



SUBJECT	INTEGRATED RENEWAL PROGRAM (IRP) UPDATE
MEETING DATE	NOVEMBER 26, 2019

Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**

Santa J. Ono, President and Vice-Chancellor

DECISION REQUESTED	<p>IT IS HEREBY REQUESTED that the Finance Committee recommend to the Board of Governors:</p> <ul style="list-style-type: none"> a) Endorsement of the recommendation from the IRP Leadership Team, supported by the IT Advisory Council, that the April 1, 2020 implementation date be deferred, with a new date to be determined at the conclusion of a re-planning process and to be presented at the February 2019 Board meeting for approval; and, b) Approval of a funding release of \$34.3 million, including contingency, to enable the continuing implementation of Workday HR, Finance (\$36.2M) and Student (\$0.7M) for the period January 2020 through March 2020, as Workday Student agreements are finalized.
---------------------------	--

Report Date	November 4, 2019
Presented By	<p>Peter Smailes, Vice-President Finance & Operations Andrew Szeri, Provost & Vice-President Academic, UBC Vancouver Barbara Meens Thistle, Vice-President Human Resources Deborah Buszard, Deputy Vice-Chancellor & Principal, UBC Okanagan Ananya Mukherjee, Provost and Vice-President Academic, UBC Okanagan Jennifer Burns, Chief Information Officer & Associate Vice-President Information Technology Kate Ross, Associate Vice-President, Enrolment Services & Registrar Trish Pekeles, Executive Director, Financial Operations Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning & Engagement, HR Chris Mercer, Program Director, Integrated Renewal Program</p>

<i>If this item was previously presented to the Board, please provide a brief description of any major changes since that time.</i>	<p>The Integrated Renewal Program (IRP) requested that the UBC Board of Governors approve a funding release of \$36.9 million, including contingency, to enable the continuing implementation of Workday HR, Finance (\$36.2M) and Student (\$0.7M) for the period mid-September 2019 to December 2019 as the Workday Student agreements are finalized. The request was approved. The IRP has conducted its first Go-Live Readiness Assessment for Release 1 (April 2020) and has determined that a delay is imminent. IRP has deployed the Contingency Framework and re-planning is underway.</p>
---	--

EXECUTIVE SUMMARY

The Integrated Renewal Program (IRP) has just completed its first Go Live Readiness Assessment for Release 1, which includes the implementation of Workday Human Resources, Finance and Payroll. This review examined approximately 500 data points from IRP, as well as the Application Ecosystem Program (AEP) and the Integrated Service Centre (ISC). The assessment determined that the April 2020 implementation date was at risk and that a deferral is recommended. This was a difficult decision but we are focused on a quality deployment and therefore believe this is the right decision for the program and for the University. Our goal is a deployment with thorough testing, accurate payroll, and the complete readiness of the UBC community. This report includes a request to support the recommendation to defer and further details on the decision process.

The Integrated Renewal Program 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 (HR), Finance and Student core systems and business processes.

Major milestones and key outcomes for the IRP have been planned for each quarter. The Integrated Renewal Program is currently focused on the Test Stage for HR and Finance, in addition to continuing the Student Architect Stage. The report also includes a funding request to support the Integrated Renewal Program through March of 2020. The funding request will allow the program to continue the implementation of Workday HR and Finance, while allowing negotiations related to the Student implementation timeline to be completed.

Attachments

1. Appendix A - Integrated Renewal Program Scope
2. Appendix B - Integrated Renewal Program Risks

STRATEGIC CORE AREAS SUPPORTED

- ✓ People and Places
✓ Research Excellence
✓ Transformative Learning
✓ Local / Global Engagement
-

DESCRIPTION & RATIONALE **Go Live Readiness Assessment**

The program has just completed its first Go Live Readiness Assessment for Release 1. This review examined approximately 500 data points from IRP, as well as the Application Ecosystem Program (AEP) and the Integrated Service Centre (ISC). The teams were asked to provide a current status evaluation against criteria for multiple components within their workstream. The status explanations are referenced in the following table.

Status	Definition
Passed	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	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	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.
Failed	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 April 2020.
Need Data	No planned measurable progress, or need data.

