The University of Texas at Austin

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

Deliverable #14: Monthly Risk Assessment Report (October 2017)

November 3, 2017 (Final Submitted November 14, 2017)
Table of Contents

• Objective, Scope, and Approach
• Monthly Observations and Recommendations
• Status of In-Progress Risk Mitigation Activities
• Meetings Attended and Interviews Conducted
• Documentation Reviewed
• IV&V Deliverable Status
Objective, Scope, and Approach
Objective and Scope

This document is Deliverable #14: Monthly Risk Assessment Report (October 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.
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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</table>
| **Governance and Campus Collaboration**   | With the consensus of the campus community, the Program recommended a November 1, 2018, implementation date. That recommendation was agreed-to by the Steering Committee, and it then moved to the Executive Managing Sponsor, and other Executive Sponsors for decision. The team carried out a comprehensive process focusing on three potential dates: September 1, 2018, October 1, 2018, and November 1, 2018. The benefits, issues, risks, and concerns of each date were discussed with the following campus groups:
  - CUBO and their staffs;
  - HR Consortium;
  - Representative Academic and Research Deans;
  - Auxiliary Units;
  - Administrative IT Leaders; and
  - Central Business Process owners. |
|                                           | This is a significant program milestone, and one that all team members and campus participants can rally behind. The program should continue to focus all efforts on meeting milestones, and driving toward the November 1, 2018, implementation date. The work should be managed under the detailed project plan that is being created, including continuously identifying progress against tasks to prevent delays. |

The Steering Committee formally approved the change control process recommended by the Program. The process will be used to monitor scope changes post the September 22, 2017 configuration freeze. The Program should continue to monitor all scope changes closely. It should be ensured that any item that is not currently being tracked based on the post-September 22, 2017 list of items previously identified, formally go through the change control process, and be tracked as documented in the process.
## Monthly Observations and Recommendations

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<tbody>
<tr>
<td><strong>Governance and Campus Collaboration</strong></td>
<td>The decision to delay the Financials implementation until business process redesign is completed, created an opportunity to adjust the Steering Committee membership. The members will be HCM/Payroll-focused until the Financials implementation activities are resumed. This change is being worked through, and the previous Financial participants will still attend meetings to keep abreast of all project activities.</td>
<td>The adjusted membership is a positive decision for the program as it will provide the focus necessary to make decisions, and see the implementation through. Membership should continue to be monitored to ensure the appropriate members participate and are engaged.</td>
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<td><strong>In the previous report, it was raised that Chief Business Officers were under the impression that ServiceNow would serve as a routing system to assist in managing transactions. This was identified as an area with high emotion and potential distraction to the program. The team has identified four related options to resolve this issue, and is meeting with the groups to determine the optimal solution.</strong></td>
<td>The Program diligently provides information to the Steering Committee at least three business days before scheduled meetings. If Steering Committee members fail to review the documentation ahead of time and do not come prepared to discuss the proposed topics, there is a risk that they will make uninformed decisions, fail to support a resolution for lack of understanding, or consume more time during meetings.</td>
<td>As the project activities will become more and more time sensitive, the Steering Committee members should continue to be reminded of the necessity of coming to meetings well prepared. Information provided can be summarized (e.g., bullets and formatting to denote critical information) to achieve brevity. Where feasible, visual representations of the material under review should be provided.</td>
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## Monthly Observations and Recommendations

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<tr>
<td>Governance and Campus Collaboration</td>
<td>The team is moving forward with configuration and bridging decisions under the assumption that fringe benefits will be pooled at the time Workday implements. Although the methodology for posting pooled fringe charges and disencumbrances was decided by the Steering Committee, the final decision has not been made by the institutional administration. Changes in the originally recommended path could result in considerable effort (e.g., configuration, testing, documentation, training, etc.), creating potential risks to the project schedule.</td>
<td>While the Program has done all that it can, and the topic is outside of their control, it should continue to be monitored closely, as impacts could be significant. It should be ensured that the Executive Sponsors are briefed on the topic, and be cognizant of the status of the decision.</td>
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## Monthly Observations and Recommendations

