

## UW FT Combined Program

**Executive Summary - December 31, 2020**

Project	Sponsor	Organization	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
<b>Finance Transformation Combined Effort</b>	--	UW	(A) <i>New</i>						\$60,499,000	\$269,246,000
<b>UW Finance Transformation Implementation</b>	Mark Richards	Core Project	(B)						\$56,019,000	\$219,874,000
<b>Collab Partner: IT Finance</b>	Aaron Powell	UW-IT	<i>First</i>						\$2,733,000	\$20,619,000
<b>Collab Partner: ORIS</b>	Mary Lidstrom	Office of Research	<i>First</i>						\$659,000	\$13,511,000
<b>Collab Partner: UW Medicine</b>	Jacque Cabe Eric Neil	UW Medicine	<i>First</i>						\$848,000	\$4,088,000
<b>Collab Partner: Finance Readiness Program</b>	Ann Anderson	UW Enterprise Services	<i>First</i>						\$240,000	\$4,020,000
<b>Unit Readiness</b>	<i>Overall readiness of academic, medicine and administrative units</i>		(C) <i>New</i>	<i>Piloting a unit readiness dashboard process that leverages unit readiness leads to track and status unit-level readiness</i>					\$0	\$0
<b>Side System Remediation</b>	<i>Overall status outside the Core Implementation Program and Collaboration Partners</i>		(C) <i>New</i>	<i>Piloting a resource allocation process to engage units in determining scope of work and effort required for remediation efforts, at unit level</i>					\$0	\$7,134,000

**5 separate projects under one Combined Effort,  
plus 2 areas of work across the campus**

\$60.5M	\$269.2M
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**Notes:**

- (A) The UW FT Integrated Program is a composite of the core UW FT Program, and the four Collaboration Partner Projects; with ratings computed as the average of all five constituent projects; except that Schedule is 'maximum' of others.
- (B) The core UW FT Implementation Project status will be shown in this *Combined Program Summary*, along with the four Collaboration Partner projects. The status of the 'FT Combined' effort will be shown on the main Quarterly Summary Report. Cost figures for the core UW FT Implementation Project shown here are exclusive of cost and budget for the four Collaboration Partners and other remediation efforts, but do include the initial Readiness Phase. All cost and budget figures are as of Oct 30, 2020.
- (C) Engagement with departments and units outside the core program and Collaboration Partners is beginning. Budget is a placeholder value.

- Improvement over previous quarter
- Setback from previous quarter

### \* Project Health Key



Project is on time, on budget, and within defined scope, with minimal issues.

**Overall Risk Rating of 5-10 is Green**



Changes to scope, budget, or resources have placed project at some risk. Project has the potential for delays, cost or scope changes.













**Overall Risk Rating of 11-17 is Yellow**









Major changes to scope, budget or resources have placed project at critical risk. One or more of the following must change in order to proceed: project schedule, resources, budget, scope.

**Overall Risk Rating of 18-25 is Red**

*(over for FT Workstream status breakdown)*

UW FT Workstream Status - December 31, 2020				
FT Workstream	Director	Overall Status †	Dependencies ‡	Statis - as of early December, 2020
Program Operations	Leslie Jones			The core program team has worked with the collaboration partners to build a preliminary version of an integrated plan. However, the planning process has highlighted additional areas where increased levels of detail are needed to inform continued integrated planning efforts.
OCM	Jeff Bishop			Currently on track with all deliverables.
Design	Christina Mercer			On track with business process development, FDM maturity, and has an active configuration tenant. Confirmation sessions were completed on time. Collaboration partner organizations are concerned that further business process/FDM maturity is needed in order for integrated planning work to continue.
Operating Model	Libby Hartman			Over the last quarter, UW leadership asked to review additional models for post go-live operations, resulting in new work around the design of the operating model and associated end-to-end business processes. Given the new model development, the team is on track. However, this has pushed out the overall design completion by a quarter.
Technical	Manoj Joshi			While there has been significant progress made in the Integrations space, there are concerns regarding Data Conversion, scope of system remediation work, and overall data management within the full UW enterprise. The technical complexity within the systems landscape at the UW is high, with correlated high levels of dependency from units and partners. The coming quarter will focus on driving higher levels of clarity in the technical space.
Alignment	Paula Ross			Work on HRP Remediation is well underway and on track. There have been delays in progress around reporting inventory and reporting strategy development. Additionally, there is new concern regarding the program's ability to achieve appropriate levels of testing given the complex interactions of systems within the UW. Test strategy development is underway.

