deliverable Status (continued)

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<tr>
<td>17 – Enterprise Readiness Verification Report</td>
<td>TBD</td>
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<td>• Pending revised implementation plan</td>
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<td>18 – End to End Testing Completion Report</td>
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<td>• Pending revised implementation plan</td>
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<tr>
<td>19 – User Acceptance Testing Completion Report</td>
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<td>20 – Workday Deployment Readiness Verification Report #1</td>
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<td>22 – Workday Deployment Readiness Verification Report #3</td>
<td>TBD</td>
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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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