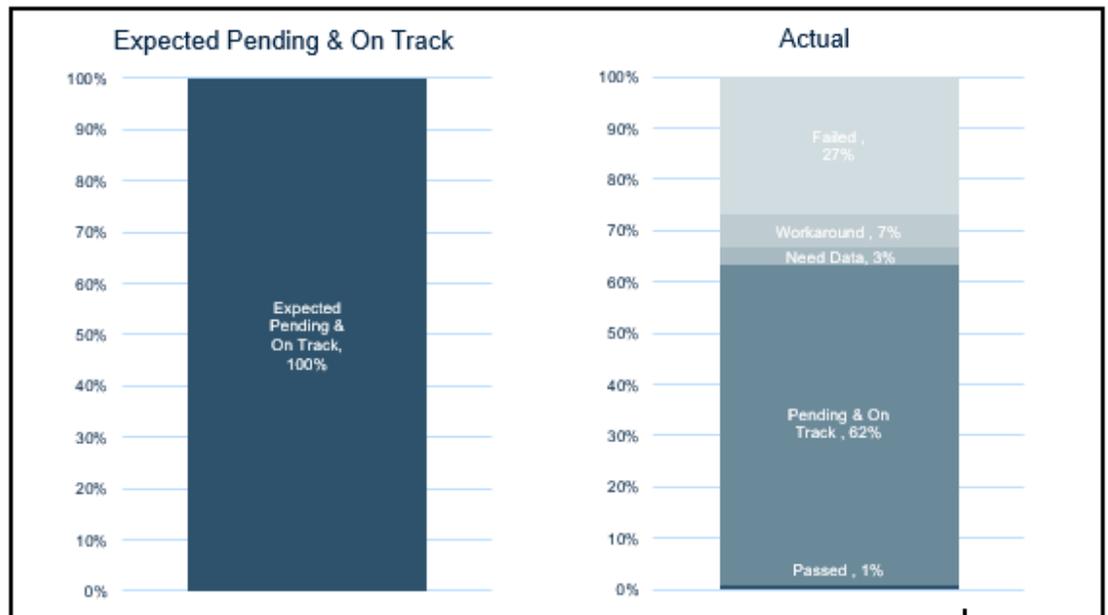
A “Criticality” (or weight) was also assigned to each component evaluated. The Criticality definitions are referenced in the following table.

Criticality	Definition
High	Criterion must meet the target; no reasonable workarounds available. Workday cannot go-live until this target is met. Must receive a grade of ‘Passed’.
Medium	Criterion should meet the target; limited contingent workarounds available. In order to go-live, this criterion must receive a final grade of ‘Passed’ or ‘Workaround’.
Low	Criterion does not have to meet the target; reasonable contingent workarounds exist as an interim solution. The April 2020 go-live date should not be delayed if this criterion is not met.

The results of each workstream were consolidated to provide an overall assessment of the IRP, the AEP and the ISC. As this was the first Go Live Readiness Assessment, the expected results were that each component was Pending & On Track, a feasible Workaround had been developed. The Expected and Actual results are referenced below.

Overall

Expectation - Pending & On Track		Passed	Pending & On Track	Need Data	Workaround	Failed
Criticality	Expected Pending & On Track					
H	344	4	214	11	25	90
M	147	-	97	5	8	37
L	7	1	-	-	-	6
Total	498	5	311	16	33	133



The analysis shows that although 62% of the components are on track for the April 2020 delivery, 27% were not ready to support a successful deployment. These failures were not isolated to a particular workstream and a review of the data produced the following summary observations:

- Unit Testing not completed for some workstreams
- End-to-End Testing not started for some workstreams
- Business processes continue to be refined for some workstreams
- Training material development timeline at risk
- Integrations and reports not completely delivered or tested
- Many retrofits will not be available for testing until the end of the Test Stage
- Workarounds in some areas may not be viable or sustainable

Based on the status of items across all workstreams, a recommendation was made to defer the implementation date of April 1, 2020 and invoke the contingency framework. The recommendation has been unanimously endorsed by IRP\AEP\ISC Sponsors and Executive Sponsors and the IT Advisory Council.

It is important to note that although there will be a financial impact to deferring, there are also benefits. The additional time will support more thorough and complete end-to-end testing as well as the opportunity to increase the readiness of the UBC community.

Contingency Framework and Re-planning

There are many factors to consider with a potential delay for programs of this size and complexity. A framework has been developed to outline options regardless of the cause for the delay.

CONTINGENCY OPTIONS FRAMEWORK

HCM/Payroll & FIN R1 Current Plan	Q2FY20			Q3FY20			Q4FY20			Q1FY21			Q2FY21			Q3FY21		
	JUL-19	AUG-19	SEP-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	JUN-20	JUL-20	AUG-20	SEP-20	OCT-20	NOV-20	DEC-20
				★ Assessment			★ Assessment	★ Assessment	★ April 2020 R1 Go Live									



There are multiple go-live scenarios for which these options could be applied within this framework. These represent a sample.

Scenarios to Consider for Go-Live Readiness	FIN	HCM/PAY	AEP	OCM
	Y	N	Y	Y
N	Y	Y (Larger)	Y	
Y	Y	N	Y	
N	N	N	N	
Y	Y	Y	N	



A set of guiding principles was developed to support the re-planning efforts. These principles are outlined below.

Guiding Principles

- No increased scope (functional or technical)
- Same deployment approach (e.g. no splitting out of HR vs. Finance into separate releases)
- Plans will include appropriate contingency
- We will only re-plan once
- No 'significant' over-allocation of resources and assumption of appropriate time off over the 2019 December holidays
- Go-live timing should consider University operating schedule
- Will be an integrated approach and plan (IRP, AEP, IEC, etc.)

Re-planning is underway, and the teams are evaluating the results of the Go Live Readiness Assessment to determine several deployment options. Each will be reviewed to assess the potential impacts as well as the risk prior to making a recommendation. A new recommended date for Release 1 will be brought through governance after re-planning has been completed. The delay is expected to be a matter of months, not years. The next steps are outlined below.

Next Steps

- Complete follow-up activities and confirm results with teams
- Explore restructuring of teams and governance
- Conduct Lessons Learned and refine strategies and controls to prevent future delays
- Present consensus recommendation to Sponsors and Executive Sponsors
- Take recommendation through University governance
- Revise plans
- Draft and review communications

It is hereby requested that the UBC Board of Governors endorse the recommendation from the IRP Leadership Teams, supported by the IT Advisory Council, that the April 1, 2020 implementation date be deferred, with a new date to be determined at the conclusion of a re-planning process and presented to the February 2019 Board meeting for approval.

