

# IT SERVICE INVESTMENT BOARD

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**March 27, 2023**

**INFORMATION TECHNOLOGY**  

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# AGENDA

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- > Call to order
- > Transformational Changes in 2023
  - > UW-IT Restructuring
  - > UWFT Go-Live and related changes
  - > ISC Changes, incl. transition of functional work
  - > IT Governance 2.0
  - > HR & Finance Workday Governance
- > UW-IT Budget Status
  - > Trends in Reserve Balance
  - > FY25 budget strategy
- > IT Project Executive Summary
- > Wrap up

# Transformational Changes in 2023

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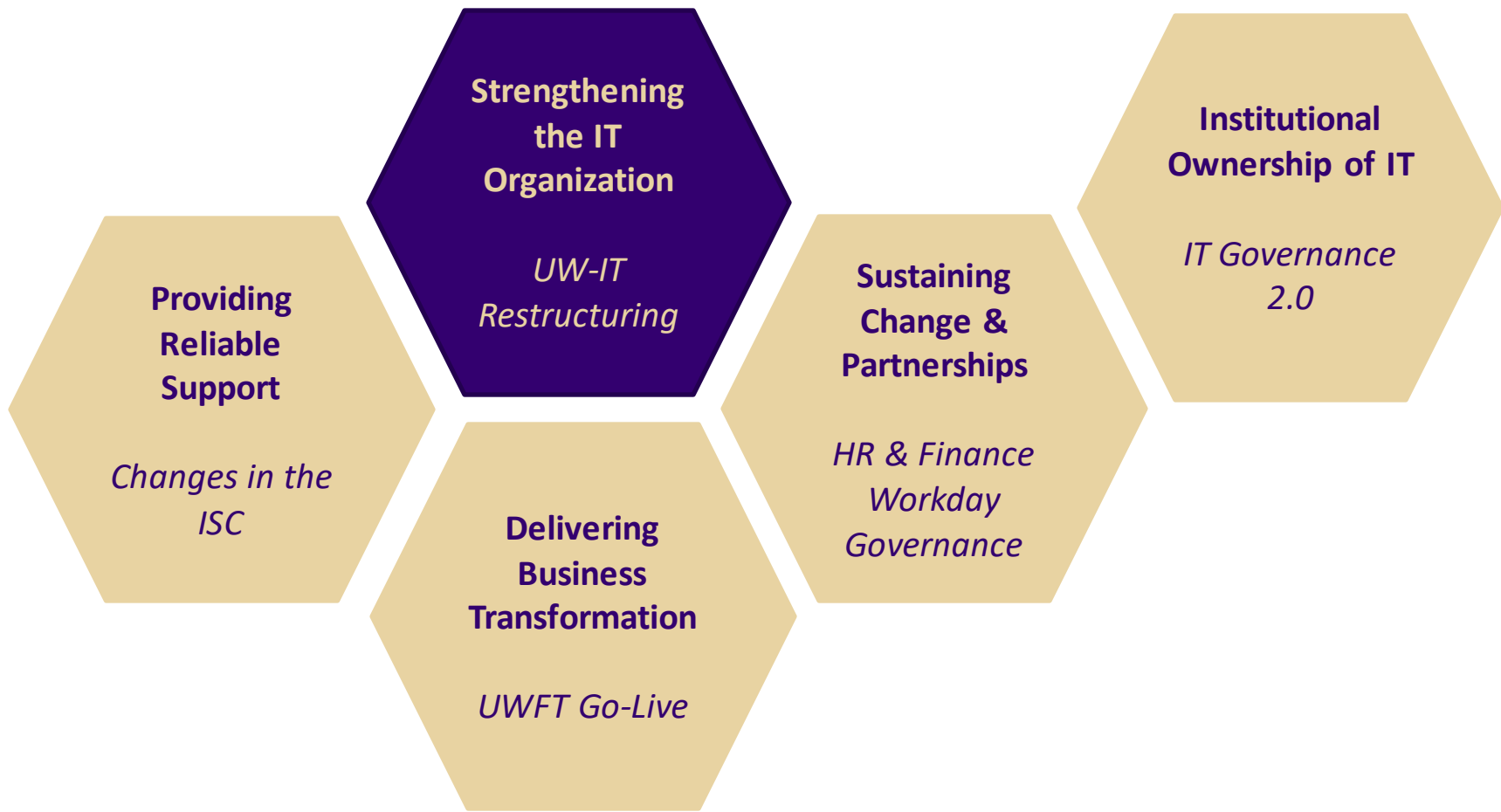
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# UW-IT

# Restructuring



Andreas Bohman

Vice President for UW Information Technology & Chief Information Officer





# **UWFT Status Update**

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Chris Mercer

Executive Director of UW Financial Transformation

IT Service Investment Board - March 27, 2023





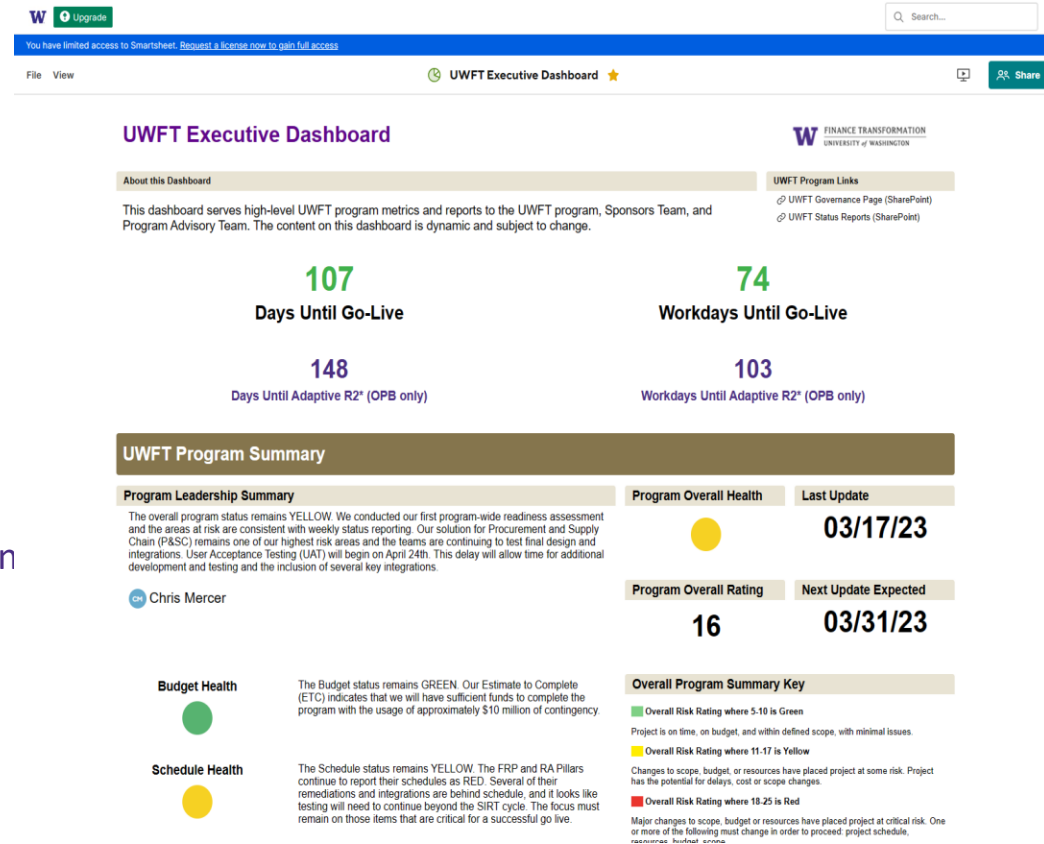
# AGENDA

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- I. Program Status
- II. Results of First Readiness Assessment
- III. Testing Update
- IV. Cutover Update
- V. Budget Update
- VI. Questions

