SUBJECT	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
MEETING DATE	JUNE 14, 2018

Forwarded to the Board of Governors on the Recommendation of the President

APPROVED FOR SUBMISSION	

Santa Ono [signature]

Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION	
Report Date	May 16, 2018
Presented By	Peter Smailes, Interim Vice-President Finance & Operations
	Andrew Szeri, Provost and Vice-President Academic, Vancouver
	Barbara Meens Thistle, Vice-President Human Resources
	Deborah Buszard, Deputy Vice-Chancellor and Principal, UBCO
	Cynthia Mathieson, Provost and Vice-Principal Academic, UBCO
	Jennifer Burns, Chief Information Officer & Associate Vice-President, Information Technology
	Kate Ross, Associate Vice-President Enrolment Services and Registrar
	Trish Pekeles, Executive Director, Financial Operations
	Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning & Engagement, Human Resources
	Stuart Bourhill, Program Director (Interim), Integrated Renewal Program

EXECUTIVE SUMMARY

The Integrated Renewal Program (IRP) is a multi-year initiative to transform UBC's academic and administrative support processes and system environments, and provide the foundation to meet UBC's future needs and requirements. The IRP is inclusive of Human Resources, Finance and Student core systems and businesses processes.

The Integrated Renewal Program is reflected in the recently published UBC Strategic Plan under "Strategy 5: Systems Renewal" to "Transform university-level systems and processes to facilitate collaboration, innovation and agility."

The UBC Board of Governors approved the FY18-19 $60m budget in April 2018. The Integrated Renewal Program is now entering the Plan Stage from May 1 to July 31, 2018 for Release 1 scheduled for April 2020. Release 1 scope is primarily focused on the delivery of core capabilities for HR and Finance, along with some foundational aspects of Student (e.g. curriculum data). The majority of the Student scope is delivered in Release 2 through Release 5 per the Deployment Plan.

Key outputs of the Release 1 Plan Stage include:

- Completion of UBC and Workday discovery to confirm the set of activities for the next stage in the implementation methodology where the majority of process design for HR and Finance occurs, known as the Release 1 Architect Stage.

- Determination of the key HR, Finance and Student data elements, including organizational model and chart of accounts preliminary structure, to support the Workday platform Foundation Data Model necessary to build the UBC Workday test system tenant.

- Definition and implementation of processes and controls for measuring and managing progress, including establishing the Gartner External Quality Assurance process.

This report provides an update on the recent developments within the Integrated Renewal Program with respect to: (1) FY18-19 Major Milestones, (2) Plan Stage Scope, (3) Program Management Controls, (4) External Quality Assurance, (5) Risk and Issue Management, and (6) FY18-19 Budget. The final detailed Implementation Plan and Budget will be available upon completion of the Plan and Architect stages for Board 3 Approval in April 2019.

If this item was previously presented to the Board, please provide a brief description of any major changes since that time.	The Integrated Renewal Program – HR, Finance, and Student – provided a status update the refinement of scope and key milestones for FY18-19, along with major risks and issues. The Board of Governors approved an FY18-19 funding release of $60M for the Integrated Renewal Program in April 2018. The Integrated Renewal Program is entering the Plan Stage of the Release 1 Implementation.

NSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

✔ **Learning**   ✔ **Research**   ✔ **Innovation**   ✔ **Engagement**   ✔ **International**
                                                                                (Internal / External)

or ✔ **Operational**

BACKGROUND   In August 2017, under the direction of the UBC Board of Governors, the University's projects for HR, Finance and Student were brought together under the Integrated Renewal Program (IRP) to pursue one enterprise solution. The Student project implementation timeline was modified to align with HR and Finance.

In December 2017, following a competitive procurement process for the Student system and a comprehensive product fit/gap analysis for HR and Finance, it was determined that Workday could meet UBC's enterprise platform solution needs.

In April 2018, following a comprehensive review of the program scope, deployment plan, and resource requirements, the IRP prepared for Release 1 Plan Stage commencing May 1, 2018, the official start of implementation.

IRP Vision

The way we support learning and research, and how we work at UBC will be transformed, creating a cohesive, integrated, and enriched experience for students, staff, and faculty.