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<tr>
<td>Project Implementation – People</td>
<td>The Program has onboarded a new consultant with Workday experience in Higher Education. The Program is effectively leveraging relationships with the University of Washington to acquire best practice scenarios during Unit Testing and Validation configuration phases, and as a result, the new consultant was recommended to join the project. The project team has strengthened by acquiring Workday implementation experience with Fringe Pools, Benefits, Sporadic Employment, and Eligibility rules within Higher Education, some of the risk areas identified and currently listed as post-September 22 items.</td>
<td>The addition of this key Workday resource is a significant step in ensuring successful completion of forthcoming key milestones, and overall project success. It is recommended that the new consultant be assigned to the identified risk areas, and apply best practice solutions to ensure key milestones are met.</td>
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<td>The Workday Engagement Lead provided a matrix outlining lessons learned to-date by the Nevada System of Higher Education.</td>
<td>This is a positive, value-added document and action, one that had not been previously provided by Workday. Such activities/documents should be further encouraged moving forward to assist with the implementation and deployment planning.</td>
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<td>There may be a potential risk that critical resolutions could be delayed due to lack of guidance and support from Workday consultants during working sessions.</td>
<td>With Workday input, and beyond through other Higher Education institutions, the Program should continue to detail the project plan by referencing best practice scenarios used by other Higher Education Institutions that have successfully completed their implementation, are at a phase ahead of UT.</td>
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<td>While this is improving, there is still some concern that there should be more Workday guidance and the Program given a higher priority. The above action is a step in the right direction.</td>
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## Monthly Observations and Recommendations

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<td><strong>Project Implementation – People</strong></td>
<td>Twelve Program team members attended the September Workday Rising conference in Chicago. The conference provided the team with an opportunity to network with peer staff from Higher Education Institutions who have or will soon implement Workday, and who can further identify pain points working with the software. Washington State and Georgetown have provided best case scenarios and are in regular communication with Program Leads.</td>
<td>The program should continue to foster relationships with other Higher Education institutions working with the software to understand areas where they have been challenged. They can further present a united front with Workday in requesting functionality important to Higher Education institutions, especially those with large research units. The ongoing Workday conferences, learning events, and training sessions should continue to be attended by Program team members. These events should be added to the project plan, and the Leads continue to monitor and prioritize resources that attend, to avoid bottlenecks during day-to-day operations that may hinder progress leading up to implementation.</td>
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<td>The Program Enablement (PE) Team has been divided into two work streams, Administrative and Financial/Contract Management. The team appears to be forming into a high functioning team, as they are striving for improvement by documenting their processes, roles, and responsibilities, and cross training to eliminate “single points of failure”. The Program continues to monitor the status of the Benefits work stream.</td>
<td>This is another positive example of how all of the teams have furthered their effectiveness. The team should continue to improve processes and improve the supporting structure for the Project team, as these efficiencies will have a marked benefit to the team as the project continues, and team member time becomes more limited. As this remains a high risk area, it should continue to be monitored, with Leadership getting involved when needed to move the process forward.</td>
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## Monthly Observations and Recommendations