# Program Status

- Program status remains YELLOW
- Focusing on Go Live Critical (GLC) delivery of capability, integrations and reports
- Sustainment activity underway leveraging lessons learned from HRP implementation
- Formal Supplemental Integration and Remediation Testing (SIRT) scheduled to wrap up this week
- User Acceptance Testing scheduled to begin on April 24<sup>th</sup>
- Two cutover dress rehearsals completed with the third schedule for next month
- Concentrating on business impacts at cutover including frost/freeze, interim processing and catch-up transactions



# Results of First Readiness Assessment

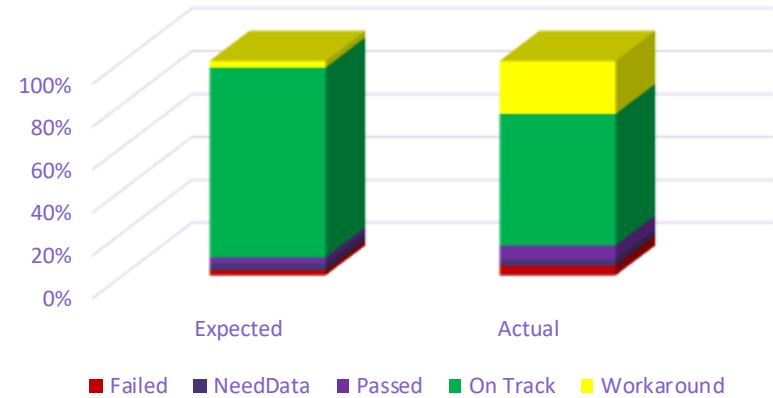
<b>Legend</b>	<span style="color: green;">●</span> Pending & On Track
	<span style="color: yellow;">●</span> Workaround
	<span style="color: red;">●</span> Failed
	<span style="color: gray;">●</span> Need Data

Functional Pillar	Status	FTT Pillar	Status	FRP Pillar	Status	UW Medicine Pillar	Status	Research Admin. Pillar	Status
AA2R ( <a href="#">Asset Acquire to Retire</a> )	●	Change Management, Communications and Training	●	Functional Readiness	●	Functional Readiness	●	Functional Readiness	●
CR2P ( <a href="#">Customer Req. to Payment</a> )	●	System Remediation and Integrations	●	Change Management, Comms and Training	●	Change Management, Comms and Training	●	Change Management, Comms and Training	●
GA2C ( <a href="#">Grant Award to Close</a> )	●	Enterprise Data Platform	●	System Remediation and Integrations	●	System Remediation and Integrations	●	System Remediation and Integrations	●
H2R ( <a href="#">Hire to Retire</a> )	●	System Retirements	●	System Retirements	●	System Retirements	●	System Retirements	●
MCFA ( <a href="#">Manage Cash &amp; Fin. Assets</a> )	●	UW Connect	●	Conversion	●	Conversion	●	Conversion	●
P&SC ( <a href="#">Procurement &amp; Supply Chain</a> )	●	Data Conversion	●	Reporting	●	Reporting	●	Reporting	●
PI2C ( <a href="#">Project Inception to Close</a> )	●	Reporting	●	Security	●	Security	●	Security	●
PMTB ( <a href="#">Plan &amp; Manage The Biz</a> )	●	Testing	●	Testing	●	Testing	●	Testing	●
R2R ( <a href="#">Record to Report</a> )	●	Cutover	●	Documentation	●	Documentation	●	Documentation	●
Reporting	●			Cutover	●	Cutover	●	Cutover	●
Security	●								
IT Enterprise Systems Pillar	Status	PMO Pillar	Status	ISC Pillar	Status	<p><b>Next Assessment to include Operating Model and Unit Readiness</b></p>			
Integrations	●	Operations	●	Security	●				
		Cutover	●	Sustainment	●				
OCM Pillar	Status								
Change Management, Communications and Training	●	Tenant Build	●						
		Testing	●						

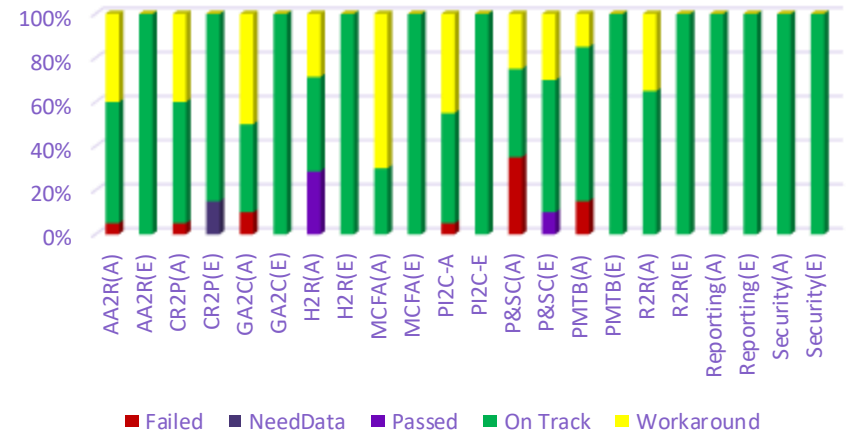
# Functional Pillar

- > Procurement and Supply Chain (P&SC) remains the highest risk area
- > Final design creating delays with testing and integrations
- > Other critical areas of risk include Plan and Manage The Business (PMTB) and Grant Award to Close (GA2C)
- > Significant Workarounds identified for Manage Cash and Financial Assets (MCFA) and Project Inception to Close (PI2C)
- > Teams working to resolve Failed and Workaround items prior to deployment

Functional Pillar Summary Actual vs Expected



Functional Pillar Detail Actual vs Expected



# Testing Update

## Contingency plans

### Purpose

- To document and review contingency plans for objects (systems, integrations, future state reports) that will not complete testing by the end of March
- To prompt object owners to consider and prepare for possible beyond-SIRT (Supplemental Integration and Remediation Testing) development or testing, to mitigate problems with UAT (User Acceptance Testing) or other phases
- To provide views for leadership of objects not fully tested to gauge readiness as we approach go-live

### In-Scope

- Systems, Integrations and Future State Reports (FSRs) not fully tested by end of SIRT (3/31/23)
- All Tiers included
- Any above objects delivered or expected to be delivered after March 15 *but still included in cutover/go-live*
- **Test Cycle = "Post-SIRT"**

### Out of scope

- Any above objects expected to be delivered *after go-live*

# Testing Update

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## User Acceptance Testing (UAT)

- Start delayed until April 24
- Will include key integrations via EDP (Enterprise Data Platform)
- Additional time to wrap up design and testing
- More advanced notice to accommodate testing participation
- Testing of a more complete solution
- A more productive and meaningful end user experience

