



SUBJECT	Integrated Renewal Program and Application Ecosystem Program Update
SUBMITTED TO	BOARD OF GOVERNORS
MEETING DATE	April 16, 2020
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
ACTION REQUESTED	Decision requested: approval of proposed resolution IT IS HEREBY REQUESTED that the Board of Governors approve: <i>i. a funding release for fiscal year 2020-2021 (FY21) of \$89.1 million, including contingency, for implementation of the Human Resources-Finance (\$69.6 million) and Student (\$19.5 million) components of the Integrated Renewal Program; and,</i> <i>ii. a funding release for fiscal year 2020-2021 (FY21) of \$42.1 million, including contingency, for the Application Ecosystem Program.</i>
SUBMISSION DATE	March 20, 2020
LEAD EXECUTIVE	Peter Smailes, Vice-President Finance & Operations
PRESENTED BY	Jennifer Burns, Chief Information Officer & AVP Information Technology Kate Ross, Associate Vice-President Enrolment Services and Registrar Christopher Mercer, Program Director, Integrated Renewal Program John Thomson, Program Director, Application Ecosystem Program
SUPPORTED BY	Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Marcia Buchholz, Interim Vice-President Human Resources Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan Trish Pekeles, Executive Director, Financial Operations Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning and Engagement, Human Resources

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Finance Committee on many occasions. The following represents the most recent:

1. On [February 6, 2020](#) the Integrated Renewal Program and the Application Ecosystem Program asked the UBC Board of Governors to:
 - a. IT IS HEREBY REQUESTED that UBC Board of Governors approve the recommendation to revise the Integrated Renewal Program and Application Ecosystem Program implementation date for Release 1 from April 2020 to November 2020 and to authorize new funding of \$23 million for a revised combined total of \$362 million (including a 15% contingency)

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

COVID-19 UPDATE

In response to COVID-19, the IRP and AEP teams have all been working remotely since March 16th. Given that many consultants work offsite at various times, the teams are familiar with and comfortable working in a remote environment. However, priorities around the broader UBC community's Covid-19 preparation and planning activities may create conflicts in terms of priorities between local units and their IRP and AEP work efforts in areas such as testing and AEP application delivery as there are dependencies in other areas of UBC. Working remotely is likely to impact effectiveness in general, but may have an increased impact on collaborative activities such as testing. In addition, illness or personal needs could also present challenges.

The current timelines are dependent on successful cross-delivery of capabilities from teams across the programs (AEP, IEC (integrations team), and IRP). If the COVID-19 situation persists beyond 6-8 weeks, the November 2020 go-live date could come under pressure. In order to address this risk, work is underway to determine if underutilized staff across the university could be mobilized to advance IRP/AEP work to meet the November go-live date. Delivering Workday HR/Finance on schedule is the least costly approach. However, multiple scenarios are being examined including a ramp-down or a completely remote delivery should the impacts of COVID-19 continue into the new academic year.

EXECUTIVE SUMMARY

The Integrated Renewal Program (IRP) and the Application Ecosystem Program (AEP) are approximately seven months from deploying Release 1 which includes Workday's Human Capital Management, Payroll and Finance as well as the implementation of Planon (Facilities Management) and the necessary integrations and retrofits throughout the UBC community. This is one of the largest initiatives ever attempted by UBC and the first Release is scheduled to be deployed in November 2020.

The programs require the support of the UBC Board of Governors and ask for your approval of the funding releases for FY21. This funding will support the activities throughout the next fiscal year which include:

- community events and engagement
- formal testing including Payroll Parallel
- completion of the remaining integrations, retrofits and reports
- development of training materials
- training of the UBC community
- development of the sustainment organization
- roving and enhanced support during the deployment
- continued design of future state processes for Student
- in-depth analysis of Student data conversion

These activities are vital to the success of both programs. The Supplemental Materials include additional details on our funding release for FY21 as well as various updates on significant activity for both programs.

The funding release of \$19.5m for Student assumes a successful negotiation outcome with Workday. Alternative scenarios are also being considered and costed to help determine the financially optimal approach to implementing Workday Student. An update will be provided at the next Board meeting.

SUPPLEMENTAL MATERIALS

1. Budget Request
2. IRP/AEP Restructuring
3. Testing Update
4. Student Update
5. Status Update
6. Risks and Issues
7. Schedule
8. Current Financials

SUBJECT	Integrated Renewal Program and Application Ecosystem Program Update
SUBMITTED TO	Finance Committee
MEETING DATE	April 6, 2020

Budget Request

Our recently approved funding contained requests for an additional \$23 million in new funds and a draw on contingency of \$35 million for the Integrated Renewal Program (IRP) and the Application Ecosystem Program (AEP). The remaining contingency was calculated based on the original funds allocated for contingency to support Release 1...not the total funding for that part of the program. Using the IRP as an example, there was \$26 million contingency originally allocated for Release 1 (HR/Finance) and 15% of that number equals \$4 million. The table below outlines how the remaining contingency was calculated:

