The University of Texas at Austin

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


October 5, 2017 (Final Submitted October 13, 2017)
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Objective, Scope, and Approach
Objective and Scope

This document is Deliverable #13: Monthly Risk Assessment Report (September 2017).

In accordance with the Statement of Work (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 assessment 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)

As UT has determined that ASMP will focus solely on the Workday implementation, these reports will continue to also focus on the implementation areas. As stated in previous reports, 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 reporting period, the project’s major focus continued to be on the Implementation activities. Therefore, for this report, observations and recommendations have been provided and grouped into the following areas:

- Governance and Campus Collaboration
- Project Implementation – People, Process, and Technology

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, #04, and #06 through #11) 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.
Approach

Our approach for the deliverable included assessing the areas under review 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 Managing Executive Sponsor**: The objectives, content, and format of the deliverable were discussed and confirmed with the project’s Managing Executive 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 may not be 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 project strength and weakness.
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 were previously 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 Managing Executive Sponsor.

- **Created Final Report:** After the report was submitted to the Managing Executive Sponsor, the document was reviewed and discussed, modifications to the document were made based on the review and discussion, 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>
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</thead>
<tbody>
<tr>
<td>Governance and Campus Collaboration</td>
<td>As of September 1(^{st}), the team began to focus its time and attention on the successful implementation of Workday HCM and Payroll. The project has been rebranded as the Workday Implementation Program, and guidelines have been distributed as to the acceptable use of the Workday brand.</td>
<td>Leadership should continue to encourage the project team to use the new brand, and continue to communicate changes and progress to the campus community on a regular basis.</td>
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<td>A significant milestone was met September 22(^{nd}), with the project team rallying to complete outstanding configurations prior to the September 22(^{nd}) configuration freeze. With the exception of known items that will need additional research and business owner decisions, and several other items with no cross-functional impacts, the team was successful in meeting the milestone. This is a significant, successful achievement as the team showed strong discipline of working under a time-bound schedule.</td>
<td>The project should continue to instill the disciplines, define milestones and associated tasks, and drive toward timely completion of those. Time constraints should be formally assigned to the remaining items that must be researched and decided upon to ensure that they are addressed.</td>
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<td></td>
<td>The Steering Committee structure was established when the project planned to concurrently Implement Financials, HCM, and Payroll. With the focus now on HCM and Payroll, the structure should be reevaluated to determine if the appropriate leadership and participants are engaged to ensure successful implementation of those modules.</td>
<td>The reevaluation will ensure that the Committee is smaller, and focused on issues specifically faced by the team during the HCM/Payroll implementation. It will ensure agility and alignment for quick, and concise decision making related to the work streams at hand, and not non-essential activities. Financial individuals could remain as members (however not participate in decision making activities), to ensure that they are cognizant of direction and decisions, and the Financial impact of those decisions.</td>
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# Monthly Observations and Recommendations

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<tr>
<td>Governance and Campus Collaboration</td>
<td>While the Financials scope has been postponed, and the ASMP applications and initiatives in production have been moved to operational units (with the remainder currently under consideration by CITEC), the team’s schedule leading to a Fall 2018 implementation will still require strict discipline in maintaining and adhering to a work plan that is detailed enough to drive all tasks and activities, specifically including those that require campus involvement.</td>
<td>The project will require maintaining and adhering to a work plan at the detailed task level, adding new tasks as they become known, and allocating resources to ensure that they can be completed. The plan should be closely enforced, with concerns raised if tasks are not completed within the designated timeframe. Both the project and campus team members will need to be well connected to the plan.</td>
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<td>The project is operating based on the work plan initially approved by the Steering Committee. Potential activity delays may affect the delivery of certain milestones, without necessarily affecting the overall project timeline. Nonetheless, the Steering Committee should be apprised of delays as they occur.</td>
<td>It is recommended that periodic reviews of the work plan (at a high level) be held with the Steering Committee, including plans to address changes to major activities or milestones that could result in project bottlenecks.</td>
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<td>Leadership has done a very good job of communicating to all team members that they cannot get bogged down on interpreting something as being a go-live blocker, and should rather be thinking of it in the context of what could be acceptable given project constraints.</td>
<td>No system fulfills 100% of the planned requirements or anticipated objectives, and the mindset of focusing on what is absolutely required is critical to the project’s success. This philosophy must continue to be communicated on a regular basis, to all levels of the project including the Steering Committee, campus participants, and day-to-day project team members.</td>
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### Monthly Observations and Recommendations