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<td>Project Implementation – People</td>
<td>The potential risk of knowledge transfer has been identified as a key Program resources will be out during key milestones of Unit Testing cycles and P7 planning working sessions.</td>
<td>Knowledge transfer and coverage will always be a risk to any project. A consistent knowledge transfer methodology should be followed to ensure there are no resources that are the “single point of failure”. It should include a process that ensures coverage exists and that the project is not negatively impacted when team members are not available, especially during key milestone periods.</td>
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<td>The reporting strategy conversations continue to develop. Financial Program resources should participate in the strategy initiatives, even though the Financial implementation activities are not underway.</td>
<td>Similar to their continued attendance at Steering Committee meetings, and keeping abreast of the HCM/Payroll activities, the key Financial resources should participate in key project activities such as reporting.</td>
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<td>As stated above, November 1, 2018, was announced as the Workday Program go-live date. Consensus was reached following comprehensive meetings with campus groups to receive input on the best options based on campus activities that may be affected by the transition.</td>
<td>As the Program follows an aggressive implementation schedule, it is imperative that they continue to communicate with campus groups to keep them apprised of the Program’s progress, upcoming milestones, and where their resources are required.</td>
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<td>The team presented a Town Hall and Open House meeting on October 17, 2017, to report Program status to the campus. The presentations were well received, and appeared to reach the community effectively. Approximately 90 people attended in person, and 179 attended via the livestream. 39 additional people viewed the recorded presentation. After this event, the team added 46 new email addresses to the contact email list. The presentations included live demonstrations of the software. The event demonstrated the Leadership’s commitment to communication and transparency, which resulted in positive post-meeting responses from the participants.</td>
<td>This was a very effective event, and was well run. This type of event should continue (and is suggested to be quarterly) as a key communication vehicle to reach the campus with updated information about the Program. It allows the Program to deliver their messages as they want them delivered, and helps to reduce rumors starting. The Program should continue to re-inforce that participants disseminate information to the staff they represent. The Program should continue to take advantage of every opportunity to provide a glimpse of the Workday application to new and existing audiences. The feedback mechanism provided to the participants should also continue.</td>
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<td>The Bridging Integration team continues to meet on a regular basis to address the integration schedule by work stream, cycle, phase, and integration group. The team has defined the Integration Dashboard which provides visibility into unit testing, methodology statistics, and the schedule of integrations.</td>
<td>The team is progressing well, and diligent monitoring of the Integration Dashboard is key to the continued progress required in preparation for P7.</td>
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<td>Project Implementation - Process</td>
<td>A clear roadmap for Unit Testing &amp; Integration cycle phases has been created. The Inventory Dashboard has been established along with roadmaps to ensure milestone goals are met. The Technical &amp; Reporting Program has established a “weekly hours planner” that will ensure transparency in the number of hours per resource warranted as unit testing and integration validation initiate.</td>
<td>This was a very good example of collaboration amongst the teams. Leadership and clear communication channels should continue to ensure teams stay aligned as Unit Testing Cycle 1 begins October 30, 2017, along with the next phase of Integrations.</td>
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<td>Long term planning activities are in progress, with a significant number of meetings being held to create the detailed project plan and resource plan that is needed. The overall Program Leadership has been effective in bringing all of the Leads together to complete this critical activity.</td>
<td>The Program should continue to leverage the existing momentum of all participants, and drive this activity to conclusion. The project plan will then need to be diligently monitored and maintained as the activities progress. Through the process, Workday was observed to provide information when it was requested to do so. As with the spirit of previous observations and recommendations, it is again suggested that Workday be more proactive in providing value-added input for these critical activities and other project activities.</td>
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<td>The Program Leadership has requested that the project plan and metrics be provided to the Steering Committee in forthcoming meetings as a visual of the current state of the project and the progression of the milestones.</td>
<td>Transparency should continue to be a priority for the Program to ensure all milestone status and potential risk areas are communicated to, and addressed with, the Steering Committee. The Gantt Charts presented at the Town Hall meeting would be effective for the Committee, and could be discussed as the first agenda item at each meeting.</td>