Table 1 - IRP\AEP Contingency Calculation

Stakeholders	Month	Contingency Assumptions in Budget Estimate	Funding Request
Finance Committee/ Board	Feb 2020	<p>*HCM/FIN Extension Cost of \$39m</p> <p>*HCM/FIN Contingency @ \$26m</p> <ul style="list-style-type: none"> Contingency Drawdown \$22m ITAC requested to have the contingency balance after the drawdown to remain at 15% ($\\$26m \times 15\% = \\$4m$) <p>*AEP Extension Cost of \$18m</p> <p>*AEP Contingency @ \$16m</p> <ul style="list-style-type: none"> Contingency Drawdown \$13m Maintain 15% of the remaining contingency balance ($\\$16m \times 15\% = \\$3m$ (rounded)) 	<p>IT IS HEREBY REQUESTED that the Board of Governors approve:</p> <ul style="list-style-type: none"> the recommendation to revise the Release 1 implementation date for the Integrated Renewal Program and the Application Ecosystem Program from April 2020 to November 2020: and, new funding of \$23 million for a revised combined total budget of \$362 million (including 15% contingency).

There are no changes to the overall costs of the IRP or the AEP.

The following key assumptions apply:

- The overall total remains \$362.4M for both programs
- For the IRP:
 - The Student budget for FY21 has increased due to the need to support a full student data conversion effort during the Architect stage. This effort was funded by reducing the student Prime Consultants budget in FY22 & FY23
 - This reduction will come out of the Deloitte budget, as it was originally a high-level estimate, rather than a bottom-up build or number provided by Deloitte
 - The budget is adjusted to match the forecast as of our February 2020 month end
 - Crystalized savings have reduced the pre-contingency budget and increased the contingency balance (no net change to the total)
 - The IRP Release 1 contingency is now \$10.1M

Table 2 - IRP/AEP Budget: current budget forecast for both the IRP and AEP programs

Revised Budget							
<i>*Full Program</i>							
(in millions)	FY19	FY20 [^]	FY21	FY22	FY23	FY24	TOTAL
HR/Finance							
UBC Resources	9.7	18.9	21.5	2.2	-	-	52.3
Business Advisory	0.0	0.0	-	-	-	-	0.1
Prime Consultants	16.8	26.0	23.3	1.8	-	-	67.9
Other*	6.8	12.9	13.5	2.0	-	-	35.2
Sustainment (HR/FIN only)	-	-	2.1	2.9	-	-	5.0
Total HR/Finance	33.3	57.9	60.4	9.0	-	-	160.5
Contingency balance as of Feb 2020		28.3	2.9	0.9			32.1
Contingency Carry Forward (FY20 to FY21)		(28.3)	28.3				-
Add: New Funding			18.0				18.0
Less: Drawdown (contingency & new funds)			(40.0)				(40.0)
Revised Contingency Balance Remaining***	-	-	9.2	0.9	-	-	10.1
Total HR/Finance Including Contingency	33.3	57.9	69.6	9.8	-	-	170.6
Student							
UBC Resources	3.9	2.1	2.6	9.6	8.8	2.9	29.8
Business Advisory	0.0	-	-	-	-	-	0.0
Prime Consultants	1.2	3.9	8.8	8.3	7.0	6.1	35.5
Other*	3.7	1.4	3.6	3.3	3.1	2.4	17.5
Sustainment	-	-	-	-	-	-	-
Total Student	8.8	7.5	15.0	21.2	18.9	11.5	82.8
Contingency		3.8	4.5	6.4	5.7	3.4	23.8
Total Student Including Contingency	8.8	11.3	19.5	27.5	24.5	14.9	106.6
Total Revised Estimate	42.1	65.4	75.4	30.1	18.9	11.5	243.3
Contingency		3.8	13.7	7.2	5.7	3.4	34.0
Total Revised Estimate Including Contingency	42.1	69.2	89.1	37.3	24.5	14.9	277.2
Application Ecosystem (Phase 1 only)							
UBC Resources		9.9	19.6	-	-	-	29.5
Business Advisory		0.4	0.6	-	-	-	1.0
Prime Consultants		5.0	11.5	-	-	-	16.5
Other		1.5	7.5	-	-	-	9.0
Total Application Ecosystem		16.8	39.2	-	-	-	56.0
Contingency balance as of Feb 2020		13.5	2.4				15.9
Contingency Carry Forward (FY20 to FY21)		(13.5)	13.5				-
Add: New Funding			5.0				5.0
Less: Drawdown (contingency & new funds)			(18.0)				(18.0)
Revised Contingency Balance Remaining***	-	-	2.9	-	-	-	2.9
Total Application Ecosystem including contingency		16.8	42.1	-	-	-	58.9
Application Ecosystem (Phase 2 high level estimate with contingency)							26.3
[^] FY20 is based on the forecast as of the February 2020 month end *IRP Other costs include Point Solutions (\$14.3M), Premise Leases & Furnishings, OCM Community Communications & Readiness, Subscription Fees, Software Tools, Travel, Legal, and Training **AEP Other costs include governance cost, communications, travel, training, software license and tools, recruiting cost, legal, computer equipment, furniture and other supplies ***ITAC requested to maintain 15% of the existing contingency balance for Release 1. As of Jan 31/2020, HCM/FIN contingency was at \$4.7M, plus Feb month end crystalized savings of \$5.4M							
Summary							
(in millions)	FY19	FY20 [^]	FY21	FY22	FY23	FY24	TOTAL
Total HR/Finance Including Contingency	33.3	57.9	69.6	9.8	-	-	170.6
Total Student Including Contingency	8.8	11.3	19.5	27.5	24.5	14.9	106.6
Total IRP Including Contingency	42.1	69.2	89.1	37.3	24.5	14.9	277.2
Total AEP Phase 1 Including Contingency		16.8	42.1	-	-	-	58.9
Total AEP Phase 2 Including Contingency							26.3
Total AEP		16.8	42.1	-	-	-	85.2
Total IRP & AEP	42.1	86.0	131.2	37.3	24.5	14.9	362.4

