



STATE OF MAINE

IV&V REVIEW – ARCHITECTURE AND DESIGN PHASE

APRIL 25, 2019



IV&V REVIEW OBJECTIVES

As an IV&V consultant, our goal is to be an objective, independent, neutral third party advisor. We make observations and recommendations collaboratively with the client, with project success as the outcome. It is a partnership model where IV&V provides tangible measurement and alternatives to the existing performance of the project as well as helps to identify issues which may not be visible.

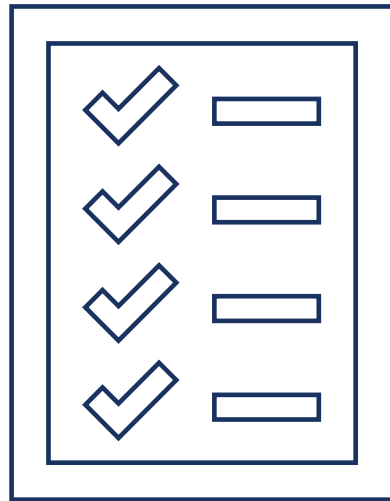
To ensure the implementation project remains on-track and expected benefits are realized requires consistent and independent oversight. Therefore, our approach to IV&V not only focuses on the quality of deliverables and activities, but on the value of these activities and whether they contribute to successful system deployments.

SCOPE OF WORK – IV&V REVIEW

There will be Five Stage Gate Reviews performed during the project. We have estimated that each review will consist of the same set of activities (e.g., document review, onsite interviews, report preparation and delivery) and consume an equal amount of effort. The following is the estimated timeline for each Review:

- ✓ IV&V Review #1 - Planning Stage (January 2019)
- ✓ IV&V Review #2 - Architecture & Design Stage (April 2019)
- IV&V Review #3 - Configuration & Prototype Stage (August 2019)
- IV&V Review #4 - Testing Stage (early December 2019)
- IV&V Review #5 - Deploy Stage (Pre Go-Live/December 2019)

SCOPE OF WORK IV&V REVIEW



Areas of focus for this review

- Executive Sponsorship
- Project Governance
- Business Processes/Functional Teams
- Organizational Change Management
- System Design, Development, and Documentation
- IT and Architecture
- Data Migration
- Vendor Contract Compliance

WHO WE MET WITH

Tonia Ennis

Alex Bradstreet

Phillip Platt

Dick Thompson

Debra Arrington

Heather Perreault

Jeremy Wilson

Erica Ouellette

Brad Achorn

Nick Fahey

Deb Phillips

Betty Everatt

Nicole Drisko

Brendan McLaughlin - Accelare

Marie Schneider - Workday

Margaret Lundquist - Workday

Bill Hansen - Workday

Edith Richardson - Workday

John Eckroth - Workday

Jesse Kampa - Premier

Nicole Allegretti - Premier

STATE OF MAINE – PROJECT SPONSORS

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Good team morale and working dynamics
- Workday relationship is strong with weekly meetings and regular interactions, there is a defined escalation path, getting proper executive attention at this time
- New CIO in place (Fred Brittain) and on the ESC
- Addition of Heather Perreault as Executive Sponsor and ESC member
- Commitment of the State of Maine Finance resources to the project is currently insufficient

Key Concerns/Risks Identified:

- Garnering support and advocacy with a sense of **urgency** from Project Sponsors and Maine leadership for key project design decisions (e.g., Pay Cycle Consolidation)
- Scope control and additional integrations
- External **OIT Budget Pressure** and potential adverse impact on the project
- Use of Contingency Fund – when to use and who must review/approve spending decisions
- Pending Communications to SOM population about project
- **Visibility and Support** of project from new Maine Executive Branch leadership (DAFS Commissioner & Staff)

STATE OF MAINE – PROJECT DIRECTOR

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Project on schedule, plan in place but timeline is aggressive
- Escalation Path(s) defined
- Good engagement from Agencies
- Workday team is well-staffed, responsive and working hard to bring solutions to SOM requirements
- Team morale is very positive

Key Concerns/Risks Identified:

- Maine project leads and key resources are **thin and/or single threaded**. Leaders need to work on a contingency plan to augment or identify replacements should they be needed at some point in the future. Deb Phillips is a good example.
- **Big Design Decisions** remain to be resolved – Multi-factor Authentication, Pay Cycle consolidation
- The Enterprise Data Warehouse project delayed but should not impact Workday project scope or timeline
- **Visibility and Support** of project from new Maine Executive Branch leadership (DAFS Commissioner & Staff)