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<tr>
<td>Governance and Campus Collaboration</td>
<td>There exist some negative sentiments within the campus community over the project and the Workday system as a whole, including benefits that will be realized. As stated in previous reports, campus Leadership support is critical to the success of the project.</td>
<td>An assessment of the campus’ current state and readiness is warranted at this time to understand status, and perspectives surrounding issues and concerns. The first of the three IV&amp;V Readiness Deliverables (#20 - #22), can be scheduled in the short-term to engage the campus community and assess these areas.</td>
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<td>Chief Business Officers were under the impression that ServiceNow would serve as a routing system to assist in managing transactions. With CITEC’s decision to decommission ServiceNow, they are asking the project to implement this additional functionality. A workgroup has been commissioned to look into the issue and provide requirements and recommendations.</td>
<td>This is an emotionally charged area that adds the risk of distracting the project. It should be addressed as a high priority, so that a solution can be determined, and the project can continue to move forward. As the workgroup addresses the issue, they should consider that the use of a dynamic request system is not a recommended best practice, and could be better handled through centralization of transactions and/or training for those who will hold those roles. It also compromises Workday as the system of record from where all transactions originate. This could also introduce a cost and maintenance issue for the UT team, as such a solution is not budgeted for and does not have a system or support mechanism in place.</td>
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# Monthly Observations and Recommendations

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<tr>
<td><strong>Project Implementation</strong></td>
<td>A new overall HCM/Payroll Project Manager joined the project team during this reporting period. This a positive addition to the team as he is focusing on the time consuming day-to-day project planning and management activities.</td>
<td>The project should continue to use this team member for all day-to-day and planning activities, which will thus allow the HCM/Payroll Director to focus on requirements, decisions, and issues, rather than having to apply significant time to the planning activities. The Project Manager should establish standards and procedures for the HCM/Payroll Leads to follow, which will ensure consistency and efficiencies are realized.</td>
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<td>The UT team continues to experience incidences of less than optimal work performed by Workday resources, followed by unavailability of those resources to respond to defects found by UT testers. Unless consulting resources deliver quality work, there is a risk of delayed functionality and adverse effect on future timelines and milestones.</td>
<td>As future contractual arrangements are developed, the roles, responsibilities, and quality expectations of the consultants should be clearly established, including ensuring that the consultants are available to respond and correct errors in a timely manner. UT has also indicated that they are considering alternative options to augment the consulting staff.</td>
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<td>The UT team is discussing the need for additional Workday project management Support given the timing and complexity of the project, as well as given that contractually Workday is not responsible for project management activities.</td>
<td>Any project management resource added to the project should be a certified Workday Project Manager, having run at least one implementation on the Partner or Workday side, preferably in Higher Education. This skill set will be of most use to the UT team if there is a need for staff augmentation. It will be critical to have someone who understands and has had to run projects from the Partner side, so that they can better hold the consulting team accountable as they understand Workday’s process and methodology.</td>
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<tr>
<td>Project Implementation – People</td>
<td>Individual Project Managers were assigned to work with the Leads of each work stream, to assist in driving the teams toward timely completion of tasks and milestones. However, one of the Project Managers has transferred to a new role. With shifting responsibilities, it is unclear if the project will utilize these resources consistently. Issues with the Time and Absence work stream are lagging behind due to resource issues on both the implementer and UT side.</td>
<td>The project should define the roles and responsibilities of each Project Manager, and how they will interact with the individual work streams, and project as a whole. As recommended previously, the new HCM/Payroll Project Manager can coordinate and define standards for them to follow.</td>
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The project should ensure that special attention is given to this work stream to get it back on track now that the requirements are better understood on the UT side. It should also be ensured that the requirements have been captured in the P6 configuration and moving forward.
### Monthly Observations and Recommendations