The above figures include the amounts approved by the Board of Governors on February 14, 2020. We are asking the UBC Board of Governors for approval of the following funding requests:

IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release for fiscal year 2020 – 2021 (FY21) of \$89.1 million, including contingency, for the Integrated Renewal Program’s Workday HR, Finance (\$69.6m) and Student (\$19.5m) implementations.

IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release for fiscal year 2020 – 2021 (FY21) of \$42.1 million including contingency for the Application Ecosystem Program.

IRP/AEP Restructuring

The recent Lessons Learned activity conducted with both the IRP and AEP programs highlighted several themes including opportunities for better communication and collaboration between the two programs. Several options were reviewed, and a decision was made to move in a direction that would increase the alignment of the IRP and AEP programs.

In discussions with the Executive Sponsors, some key changes have been made which we believe will ensure better alignment. Specifically, Kate Ross will co-lead the IRP and AEP, along with Jennifer Burns, in recognition of the need to integrate the technology aspects of these programs and align the technical with the functional. We will continue to have two programs, each with their own Program Director. Chris Mercer will continue to lead the IRP (which includes the Integrated Service Centre), and in recognition of Anje Skomorowski's impending retirement, John Thomson will assume leadership of the AEP. To address the alignment of activity across both Programs, we will be restructuring the program management offices into a single PMO. Change Management (OCM), Testing, Cutover, along with other supporting services like staffing, will also be shared between the two programs. Ownership of these areas will be shared between Chris Mercer and John Thomson.

Testing Update

The HCM (Human Capital Management) team was behind in completing the system configuration and unit testing due, in part, to the complex nature of UBC’s business processes and collective bargaining agreements. This was one of the contributing factors in the need to delay the implementation date for Release 1. The revised plans developed to support the new implementation date of November 2020 required the HCM team to complete their configuration, unit testing and develop their End-to-end test scenarios by the end of January 2020.

The HCM team has completed their outstanding configuration. They have also successfully completed their unit testing and the necessary planning to support end-to-end. End-to-end testing for HCM began on February 3rd (as scheduled) and testing is on track for completing on April 24th. The figure below represents one of the dashboards we utilize within the IRP to track the progress of end-to-end testing.