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<td>Project Implementation – Process</td>
<td>The Program continues to make positive progress staying abreast of post-September 22, 2017 items. Those items have been added to the long term planning efforts to fully understand where the overall project stands. Deadlines have been established for the items to ensure they are tracked and completed.</td>
<td>These items should continue to be monitored closely. The team should identify potential items that may miss their defined deadlines, and allocate resources accordingly to ensure their completion.</td>
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<td>The Reporting Lead has established a strategy which was presented to the Steering Committee. Specific plans do not yet exist, and there is potential risk around the amount of reports and resources needed to address them. In addition, the Steering Committee aired concerns around this area, and stated that they would like to see the reports at future meetings.</td>
<td>The Reporting plan should continue to be fleshed out during the long term planning activities. Given its importance and priority, it should potentially be addressed as a separate parallel activity. The plan should continue to be discussed with the Steering Committee, and key reports be presented in a similar way that the data analytics demonstration was conducted at a previous meeting.</td>
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<td>The team is well underway to manage the number of hours each team member is allocated to work on the functional and integrations teams. However, the technical and functional work streams are being tracked separately, which requires additional effort on the part of Project Managers to ensure that a single resource allocated to both work streams are not over-allocated. It is unclear if the resources needed to work on reports has been incorporated into that planning effort.</td>
<td>It is recommended that a single spreadsheet to track resource allocation for both functional and technical (integrations and reports) work streams be created, and include all project resources to ensure that individual resources are not over-allocated.</td>
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<td>Sustainment Planning</td>
<td>Sustainment Planning within the Program has kicked-off, as the Program starts to reach out to business owners to ascertain their resource needs to run their operations in Workday, to communicate the type of validations that will be needed, and confirm additional work that may be needed in Workday that is not part of current normal course of business.</td>
<td>As previously stated, ongoing communication should continue with CSUs (as well as all campus constituents), including gathering information to document the level of effort anticipated from both the Program and Campus to ensure a smooth Workday roll-out.</td>
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<td>Process</td>
<td>The team continues to respond to project needs, sometimes by adding tasks or activities. For example, two interim builds will be added between P6 and P7 to provide an opportunity to hone the conversion and load processes. However, since validation of the new builds were not planned at the outset, the unit test schedule may be adversely affected.</td>
<td>The team should continue to practice strong internal communications, especially when activities or tasks considered essential are added to the scope of the project.</td>
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<tr>
<td>Project Implementation – Process</td>
<td>Functional risks are being closely monitored and tracked in the Risk Log, with regular updates. However, it is unclear how larger Program risks are being tracked and managed.</td>
<td>The current Risk Log being maintained only contains items related to the system (e.g., configurations, integrations, etc.), however should also potentially include (or have a another log created to track) other risks at the project administration level, that may not be tracked elsewhere (e.g., budget items, fluctuations in Workday resources, etc.).</td>
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<td>The Program Leadership</td>
<td>The Program Leadership has developed planning guidelines for vacations and comp-time for use between now and go-live.</td>
<td>This is a positive communication, and gives the team adequate advanced notice for planning purposes. The Leads should actively monitor their team members schedules and ensure there is sufficient coverage when time-off is taken.</td>
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<td>Project Implementation – Technology</td>
<td>There may be a potential risk if configuration codes and fields do not copy over correctly into the new P7 build during the first load. The Program encountered numerous scenarios where smoke tests were delayed due to missing configuration fields in P6 during validation. This could impact project timeline.</td>
<td>It is recommended that the teams stay closely connect during the build and be on the alert for such scenarios that were previously encountered.</td>
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<td>The Program is working on a way to print in an automated fashion out of Workday. A project risk has been identified and logged in the Risk Log.</td>
<td>The risk must continue to be monitored and addressed. Workday should be actively engaged in the solution process.</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 – October project risk activity is presented in the graph below:
Meetings Attended and Interviews Conducted
Meetings Attended and Interviews Conducted