Budget Request and Spend Authorization

IT IS HEREBY REQUESTED that the UBC Board of Governors approve a funding release of \$34.3 million, including contingency, to enable the continuing implementation of Workday HR, Finance (\$36.2M) and Student (\$0.7M) for the period January 2020 through March 2020 as the Workday Student agreements are finalized.

(in millions)	Approved Funding Apr 1 - Dec 31, 2019	Funding Request Jan 1 - Mar 31, 2020	FY20 Forecast
HR/Finance			
UBC Resources	11.2	7.1	18.4
Business Advisory	0.9	1.3	2.1
Prime Consultants	17.5	11.3	28.7
Other*	11.1	6.5	17.5
Sustainment (HR/FIN only)	-	-	-
Total HR/Finance	40.7	26.1	66.8
Contingency**	14.7	4.7	19.4
Total HR/Finance Including Contingency	55.4	30.8	86.2
Student			
UBC Resources	2.4	-	2.4
Business Advisory	-	-	-
Prime Consultants	2.0	1.5	3.4
Other*	1.6	-	1.6
Sustainment	-	-	-
Total Student	6.0	1.5	7.5
Contingency**	1.9	2.0	3.9
Total Student Including Contingency	7.9	3.5	11.4
Total Revised Estimate	46.7	27.6	74.3
Contingency**	16.6	6.7	23.3
Total Revised Estimate Including Contingency	63.3	34.3	97.6
Application Ecosystem (Phase 1 only)***			
Other Applications (EMMS)			6.4
HR/Finance - Existing Indirect Application Retrofits, Integrations, and Data Conversions - central funding			11.1
Student - Existing Indirect Application Retrofits, Integrations, and Data Conversions			2.2
HR/Finance - Existing Indirect Application Retrofits, Integrations, and Data Conversions - other funding sources			4.5
Other Costs (Services & Facilities)			4.1
Total Application Ecosystem			\$ 28.3
Contingency****			12.0
Total Application Ecosystem including contingency			\$ 40.3

*Other costs include Point Solutions (\$14.3M), Premise Leases & Furnishings, OCM Community Communications & Readiness, Subscription Fees, Software Tools, Travel, Legal, and Training.

**Contingency of 30% of the projected spend for August to December 2019.

***AEP funding release of \$40.3M for FY20 received Board 3 approval on June 13, 2019.

****Contingency for Application Ecosystem is a blended rate based on estimation confidence (10%-50%)

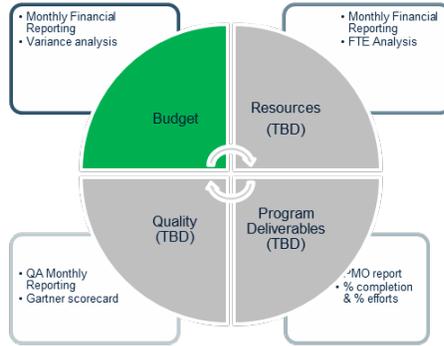
BENEFITS Learning, Research, Financial, Sustainability & Reputational	<p>The IRP looks to transform the way we support learning and research, and how we work at UBC, creating a cohesive, integrated, and enriched experience for students, staff, and faculty. The IRP is expected to deliver:</p> <ul style="list-style-type: none"> • A reduced administrative transactional burden for faculty, staff, and students. Many of UBC’s administrative processes are manual, time-consuming and overly complex. We can simplify, and free up time and therefore budget to focus on other work and priorities. • A more integrated way of working and interacting. HR, Finance and Student administration and data are often interdependent, but are currently supported by different systems and data models. Workday will provide an integrated environment for the consistent information and processes we need to do our work. • Replacement of aging systems that are no longer able to meet UBC’s needs. UBC’s core systems are based on 25+ year old technologies that are increasingly outdated and difficult to maintain. Workday is a modern, mobile, cloud-based solution, with low technical maintenance overhead. • Readiness for the future. New ways of working, teaching, learning and interacting are constantly evolving as are the tools we all use to do our work. Workday delivers a flexible, continually improving solutions that can change along with UBC as we move into the future.
--	---

RISKS Financial, Operational & Reputational	<p>Program risks are future uncertain events that, if they occur, would have a negative effect on achievement of one or more program objectives. The IRP has a robust Risk and Issues Management Framework in place. External Quality Assurance (EQA) for IRP is provided by Gartner and complements that framework. As of November 2019, the program is tracking 65 active risks (down from 193 originally) and 6 issues. IRP is referenced in UBC’s Major Risk Register (GLB081 UBC Integrated Renewal Program). Appendix B captures the top IRP risks (very high probability and impact) and an abbreviated list of mitigation activities being addressed within the Integrated Renewal Program.</p>
---	---

COSTS
Capital & Lifecycle
Operating

The financial information provided represents the fiscal year and program overall reporting as of the September 2019 month end. The status of Fiscal Year 19/20 is green with a current expected spend of approximately \$74.2 million. The Overall Program budget status is based on the original planning estimate and the contingent Board 3 approval for HR and Finance in June 2019.