STATE OF MAINE – OCM/TRAINING

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Maine OCM lead (contractor) replaced by Alex Bradstreet, seems to be working well with his Workday counterpart
- Additional Training leaders (contractors) added to team have contributed nicely
- Change Network established with 30 Change Leader resources and 80 Readiness Coordinators names and are performing well in their roles
- Work in progress with Communication and Training Plan deliverables on track
- Project Training Roles (Maine v Workday) have now been clearly defined. (This was an action item from our earlier review)
- A decision to form a PGC Governance Committee has been made, list has been compiled to invite Deputy commissioners from the Agencies.
- Project Posters in place with Q/R code to the website

Key Concerns/Risks Identified:

- Method needs to be defined to capture Training Attendance for end users (suggested to use Change Network)
- **Visibility and Support** of project from new Maine Executive Branch leadership (DAFS Commissioner & Staff)

STATE OF MAINE – DATA MIGRATION

Project Risk Rating (R/Y/G) is **Yellow**

Based on aggressive schedule and tight timelines to build the E2E Tenant

Observations:

- Team consists of Maine resources and Premier Consulting resources based in Chicago
- Working dynamics appear to be effective with daily calls occurring with both groups
- Data Cleansing work underway divided between both groups
- Functional teams have been late delivering the Workbooks, but Data team has made up this time and remains on schedule

Key Concerns/Risks Identified:

- **“Version Control”** of converted data between system environments must be carefully coordinated so reconciliation and cleansing efforts can be effectively managed
- **Tight timeline** between the maine2 data reconciliation and the maine3 tenant build. (We understand the project plan has been adjusted to provide more time for this activity)
- For the upcoming Parallel Payroll testing effort, **sufficient time should be planned** to allow the team to extract the data and build the tools/reports for the reconciliation process
- The time to complete activities for data conversion / tenant builds must be reduced during future builds to ensure that they fit into the timing constraints defined in the Cutover Plan
- Team could benefit from **more onsite support from Premier consultants** as testing activities commence and the creation of the End to End (E2E) and Parallel Testing tenants are built

STATE OF MAINE – HCM/RECRUITING

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Project on schedule, plan in place and no outstanding items
- Great overall team, morale is strong, Workday consultants are responsive, available and adequately staffed for the workload
- No Red flags

Key Concerns/Risks Identified:

- Judicial and Legislative Agency SME's participation in Customer Confirmation Sessions and design reviews, **response has been slow and attendance has been lacking from the Judicial group**
- **Resource Concern** – Tom C. left the team and Deb Phillips is working without a backup. Leaders need to work on a contingency plan to augment or identify replacements should they be needed at some point in the future
- **Attendance must be mandated** for all key SME's at the upcoming Confirmation Sessions
- **Workday Security Profile** must be established for key users to see across Agencies and this may violate current protocol
- SME's from the Budget Group **must be more engaged** and participate in project activities

STATE OF MAINE – TIME TRACKING/ABSENCE MGMT.

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Great overall team, morale is high, Workday consultants are responsive, available and adequately staffed for the workload
- Time Clocks must be replaced with Workday compatible devices in the Corrections and Psychiatric Centers. Procurement of these (22) clocks must go thru a formal RFQ process. Approx. 2,600 employees are affected
- Team is managing the Integration Points between modules/functions well
- Team is working to harmonize Work Schedules and have met with various agencies to introduce the idea. This has been well received and seems to be supported across the board. More work to do and may require help from Project Sponsors and OCM assistance

Key Concerns/Risks Identified:

- **Length of time** to formally procure the time clocks may be extended and **adversely impact** the team's ability to properly install, test and train the impacted employees. Can this process be expedited or streamlined to mitigate this risk?

STATE OF MAINE – BENEFITS ADMINISTRATION

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Good relationship with Workday consultants, however one of them left the team unexpectedly (Sharon) a couple weeks ago leaving Edith Richardson as the lone Workday resource. Sharon's replacement has been identified and onboarded.
- Erica Ouellette and Kurt Caswell constitute the State of Maine SME team. Kurt has allotted 2 days/week for the project but has not given up his daily production responsibilities and Erica is full-time on the project and joined the team when the Workday project was launched.
- In her words, Erica's workload is "overwhelming". Although the work is getting done, she could use more support from her Maine counterparts and Workday consultants.
- Overall, the Benefits work "has been underestimated by both groups" and complicated by the fact that they got a late start in the sessions. More workbooks were added later. Note – this was an observation we heard during our Infor project assessment.
- Development of Carrier interfaces are on track but the current COBRA provider may change which will likely create additional development and testing efforts later in the plan than anticipated.

Key Concerns/Risks Identified:

- The workload on the benefits team should be supplemented as the project moves forward to ensure that tasks are completed on schedule. Freeing up Kurt more may also help.
- There is an **outstanding "boomerang integration"** for automating the proration of employees premium amounts. Keeping this a manual procedure would diminish the team's productivity with the new system.
- Open Enrollment occurs in May and no resource contention or project impact is anticipated. However, Erica and others may get pulled into the process and away from project responsibilities which may impede the team's efforts.
- The Maine team would benefit from **more onsite time from the Workday resources** as the project moves into the subsequent phases.