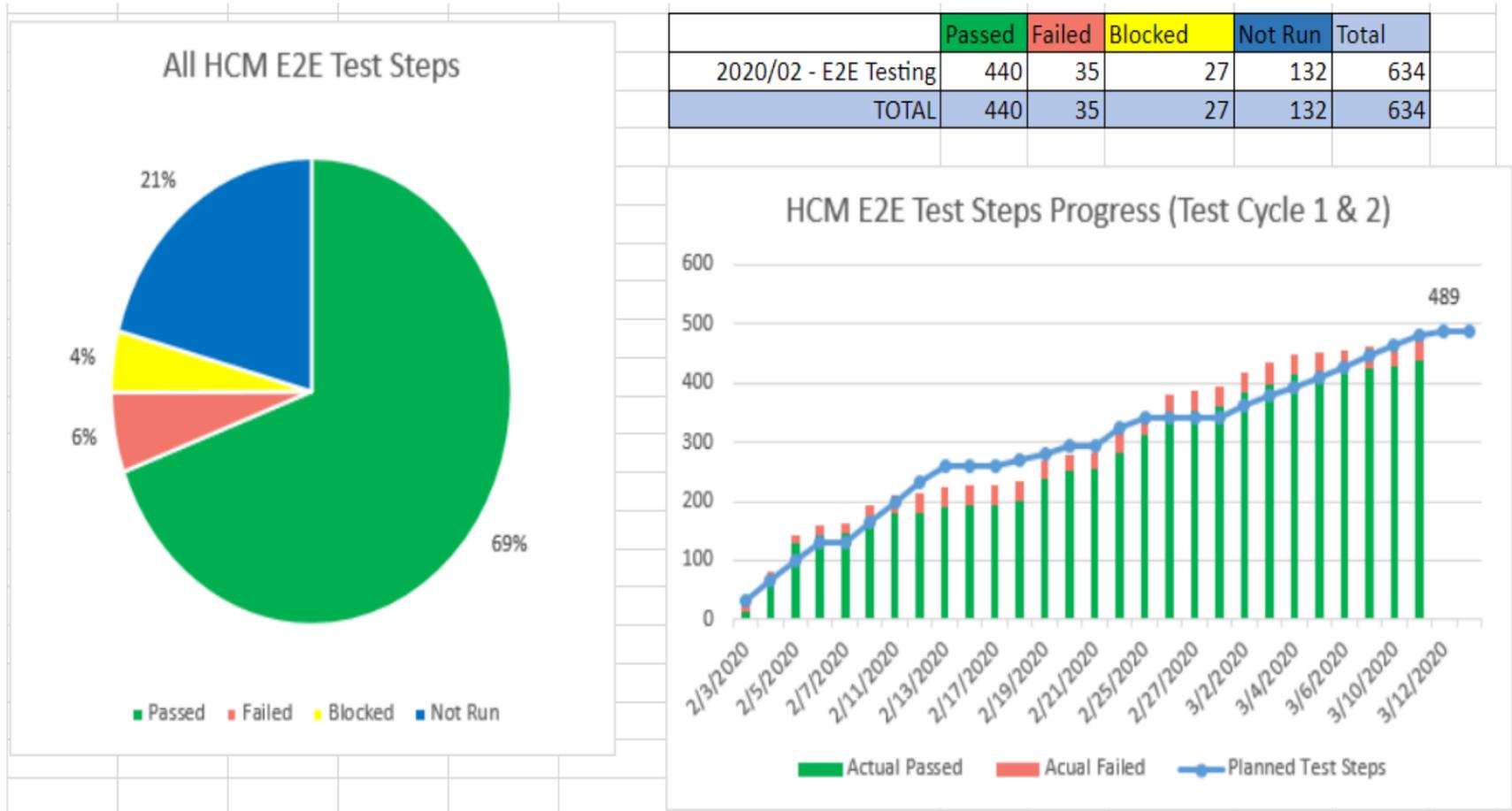


Figure 1 - HCM E2E Testing

HCM E2E testing is actually ahead of schedule and the first cycle was completed 4 days early. Test results are also on target with failures holding just under 6%. The team has begun the second cycle of E2E early and are expected to complete ahead of schedule.

Preparations continue for the remaining test stages within the IRP. These include Payroll Parallel and User Confirmation Review. The testing of integrations and reports are included in end-to-end testing. Although the Finance team has completed their Workday end-to-end scenarios, they too are testing integrations and reports as they become available.

There is an additional test cycle that involves both the IRP and AEP programs. This is called Workday +1 (WD+1) testing and includes those applications that send data to Workday or require two-way integration. Examples of these would include applications like RiSE or Planon (EMMS). This planning is underway, and testing will begin shortly.

Student Update

The Student workstream is currently in the Architect stage of the Workday methodology. This is the second of five stages (Plan, Architect, Configure & Prototype, Test and Deploy) and focuses on designing the future state business processes for UBC. The Architect stage began in June 2019 and is scheduled to be completed in November 2020. The key objectives for the Architect stage include:

- **Design full scope of current product**, reflecting entire academic foundation and full student lifecycle for representative sample of students/programs; make related governance decisions
- **Prepare and convert data** to support Architect stage configuration; test all available (43) Student conversions with UBC data
- **Identify and document additional product gaps** and establish responsive product management relationship
- **Produce tenant** for Configuration & Prototype stage
- **Make informed deployment timeline recommendation**, based on information collected related to each of the above

Due to the highly interconnected and cross-functional nature of the platform, design and data conversion must occur across the full functional scope from the beginning of the Architect stage. The functional scope is represented in the following figure.