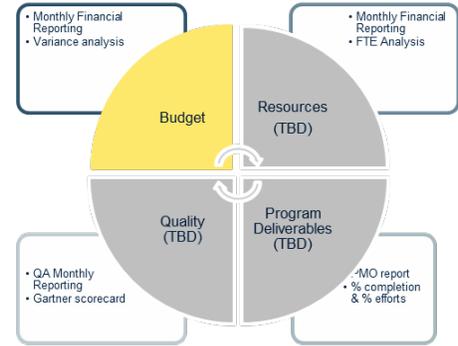
FY19/20 Forecast



Parameters for budget colour coding*:
Red = over \$97.7M (base budget + contingency)
Yellow = between \$75.2M and \$97.7M
Green = below or equal to \$75.2M (base budget)

*approved by Executive Sponsors meeting, July 3, 2018
Applied the same parameters to the budget refresh figures

Total Overall Program



Parameters for budget colour coding*:
Red = over \$262.4M (base budget + contingency)
Orange = between \$223.8M - \$262.4M
Yellow = between \$211.6M - \$223.8M
Green = below or equal to \$211.6M (base budget)

Based on information available at September 7, 2019

FINANCIAL REPORT FY19/20 – EXECUTIVE SUMMARY

(in thousands)	For the Month of Sep-19			Year to date, Sep-19			Annual FY19/20*			Overall Program*		
	Actuals	Budget	Variance	Actuals	Budget	Variance	Forecast	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	1,809	1,821	12	10,327	10,846	519	19,863	19,817	(46)	63,346	63,161	(185)
Business Advisory Costs	-	286	286	35	1,730	1,694	2,145	2,145	-	2,181	2,181	-
External Prime Consultants	2,731	3,119	388	13,772	18,023	4,252	33,888	33,042	(846)	92,036	91,190	(846)
Other Costs	1,012	2,101	1,089	4,139	9,290	5,151	18,378	20,065	1,687	55,735	55,003	(731)
Total expenses before contingency	5,551	7,326	1,775	28,273	39,888	11,615	74,274	75,069	795	213,297	211,535	(1,761)
Contingency - approved allocation	-	-	-	-	-	-	-	(795)	(795)	-	1,761	1,761
Contingency Remaining	-	-	-	-	-	-	-	23,316	23,316	-	49,081	49,081
Total after Contingency	5,551	7,326	1,775	28,273	39,888	11,615	74,274	97,590	23,316	213,297	262,377	49,081

Variance analysis:

For the Month of September 2019:

Savings for September 2019 are \$1,775k due to:
a. \$12k - UBC resources hiring lags
b. \$286k - Business Advisory timing differences and reallocations to UBC Resources and Prime Consultants
c. \$388k - Prime Consultants net savings from conservative budget estimates and functional teams requiring less services rendered
d. \$1,089k - primarily timing of Leamer Financial Support and HR Gaps point solutions, travel costs, renovation, and other non-labour items

For Year to Date, September 2019:

Savings for YTD September 2019 are \$11,615k due to:
a. \$519k - cumulative UBC staffing vacancies
b. \$1,694k - Business Advisory timing differences and reallocations to UBC Resources and Prime Consultants
c. \$4,252k - Prime Consultants net savings from conservative budget estimates and functional teams requiring less services rendered
d. \$5,151k - crystallized savings of \$1,527k and \$3,624k from timing of renovation costs, travel costs, and point solutions - Data Repository, Leamer Financial Support, and HR Gaps

Annual Forecast for FY19/20:

Savings for FY19/20 are \$795k due to:
a. (\$46k) - UBC Resource change request for student SME extensions (\$46k in FY20 and \$139k in FY21)
b. (\$846k) - Prime Consultants:
- \$1,170k savings in May 2019
- \$1,250k savings in June 2019
- \$424k savings in August 2019
- (\$1,006k) cost pressures in May 2019
- (\$2,684k) cost pressures in Aug 2019
c. \$1,687k - Other Costs:
- \$1,890k FY19/20 budget rollover savings in August 2019
- \$2,250k timing savings for HR Gaps in Sept 2019
- (\$2,493k) sustainment phase 2 in August 2019

Overall Program Forecast:

Approved contingency draw for the overall program is (\$1,761k) due to:
a. (\$185k) - UBC Resource change request for student SME extensions
b. (\$846k) - Prime Consultants savings of \$2,844k, offset by additional change request costs of (\$3,690k)
c. (\$731k) - FY19/20 budget rollover savings of \$1,930k, offset by additional cost of (\$2,661k) for sustainment phase 2 - Integrated Service Center (ISC) operating model.