# Cutover Update

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- As a result of a successful cutover dress rehearsal #2, we have confirmed the probability of the go-live date of July 5, 2023
- We would like to reserve July 6th for contingency purposes should the need arise
- Will present to Sponsors this week for final decision
- Process area teams have been meeting to discuss operation impacts of cutover schedule
- A communications template has been developed and distributed to primary business owners
- Communications are beginning and details will be consolidated on our [cutover](#) page within the UWFT Change Network

# Budget Update

## UWFT IMPLEMENTATION PHASE – BUDGET TO ACTUALS FEBRUARY 2023

\$ in millions As of 03/07/2023	Phase-To-Date Jan 20 – Feb 23				Forecast				Total Implementation Phase			
	Budget	Actuals	\$ Var	% Var	Budget Remaining	Est. to Completion	\$ Var	% Var	Budget	Act/Fcst*	\$ Var	% Var
Staff Labor	115.5	96.9	18.6	16%	34.5	35.5	(1.0)	(-3%)	149.9	132.4	17.5	12%
Contract Labor	20.1	38.7	(18.6)	(93%)	2.8	12.5	(9.7)	(346%)	22.9	51.1	(28.3)	(124%)
<b>Total UW Labor</b>	<b>135.5</b>	<b>135.6</b>	<b>0</b>	<b>0%</b>	<b>37.3</b>	<b>48.0</b>	<b>(10.7)</b>	<b>(29%)</b>	<b>172.8</b>	<b>183.5</b>	<b>(10.7)</b>	<b>(6%)</b>
Implementation Vendor	44.4	51.3	(6.9)	(16%)	13.1	9.7	3.4	26%	57.5	61.0	(3.5)	(6%)
Other Consulting	12.1	10.6	1.5	12%	0.9	0.9	(0.0)	2.0%	12.9	11.5	1.5	12%
<b>Total Consulting &amp; Labor</b>	<b>192.0</b>	<b>197.5</b>	<b>(5.5)</b>	<b>(3%)</b>	<b>51.2</b>	<b>58.5</b>	<b>(7.3)</b>	<b>(14%)</b>	<b>243.2</b>	<b>256.0</b>	<b>(12.7)</b>	<b>(5%)</b>
Technology Costs	34.0	30.3	3.8	11%	0.6	1.9	(1.3)	(214%)	34.7	32.2	2.4	7%
Support & Overhead	8.2	7.1	1.1	13%	1.1	0.9	0.2	23%	9.3	8.0	1.4	15%
<b>Total Non-Labor</b>	<b>42.2</b>	<b>37.4</b>	<b>4.9</b>	<b>11%</b>	<b>1.7</b>	<b>2.8</b>	<b>(1.1)</b>	<b>(61%)</b>	<b>44.0</b>	<b>40.2</b>	<b>3.8</b>	<b>9%</b>
<b>Total Before Contingency</b>	<b>234.3</b>	<b>234.9</b>	<b>(0.6)</b>	<b>0%</b>	<b>52.9</b>	<b>61.3</b>	<b>(8.3)</b>	<b>(16%)</b>	<b>287.2</b>	<b>296.1</b>	<b>(8.9)</b>	<b>(3%)</b>
Contingency	-	-	-	-	28.7	-	28.7	100%	28.7	-	28.7	100%
<b>Total Costs</b>	<b>\$234.3</b>	<b>\$234.9</b>	<b>(\$0.6)</b>	<b>0%</b>	<b>\$81.7</b>	<b>\$61.3</b>	<b>\$20.4</b>	<b>25%</b>	<b>\$315.9</b>	<b>\$296.1</b>	<b>\$19.8</b>	<b>6%</b>

- (a) Estimate of \$3.4M for retention bonus payouts added to the forecast to reduce future program attrition
- (b) Difficult labor market has driven a shift to higher-cost contract labor in the short and long term
- (c) Change orders for support with operating model, HRP remediation, and additional business process documentation
- (d) Consultant support on SDA, FDR and other estimated to remain less than planned
- (e) Workday subscription renewal for FY23 and additional tenant cost lower than planned

Note: Values may not add precisely due to rounding



# QUESTIONS

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# UW-IT & ISC Changes

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Jennifer Dunn  
Executive Director of the ISC, UW-IT



## ISC welcomed into UW-IT



# QUESTIONS

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# IT Governance 2.0

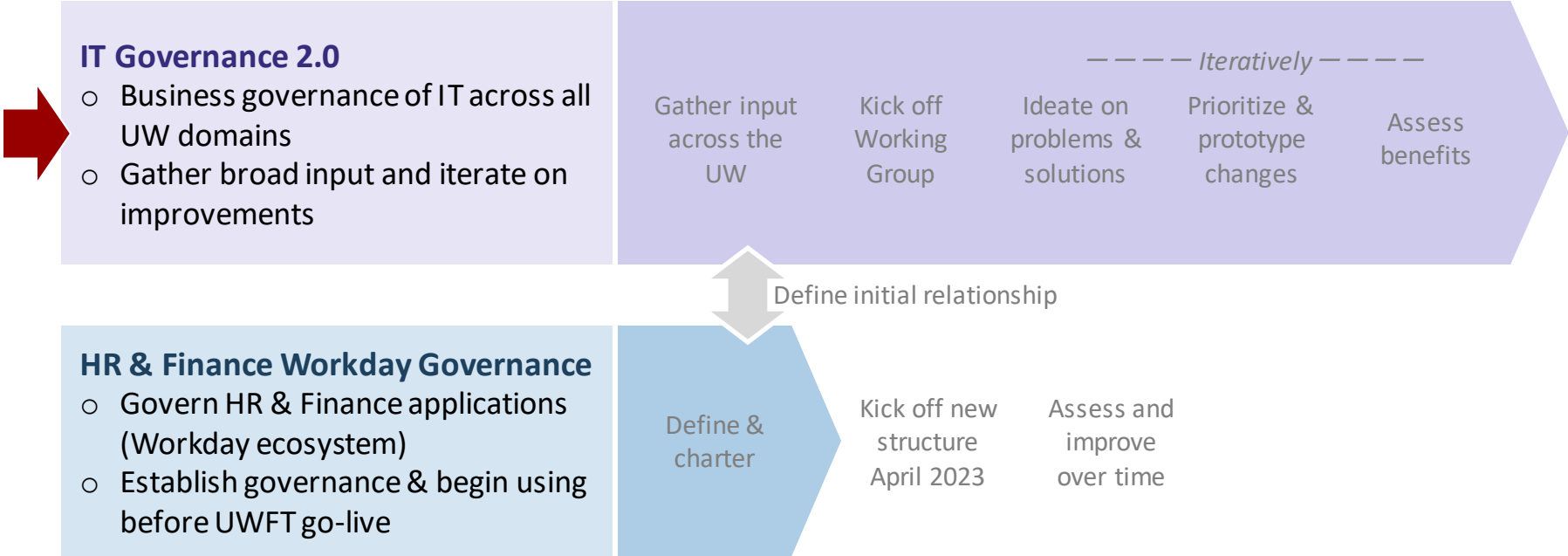
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Jim Phelps  
Director of Enterprise Architecture & Strategy

IT Service Investment Board - March 27, 2023



# Current Governance Initiatives





# The journey so far

## 2022 Change in CIO



- > Listening to UW stakeholders (heard asks for more standardization, shared solutions)
- > Understanding current governance
- > Hearing concerns about governance and opportunities
- > Understanding CIO responsibilities and how they relate to governance