STUDENT SCOPE & WORKDAY STUDENT MODULES

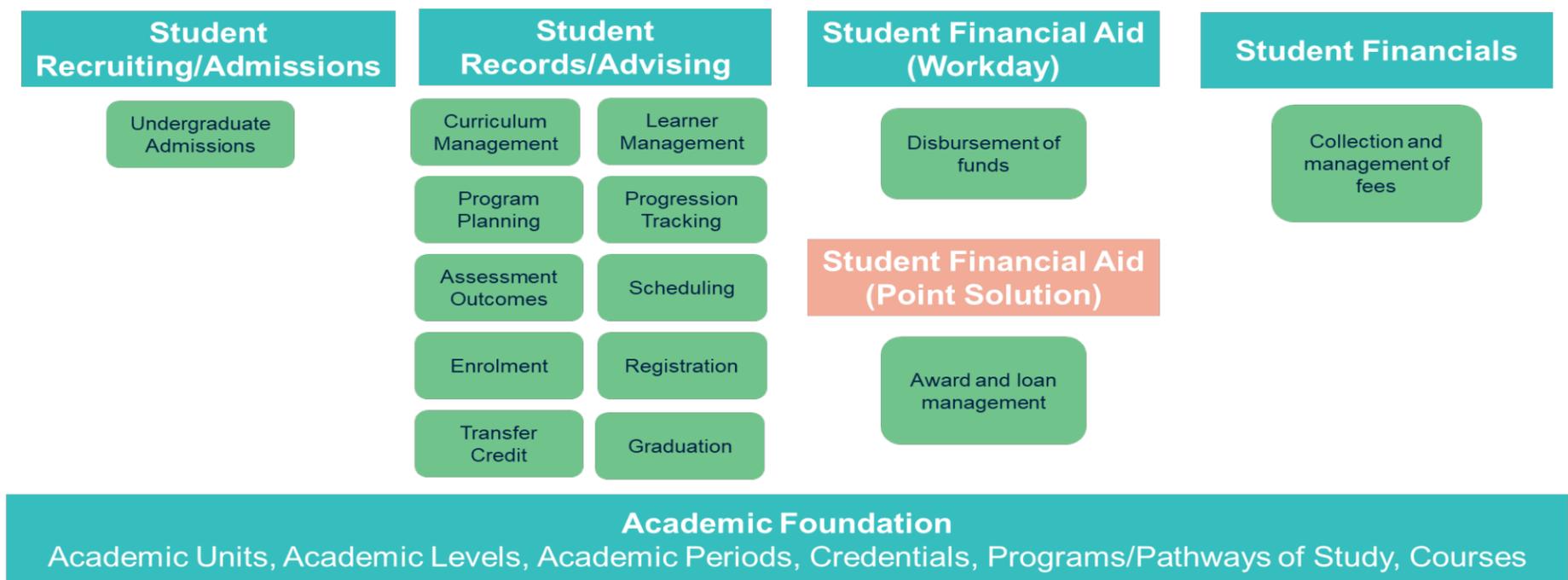


Figure 2 - Student Scope

UBC is now recognized as Workday's first "XLE" (Extra Large Enterprise) Student Deployment. The Workday product and implementation process are both evolving and untested at this level of complexity. The project will have multiple UBC releases and absorb multiple WD Student updates.

IRP Student includes the deployment of Workday and a major point solution for Learner Financial Support, to decommission SIS. There are also significant related solutions (ePayment Gateway, Scientia) that need to be in place and/or retrofitted to support a successful Student deployment.

What this may mean for UBC:

- UBC will have continued influence on Workday product development; as the first XLE can set pace on 'best practices'; Workday implementation strategists have been assigned to UBC to liaise directly with WD product team
- A greater degree of uncertainty in solution capability and development
- Planning and resourcing may require a higher degree of flexibility and responsiveness to change
- Design, configuration and testing will be more iterative
- Initial deployment will focus primarily on ensuring business continuity, and is likely to offer both transformational improvements and some steps back from current functionality...expectation management is critical
- Achievement of vision and benefits will be more incremental over time
- Our deployment will have high visibility and risk and requires exceptional commitment and fortitude from both Workday and UBC

The information we collect during the Architect stage is crucial in validating the deployment timeline for Workday Student. The team is currently working with a planning assumption to support a 2022-23 deployment of the product. However, due to the uncertainty of software development, the possible deployment dates could range from 2022 – 2024. Criteria for Architect Stage 'health checks' and timeline validation analysis are being developed in collaboration with Workday. Potential categories include:

- **Existing Workday product blockers** – number, progress towards resolution, potential for workarounds
- **Workday product roadmap** – potential for gap resolution
- **Functional design and configuration** – have we achieved desired breadth across the product
- **Decision-making** – UBC's time to make decisions
- **Data conversion progress** – success rate, data quality, on track/late
- **Integration/Reporting preparation** – are in-scope specifications and business process documentation complete
- **Interdependent solutions** – Learner Financial Support, ePayment, Scientia – on track
- **Community engagement, awareness and buy-in** – is our community informed and 'with us' at the right level
- **UBC/Workday relationship** – engagement with product development, satisfaction with services, communication

The Architect stage is scheduled to be completed in November of this year. The information collected will be brought to the January 2021 IT Advisory Council meeting where we will review the findings and seek their input and endorsement on the path forward. This will be brought to the Finance Committee in February 2021 for input and endorsement as well. This report will include the strategy for preparing existing SIS for the implementation of Workday Student. In the meantime, we will provide periodic status updates on Student as part of the regular updates.

Status Update

The following figure represents a combined summary status for both programs. Our consolidated PMO working to integrate the project plans. This report is a work in progress and will be finalized later this month.