*FY19/20 and overall program budget was recommended for Board of Governors approval at June 5, 2019 Finance Committee meeting, subject to approval of a fully executed agreement with Workday Canada.
Forecast based on info available as at October 7, 2019

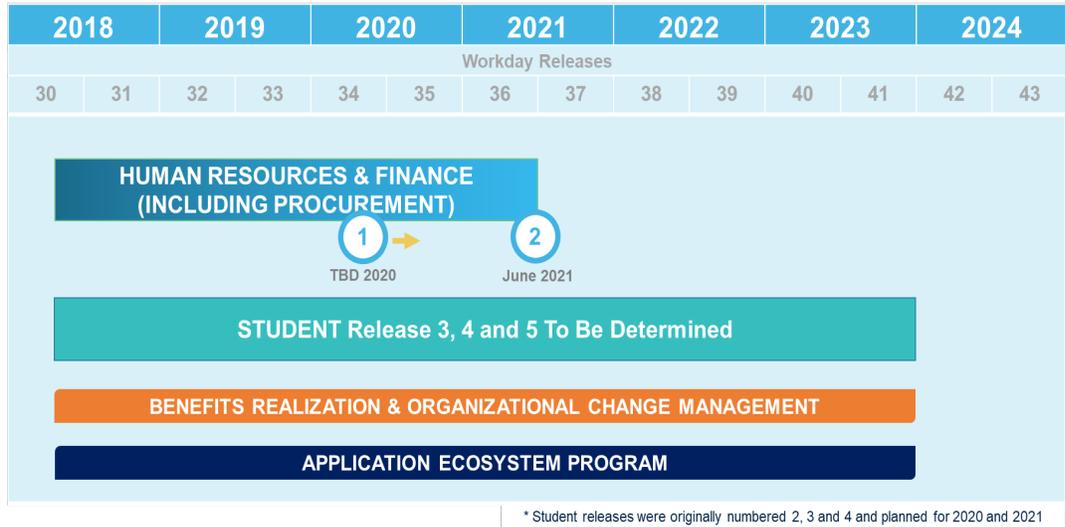
Other costs includes the following: governance cost, Workday platinum success package, data repository, communications, transitional network support, travel, training, renovations, software license and tools, recruiting cost, legal, computer equipment, furniture and other supplies.

The majority of the variance between Budget and Actuals is due to savings realized through Prime Consultants. Prime Consultants include Workday and Deloitte resources and the actual spend was much less than anticipated. The program expects to utilize contingency to fund the delay for Release 1 and will have complete estimates for the December meeting.

SCHEDULE
Implementation
Timeline

The following schedule is based on the program’s first Go Live Readiness Assessment for Release 1 and our latest conversations with Workday regarding the expected timetable for readiness of their Student product. A re-planning effort for Release 1 is underway. The delay is expected to be a matter of months, not years.

NEW PROGRAM RELEASE SCHEDULE – 5 PLANNED RELEASES*



NEW PROGRAM RELEASE SCHEDULE BY STREAM/SCOPE*

Release #	Date	Stream	Scope/Functionality
1	To Be Determined		Capital & Asset Accounting, Institutional Accounting, Procure to Pay, Research/Post-Award Grant Admin, Revenue Accounting, Travel & Expense Management, Treasury & Cash Management
			Benefits, Compensation, Core HCM, Onboarding/Offboarding, Payroll, Talent Acquisition, Workforce Management – Time and Attendance
			Deployment of common enabling technologies: Access and Identity Management, Generic Capabilities, Reporting
2	June 2021		Budget Development & Forecasting
3	To Be Determined		Curriculum Management (Courses), Admissions, Transfer Credit, Learner Management (Data), Learner Financial Management (Application Fees)
4	To Be Determined		Scheduling, Enrolment, Registration, Program Planning & Management, Progression, Learner Management
5	To Be Determined		Assessment Outcomes, Learner Financial Support, Learner Financial Management, Graduation

FINANCE

HUMAN RESOURCES

STUDENT

CROSS FUNCTIONAL

* Student releases were originally numbered 2, 3 and 4 and planned for 2020 and 2021

CONSULTATION
Relevant Units,
Internal & External
Constituencies

UBC IT Advisory Counsel
UBC Executive

Previous Report Date	September 12, 2019
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	1. IT IS HEREBY REQUESTED that the UBC Board of Governors approve a funding release of \$36.9 million, including contingency, to enable the continuing implementation of Workday HR, Finance (\$36.2M) and Student (\$0.7M) for the period mid-September 2019 to December 2019 as the Workday Student agreements are finalized.
Action / Follow Up	Provide an update on the Workday Student negotiations and overall program status.