† Workstream Overall Status Key	
	Workstream is on track to complete current Phase, with minimal issues or impacts on budget, scope, schedule or resources. Or there may be some risk, but it is being addressed and mitigated.
	Workstream for current Phase is at substantial risk to fully complete scope on schedule with current budget and resources.
	Workstream is at critica risk of not completing current Phase scope or deliverables on schedule.

‡ Workstream Dependencies Key	
	Workstream is on track to provide information to other dependent partner projects to design their solution and deliver on schedule.
	Workstream is at substantial risk of providing information to other dependent partner projects in time to design their solution and deliver on schedule.
	Workstream is at critical risk for providing information to other dependent partner projects in time to design their solution and deliver on schedule.

**UW Finance Transformation Implementation**

Project	Sponsor	Organization	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
UW Finance Transformation Implementation	Mark Richards	Core Project	18	2	5	3	3	5	\$56,019,000	\$219,874,000

The UWFT program is nearing the one-year mark of implementation. This milestone coincides with the end of the Architect stage focused on business process design, to be followed by a transition into the Configure & Prototype Phase. Given the complexity of the transformation that the UW seeks beyond the core Workday deployment, it is necessary to evaluate the program's ability to successfully achieve the planned go-live date with the scope, schedule and budget initially approved by the Board of Regents.

Throughout the design process of the Architect stage, the collective program team has learned a significant amount about the complexities of this transformation, particularly in the technology space. Therefore, the program decided to re-prioritize work to focus on integrated planning and re-baselining efforts to determine if the program must make substantive changes to scope, schedule and budget prior to formally transitioning to the Configure & Prototype stage. This requires an additional Architect Validate Stage - currently underway - focused on integrated planning, business process maturity, completion of Architect design deliverables and where possible, progress toward configure and prototype deliverables.

**Objective:** To provide options and recommendations to Program Sponsors to validate and adjust as appropriate the comprehensive UWFT program scope, schedule, and budget. This includes revising program structure and operations to support improved collaboration.

**Timeline:** October 1 (end of Architecture Design) and will complete by March 31, 2021 with formal presentation to program governance for final decision making in April 2021. Appropriate decisions and options are being provided, as they are developed, to Sponsors for on-going discussion, work and resource decisions.

**Validation Phase Exit Criteria:** The following items will be completed and presented to Sponsors, beginning January 2021, and on an on-going basis through April 2021:

- 1. Updated Program Scope: amending the Program Baseline as reviewed by the UW Board of Regents in December 2019 to include:**
  - a. Proposal related to financial data transformation (FDR) architecture
  - b. Detailed out-of-scope items
- 2. Updated integrated program schedule inclusive of:**
  - a. Broad UWFT scope beyond core Workday
  - b. Clearly documented critical path
  - c. Updated operating model schedule
- 3. Update Program Budget and Funding Plan**
  - a. Adjusted resource plan for all program elements.
  - b. Financial plan resulting from any shifts in Scope / Timeline
- 4. Updated Program Processes and Structure, including any proposed changes to:**
  - a. Program Management Plan (PMP) related to PMO structure and operations
  - b. Governance groups
  - c. Working teams
- 5. Criteria and clear accountability by which any on-going shifts in the program will be determined**

Leslie Jones 1/19//21

**Notes:**

(B) The core UW FT Implementation Project status will be shown in this Combined Program Summary, along with the four Collaboration Partner projects. The status of the 'FT Combined' effort will be shown on the main Quarterly Summary Report. Cost figures for the core UW FT Implementation Project shown here are exclusive of cost and budget for the four Collaboration Partners and other remediation efforts, but do include the initial Readiness Phase. All cost and budget figures are as of Oct 30, 2020.