RELEASE 1

EXECUTIVE STATUS DASHBOARD; PERIOD ENDING: WEDNESDAY, MARCH 4TH, 2020

Overall Status	
Last	Now

Program Summary Updates

IRP Program Status Summary	Schedule	Scope	Budget	Resources
<p>Work is underway to obtain a clear line of sight in detailed plans and cross-workstream independencies. Access to key resources continues to put pressures on both the schedule and resources. Budget remains yellow due to the contingency draw, but we expect to have enough funding for the duration of Release 1.</p>				

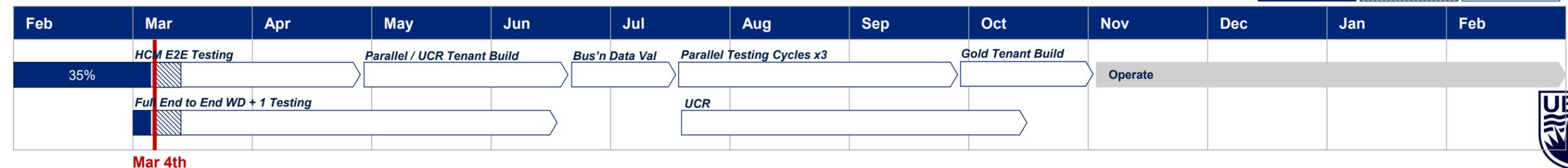
AEP Program Status Summary	Schedule	Scope	Budget	Resources
<p>Scope of applications and dispositions is largely complete (minor follow-up activities remain). Updated financial forecast and increased contingency to \$11.7 million (~25% of forecasted spend). Currently, 17 open roles across the program and PMO (trending in a positive direction). Schedule is yellow due to Covid-19 risk and pending completion of WD +1 test planning activities.</p>				

Decisions & Updates
<p>Decision: Application Delivery for WD+1 Testing WD+1 testing approach has been reviewed and approved by governance. Test planning underway with AEP to determine specific dates for testing of specific applications.</p>
<p>Update: Payroll Accounting Adjustments (PAA) – Cross Functional with HCM Due to late configuration on payroll accounting adjustments, these will be tested later in the HCM E2E test cycles. The approach will go to FIN-POC on Mar 6; IPOC on Mar 15 for approval</p>
<p>Update: P1-P4 Report Specifications and Design Finance is making good progress and are close to being on schedule. HCM is behind schedule and we have brought in additional resources to validate the inventory and complete the backlog in order to bring it back on schedule.</p>

Decisions & Updates
<p>Update: Potential Coronavirus Impacts AEP does not utilize traveling consultants, so will not be impacted by travel restrictions. Resources are enabled and familiar with working remotely, but will impact team effectiveness, particularly with collaborative activities (e.g. testing). Risk that family needs will take priority for some people.</p>
<p>Update: November Re-Planning Complete Re-planning activities associated with November go-live date are complete and include integration with IEC milestones. Milestone coordination across AEP and IRP still pending. Financial forecasts have also been revised and pending formal approval</p>
<p>Update: WD +1 Testing Detailed test planning activities underway across AEP and IRP programs. Critical activity to determine resource plans and potential conflicts</p>

Timeline

Timeline Legend: Complete In-Progress Not Started



IRP/AEP COMBINED STATUS

Status Legend: On-Track At Risk Issue

Figure 3 - Combined Status

Critical path activities for the IRP are on schedule. Report development is slightly behind schedule and additional resources (consulting and UBC) have been brought in to complete the work. Planning is underway for testing with the AEP as their retrofits are completed. The team is preparing for the next tenant build as well as the Payroll Parallel and User Confirmation Reviews (UCR).

Risks and Issues

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 and AEP is provided by Gartner and complements that framework. As of March 2020, the IRP is tracking 97 active risks (down from 193 originally) and 5 issues. IRP is referenced in UBC's Major Risk Register (GLB081 UBC Integrated Renewal Program). The table below captures the top IRP risks (very high probability and very high impact as well as our response to the COVID-19 virus) and an abbreviated list of mitigation activities being addressed within the Integrated Renewal Program. The AEP program has 4 very high probability and very high impact risks and are also included in the table below.