Previous Report Date	June 5, 2019
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	<ol style="list-style-type: none"> 1. IT IS HEREBY REQUESTED that the UBC Board of Governors gives Board 3 approval (endorsed by the IT Advisory Council (ITAC) and the UBC Executive) for the implementation of Workday for HR and Finance, with a total budget envelope of \$155.8 million, including contingency, with a release of \$86.2 million for fiscal year 2019/20. The \$86.2 million is inclusive of a funding release of \$19.2 million for the first quarter of this fiscal year that was approved at the April 2019 Board of Governors meeting. This approval is contingent on sign-off by the Chair of the Finance Committee and the Chair of the UBC IT Advisory Council of a fully executed agreement with Workday Canada on the Student Application timeline and cost sharing. The written agreement is expected to be completed by the end of June 2019. 2. IT IS HEREBY REQUESTED that the UBC Board of Governors approves a budget release (endorsed by the IT Advisory Council (ITAC) and the UBC Executive) of \$11.5 million, including contingency, for the implementation of Workday Student for fiscal year 2019/20. The \$11.5 million is inclusive of a funding release of \$7.2 million for the first quarter of this fiscal year that was approved at the April 2019 Board of Governors meeting. This approval is contingent on sign-off by the Chair of the Finance Committee and the Chair of the UBC IT Advisory Council of a fully executed agreement with Workday Canada on the Student Application timeline and cost sharing. The written agreement is expected to be completed by the end of June 2019. 3. IT IS HEREBY REQUESTED that the UBC Board of Governors gives Board 3 approval (endorsed by the IT Advisory Council (ITAC) and the UBC Executive) for the Application Ecosystem Program, with a total Phase 1 of \$54.1 million, including contingency, with a release of \$40.3 million for fiscal year 2019/20. The \$40.3 million is inclusive of a funding release of \$10.3 million for the first quarter of this fiscal year that was approved at the April 2019 Board of Governors meeting. 4. IT IS HEREBY REQUESTED that the UBC Board of Governors approves a scope change to move \$13.2 million, including contingency, of funding and projects from the Integrated Renewal Program to the Application Ecosystem Program. 5. IT IS HEREBY REQUESTED that the UBC Board of Governors grant approval for up to a \$39.8 million, 10-year loan at 5.75% interest rate for 2018/19 and 2019/20 HR/Finance expenditures and for 2019/20 Application Ecosystem Program expenditures.
Action / Follow Up	Provide an update on the Workday Student negotiations and overall program status.

Previous Report Date	April 18, 2019
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	1. IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release of \$19.2 million, including contingency, for the first quarter of fiscal year 2019/20 (April 2019 – June 2019) to support the continuing implementation of Workday HR and Finance – as the approach to Workday Student is refined over the coming month, the full budget estimate will be revised and presented at the Board of Governor’s meeting in June 2019.

	<ol style="list-style-type: none"> 2. IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release of \$15.4 million, including contingency, for the first quarter of fiscal year 2019/20 (April 2019 – June 2019) to support the first phase of the Application Ecosystem Program – as the approach to Workday Student is refined over the coming month, the full budget estimate will be revised and presented at the Board of Governor’s meeting in June 2019. 3. IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release of \$7.2 million, including contingency, for the first quarter of fiscal year 2019/20 (April 2019 – June 2019) to support the continuing implementation of Workday Student – as the approach to Workday Student is refined over the coming month, the full budget estimate will be revised and presented at the Board of Governor’s meeting in June 2019.
Action / Follow Up	Provide an update on the Workday Student negotiations and a Board 3 approval for the HR and Finance portion of IRP as well as Phase 1 of the Application Ecosystem Program.
Previous Report Date	April 2, 2019 INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	<ol style="list-style-type: none"> 1. Information Only <p>Provided an update on the negotiations with Workday and the timeline for Student and discussed next steps during a closed session</p>
Action / Follow Up	Provide an update on the Workday Student negotiations and submit a funding request for the current fiscal year for the IRP and Application Ecosystem Program
Previous Report Date	February 7, 2019 INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	<ol style="list-style-type: none"> 1. Information Only <p>Status Update on: (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</p>
Action / Follow Up	<ol style="list-style-type: none"> 2. Conduct Budget Refresh Analysis and Update Funding Request for Board 3 Approval
Previous Report Date	November 26, 2018 INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	<ol style="list-style-type: none"> 3. 1. Information Only <p>Provide New Program Director’s Assessment</p>
Action / Follow Up	<ol style="list-style-type: none"> 2. Execute FY18/19 Plan & Provide Status Reports to Board of Governors
Previous Report Date	September 27, 2018 INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	<ol style="list-style-type: none"> 3. 1. Information Only <p>Status Update on: (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</p>

Action / Follow Up	1. Provide New Program Director's Assessment
Previous Report Date	June 14, 2018 INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	2. 1. Information Only Status Update on: (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
Action / Follow Up	2. Execute FY18/19 Plan & Provide Status Reports to Board of Governors
Previous Report Date	April 19, 2018 INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	3. 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 Status Update on (1) Negotiation Summary, (2) Program Governance, (3) Organizational Change Management, (4) Risk & Issue Management, and (5) Budget.
Action / Follow Up	2. 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. 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	2. 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.

Action / Follow Up	Conduct a Comprehensive Fit/Gap Analysis to Assess Workday’s Ability to Meet UBC’s HR/Finance Needs.
	2. 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 Status Update on the Request to Establish an Integrated HR FINANCE SASI Program
Action / Follow Up	2. Complete Next Steps to Establish Integrated Program as Outlined.

Integrated Renewal Program Scope

The IRP 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.”

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 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.

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
<ul style="list-style-type: none"> • Benefits • Compensation • Core HR Management (incl. Onboarding/Off-boarding) • Payroll • Talent Acquisition • Workforce Management – Time & Attendance 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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)

Major milestones and key outcomes for the IRP have been planned for each quarter. The Integrated Renewal Program is currently focused on the Test Stage for HR and Finance, in addition to continuing the Student Architect Stage. The remaining key outcomes for this calendar year are illustrated below.