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<td><strong>Project Implementation – Process</strong></td>
<td>After three months, the project continues to function with a mid-level work plan. A plan that details the tasks and activities necessary to deliver the planned milestones is in the process of being created, however has not yet been published. Without a comprehensive work plan, there is a risk that teams may struggle and milestones be missed.</td>
<td>The team needs to prioritize the creation and publication of the updated project work plan to facilitate tracking of tasks and activities, and identify and prevent slippage. Ultimate ownership of the creation of the plan should be given to one team member.</td>
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<td>Requests from the campus for additional functionality, if acquiesced, will likely introduce risk to the project timeline. Actions necessary to research and find a contingency processing method may also interrupt and detract focus from delivery tasks.</td>
<td>The project should ensure that all new requests (not already included in the project scope), go through the formal change control process (see below) to ensure that they are assessed appropriately.</td>
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<td>The project has rolled-out a change control process to manage scope following the September 22nd configuration freeze. Any change requested that requires a configuration modification, must go through the change control process. The requestor will complete a change request form that outlines the reason for change, impacts, and stakeholders. Change requests must be sponsored by a business owner, and will go to a Change Control Board, who will escalate it to the appropriate governing body should the request require a change to policy, budget, or schedule. There is still ambiguity regarding what constitutes a change vs. a defect, which the Leadership team will work to define.</td>
<td>This is a critical process, and the project should continue to refine the published change control process, and enforce it for all requested scope changes. It should be ensured that a mechanism for communication to all affected areas is well defined.</td>
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## Monthly Observations and Recommendations

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<td><strong>Project Implementation</strong></td>
<td>The team has identified 500+ HCM/Payroll operational/institutional reports for development. They are in the process of prioritizing the inventory and allocating resources for the upcoming tasks. Although the inventory of IRRIS reports appear to be solid, it is not exhaustive, and organizational changes in the IRRIS unit may present challenges in addressing requirements for the reports.</td>
<td>Even though the team is not currently focused on IRRIS reports, it is recommended that the team start to develop a plan for addressing the anticipated needs for knowledgeable resources to assist in the discovery and design efforts.</td>
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<td>Upcoming processes for data validation will be much more aggressive from a timeline perspective than any of the prior validation rounds.</td>
<td>The team has made very good progress in this area. It shows that the team recognizes and is getting a better understanding and guidance from the consulting team on the importance of this activity, and the quick turnaround and iterative review that will need to occur in each subsequent build to expedite at go-live.</td>
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<td>Owners of downstream systems may not fully understand the changes needed in their systems to integrate with Workday, and the extent of development that may be required on their part. Without a timely strategy and formal schedule to manage their preparedness, there is a risk that delays on their part may adversely affect the go-live date. In addition, formal documentation of requirements, mappings, development and testing will ensure that the integrations delivered function as expected after go-live.</td>
<td>It is recommended that the team develop a strategy or approach for managing integration hand-off to ensure consistency, including the tasks required, documentation of requested fields, mappings, and services (e.g., requirements, development, testing, checklists, and formal acceptance or signoff from stakeholders). Meeting notes for interactions with the campus counterparts should be maintained to document each interaction with the campus, who participated, and the topics discussed.</td>
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## Monthly Observations and Recommendations

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<td><strong>Project Implementation – Process</strong></td>
<td>The team has completed testing of the WD29 release. However, due to the delay of the Financials implementation, testing of the financial gap functionality requested by UT and delivered by Workday in WD29 has been suspended. Nearly 21% (12 of 58) of the blocker items (tasks, subtasks, and bugs) were slated for delivery in WD29. If the functionality requested by UT and delivered by Workday is not tested within the release cycle (even if related to the deferred Financials implementation), there is a risk that defects may not be found, or that team members knowledgeable about the requested functionality may not be part of the project at the time the Financials activities resume.</td>
<td>While we agree that the focus needs to be on HCM/Payroll activities, it is also recommended that the project team consider resuming testing (at least at a minimum level) of the functionality requested by UT and delivered by Workday in the WD29 release.</td>
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<td>As previously reported and discussed, with cutover activities and planning beginning, the integration work stream is not fully tracking to the level of detail that will facilitate these activities when it comes to planning.</td>
<td>Update the master integration tracker to include the complexity level of the integration (Studio, EIB, Report), first run date, frequency, priority level (based upon the first run date and frequency), level of readiness developed, tested, deployed, etc.</td>
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<td>This prioritization should be determined prior to Unit testing, and track and date: Design Complete, Development Complete, Testing Complete, First Run Complete.</td>
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<td>Please see the attached example which can be used as a template.</td>
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<tr>
<td>Project Implementation – Technology</td>
<td>The team has confirmed that integration decisions made for the decoupled implementation will serve UT for extended years, until the Financials project is reinstated. Even so, the number of planned HCM/Payroll integrations to support the decoupled implementation is high, and the development lifecycle will have to be closely monitored to ensure the functionality is available at go-live.</td>
<td>The team should continue to monitor integration development closely in order to manage the timeline, categorizing and prioritizing them so that the needed functionality is available at go-live. Deferring any integration that is not needed at go-live should be considered.</td>
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Status of In-Progress Risk Mitigation Activities
Monthly Observations and Recommendations

As previously reported, a process has been created by the project team to address risks identified in KPMG’s previous Deliverables #01 and #04 (and subsequent Monthly Reports), as well as risks identified by the project team and project stakeholders. Each month, the metrics related to that process are presented in this section.