Meetings Attended

• HCM & Recruiting - Unit Test Prep Meeting, October 2, 2017
• Daily P6 Touchpoint Meeting, October 2, 2017
• Scrum Meeting, October 2, 2017
• Workday: Recruiting BPs for TNA Meeting, October 3, 2017
• Workday: Training Strategy Review Meeting, October 3, 2017
• Project Status Meeting, October 3, 2017
• Daily P6 Touchpoint Meeting, October 3, 2017
• Scrum Meeting, October 4, 2017
• ASMP-Workday Bridging Discussion Subcommittee Meeting, October 4, 2017
• CHART Team Meeting, October 4, 2017
• ASMP-Workday Steering Committee Meeting, October 4, 2017
• Title IX and Workday Meeting, October 4, 2017
• Workday HCM Payroll Business Process Owners Weekly Touch Base Meeting, October 4, 2017
• Workday: Benefits Integration Timeline Meeting, October 4, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

• Daily P6 Touchpoint Meeting, October 4, 2017
• Team Workday Consulting Call Meeting, October 4, 2017
• Workday: HRIS Integrations Knowledge Transfer Meeting, October 5, 2017
• Workday: CHART Integration Timeline Meeting, October 5, 2017
• Weekly Governance Debrief Meeting, October 6, 2017
• Workday Retiree Insurance Integrations Meeting, October 6, 2017
• Scrum Meeting, October 9, 2017
• Scrum Meeting, October 10, 2017
• Project Status Meeting, October 10, 2017
• Daily P6 Touchpoint Meeting, October 10, 2017
• PE Staff Meeting, October 11, 2017
• ASMP: Time/Absence HR Decisions Check-In Meeting, October 11, 2017
• UT: Team Workday Consulting Meeting, October 11, 2017
• KPMG Review of September Report Meeting, October 13, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

• Scrum Meeting, October 16, 2017
• Lead Sync Up Meeting, October 16, 2017
• Workday Town Hall Meeting, October 17, 2017
• Long-Term Planning Meeting, October 17, 2017
• Scrum Meeting, October 18, 2017
• ASMP-Workday Steering Committee Meeting, October 18, 2017
• Cutover/Deployment Meeting, October 18, 2017
• Team Workday Consulting Call Meeting, October 18, 2017
• KPMG/AVP, ASMP Meeting, October 18, 2017
• ER - Business Process Area Documentation Meeting, October 19, 2017
• Workday Bridging Meeting, October 19, 2017
• Deployment Training Meeting, October 19, 2017
• Tenant Management Plan Review Meeting, October 19, 2017
• Weekly Governance Debrief Meeting, October 20, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- Scrum Meeting, October 20, 2017
- Long-Term Planning Meeting, October 20, 2017
- Application Disposition and Integrations Confirmation Initiative Meeting, October 20, 2017
- Workday: Bridging Integration Timeline Meeting, October 20, 2017
- Workday Program Team Monthly Meeting, October 23, 2017
- Lead Sync Up Meeting, October 23, 2017
- Long-term Planning Meeting, October 23, 2017
- CLF Standing Meeting, October 23, 2017
- HCM Check-in Meeting, October 24, 2017
- KPMG Touch Base Meeting, October 24, 2017
- Long-Term Planning Meeting, October 24, 2017
- Project Status Meeting, October 24, 2017
- PE Staff Meeting, October 25, 2017
- Chart Team Meeting, October 25, 2017
Meetings Attended and Interviews Conducted

Meetings Attended

- Taxonomy Agenda, October 25, 2017
- Workday HCM Payroll Business Process Owners Weekly Touch Base, October 25, 2017
- Unit Test Plan Review - Functional Meeting, October 25, 2017
- UT: Team Workday Consulting Meeting, October 25, 2017
- Long-Term Planning Meeting, October 26, 2017
- Weekly Governance Debrief Meeting, October 27, 2017
- Long-Term Planning Meeting, October 27, 2017
- Scrum Meeting, October 30, 2017
- Unit Testing Kick-off Meeting, October 30, 2017
- Scrum Meeting, October 31, 2017
- Workday Community Demo Session Meeting, October 31, 2017
- Long-Term Planning Meeting, October 31, 2017
- Project Status Meeting, October 31, 2017
Meetings Attended and Interviews Conducted

Interviews Conducted

- Reporting Lead, October 18, 2017
- Technical & Reporting Program Director, October 18, 2017
Documentation Reviewed
Documentation Reviewed