Integrated Renewal Program Risks

Risk Statement	Mitigation
<p>The lack of well-defined/well understood scope for the program (Risk #204, EQA (2.11))</p>	<p>-IRP to continue monitoring scope of HCM and FIN as the program approaches go-live. (in progress and will continue until deployment)</p>
<p>The lack of a deployment and sustainment strategy for the program introduces the risk of a failed production cutover and/or the inability to maintain and support the system adequately once it is in production operation. (Risk #249, EQA (3.61))</p>	<p>-Develop a fully articulated Deployment and Sustainment Strategy that defines how releases of the IRP Solution will be deployed across the various environments (development, test and production) and into production, as well as the ongoing support infrastructure and processes required to manage the solution in production operations (in progress with expected completion in February 2020)</p>
<p>There have been some challenges in gathering/defining and documenting the functional and technical integration specifications for HR/FIN workstream applications. As a result, there is a risk that the integration designs for the HR/FIN workstream will not be completed in (the scheduled) time. (Risk #285, EQA (3.54))</p>	<p>-Monitor IEC and IRP plans to ensure all P1 integrations are complete and a plan for P2 to P4 integrations are complete (in progress with expected completion in February 2020)</p>
<p>The change in the OCM leadership workstream delays the OCM activities and may generate a change in approach both of which mean risks to IRP's ability to deliver change management support. Given previous concerns regarding OCM, this change increases the risk score to Very High. (Risk # 298, EQA (6.13))</p>	<p>- Continue to monitor OCM delivery against plan (in-progress)</p>
<p>Lack of urgency, transparency and trust amongst the workstreams designing the integrations within IRP (Risk #302, EQA (3.55))</p>	<p>- Continue to monitor integration work and collaboration (in progress)</p>

Risk Statement	Mitigation
<p>Recent review of HCM workstream priorities and prelim test results has identified (31) “Backlog” items that need to be resolved before the HCM end-to-end (E2E) testing can be completed. As a result, there is a risk that HCM workstream will not complete E2E testing prior to next Tenant build, and that even with the additional test cycle(s) that are planned, there is a risk that E2E testing of HCM will not be complete before the start of parallel payroll testing (Risk # 331, EQA (2.26))</p>	<ul style="list-style-type: none"> -Plans and incremental resources are in place to support the resolution of the backlog; in order to achieve the target date of October 11, constant monitoring of the HCM activities will be required, with appropriate and timely escalation as required (completed) -Continually assess the remaining HCM backlog activities to ensure that all identified activities are required for Go-Live (completed) -Define contingency options for HCM workstream if E2E testing is not complete in time for Tenant build and/or the beginning of parallel payroll testing (in progress) -When HCM E2E testing resumes, ensure that we prioritize all payroll-based process testing (planned)
<p>Finance team is at risk of not completing specifications or P3 reports by the planned due date (Risk # 332)</p>	<ul style="list-style-type: none"> -Develop action plan with WD reporting team to focus and streamline the shared processes of specification development (in progress) -UBC will leverage report owners in the community as much as possible for specification development (planned)
<p>With the extension of E2E testing, the development of the OCM training curriculum/content will be delayed. There is a risk that training content could be either incomplete or delayed due to changes in schedule, or that training content is not fully validated in advance of training rollout. (Risk # 347, EQA (6.14))</p>	<ul style="list-style-type: none"> -OCM to review the plan in order to align schedule with functional teams E2E testing to capture content. Ensure resources are available to complete development of the training curriculum and content (in progress)

Integrated Renewal Program (IRP)

November 26, 2019

Peter Smailes, Vice-President Finance & Operations

Andrew Szeri, Provost & Vice-President, Academic, Vancouver

Barbara Meens Thistle, Vice-President Human Resources

Deborah Buszard, Deputy Vice-Chancellor & Principal, UBCO

Ananya Mukherjee, Provost and Vice-Principal Academic, UBCO

Jennifer Burns, Chief Information Officer & Associate Vice-President, Information Technology

Kate Ross, Associate Vice-President, Enrolment Services & Registrar

Trish Pেকেles, Executive Director, Financial Operations

Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning & Engagement, HR

Chris Mercer, Program Director, Integrated Renewal Program



Decision Requested



IT IS HEREBY REQUESTED that the UBC Board of Governors:

- a) endorse the recommendation from the IRP Leadership Teams, supported by the IT Advisory Council, that the April 1, 2020 implementation date be deferred, with a new date to be determined at the conclusion of a re-planning process and presented to the February 2019 Board meeting for approval, and***
- b) approve a funding release of \$34.3 million, including contingency, to enable the continuing implementation of Workday HR, Finance (\$36.2M) and Student (\$0.7M) for the period January 2020 through March 2020 as the Workday Student agreements are finalized.***

Go Live Readiness Assessment



Purpose

To evaluate key project components and their readiness for the scheduled deployment

To identify mitigations and effort estimates for lagging components

To provide a fact-based measurement of the overall readiness and to support decisions on the path forward

Go Live Readiness Assessment



Objective

Develop a consensus recommendation for how best to proceed. Options include:

- Continue with the current plan to the next assessment in January 2020
- Invoke Contingency Framework, review assessment results and revise deployment plan
- Hybrid

Demonstrate our Collective Responsibility to each other and our joint success

Go Live Readiness Assessment



Status	Definition
Passed	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	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	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.
Failed	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 April 2020.
Need Data	No planned measurable progress, or need data.