**Collab Partner: IT Finance**

Project	Sponsor	Organization	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
<b>Collab Partner: IT Finance</b>	Aaron Powell	UW-IT	18	2	5	3	3	5	\$2,733,000	\$20,619,000

**OVERALL STATUS:** The ITF program has been in red for several months due to a variety of factors. We have a lack of: sufficient information from FT/business owners to complete designs, resources/experienced resources, integrations definition, FT reporting strategy, approach and requirements, Workday data and data mapping information. Additionally, our integrated schedule now indicates systems remediations will complete the build well past the current scheduled go-live.

**Major Accomplishments:**

- Workday inbound Proof of Concept. We were able to successfully complete a small set of inbound data from the data platform into Workday.
- Integrated schedule--we now have the first integrated schedule between partners and FT. We have critical paths for each partner as well as a program-level critical path. We are continuing to work on areas where there is not enough information to complete planning (e.g., reporting).

**Key Upcoming Milestones:**

- FT recently identified a need for a financial data repository (FDR). Enterprise Architecture has initiated and defined this work. Next steps include scoping, scheduling and budgeting.
- System design sessions are being scheduled for top priority systems in order for technical teams to understand functional requirements as well as data dependencies.
- Decisions need to be made regarding which integrations are in the data platform and which are to Workday

**Staffing Resources:**

- Currently limited to resources approved in Architect phase which has 5 positions remaining. Requests for additional resources need to be submitted to FT for approval.
- ITF resources are relatively new to the UW and are still learning services and systems.

**Issues and Risks:**

- Numerous dependencies on FT work and decisions which are preventing significant progress by UW-IT in technical arenas.
- Operating model for FT has not yet been determined and this will impact several technical services.
- The FDR is on the critical path for the program and we are still learning how long it may take.

Gail Rogers, 11/23/20




**First**

UWFT Combined Program Executive Summary - December 31, 2020

Collab Partner: UW Medicine										
Project	Sponsor	Organization	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Collab Partner: UW Medicine	Jacque Cabe Eric Neil	UW Medicine	20	1	5	5	4	5	\$848,000	\$4,088,000
<p><b>Major Accomplishments:</b></p> <ul style="list-style-type: none"> <li>• Created detailed project plan with dates, dependencies, confidence level, assumptions and resources to support program wide integrated planning effort.</li> <li>• Refreshed "Get to Green" plan which details items preventing us from moving to Green status</li> <li>• Current Report Inventory on track to be developed by December 1, 2020</li> <li>• Approach and timeline for Finance Data Repository (FDR) decision developed</li> <li>• Integration proof of concept (POC) successfully integrated MuleSoft with WorkDay for 3 integration types scenarios. Looking to initiate a second proof of concept with new use cases.</li> <li>• Deep dive on FDM tasks for upcoming tenant builds and complete FDM deliverables for Tenant 1.5 submittal</li> <li>• Sessions held with The Ohio State University on their healthcare operations with Workday</li> <li>• Focused effort on ITS complex project needs underway</li> <li>• Participating in discussions about future state support/help desk model</li> </ul> <p><b>Key Upcoming Milestones:</b></p> <ul style="list-style-type: none"> <li>• Initial accounting data contracts - 11/27/20</li> <li>• Configure and Prototype Planning complete - 12/7/20</li> <li>• Integration proof of concept 2 and error handling approach guardrails - 12/18/20</li> <li>• Submit FDM tenant 1.5 data and gap application assessment complete - 12/31/20</li> </ul> <p><b>Staffing Resources:</b></p> <ul style="list-style-type: none"> <li>• Resource planning to support current integrated plan underway; 25 potential roles identified – blend of existing FTE and new</li> <li>• Staffing plan (v1) submitted – working on recruiting plan for limited term FTE hires – hiring is on hold per guidance from Program to wait until integrated planning is complete – received approval to proceed with 8 critical roles to keep forward momentum</li> </ul> <p><b>Issues and Risks:</b></p> <ul style="list-style-type: none"> <li>• FDR - A decision regarding approach is needed by 11/15/20. FDR (or alternative) needs to be available with data to develop against by 3/1/21 in order to meet at 7/1/22 go-live.</li> <li>• Detail vs. Summary Data - Decision whether detailed or summary level transactions will be sent from Workday to the data platforms and data warehouses is needed in November 2020.</li> <li>• Scout/GHX - Need detailed implementation plan for Scout/GHX by 11/30/20 to confirm timing and expected commitments from UWM.</li> <li>• Payroll Sub Ledger: Decision has been made that PSL will be retired - still pending how this will work in Workday. This decision needs to be reached by 12/20/20.</li> <li>• Actual Time Reporting: A decision is needed by end of the calendar year whether this will be done as a part of the UWFT program or not.</li> </ul>										
Sarah Cantwell 11/13/2020										First