IRP Scope

| Human Resources	Finance	Student
• Benefits • Compensation • Core HR Management (incl. Onboarding/Off-boarding) • Payroll • Talent Acquisition • Workforce Management – Time & Attendance	• Institutional Accounting • Treasury & Cash Management • Procure to Pay • Travel and Expense • Research/Post Award Grants • Capital and Asset Accounting • Budget Development (core to Workday) • Revenue Accounting • Forecasting (Workday Planning) • Endowment Accounting (UBC Existing Methodology)	• Assessment Outcomes • Curriculum Management (limited) • Graduation • Learner Financial Management • Learner Financial Support • Learner Management • Transfer Credit • Progression • Scheduling • Registration • Enrolment • Program Planning and Mgmt. • Admissions (Undergraduate)

FY18-19 MAJOR MILESTONES

Per the April 2018 Board of Governors report, a set of key outcomes have been planned for each FY18-19 quarter. In the first Quarter (Q1), the Integrated Renewal Program will be focused on initiating the Program implementation and the Release 1 Plan Stage as illustrated below.

Q1	Q2	Q3	Q4
Key outcomes • Program Charter & Detailed Project Plan • Workday Foundation Data Model Workshops • Leadership Engagement Campaign • Stakeholder Analysis & Business Readiness • Data Conversion & Integration Strategies	**Key outcomes** • HR/FIN Business Process Workshops • Foundation Data Model & Data Quality Work • IRP Community Kickoff • Define Data Conversion Scope • Student Future State Workshops • HR/FIN Complete PLAN Stage	**Key outcomes** • HR/FIN Future State Business Processes • Baseline Sustainment Plan • Workday Tenant Management • Student Complete PLAN Stage • HR/FIN Complete ARCHITECT Stage	**Key outcomes** • HR/FIN commence CONFIGURE & PROTOTYPE Stage • Student Process Design in ARCHITECT Stage • Learning & Knowledge Management Plan • Final Implementation Plan & Budget for Board 3 Approval

PLAN STAGE

The Integrated Renewal Program (IRP) is officially starting the implementation with the Plan Stage for Release 1 on May 1, 2018. Release 1 scope is primarily focused on the delivery of core capabilities for HR and Finance, along with some foundational aspects of Student (e.g. curriculum data). The majority of the Student scope will be delivered in Release 2 through Release 5 per the Deployment Plan.

The Plan Stage for Release 1 will continue until July 31, 2018, followed by the Release 1 Architect Stage. The primary outcome of the Plan Stage is the building of UBC's foundational Workday test system, i.e. tenant.

The test system tenant will be populated with UBC test data and will act as the Workday product environment to support Release 1 Architect Stage where the majority of process design for HR and Finance will occur.
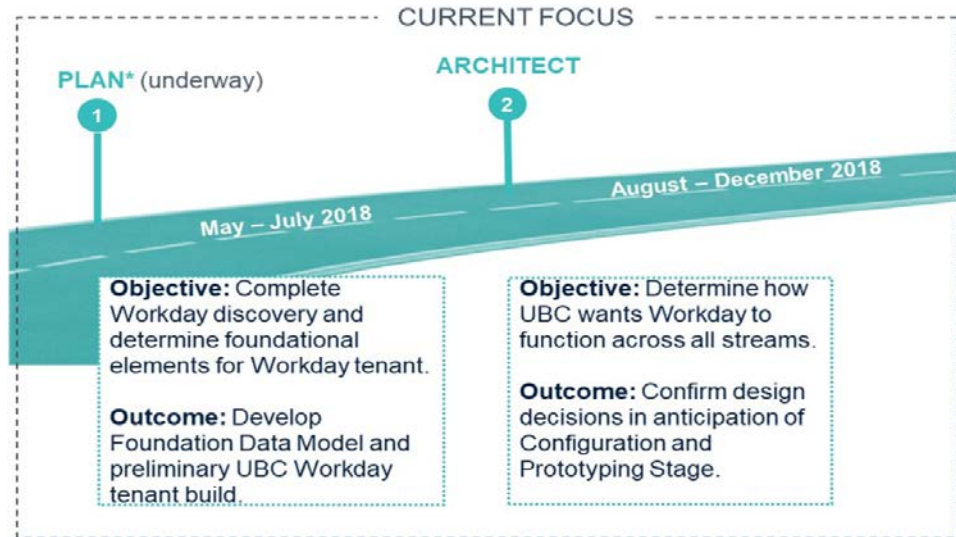
Key Functional & Technical Work – HR, Finance, Student – May to July 2018

1. **Foundation Data Model Workshops**: Workday-led sessions for the Program Delivery Team and representative campus stakeholders will be held over a 10-12 week period to map out key HR, Finance and Student data elements including organizational model and chart of accounts preliminary structure.