## 2022-23 Governance Group Conversations

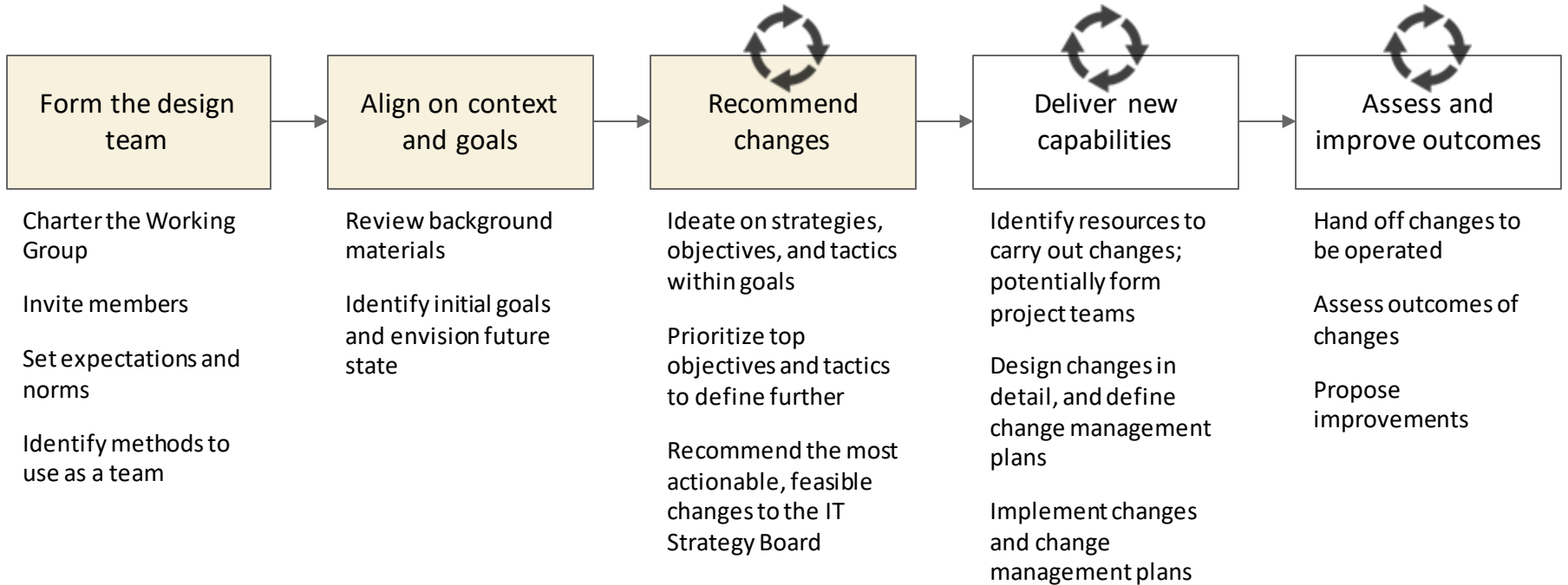


- > Listening for pain points and opportunities
- > Discussion of scenarios and the role of IT governance
- > Summarizing initial direction

## 2023 IT Governance Working Group

- > Forming the design team
- > Aligning on context and goals
- > Working toward recommending changes

# Working Group Design Process



# Taking a Broad View of What's Needed for a Governance System

COBIT: Components of a Governance System

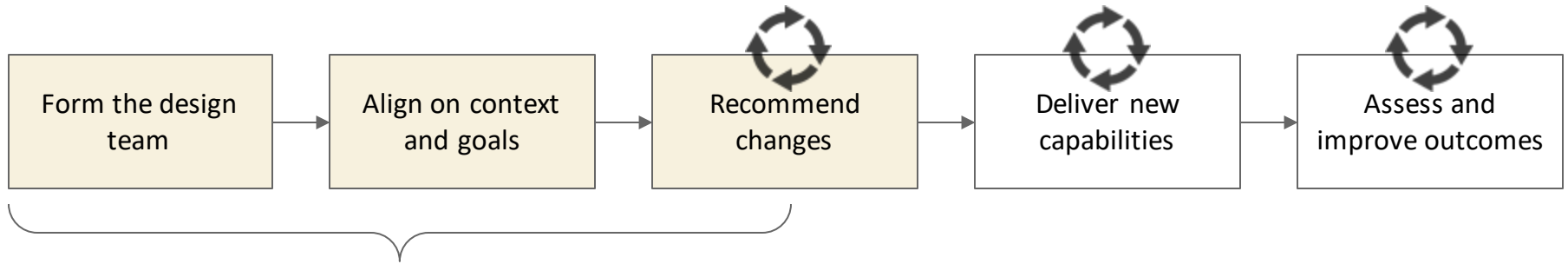


# Taking a Broad View of What's Needed for a Governance System

(With examples from stakeholder input so far)



# Initial Working Group Timeline



## Our initial focus:

- March 2, 10:00 am for 1 hour: Kick-Off
- March 13, 10:00 am for 2 hours: Session #1
- Small group synthesis work
- March 30, 10:00 am for 1 hour: Session #2
- April 6, 3:30 pm for 1 hour: Session #3
- ***Initial findings to be shared with IT Strategy Board on April 23***
- Continued work into Summer to be scheduled



# HR & Finance Workday Governance

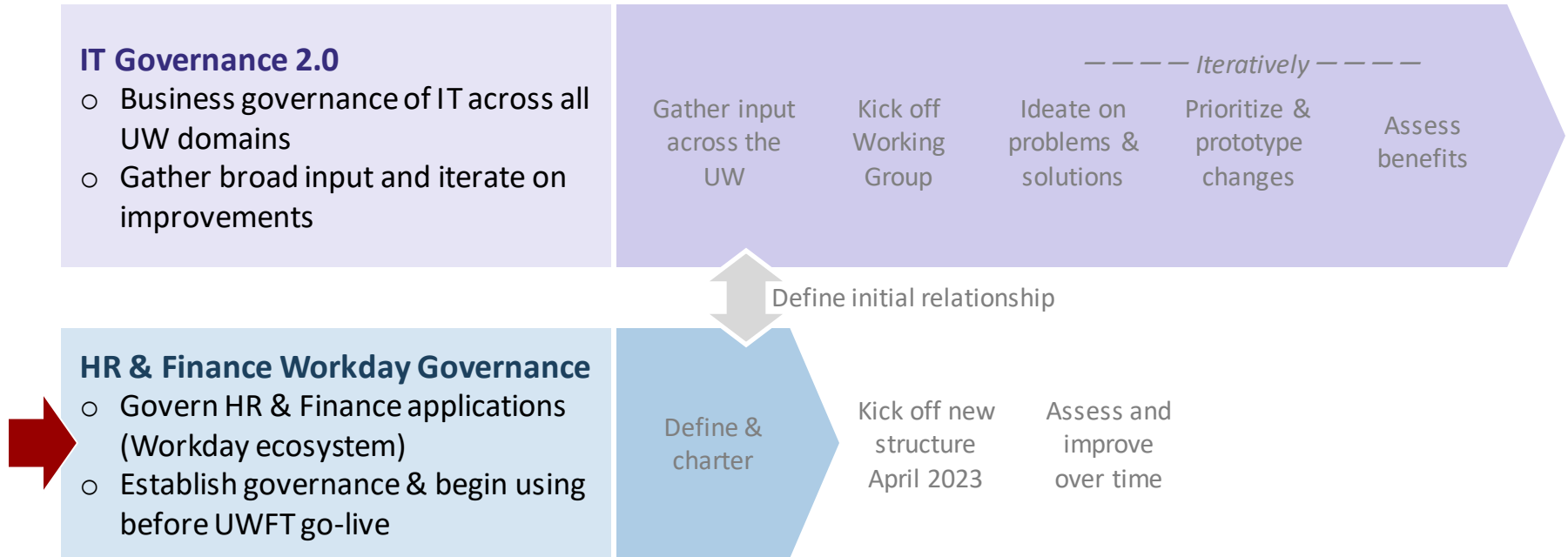
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Piet Niederhausen  
Enterprise Business Architect, UW-IT