Program	Risk Statement	Mitigation
IRP	Program Wide (IRP and ISC) - COVID-19 Impact on Program Delivery (Risk # 404)	<ul style="list-style-type: none"> -Set up and ensure that Wi-Fi and VPN connections for respective parties are sufficient and tested (Completed) -Use video-calling for meetings (Completed) -Set up a regular cadence to meetings that were otherwise ad-hoc, or increase frequency of check-in meetings (In Progress) -Create a one-pager plan for team communication and efficiency evaluation for a 1 month, 2-6 month, and beyond 6-month time horizon (Planned) -Identify alternative methods for consultation/validation (In Progress)
IRP	Not delivering application retrofits/integrations on time against latest plan, further delaying WD+1 testing and (likely) impacting Go-Live date (Risk # 407 (EQA (2.28)))	<ul style="list-style-type: none"> - Prioritize the AEP delivery schedule to reflect the IRP/Workday required application retrofits and integrations to allow for required WD+1 Testing (and required bug fixes) well in advance of the final tenant build. (In Progress) -Develop (real-time) AEP delivery schedule dashboard(s) and provide frequent (weekly) updates as to the application-level delivery details against current plan. (Planned)
AEP	<p>Covid-19</p> <ul style="list-style-type: none"> -Priorities related to Covid-19 preparation and planning activities may create conflicts with AEP timelines -AEP teams are enabled to work remote, but will impact effectiveness, particularly for collaborative activities like testing -Family needs may take priority (e.g. childcare, illness, etc.) 	<ul style="list-style-type: none"> -Existing meetings have been transitioned to video conferences / calls (complete) -Have established daily stand up calls with leadership team that are cascaded to broader program teams (in progress) -Will highlight resource and other conflicts as they arise (in progress) -Ongoing monitoring will continue to monitor as the situation evolves
AEP	<p>Testing</p> <p>WD +1 testing (i.e. end-to-end testing to/from Workday to the downstream applications) activities have not been planned at a sufficient level and there is a risk that timelines will create conflicts for IRP functional resources which could impact delivery timelines</p>	<ul style="list-style-type: none"> -Additional testing leadership has been on-boarded (complete) -Testing leadership structure has been finalized (complete) -Created model to determine timelines by application based on application complexity (complete) -Developed prioritization criteria by application (complete) -Determined where testing activities could be accelerated to address complex functionality (complete) -Resource plans need to be developed based on above activities and timelines by application to determine impacts
AEP	<p>November 1st Re-Planning</p> <ul style="list-style-type: none"> -AEP has completed the re-planning efforts related to the November 1st go-live date that includes dependencies and milestones with the IEC (integration team). -Re-planning coordination across IRP and AEP is still pending 	<ul style="list-style-type: none"> -New cross-program PMO lead to develop recommendations and gain approval at steering on path forward to coordinate plans across AEP and IRP (current ETA for completion is mid-April)
AEP	<p>Resourcing</p> <ul style="list-style-type: none"> -There are currently 17 open roles across AEP and the cross-program PMO. Key roles include PMO and testing -Covid-19 may impact speed at which additional resources can be onboarded 	<ul style="list-style-type: none"> -Have prioritized key roles (e.g. HCM PM) (complete) -Created and managing consolidated tracking template with recruiting team (in progress) -Reporting on recruiting status. In bi-weekly status reports and steering meetings (ongoing)

The latest EQA report was just released by Gartner. Here is a summary of highlights:

Highlights in this report:

- The following new risks were created:
 - (Risk 406) 1.19: Both IRP and AEP maintain separate/distinct program-centric views/attitudes and do not unify or come together under a single vision to deliver the desired solution.
 - (Risk 407) 2.28: Risk that AEP does not deliver application retrofits/integrations on time against latest plan, further delaying WD+1 testing and (likely) impacting Go-Live date.
 - (Risk 408) 2.416: Required functional resources for WD+1 Testing may not be available if UCR, Training and WD+1 Testing are all going to occur at the same time.
 - (Risk 409) 3.44: Risk that due to the scheduled delivery of AEP applications, that any remediation/configuration changes coming out of WD+1 testing are not completed (& re-tested) in time for Gold Tenant Build and impact Go-Live date.

- The following new mitigation was created:
 - (Risk 285) 3.54: M.179: Monitor and track integration development activity and delivery of tested integrations against plan on a daily basis through dashboard-based data updates.

- The following risk scores were changed:
 - 2.2 Schedule: Increased to 25
 - (Risk 331) 2.26: HCM Schedule due to Backlog. M.152 and M.153 reduced from high to medium.
 - 3.4 Testing: Increased to 20
 - (Risk 346) 3:42: Changes and extensions to the testing schedule and capacity. M. 157: monitoring test and resource capacity reduced from high to medium.
 - 3.5 Interfaces and Integrations: Increased to 20

- The following Baseline Risk Mitigations were completed:
 - (Risk 351) 2.27: TM.3: Increase the awareness and transparency of HCM workstream activity and progress at all levels.
 - (Risk 365) 3.62: TM.4: Address concerns about Workday's tenant build process, TM.5: Understand the process and plan for the next tenant build, TM.6: Fill a critical resource gap to support the Tenant build process, TM.7: Continuous improvement.
 - (Risk 302) 3.55: TM.8: Identify opportunities and develop a model or process on how workstreams engage.
 - (Risk 291) 1.17: TM.10: Transparency and understanding of the critical path for program success and TM.11: Decision on structural changes have been made. IRP and AEP will remain separate and be led by respective Program Directors. but will share PMO, OCM, Testing and Cutover "services" with some split responsibilities, TM.15: Ensure delivery of business capabilities and strategic outcomes.
 - (Risk 221) 3.11: TM.16: The PMO to develop and present HCM and Finance solution focused status reports.
 - (Risk 365) 3.62: TM.17: Develop and share a detailed schedule of the tenant build process identifying the stakeholders and data inputs required for the build and TM.18: Ensure all build stakeholders are fully aware of the entry and exit criteria and the impact of the April 27th freeze date.
 - (Risk 353) 1.18: M.162: Ensure all the re-plan decision material is comprehensive and has been previewed by key stakeholders/approvers.