Collab Partner: ORIS										
Project	Sponsor	Organization	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Collab Partner: ORIS	Mary Lidstrom	Office of Research	15	1	3	3	4	4	\$659,000	\$13,511,000
<p><b>OVERALL STATUS:</b>                      Office of Research Information Services (ORIS) is making slow progress on technical strategy and scope alignment in the integrations area with numerous dependencies on decisions and strategies of enterprise and partner system dispositions and remediations.</p> <p>Several ORIS dependencies have been deferred due to resources reallocated to UWFT efforts, including:</p> <ul style="list-style-type: none"> <li>• Enterprise Core Data Management (ECDM) to achieve transformational goals of implementing Workday Financials.</li> <li>• Enterprise Document Management System (EDMS), Workday Financials will create greater demand for an EDMS, with efficiencies possible from eliminating redundant shadow storage systems. ORIS Representatives participated in Vendor RFP activities lead by the UW Enterprise Document Management Program in early October.</li> <li>• Unique Researcher ID (ORCID), ORCIDs at the Enterprise Identity Management level enables a fully integrated experience for researchers, leveraging their ORCID across funder systems, publishing systems and Open Access repositories such as UW Libraries, Global Affairs, and Population Health Initiative.</li> </ul> <p><b>Major Accomplishments:</b></p> <ul style="list-style-type: none"> <li>• We are progressing slowly with our architect and design of future state activities with numerous dependencies on FT and ITF decisions and strategies.</li> </ul> <p><b>Key Upcoming Milestones:</b></p> <ul style="list-style-type: none"> <li>• Actively involved in FT Integrated Plan development efforts to gain clarity of timing, scope and dependencies and developed get to green plans to ensure progress.</li> </ul> <p><b>Staffing Resources:</b></p> <ul style="list-style-type: none"> <li>• Impact of COVID-19 on staff capacity, recruiting, and onboarding represents a risk to be monitored, which may impact teams's ability to meet deadlines or deliver upon the full transformative scope desired</li> </ul> <p><b>Issues and Risks:</b></p> <ul style="list-style-type: none"> <li>• UWFT delays in key business process decisions and lack of more coordinated inter-program approach to integrations compound one another, and risk the ability to meet transformational goals.</li> <li>• Schedule may slip and scope may have to be reduced or deferred due to COVID-19 impacts</li> </ul>										
Jim Kresl, Nov 20, 2020									<b>First</b>	