IT Service Investment Board - March 27, 2023



# Current Governance Initiatives





# Designing the Governance System for HR & Finance

(Example components)



# What's Changing?

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- > Existing ISC Workday Governance and UWFT program governance are transitioning into a new HR & Finance Workday Governance model
- > The new model adds:
  - Expanded executive oversight and participation
  - Expanded representation from central business units and IT service providers across the HR & Finance domain
  - Expanded scope, covering both ongoing business transformation and systems across the HR & Finance domain
  - Expected to be in place by go-live and will replace PAT and Sponsors.



# Key Elements: HR & Finance Workday Governance

## *Governance Structures*

### **Level 1: Executive Sponsor Group**

Provide executive-level direction, strategic alignment, and investment for major changes in the domain and for this governance model.

### **Level 2: HR & Finance Applications Board**

Provide business leadership, prioritization, alignment, and standards for changes to applications in the domain.

### **Level 3: HR & Finance Applications Change Control**

Provide ongoing coordination and review of changes to applications as needed to ensure that Workday and related applications remain stable and well designed.

## *Processes*

**Quarterly Planning**

**Project Planning and Review**

**Customer Advisory Process**

## *Supporting Functions*

**PPM Supporting Function**

**Customer Engagement**

**Governance Operations**



# Members at Levels 1 and 2 *(subject to change as these groups hold initial meetings)*

## Level 1: Executive Sponsor Group

- > *Chair:* Margaret Shepherd
- > *Chair:* Mark Richards (transitional)
- > Andreas Bohman
- > Brian McCartan
- > Chris Mercer
- > Eric Neil
- > Fredrick Nafukho
- > Jacqueline Cabe
- > Mari Ostendorf
- > Mindy Kornberg
- > Sarah Norris Hall

With participation from Deloitte, Workday, and Bluecrane

## Level 2: HR & Finance Applications Board

- > *Co-Chair:* Ryan Markowski
- > *Co-Chair:* Jennifer Dunn
- > Alissa Mahar
- > Anja Canfield-Budde
- > Ann Anderson
- > Casey St. Clair
- > Chris Mercer
- > Erick Winger
- > Erik Walerius
- > Jason Campbell
- > Jim Kresl
- > Kristal Mauritz-Miller
- > Margaret "Peg" Stuart
- > Maureen Broom
- > Rachel Gatlin
- > Mary Mulvihill
- > Shared Environment Representatives



# What We'll Learn About for IT Governance 2.0

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- > How to **support and coordinate** governance groups in an active domain, including staffing Governance Operations
- > How to **track and prioritize** high urgency issues and projects in a complex domain
- > How to **engage executives** in setting direction and strategy in a domain
- > How to **define investment opportunities** for governance to pursue, in order to continue to maximize the value of Workday for the UW
- > How to **communicate with and engage business and IT stakeholders** across the whole UW who are affected by HR & Finance governance decisions
- > The **team / staffing requirements** needed to effectively support governance.
  - Creating two new positions: **Governance Operations Specialist** and a **Governance Analyst** position to support both HR & Fin Domain Governance and IT Governance.



# QUESTIONS

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# UW-IT Budget Status

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Alissa Mahar  
Associate Vice President for Operations, UW-IT



# FY23 budget and FY24 forecast as of March 2023

UW-IT Operating Forecast	FY23 Revised Forecast	FY24 Forecast
<b>Beginning Fund Balance</b>	21,478,419	9,036,596
<b>Revenues</b>		
GOF/DOF Funding	53,269,339	53,186,339
Self-Sustaining Services	30,064,710	33,038,710
Technology Recharge Fee	24,548,004	28,230,205
Funding Transfers	(1,476,000)	(1,000,000)
FT Sustainment	1,510,000	1,510,000
<b>Total Revenues</b>	<b>107,916,053</b>	<b>114,965,254</b>
<b>Expenses</b>		
Salaries & Benefits	64,035,511	67,175,317
Operations	51,812,365	50,026,765
Operations - FT Sustainment	1,510,000	1,510,000
Capital Expenses	3,000,000	2,000,000
<b>Total Expenses</b>	<b>120,357,876</b>	<b>120,712,082</b>
<b>Total Add To / (Use of) Fund Balance</b>	<b>(12,441,823)</b>	<b>(5,746,828)</b>
<b>Ending Fund Balance</b>	<b>9,036,596</b>	<b>3,289,768</b>

ISC funding excluded, and majority of FT sustainment funds excluded

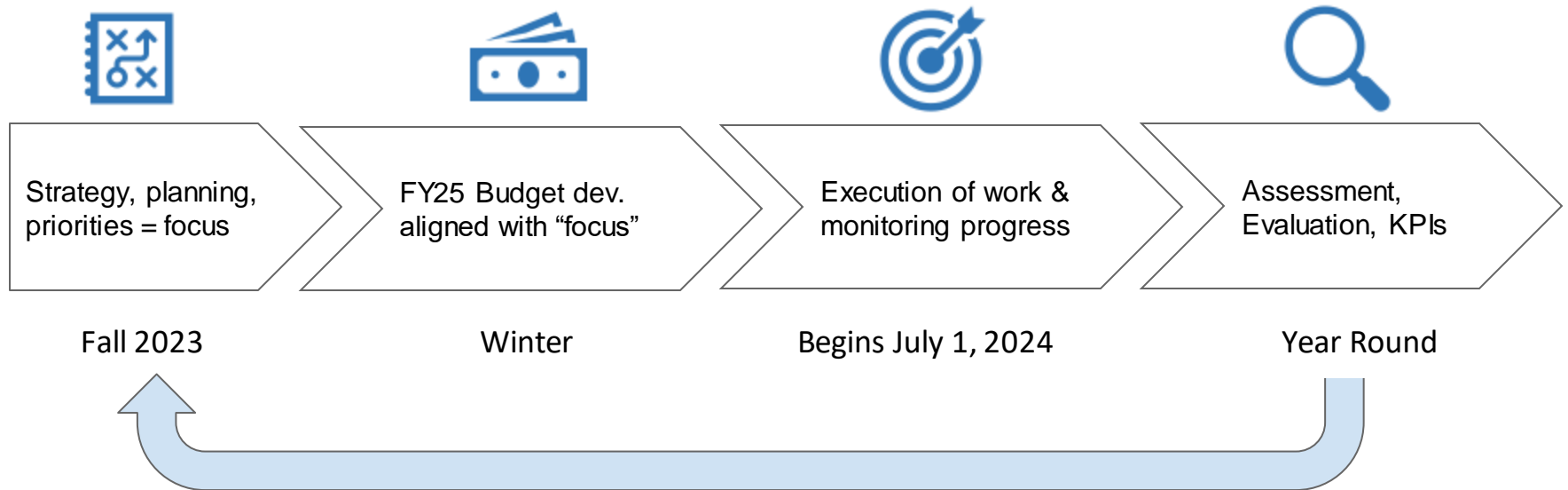


# FY24 Budget

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- > Meeting with President and Provost on April 5
- > FY24 - intended to be FY23 budget + significant changes below
  - Capturing significant changes such as ServiceNow, Microsoft
  - Enterprise Risk Management
  - FT sustainment funds and ISC funds will follow
- > FY25 - new annual budget process with planning starting in Fall 2024