2. **Discovery Working Group Sessions**: UBC will share information with Workday so they get to know the university and how we work.

3. **Chart of Accounts**: A new Chart of Accounts to accommodate Workday's environment will be developed.

4. **Build the UBC Workday Test System Tenant**: Workday will build the UBC test system tenant using sample data required within the Workday application. The initial build will be populated with UBC Human Resources, Finance and Student information.

5. **Data Quality Assessment and Analysis:** HR, Finance, and Student data will be reviewed to prepare for the UBC Workday data conversion.

### Key Organizational Change Management (OCM) Work – May to July 2018

1. **Leadership Listening Tour:** Conversations with Deans and VP teams will be held to share Program details and understand their concerns and issues between May and July.

2. **Program Awareness Building**: Starting in May 2018, a targeted outreach will allow for regular sharing of Program information and the creation of a feedback loop to allow UBC Community stakeholders to inform planning.

3. **Stakeholder Analysis**: The program will identify impacted stakeholders and important change characteristics such as level of impact, influence and degree of potential change, on a continuous basis throughout all stages.

4. **Change Impact Assessments**: Information will be gathered to identify change impacts to people, processes and technology systems, initially from the Foundation Data Model and Discovery sessions from May to July.

5. **Transition Network**: During the Plan stage, the program will begin to build transition networks in support of preparing faculty, staff and students for the transition to a new way of working with an emphasis on localizing the change and building internal resilience.

PROGRAM MANAGEMENT CONTROLS

Program Management practices and controls are necessary to enable and manage the overall Integrated Renewal Program activities across each workstream for each of the implementation stages.

The IRP Program Management Office (PMO) has been collaborating with UBC Finance and Enterprise Risk Management to agree upon standard, repeatable processes for tracking and managing four key factors: Budget, Resources, Deliverables, and Quality.
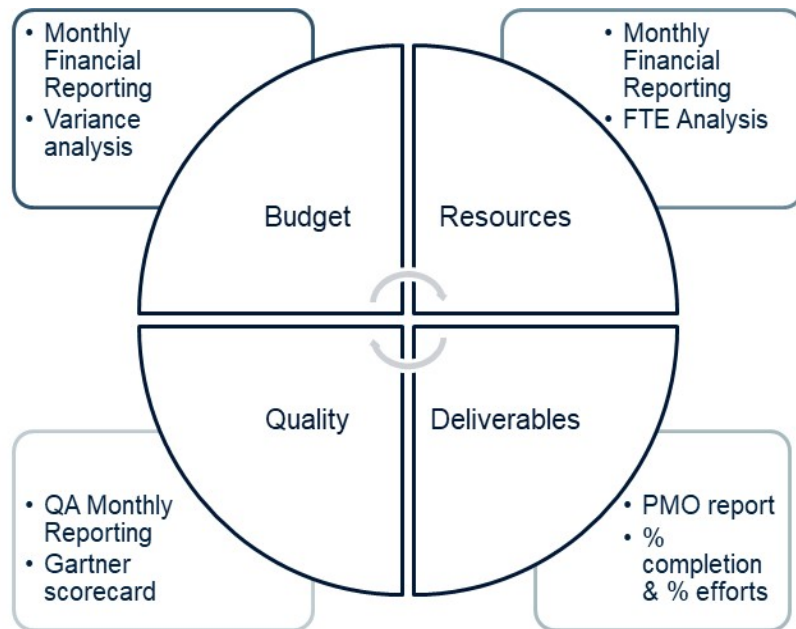
Key Program Management Office (PMO) Work – May to July 2018

1. **Program and Workstream Plans:** The PMO will track completion of tasks and deliverables to both understand and forecast the activities within each of the stages of the project. This planning provides visibility on progress and risk areas within the workstreams and within the overall program.