A summary of the April – September project risk activity is presented in the graph below:
Meetings Attended and Interviews Conducted
Meetings Attended and Interviews Conducted

Meetings Attended

- Weekly Governance Debrief Call Meeting, September 1, 2017
- Workday Program Team Meeting, September 1, 2017
- Project Status Meeting, September 5, 2017
- Payroll Benefits Check-in Meeting, September 6, 2017
- ASMP-Workday Bridging Discussion Subcommittee Meeting, September 6, 2017
- ASMP-Workday Steering Committee Meeting, September 6, 2017
- Workday Financials & HCM Payroll Business Process Owners Weekly Touch Base, September 6, 2017
- UT Team Workday Consulting Call, September 6, 2017
- Weekly Governance Debrief Call Meeting, September 8, 2017
- DCS -Student Work Study Breakout Session, September 11, 2017
- Workday Program Team Monthly Meetings, September 12, 2017
- Project Status Meeting, September 12, 2017
- Workday Program Status Meeting, September 13, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- UT Team Workday Consulting Call, September 13, 2017
- ASMP Bridging Meeting, September 14, 2017
- ASMP Payroll Team Sync Up Meeting, September 14, 2017
- Weekly Governance Debrief Call Meeting, September 15, 2017
- KPMG Touch Base Meeting, September 19, 2017
- Scrum Session Meeting, September 19, 2017
- ASMP/Payroll Check-In Meeting, September 19, 2017
- Planning - 9/25 to 10/30 Meeting, September 19, 2017
- Planning Meeting, September 19, 2017
- Project Status Meeting, September 19, 2017
- CHART Team Meeting, September 20, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- Workday Training Strategy Review Meeting, September 20, 2017
- Readiness/Sustainment/Deployment Activities Discussion Meeting, September 21, 2017
- KPMG Review of August Report Meeting, September 21, 2017
- Weekly Governance Debrief Call Meeting, September 22, 2017
- BPAD Inventory Spreadsheet Discussion Meeting, September 22, 2017
- ASMP - Application Disposition and Integrations Confirmation Initiative, September 22, 2017
- Workday Time & Absence BPs for TNA Meeting, September 25, 2017
- Validation Discussion Meeting, September 25, 2017
- CLF Meeting, September 25, 2017
- Daily P6 Touchpoint Meeting, September 25, 2017
- Workday Payroll BPs for TNA Meeting, September 26, 2017
- Workday Organization and Roles BPs for TNA Meeting, September 26, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- Workday Benefits BPs for TNA Meeting, September 26, 2017
- Work Plan-Status Reporting Methodology And Metrics Meeting, September 26, 2017
- Project Status Meeting, September 26, 2017
- Workday - I00014 Outbound TimePro Worker Data Check-In Meeting, September 26, 2017
- Daily P6 Touchpoint Meeting, September 26, 2017
- Workday Time/Absence Validation Tasks Meeting, September 27, 2017
- CHART Team Meeting, September 27, 2017
- Workday Retiree/Leave Insurance Integrations Meeting, September 27, 2017
- Workday Security BPs for TNA Meeting, September 27, 2017
- Workday OEB Flex (PYI013) Integration Review Meeting, September 27, 2017
- Workday Staffing BPs for TNA Meeting, September 27, 2017
- Daily P6 Touchpoint Meeting, September 27, 2017
- UT Team Workday Consulting Call Meeting, September 27, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- Unit Test Inventory - 1st Meeting, September 28, 2017
- Workday Deployment Planning Meeting, September 28, 2017
- ER - Business Process Area Documentation Project Meeting, September 28, 2017
- Long Term Planning Meeting, September 28, 2017
- Workday ESS BPs for TNA Meeting, September 28, 2017
- ASMP Payroll Team Sync Up, September 28, 2017
- Tenant Management Plan Review Meeting, September 28, 2017
- Weekly Governance Debrief Call Meeting, September 29, 2017
- Long Term Planning Meeting, September 29, 2017
- ASMP - Application Disposition and Integrations Confirmation Initiative Meeting, September 29, 2017
- HCM & Recruiting - Unit Test Prep – September 29, 2017
- Daily P6 Touchpoint Meeting, September 29, 2017
Meetings Attended and Interviews Conducted