Collab Partner: Finance Readiness Program										
Project	Sponsor	Organization	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
<b>Collab Partner: Finance Readiness Program</b>	Ann Anderson	UW Enterprise Services	22	4	5	5	4	4	\$240,000	\$4,020,000
<p><b>Major Accomplishments:</b></p> <ul style="list-style-type: none"> <li>• Completed detailed integrated plan version 1 with Collaboration Partners</li> <li>• Completed system disposition and business justification process with FRP Advisory Team; identified 58 systems for remediation</li> <li>• Conducted review of CSM observations with LTC continued to collaborate with FT/ITF/ORIS/UW Med to refine v3 of Integrated Workplan</li> <li>• Completed rapid system sizing data gathering. Will incorporate into sizing model next week</li> <li>• Hired total of 13 FTEs</li> </ul> <p><b>Key Upcoming Milestones:</b></p> <ul style="list-style-type: none"> <li>• Refine retained system sizing analysis to determine remediation and gap app resource requirements</li> <li>• Identification of impact of FDR and refined system sizing on integrated plan</li> <li>• Definition of Academy and Enterprise Operating Model and assessment of level of change</li> </ul> <p><b>Staffing Resources:</b></p> <ul style="list-style-type: none"> <li>• Continuing to recruit on V1 Resource plan; submitted V2 resource plan</li> <li>• Requesting approval for hire of V2 positions on an ad hoc basis; focusing on contract resources</li> </ul> <p><b>Issues and Risks:</b></p> <ul style="list-style-type: none"> <li>• Operating model impacts to academy and enterprise not defined until 3/31/20</li> <li>• Level of resources required to support remediation and retirement of 162 UW Finance systems may be higher than available funding</li> <li>• Integrated plan schedule for UW Finance dependent upon further refinement of resource requirements</li> </ul>										
Jeanne Marie Isola Nov 23, 2020										<b>First</b>

* Oversight Level Key	** Project Health Key
<p>1. Overseen by UW management and staff. Requires OCIO approval and reporting if over delegated authority.</p>	 Project is on time, on budget, and within defined scope, with minimal issues.  <b>Overall Risk Rating where 5-10 is Green</b>
<p>2. OCIO approval required and regular project reporting. Quality Assurance (QA) reporting required, maybe internal or external. OCIO may recommend project to be full Technology Services Board (TSB) oversight.</p>	 Changes to scope, budget, or resources have placed project at some risk. Project has the potential for delays, cost or scope changes.  <b>Overall Risk Rating where 11-17 is Yellow</b>
<p>3. High severity and/or high risk, subject to full TSB oversight, which includes TSB approval, written reports to the TSB, periodic status reports to the TSB by the agency director and staff, and submission of other reports as directed by the TSB. External QA reporting required.</p>	 Major changes to scope, budget or resources have placed project at critical risk. One or more of the following must change in order to proceed: project schedule, resources, budget, scope.  <b>Overall Risk Rating where 18-25 is Red</b>

**Note for UW Medicine: project oversight levels 2 & 3 report to UW management**

**\*\*\* IT Project Risk Ratings (summed to calculate Overall Health Rating)**

<b>Current Risk Rating</b>	Use the scale below to rate current performance on Budget, Schedule and Scope (select appropriate number for each)
Budget Schedule Scope	1 = Performing better than project plan; ahead by 5% or more 2 = Performance is on plan 3 = Behind plan, but within 5% of original targets 4 = Behind plan between 6% to 10% and likely to use/using contingency 5 = Greater than 10% behind plan and more than half of contingency used

<b>Current Risk Rating</b>	Use the scale below to rate current performance on Resources
Resources	People with the necessary expertise are.... 1 = in place, or high likelihood of being available as specified in the Resourcing Plan. 2 = There are some minor gaps in resourcing, but can be overcome with minor alternations of the Resourcing Plan, with no significant impact on schedule, budget or deliverables. 3 = somewhat in place, or struggling to perform, with moderate risk to schedule, budget or deliverables. 4 = There are gaps in resourcing, with moderately high risk to schedule, budget or deliverables. Mitigation plans in place, or will be soon. 5 = not in place, or low likelihood of being available per the Resource Plan. Significant impact on schedule, budget or deliverables, without mitigation plans in place.

<b>Current Risk Rating</b>	Use the scale below to rate current impact of Issues and other factors relevant to the project (select one number for this measure)
Issues	1 = No risks or issues identified at this time 2 = Some identified but minor, no impacts anticipated 3 = Some that could impact the project are being managed, with minimal impact anticipated 4 = Significant risks/issues/other factors identified but not yet managed 5 = Risks/issues being managed but will have significant impact (greater than 10%) on project budget, schedule and/or scope