# FY25 Planning/Budget Cycle



# QUESTIONS

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# IT Project Executive Summary

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Jacob Morris

Interim Associate Vice President for Research Computing & Strategy, UW-IT

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## UW Enterprise IT Projects

### Project Portfolio Executive Summary - Dec 31, 2022 (Final)

Project	Sponsor	Oversight Level*	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Risk & Issues Rating	Actual Cost	Budget
<b>Finance Transformation Combined Program</b>	Mark Richards, Chris Mercer	3 - OCIO	↓ <i>(A)</i>	●	↓	●	●	↓	\$245,019,000	\$339,906,000
<b>Advancement CRM Replacement</b>	Julie Brown, Tamara Josserand	3 - OCIO	●	●	●	●	●	●	\$4,665,000	\$5,533,000
<b>UWM Data Analytics Warehouse</b>	Mo Broom, Richard Goss	2 - UW	↑ <i>Final</i>	●	↑	●	↑	↑	\$5,993,000	\$6,200,000
<b>Electronic Document Management System Replacement</b>	Anja Canfield-Budde	2 - UW	●	●	●	●	●	●	\$1,851,000	\$3,006,000
<b>Salesforce Conversion</b>	Frank Hodge	2 - UW	↓	●	●	↓	●	●	\$3,454,000	\$3,488,000
<b>Graduate School Admissions Modernization</b>	Joy Williamson-Lott	2 - UW	●	●	●	●	●	●	\$151,000	\$545,000
<b>UWF AiMR</b>	Tim Rhoades	1 - UW	●	●	↓	↑	●	↑	\$216,000	\$403,000
<b>Gradescope</b>	Aaron Timss	1 - UW	●	●	●	●	●	●	\$267,000	\$267,000

**8 projects**

\$261.6M

\$359.3M

**Notes:**

(A) The total cost and budget for the project include the initial Readiness project (\$23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

# UW FT Combined Program

## Executive Summary - 12/31/22

Project	Leader	Program Area	Overall Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Risk & Issues Rating	Actual Cost	Budget †
<b>Finance Transformation Combined Program</b>	Mark Richards, Chris Mercer	UW	⬇️	🟢	⬇️	🟡	🟡	⬇️	\$245,019,000	\$339,906,000
<b>Functional</b>	Paula Ross	Program	⬇️	🟢	⬇️	🟡	🟡	🟡	\$24,661,047	--
<b>Technical</b>	Gail Rogers	Program	🟡	🟢	🟡	🟡	🟢	🔴	\$39,387,953	--
<b>Change Management</b>	Jeff Bishop	Program	⬇️	🟢	⬇️	🟢	🟢	⬇️	\$7,479,644	--
<b>Project Management</b>	Elise Barho	Program	⬇️	🟢	🟡	🟢	⬇️	🟢	\$7,023,695	--

### Enterprise Systems Remediation

<b>UW Medicine</b>	Dale Matheson	⬇️	🟡	🟡	🟡	🟡	⬇️	\$19,657,775	--
<b>Research Administration</b>	Suzanne May	🔴	🟢	🔴	⬇️	🟡	🟡	\$11,142,674	--
<b>Finance Readiness Program</b>	Jeanne Marie Isola	⬇️	🟢	🔴	🟡	🟡	🟡	\$9,374,016	--
<b>Integrated Service Center</b>	Greg Koester	🟡	🟢	🟡	⬇️	⬆️	🟡	\$2,916,977	--
<b>UW-IT</b>	Rob McDade	⬆️	⬆️	🟡	🟡	🟡	⬆️	\$6,699,134	--

### Departmental Systems Remediation (Campuses, Schools, Colleges, Departments, Auxiliaries)

<b>Unit Readiness</b>	<i>Overall readiness of academic, medicine and administrative units</i>	🟡	The program created an enhanced engagement plan for the units which enables prioritization of critical issues and allocates resources across pillars to address those items. Two testing resources have been assigned to the units. The Systems Design Support (SDS) retirement sessions have also begun.
<b>Side System Remediation</b>	<i>Overall status outside the Core Program and Enterprise Systems</i>	🟡	Some campus units are behind in their deliverables and escalations are proceeding to assist them as well as working with them to help determine which E2E cycle they will participate in. Few of the 30-40 inbound systems that need to integrate with Workday has engaged with the platform.

**9 separate projects under one Combined Program, plus 2 areas of work across the campus**

† The total cost and budget for the project include the initial Readiness project (\$23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

**Notes:**

(A) Overall, FT has the same Overall health. It is likely to move up and down a few points, and generally stay yellow through go-live.




Program Operations	Executive Leadership	Program Area	Status	Major Projects Interdependencies Assessment	<i>Note: ISC and UW-IT resources are tracked within the major projects' budgets</i>
Integrated Service Center	Ann Anderson	Major Projects	●	<p><b>Overall rating:</b> Yellow</p> <p>Although the ISC has numerous open projects, the largest projects are:</p> <ul style="list-style-type: none"> <li>• <b>UW Finance Transformation</b> – FT Program work has increased to include more readiness activities such as Payroll Accounting, FDM, Security and Sustainment Model decisions. ISC is highly involved in cutover and go live planning and will participate in upcoming UWFT Dress Rehearsals.</li> <li>• <b>HR Hierarchies</b> – As part of the UW FT Project, the UW's financial Organization Code ("Fin Org") is being retired and replaced by a Workday Custom Organization (aka Alternative Hierarchy) to capture UW-HR's institutional reporting hierarchy.</li> </ul> <p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• Our project work continues to be fluid and heavily dependent upon state statutes and regulations. Any new large project work is submitted and reviewed by the Workday Committee for prioritization and, if needed, resourcing and funding.</li> <li>• The yellow rating relates to the impacts of FIN (UW's legacy finance system) we are working through, some unknowns remain as the program continues their work and we anticipate design recommendations regarding impacts to our current configuration and processes.</li> <li>• The ISC is moving into UW-IT and planning is in process.</li> </ul>	
UW-IT	Andreas Bohman	Major Projects	●	<p><b>Overall rating:</b> Yellow</p> <ul style="list-style-type: none"> <li>• <b>Workday Support and Operating Model:</b> A major new focus for UW-IT is defining the future sustainment of Workday Finance (post go-live), including the transition of ISC into UW-IT. This is critical work for the University, and further increases the strain on key UW-IT resources.</li> <li>• <b>Advancement CRM:</b> (ADV) project new go-live timeframe set for April 2023, exact date TBD. Monitoring for impacts due to overlap with FT deployment window. All UW-IT work on track.</li> <li>• <b>UW FT:</b> Closely monitoring scope for UW-IT teams, as additional areas emerge that require IT solutions.</li> </ul>	

## UW Enterprise IT Projects

### \* Oversight Level Key

1. Overseen by UW management and staff.  
Requires OCIO approval and reporting if over delegated authority.
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.
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.