Interviews Conducted

• HCM/Payroll Director, September 13, 2017
• HCM/Payroll Project Manager, September 20, 2017
Documentation Reviewed
Documentation Reviewed

- P6 Conversion Status Update 8/31/2017, September 5, 2017
- Premium Workday Customer Success Manager UT 08252017 PowerPoint, September 5, 2017
- Workday Go Live Date Highlights v4, September 5, 2017
- Benefits Check-in 8/23/17 Meeting Notes, September 5, 2017
- Workday Steering Committee Packet for 9/6/17, September 6, 2017
- Testing Strategy_v.9, September 6, 2017
- UT HCM/Payroll testing strategy Steering Committee, version 6, September 6, 2017
- Workday Go Live date highlights V4, September 6, 2017
- Deployment cutover window DRAFT V1, September 6, 2017
- 2017-09-06 Workday Bridging Subcommittee Meeting Notes, September 11, 2017
- Conversion Status Update 9/8/2017, September 11, 2017
- Workday Steering Committee Packet for 9/20/2017 Meeting, September 18, 2017
- P6 Conversion Status Update 9/15/2017, September 18, 2017
Documentation Reviewed

- Workday Update 9/19/2017, September 19, 2017
- Update on Workday Communication to Campus, September 26, 2017
- Meeting NOTES: 9/21/17 - Readiness/Sustainment/Deployment Activities, September 26, 2017
- Meeting Notes: AL1/AL4 Business Requirements Session, September 26, 2017
- AL1/AL4 Screen Use Cases, September 26, 2017
- Workday @ UT Implementation Program–Change Request Process – NEW, September 26, 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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                                                                                                                                      • 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 |
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<tr>
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</table>
| 07 – Monthly Risk Assessment Report, Month 5 (March 2017) | 4/05/2017  | Complete      | • Submitted draft report, April 5, 2017  
• Submitted final report, April 21, 2017  
• Received deliverable approval, April 26, 2017 |
| 08 – Monthly Risk Assessment Report, Month 6 (April 2017) | 5/05/2017  | Complete      | • Submitted draft report, May 5, 2017  
• Submitted final report, May 15, 2017  
• Received deliverable approval, May 18, 2017 |
| 09 – Monthly Risk Assessment Report, Month 7 (May 2017) | 6/05/2017  | Complete      | • Submitted draft report, June 5, 2017  
• Submitted final report, June 13, 2017  
• Received deliverable approval, June 30, 2017 |
| 10 – Monthly Risk Assessment Report, Month 8 (June 2017) | 7/05/2017  | Complete      | • Submitted draft report, July 5, 2017  
• Submitted final report, July 12, 2017  
• Received deliverable approval, July 25, 2017 |
| 11 – Monthly Risk Assessment Report, Month 9 (July 2017) | 8/05/2017  | Complete      | • Submitted draft report, August 4, 2017  
• Submitted final report, August 10, 2017  
• Received deliverable approval, August 17, 2017 |
| 12 – Monthly Risk Assessment Report, Month 10 (August 2017) | 9/05/2017  | Complete      | • Submitted draft report, September 5, 2017  
• Submitted final report, September 21, 2017  
• Received deliverable approval, September 25, 2017 |
| 13 – Monthly Risk Assessment Report, Month 11 (September 2017) | 10/05/2017 | Pending Approval | • Submitted draft report, October 5, 2017  
• Submitted final report, October 13, 2017  
• Pending approval |
| 14 – Monthly Risk Assessment Report, Month 12 (October 2017) | 11/05/2017 | In-Progress   | • Monthly activities are in progress.                                                     |
| 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)

<table>
<thead>
<tr>
<th>Deliverable Number/Name</th>
<th>Due Date</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>17 – Enterprise Readiness Verification Report</td>
<td>TBD</td>
<td>Pending</td>
<td>• Pending revised implementation plan</td>
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<td>18 – End to End Testing Completion Report</td>
<td>TBD</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>21 – Workday Deployment Readiness Verification Report #2</td>
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<tr>
<td>22 – Workday Deployment Readiness Verification Report #3</td>
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