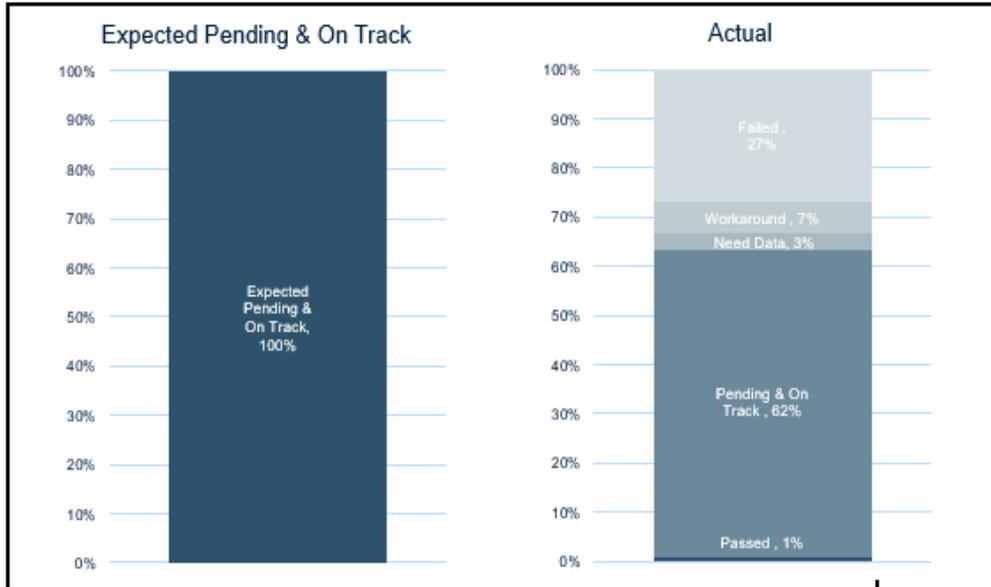
Criticality	Definition
High	Criterion must meet the target; no reasonable workarounds available. Workday cannot go-live until this target is met. Must receive a grade of 'Passed'.
Medium	Criterion should meet the target; limited contingent workarounds available. In order to go-live, this criterion must receive a final grade of 'Passed' or 'Workaround'.
Low	Criterion does not have to meet the target; reasonable contingent workarounds exist as an interim solution. The April 2020 go-live date should not be delayed if this criterion is not met.

Go Live Readiness Assessment



Overall

Expectation - Pending & On Track			Passed	Pending & On Track	Need Data	Workaround	Failed
Criticality	Expected Pending & On Track						
H	344	→	4	214	11	25	90
M	147		-	97	5	8	37
L	7		1	-	-	-	6
Total	498		5	311	16	33	133



Comments on assessment:

- Unit Testing not completed for some workstreams
- End-to-End Testing not started for some workstreams
- Business processes continue to be refined for some workstreams
- Training material development timeline at risk
- Integrations and reports not completely delivered or tested
- Many retrofits will not be available for testing until the end of the Test Stage
- Work-arounds in some areas may not be viable or sustainable

Re-planning Guiding Principles



- No increased scope (functional or technical)
- Same deployment approach (e.g. no splitting out of HR vs. Finance into separate releases)
- Plans will include appropriate contingency
- We will only re-plan once
- No 'significant' over-allocation of resources and assumption of appropriate time off over the 2019 December holidays
- Go-live timing should consider University operating schedule
- Will be an integrated approach and plan (IRP, AEP, IEC, etc.)

Next Steps



- Complete follow-up activities and confirm results with teams
- Explore restructuring of teams and governance
- Conduct Lessons Learned and refine strategies and controls to prevent future delays
- Present consensus recommendation to Sponsors and Executive Sponsors
- Take recommendation through University governance
- Revise plans
- Draft and review communications

IRP Funding Request



(in millions)	Approved Funding Apr 1 - Dec 31, 2019	Funding Request Jan 1 - Mar 31, 2020	FY20 Forecast
HR/Finance			
UBC Resources	11.2	7.1	18.4
Business Advisory	0.9	1.3	2.1
Prime Consultants	17.5	11.3	28.7
Other*	11.1	6.5	17.5
Sustainment (HR/FIN only)	-	-	-
Total HR/Finance	40.7	26.1	66.8
Contingency**	14.7	4.7	19.4
Total HR/Finance Including Contingency	55.4	30.8	86.2
Student			
UBC Resources	2.4	-	2.4
Business Advisory	-	-	-
Prime Consultants	2.0	1.5	3.4
Other*	1.6	-	1.6
Sustainment	-	-	-
Total Student	6.0	1.5	7.5
Contingency**	1.9	2.0	3.9
Total Student Including Contingency	7.9	3.5	11.4
Total Revised Estimate	46.7	27.6	74.3
Contingency**	16.6	6.7	23.3
Total Revised Estimate Including Contingency	63.3	34.3	97.6

Decision Requested



IT IS HEREBY REQUESTED that the UBC Board of Governors:

- a) endorse the recommendation from the IRP Leadership Teams, supported by the IT Advisory Council, that the April 1, 2020 implementation date be deferred, with a new date to be determined at the conclusion of a re-planning process and presented to the February 2019 Board meeting for approval, and***
- b) approve a funding release of \$34.3 million, including contingency, to enable the continuing implementation of Workday HR, Finance (\$36.2M) and Student (\$0.7M) for the period January 2020 through March 2020 as the Workday Student agreements are finalized.***