### \* 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**



# QUESTIONS AND DISCUSSION

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INFORMATION TECHNOLOGY  

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UNIVERSITY *of* WASHINGTON



# Adjourn

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INFORMATION TECHNOLOGY

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# Appendix

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# FT Program Legend (for context)

Status	Definition
Passed	(Purple) Current Actual Status meets or exceeds the minimum target for success and has been achieved on-time as of the assessment date.
Pending & On Track	(Green) This item is currently tracking well and meeting critical milestones; however, it is too soon to assess whether the item has passed. This item will continue to be monitored to determine what can be done to ensure a passed test.
Workaround	(Yellow) Current Actual Status does not meet the minimum target. The task owner recommends that one or more of the identified contingent workarounds be implemented to support production operations...OR...is providing the plan to move this item back to either Pending and On Track or Passed by the next assessment.
Failed	(Red) Current Actual Status does not meet the minimum target for success. This item is not tracking well towards a successful completion by the end of July 2023.
Need Data	(Blue) No planned measurable progress, or need data.

Criticality	Definition
High	Criterion must meet the target; no reasonable workarounds available. <b>Workday cannot go-live until this target is met. Must receive a grade of 'Passed'.</b>
Medium	Criterion should meet the target; limited contingent workarounds available. <b>In order to go-live, this criterion must receive a final grade of 'Passed' or 'Workaround'.</b>
Low	Criterion does not have to meet the target; reasonable contingent workarounds exist as an interim solution. <b>The July 2023 go-live date should not be delayed if this criterion is not met.</b>

# IT GOVERNANCE 2.0

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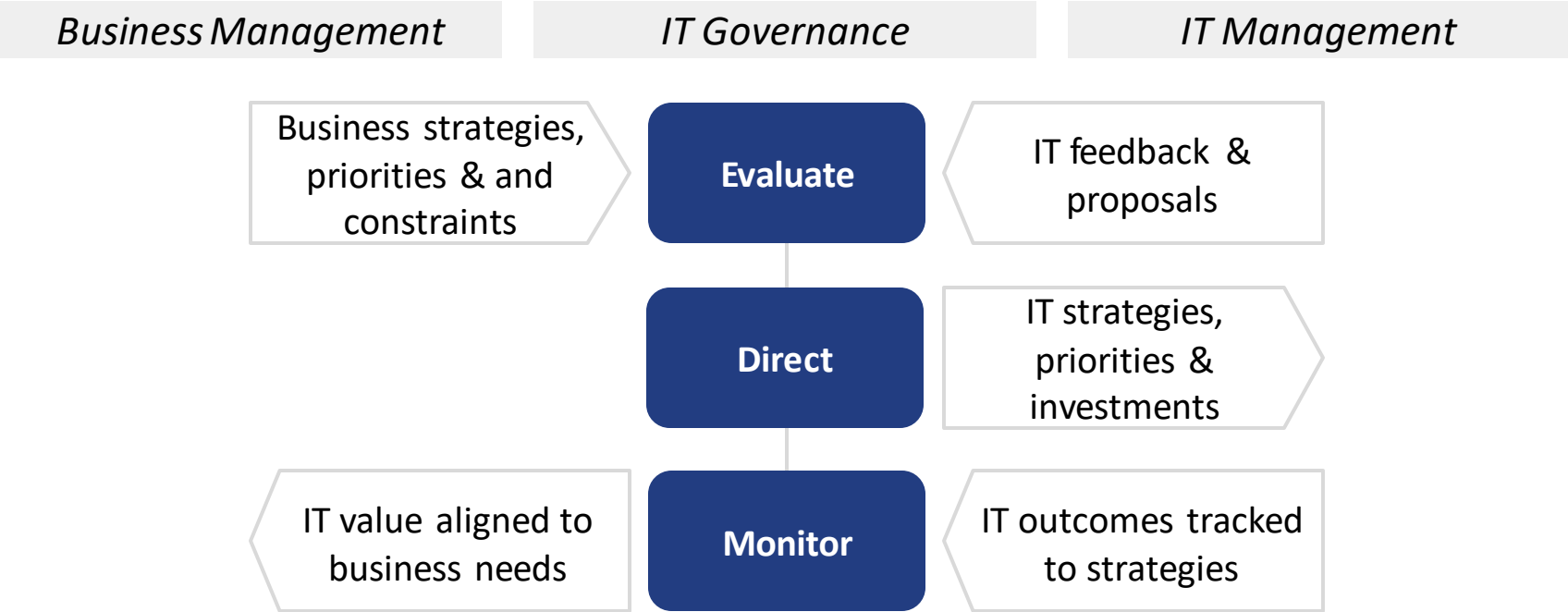
This is a **conversation and collaboration** to design the future state of IT Governance.

There is not a predetermined design or outcome. The Working Group is charged with figuring that out.

This can result in questions back to leadership, as well as recommendations.

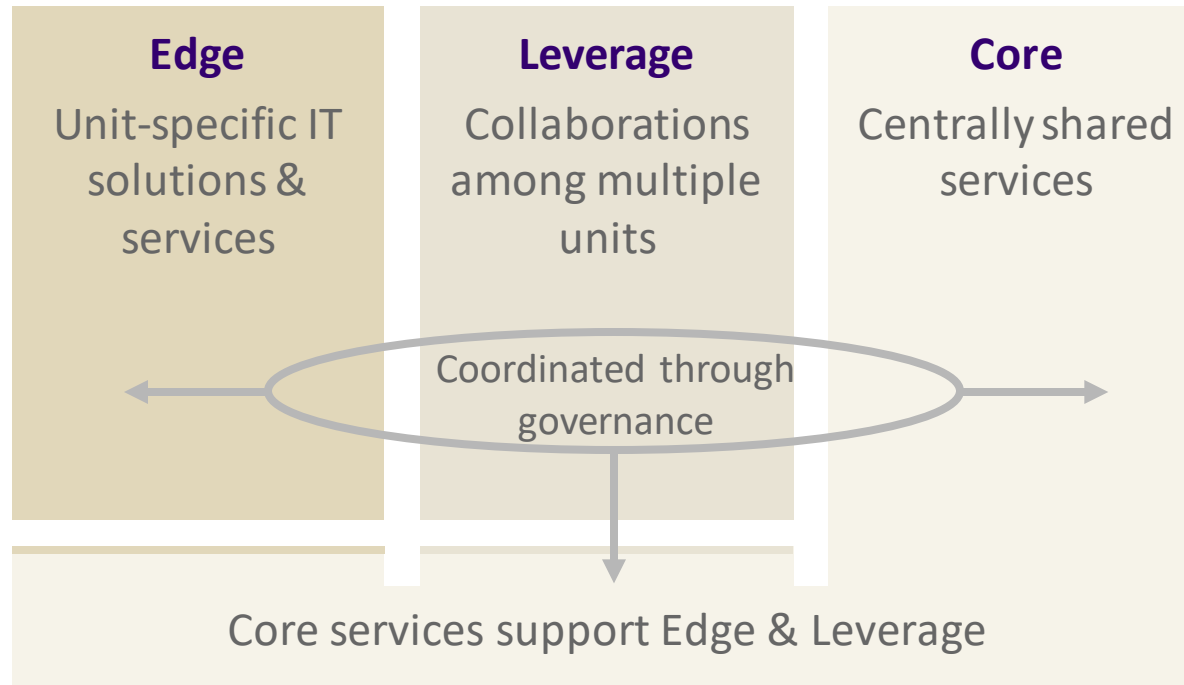
# Key IT governance functions

COBIT: Governance and Management Domains



# Balancing central and local decision-making

Edge-Leverage-Core model





# The GSOT Framework

The Goal, Strategy, Objectives, and Tactics (GSOT) framework provides a common language for breaking down high level vision (Goals) down to actionable next steps (Tactics). ([article](#))

- A **Goal** is a broad primary outcome.
- A **Strategy** is an approach you take to achieve a Goal.
- An **Objective** is a measurable step you take to achieve a Strategy.
- A **Tactic** is a tool you use in pursuing an Objective associated with a Strategy.