STATE OF MAINE – TECHNICAL TEAM

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Development of the Integrations are on track. Scope is almost frozen at 50 +/-
- Team resources are in place for the next Phase with the addition of a Maine Developer and the planned onboarding of 2 Workday technical resources (Phillip and Kurtis) in the coming week.
- Completion of the maine2 Tenant build is planned for 4/19 and on schedule. We received notification that review and sign-off was completed the State of Maine on 4/22.
- The overall Workday System Landscape, Architecture, Security Protocols, and Cloud infrastructure has been reviewed and approved by State of Maine SME's.

Key Concerns/Risks Identified:

- **Big Design Decision** remains to be resolved – **Multi-Factor Authentication**. Currently sitting with CIO and decision due 4/26. This is a known issue and the team is actively working on it.

STATE OF MAINE – PMO

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Workday relationship is strong with weekly meetings and regular interactions, there is a defined escalation path, getting proper executive attention at this time.
- Integrated Project Plan is now in place with critical path tasks identified and resourced. Both Workday and Maine resources are using this plan as the roadmap for the project and must continue to do so. It's critical that updates are made in a timely fashion and any issues are communicated appropriately.
- The RAIDQ log is the repository for identified project issues and risks. The review, escalation and resolution process appears to be working effectively.
- Proper and detailed tracking of the project budget and change control is in place. More visibility to the details, variances and spending decisions would be beneficial to the project leaders and sponsors.
- Overall, team resourcing is being monitored and adjusted as required. There are a few instances included in this report where more proactive measures should be taken to mitigate risk.
- This report highlights some key Scope Decisions that must be made to avoid having a significant impact on project progress.

Key Concerns/Risks Identified:

- Frequently review the onsite/offsite resourcing plan for the Workday consultants and adjust as necessary to ensure project activities stay on schedule. Escalate likely budget impacts for approval as appropriate.
- Garnering support and advocacy with a sense of **urgency** from Project Sponsors and Maine leadership for key project design decisions (e.g., Pay Cycle Consolidation)
- External OIT **Budget Pressure** and potential adverse impact on the project.
- Use of Contingency Fund – when to use and who must review/approve spending decisions.
- Pending Communications to SOM population about project.
- **Visibility and Support** of project from new Maine Executive Branch leadership (DAFS Commissioner & Staff)

STATE OF MAINE – PAYROLL

Project Risk Rating (R/Y/G) is **Green**

Observations:

- Solid relationship with Workday consultants and overall pleased with their performance. Very responsive and the onsite/offsite model is working effectively.
- The Workday team is composed of Pramod (Architect), Taj (Lead), and Marie Schneider (oversight). Going forward, Pramod's Architect involvement will be reduced and Taj will assume leadership activities. Marie will continue to provide offsite support. With Pramod's reduced role, more time may be needed from Marie (and her Public Sector Workday experience) going forward.
- The Workday team recently completed an offsite exercise to ensure that integration points and requirements across the functions were addressed. It would benefit the Maine team to work with their Workday counterparts to review the results of this activity and conduct a similar exercise to ensure that all of the integration areas are properly solutioned.
- W2's will be processed in the legacy system and should not impact the Workday Go Live or 2020 production payroll processing.

Key Concerns/Risks Identified:

- **Big Scoping decision** remains to be resolved – **Pay Cycle Consolidation**. A number of options exist for making this happen and a decision must be made and endorsed by Maine leadership and affected Agencies/Unions ASAP. Depending on the decision, it could have a cost impact, create additional Workday configuration activities and also impact the legacy payroll production operations. If approved, these must be factored into the overall project plan and resourcing.
- **December Payroll Production Cutover Planning** to Workday – it appears that work has been initiated on this plan but specific dates, resources and tasks have yet to be defined. The sooner that more precision is incorporated into this plan the better prepared the team will be with resource planning, communications and reconciliation activities.
- **Legacy Payroll Year-End processing activities** occur in December at the same time of the Workday System Go Live. No resource contention or project impact is anticipated. However, Betty and others may get pulled into the process and away from project responsibilities which may impede the team's efforts.

STATE OF MAINE – OVERALL SUMMARY

Project Risk Rating is Green

Panorama recommends the team move forward into the Configuration and Prototype Stage, with the expectation that the key scoping decisions are made by the required due dates, if not project risk will move to **Yellow**.

The following items should be addressed:

- Key Scope Decisions
- Visible Leadership Support and Sponsorship of the Project
- Team Resourcing & Contingency Planning
- External Budget Pressure
- Review of Integration Areas



QUESTIONS