2. **Resource Management:** Directors and Project Managers will finalize resource and staffing requirements required to complete the work. In addition, an IRP Recruiting Plan will be created to ensure that the program is fully staffed in a timely manner.

3. **Budget Management**: A Monthly Financial Report will be generated for the prior month that includes an FTE assessment, impacts on Budget FY18-19 and Planning Estimates, and variance analysis.

4. **Operationalized Program Management:** All IRP workstreams will track and manage risks, issues, actions, and decisions (RAID) in accordance with the regular cadence of status reporting. A change control process will be used to manage approved changes in scope, budget and schedule.

5. **Benefit Realization:** The process for managing program benefits has been established. Over the course of the Plan and Architect stages, benefits value maps and the benefits outcome register will be prepared.

6. **Test Strategy:** Initial discussions relating to the testing strategy and testing methods will occur during the Plan stage, including the creation of an initial test strategy for release R1.

7. **Program Charter:** The program charter capturing the IRP mandate will be finalized for IRP sponsor approval and sign-off in the Plan stage.

EXTERNAL QUALITY ASSURANCE

UBC has engaged Gartner to provide External Quality Assurance (EQA) of its Integrated Renewal Program (IRP). As part of the engagement, Gartner will deliver a Quality Assurance (QA) Plan, align its risk assessment framework to IRP, conduct an initial baseline assessment, deliver ongoing quality assurance, and conduct optional health checks, as needed. The scope of the engagement includes UBC's Workday Student, Finance, and HR implementations, including work performed by the software vendor and implementation partners, and development of integrations, reports, etc. performed by UBC. Gartner's baseline assessment will be tabled in June 2018.

RISK MANAGEMENT

Program risks are future uncertain events that, if occurred, would have a negative effect on achievement of one or more program objectives. The table below captures the top risks and an abbreviated list of mitigation activities being addressed within the Integrated Renewal Program. Residual risk score represents the anticipated risk level after mitigations have been implemented.

Risk Name	Current Score	Mitigation	Residual Score
Timely Decision Making (Risk #174)	Very High	• Ensure updated decision making framework delegates business and technical decisions to the appropriate bodies and ensure governance body is composed of the right business owners and leaders to effectively own and implement business changes (in progress)	Medium

Risk Name	Current Score	Mitigation	Residual Score
Ability to complete IRP plan stage deliverables on-time and on-budget (Risk #184)	High	• Complete the planning of deliverables and RACI to an appropriate level of detail within the program plan focusing on clarifying accountability, dependencies, and ability to complete during the plan stage (in progress) • Test the decision making framework to ensure clarity of escalation and governance (planned) • Maintain weekly and monthly cadence of status reporting to ensure visibility on task progress and to provide assurance on budget, resources, schedule, and quality (in progress)	Medium
External Quality Assurance Framework Expectations (Risk #178)	High	• Review EQA's baseline assessment - due late May 2018. (planned) • Prepare and prioritize mitigations to EQA findings for plan stage. (planned) • Monitor resource requirements and compliance. (planned)	Medium
Recruitment / Staffing Strategy (Risk #78)	High	• Identify critical resource needs for plan and architect stage work from across the institution and escalate to Program Sponsors and Unit Leaders if needed, to develop workable approaches for the release and backfill of resources. (in progress) • Execute Leadership Action Plan and leverage Executive Sponsors and other relevant leadership by having them engage with Deans and Admin Unit leadership to obtain buy-in for the IRP. (in progress)	Medium

Risk Name	Current Score	Mitigation	Residual Score
	High	• Review the resources plans for FY18-19, in accordance with the approved budget, to determine an overall IRP Resource Recruitment Strategy & Plan by Month for FY18-19. (in progress)	
Point Solutions (Risk #170)	High	• Student, Solution Design & Delivery (SD&D), and PMO to ensure that specifications are prepared for Student Financial System, Enterprise Data Store, and Enterprise Maintenance Management System, respectively, to enable approval, procurement, and implementation in alignment with the IRP Deployment Plan. (planned) • Program leadership to follow up with the appropriate governance structure for decision making on point solutions. (planned)	Medium
Risk Name	Current Score	• Mitigation	Residual Score
Management of Stakeholder Expectations for Level and Timeline of Transformation (Risk #175)	High	• Execute Leadership Action Plan and ensure Deans and Admin Unit leadership are informed about and engaged in planned scope in both the short and long term for the program (in progress) • Develop and socialize key messages to shape expectations about the ongoing (10 year+) journey of continuous improvement and regular adoption of additional functionality that the Workday platform will enable (planned) • Ensure OCM plan includes communication to leaders and executives on their role in owning the ensuing change and change outcomes (planned)	Medium