- HCM/Payroll October – January Planning Matrix, October 3, 2017
- Post 22-Sept Items 20170926, October 3, 2017
- Selection of Legacy Accounts to Bring into Workday as Cost Centers, October 4, 2017
- Conversion After Go Live, October 4, 2017
- Posting Pooled Fringe Charges and Pooled Fringe Disencumbrances, October 4, 2017
- Posting Salary Transactions to DEFINE, October 4, 2017
- Posting Salary Disencumbrance Transaction to DEFINE, October 4, 2017
- Salary Spread for Workers on Grant Accounts, October 4, 2017
- Workday Program Status Update 10/4/2017, October 5, 2017
- Tenant Management Plan as of 10/5/2017, October 6, 2017
- P6 Load Status, October 9, 2017
- P6 Implementation Checklist, October 9, 2017
- P6 Build Status Update on 10/6/2017, October 9, 2017
- AL1/AL4 Use Cases in Workday, October 10, 2017
- AL1 and AL4 Information, October 10, 2017
Documentation Reviewed

- Workday Status Update for 10/10/2017, October 11, 2017
- Change Request Process, Version 1.0, October 11, 2017
- P6 Build Status Update on 10/15/2017, October 16, 2017
- Workday Steering Committee Packet for 10/18/2017, October 16, 2017
- P6 Load Status, October 9, 2017
- Post 22-Sept Items 20170926, October 16, 2017
- Risk Log as of 10/11/2017, October 16, 2017
- Workday Steering Committee Packet, October 18, 2017
- Campus Readiness Program & Timeline, October 19, 2017
- HCM/Payroll Workday Implementation Unit Test Plan, October 25, 2017
- Conversion Timeline P7, October 25, 2017
- Workday Program HCM/Payroll Merit Adoption Plan, October 26, 2017
- Workday Program Internal Controls, October 27, 2017
- 2017-2018 RACI, October 30, 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>
</tr>
</thead>
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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 |
## Project Deliverable Status (continued)

<table>
<thead>
<tr>
<th>Deliverable Number/Name</th>
<th>Due Date</th>
<th>Status</th>
<th>Comments</th>
</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  | Complete         | • Submitted draft report, October 5, 2017  
• Submitted final report, October 13, 2017  
• Received deliverable approval, October 25, 2017 |
| 14 – Monthly Risk Assessment Report, Month 12 (October 2017) | 11/05/2017  | Pending Approval | • Submitted draft report, November 3, 2017  
• Submitted final report, November 14, 2017  
• Pending approval |
<p>| 15 – Monthly Risk Assessment Report, Month 13 (November 2017)| 12/05/2017  | In-Progress      | • Monthly activities are in progress.                                                             |
| 16 – Monthly Risk Assessment Report, Month 14 (December 2017)| 12/31/2017  | Scheduled        |                                                                                                   |</p>
<table>
<thead>
<tr>
<th>Deliverable Number/Name</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>
</tr>
<tr>
<td>18 – End to End Testing Completion Report</td>
<td>TBD</td>
<td>Pending</td>
<td>• Pending revised implementation plan</td>
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<tr>
<td>19 – User Acceptance Testing Completion Report</td>
<td>TBD</td>
<td>Pending</td>
<td>• Pending revised implementation plan</td>
</tr>
<tr>
<td>20 – Workday Deployment Readiness Verification Report #1</td>
<td>TBD</td>
<td>Pending</td>
<td>• Pending revised implementation plan</td>
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<tr>
<td>21 – Workday Deployment Readiness Verification Report #2</td>
<td>TBD</td>
<td>Pending</td>
<td>• Pending revised implementation plan</td>
</tr>
<tr>
<td>22 – Workday Deployment Readiness Verification Report #3</td>
<td>TBD</td>
<td>Pending</td>
<td>• Pending revised implementation plan</td>
</tr>
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</table>
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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