	What	How
High Level	<b>GOALS</b>	<b>STRATEGIES</b>
Detail Level	<b>OBJECTIVES</b>	<b>TACTICS</b>

# Example: Completed GSOT from IT Procurement Improvement

## GSOT 1: Customer Experience

A. GOAL: End users (people making procurement decisions) will have a seamless experience that will both enable them to do the right things (to be successful in delivering value to the UW) as well as be compliant.

### 1. Strategies:

- To improve the delivery of a great customer experience, clarify roles and responsibilities and the business process steps.
  - **Objective:** Develop a business process map that covers the end-to-end lifecycle and vet with stakeholders.
    - **Tactic:** Interview process stakeholders and produce a process map visual summarizing the end-to-end.
    - **Tactic:** Build a stakeholder map of offices that are involved in IT procurement
- To improve customer communications, provide a single point of engagement for customers.
  - **Objective:** As a request moves through the process, appropriate service management structures provide a single view of status and single point of contact for customer requests and questions.
    - **Tactic:** Set up a single email address for requests
    - **Tactic:** Put in place appropriate Level 1 help documentation to route requests quickly and accurately
    - **Tactic:** Build a dashboard that shows status of requests
- ...

# Where We're Headed: Getting to Actionable Recommendations



Once we've gathered broad input, we can choose an area to focus on.

# **WORKDAY GOVERNANCE**

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# Timeline

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## December 2022 - March 2023

- > Sponsors input on existing governance models
- > Decision to transition to new governance model pre UWFT go-live
- > [Version 1 Charter](#) drafted for new governance model
- > Input on Version 1 Charter
- > Sponsors approval of the Charter expected in late March

## April 2023

- > First meetings of new governance groups and transition of existing groups
- > Continue to conduct ongoing UWFT program business

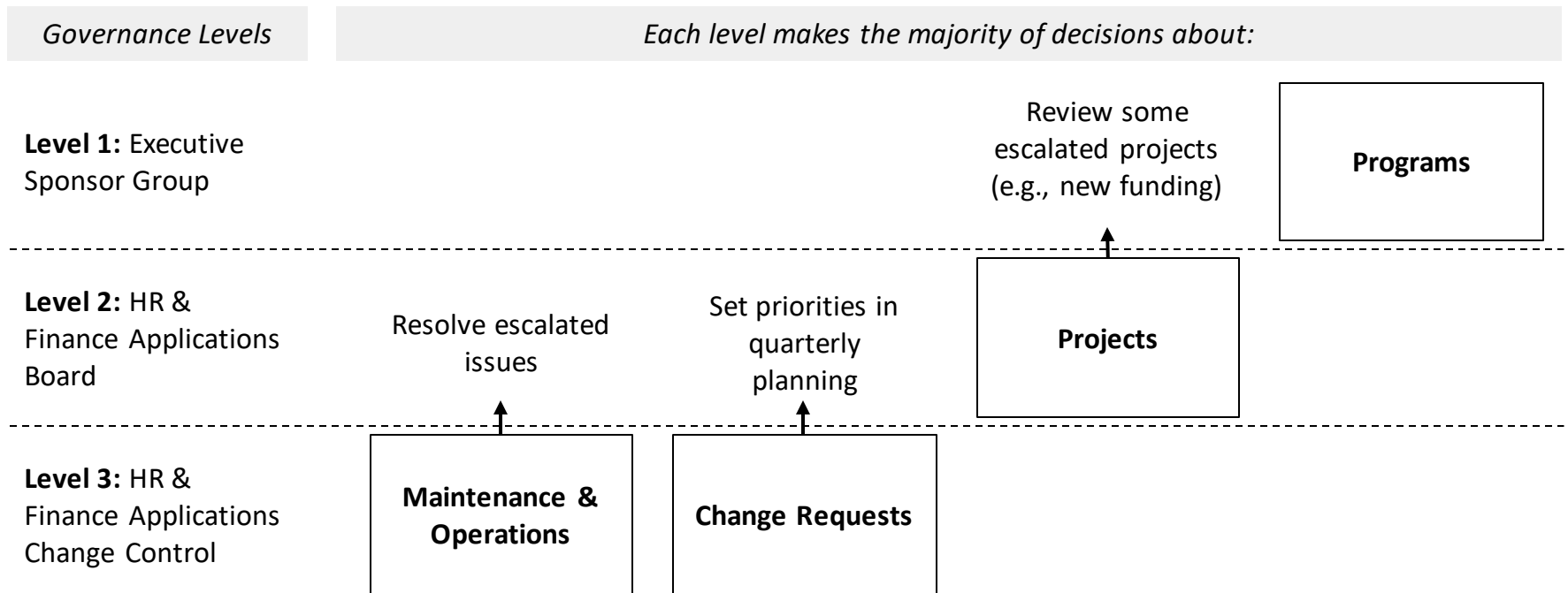
## Through Hypercare (September 2023)

- > Transition all participating teams to shared Change Control for Workday
- > Review and prioritize UWFT post go-live work
- > Jointly plan and prioritize HR & Finance work
- > Begin planning long-term investment in Workday (future programs)



# Types of Change and Levels of Governance

Each type of change should be governed at the lowest level possible while still involving necessary stakeholders, resolving cross-team impacts, and mitigating risk. The majority of decisions about each type of change should be made at one level of governance:



# Transition of Governance Groups

<i>Participants in ...</i>	<i>... will become participants in:</i>
> UWFT Sponsors > UWFT Executive Partner Group > Workday Governance	Level 1: Executive Sponsor Group
> UWFT Program Advisory Team > Workday Governance	Level 2: HR & Finance Applications Board
> ISC Production Change Control > UWFT Change Control Board	Level 3: HR & Finance Applications Change Control
Representatives of Shared Environments, departments, schools, colleges, and other units	Customer Advisory Process



# Level 3: HR & Finance Applications Change Control

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- > Initially, parallel meetings with cross-participation:
  - **HR/Payroll:** Production Change Control
    - > Coordinated by Greg Koester
  - **Finance:** Change Control Board
    - > Coordinated by Jeannette Lasseter
    - > With added ISC Production Approvers (including future Fin App Management) and some process changes to match existing production change practices
- > Before the end of Hypercare, the parallel meetings above will merge into one Change Control