ISSUE MANAGEMENT

A Program issue is defined as an event or situation that is certain or that has occurred and will affect program success. Issues require a decision to be made and/or action to be taken in order to proceed and achieve program objectives.

The table below captures the top issues being addressed within the Integrated Renewal Program.

Issue Name	Current Score	Actions for Resolution
Team Structure and Roles and Responsibilities (Issue #156)	High	• Development of a team structure that is aligned with the new governance structure (in progress) • Development of the Unified Implementation Methodology (UIM) and implementation plan with RACI for deliverables (in progress)

Approvals to Allow Timely Distribution of IRP Communications (Issue #173)	Medium	• PMO to work with OCM Communications to determine appropriate desired approval process and ensure it is reflected in the decision making framework. (in progress)
Creating an Integrated Renewal Program Operating Model (Issue #159)	Medium	• PMO generating detailed program plan to ensure a single Integrated Renewal Program resource approach. (in progress) • In the short term, PMO to continue weekly check ins with UBC, Workday, and Deloitte currently on site and Team Leads as required for their streams of work. (planned)

FY18-19 BUDGET

The FY18-19 IRP budget is $60M and is required to complete the Plan and Architect stages for HR, Finance and Student. Financial reporting will be provided on a monthly basis at the program and workstream level.

Recommended IRP scope: Finance, HR, Student, PMO, OCM & SD&D	FY18/19 (in millions)
UBC Resource Cost	**15.3**
Business Advisory for Transformation	2.2
External Prime Consultants	25.6
Other Costs^	12.1
Contingency @10%, net of exempt items*	4.8
Total Budget	**60.0**

^ Other Costs include: Premise Leases & Furnishings; OCM Community Communications & Readiness; Subscription Fees; and, Software Tools, Travel, Legal & Training.

* Contingency exempt items relates to known costs not expected to change; 10% sufficient during Plan and Architect stages of program due to known efforts.

The overall program costs will be refined throughout the FY1819 Plan and Architect stages to determine a Final Implementation Budget for Board 3 Approval in April 2019.

Previous Report Date	April 19, 2018
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	IT IS HEREBY REQUESTED that the UBC Board of Governors approves an FY18-19 funding release of $60M for the Integrated Renewal Program.
Action / Follow Up	Execute FY18-19 Plan & Provide Status Reports to Board of Governors

Previous Report Date	**February 15, 2018**
	INTEGRATED RENEWAL PROGRAM – STUDENT/HR/FINANCE
Decision	1. Information Only
	2. Status Update on (1) Negotiation Summary, (2) Program Governance, (3) Organizational Change Management, (4) Risk & Issue Management, and (5) Budget.
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Previous Report Date	**December 5, 2017**
	INTEGRATED PROGRAM UPDATE – STUDENT/HR/FINANCE
Decision	1. Proceed to negotiations with Workday for an enterprise solution for Student, HR and Finance based upon the results of a fit-gap analysis.
	2. UBC enter into an agreement with Workday for the enterprise solution (Student, HR, Finance) subject to final delegated approval granted to the Chair of the Board of Governors Finance Committee upon successful negotiation of the final contracts and a recommendation from ITAC and UBC Executive.
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Previous Report Date	*September 21, 2017*
	INTEGRATED PROGRAM – SASI/HR/FINANCE UPDATE
Decision	1. Proceed to Negotiations with Workday and Deloitte for Student Solution.
	2. Conduct a Comprehensive Fit/Gap Analysis to Assess Workday's Ability to Meet UBC's HR/Finance Needs.
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Previous Report Date	**June 6, 2017**
	SASI HR FINANCE PROCUREMENT INTEGRATED PROGRAM UPDATE
Decision	1. Information Only
	2. Status Update on the Request to Establish an Integrated HR FINANCE SASI Program
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Attachments: N/A