Workday Independent Verification & Validation (IV&V) Services Project: Comprehensive Assessment Report

Objective: Following their initial assessment released on Nov. 30, KPMG has continued to engage the Administrative Systems Modernization Program (ASMP) and campus stakeholders to develop a Comprehensive Assessment Report. This report provides a broad and comprehensive assessment with both observations and recommendations that the University will use to leverage existing strengths of the program and mitigate risks.

Go-Live Recommendation: KPMG previously recommended that Workday be rolled out in phases, giving us enough time to be certain that the financial portion of the system is able to handle the functions associated with grants and compliance reporting. President Gregory Fenves has since accepted our collective recommendation.

Additional Recommendations and Observations: (Observations and recommendations are in addition to those previously proposed in the Nov.30 Feasibility Report.)

- Overall Project: The project is very complex, and major progress has been made; however, the project has reached a critical junction where the University leadership, ASMP team, and stakeholders are currently working through the future strategy of the project, and associated plans to move forward.

- Overall Project: Major project concerns are in the areas of Governances and Change Management (specifically campus readiness.)

- Overall Project: Full stakeholder acceptance and adoption is key. Stakeholders should strive to ensure that they commit the appropriate time and resources for all necessary project activities.

- Overall Project: It is strongly recommended that the University continue to work closely with Workday to address the known software gaps. The number of pending Financial decisions also remains a concern and high attention to these areas should continue.

- Management and Organization: Identifying a new ASMP lead should be considered top priority. Strong leadership is needed to drive the new project direction.

- Program Governance: Assess the current governance structures and processes and align them with current leadership direction. Adhere to formal governance processes and ensure proper stakeholders are involved at the right levels of decision-making.

- Change Management: Continue to execute strategies and plans with impacted stakeholders and ensure dependencies, timelines, and activities are adjusted as needed to align with the revised project plan.

- Change Management: Continue to include business stakeholders in all decision-making activities; however, appoint a key leader with authority to decide on any impasses between organizations to ensure Workday-related processes are as efficient as possible.