Gartner has also identified following themes and recommendations to address:

Observed Themes for February 2020

EQA participated in a number of scheduled/standing IRP meetings and conducted a series of monthly QA meetings and interviews with key program resources. For the month of February 2020, EQA and IRP had discussions regarding previously identified risks and issues. Based on what we have observed in meetings, interviews and documents, the following are the areas we want to highlight for stakeholders this month:

AEP Delivery Schedule & WD+1 Testing

The most recent AEP delivery schedule indicating when the 26 applications identified as in-scope for WD+1 Testing will be available raises serious concerns; and we believe that without substantial new action/mitigation, this schedule puts a Nov 1st Go-Live date at significant risk. It also raises more general concerns regarding the AEP program's ability to both plan and deliver.

AEP is facilitating discussions that include potentially de-scoping some of the AEP application portfolio for Phase 1 (Nov 1st), and/or prioritizing the IRP/Workday required application retrofits and integrations to allow for required WD+1 Testing (and required bug fixes) well in advance of the final tenant build. But, this remains a Very High risk and will require close monitoring with frequent plan and dashboard activity level updates.

Related Risks:

- 2.28 Application Retrofits/Integrations
- 2.415 Integrated Project Plan
- 2.43 Resource Strategy and Integrated Project Plan
- 3.43 IRP Delivery Schedule
- 3.54 Integration Specs

Unified Vision Going Forward

As IRP and AEP begin to align around a solution-focused approach, the program-centric attitudes and the distinct cultures of the two programs have become more apparent. The importance of organizational culture cannot be understated, and it will be critical for leadership to communicate, encourage, and demonstrate the types of behaviors that are appropriate (and those that are not). The two programs must adopt a unified vision of successful delivery going forward, and strike the appropriate balance between acceptance and accountability.

Related Risks:

- 1.17 Program Structure
- 1.19 Culture
- 2.415 Integrated Project Plan
- 2.43 Resource Strategy
- 3.11 Solution-focused Status Reporting
- 3.55 Team Collaboration

Shared Service PMO Function

Integration transition planning for IRP, AEP, IEC and ISC activities are continuing, including the creation/renewal of a shared PMO. The #1 priority of the shared PMO is the development of an integrated, resource-loaded project plan which is critical to understand interdependencies and resource conflicts that can/have impacted program delivery between the two programs. Getting to the "right" level of activity detail in the plan is critical, as is getting the plan completed within the next 3-4 weeks.

As the shared PMO is established, it will be important to leverage the best practices that were in place within the IRP PMO, and to ensure that the appropriate capabilities and resource capacity necessary to support/undertake the work is put in place. All of this needs to be in place and operational in a fairly short time frame (mid-April) to ensure successful solution delivery.

Related Risks:

- 1.17 Program Structure
- 2.38 Budget for AEP/IRP
- 2.415 Integrated Project Plan
- 2.43 Resource Strategy
- 2.61 Program Controls
- 3.55 Team Collaboration

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Figure 4 - Gartner Observed Themes

Recommendations for Addressing Themes

The table below outlines common-theme solutions for the key highlights to the program. The solutions are prioritized recommendations based on urgency versus impact. Gartner recommends that UBC take action on each of these recommendations by identifying risk owners to oversee resolution and mitigation of the risk.

Recommendations:		
AEP Delivery Schedule and WD+1 Testing	Unified Vision Going Forward	Shared Service PMO Function
<ul style="list-style-type: none"> • Potentially de-scoping some of the AEP application portfolio for Phase 1 (Nov. 1st), to allow for emphasis on WD+1 in-scope application retrofits and integrations. • Prioritize the AEP delivery schedule to reflect the IRP/Workday required application retrofits and integrations to allow for required WD+1 Testing (and required bug fixes) well in advance of the final tenant build. • Once the detailed, application-specific WD+1 Testing plan has been completed, identify any resource conflicts or constraints and, if required, add additional functional and/or testing resources as early as possible. • Develop (real-time) AEP delivery schedule dashboard(s) and provide frequent (weekly) updates as to the application-level delivery details against current plan. 	<ul style="list-style-type: none"> • Examine current behaviors that are not consistent with the original values of the program, and identify internal processes that help those behavioral patterns persist. • Define the desired behaviors across the program and plan how to inform, train and reinforce those behaviors through adjustments to internal processes. Explore culture hacks as an opportunity to signal and initiate the need for behavior change. • Reinforce the responsibility of leaders to be role models and set the direction for team behaviors through their decision-making processes and daily routines and activities. • Examine the current performance metrics related to recurring activities for potential adjustment and to identify new measures to drive new behavior. This could include consultation with all program stakeholders to ensure consistency across the program. 	<ul style="list-style-type: none"> • Develop an integrated, full resource-loaded project plan for AEP, IRP and ISC (by mid-April 2020), and ensure process and resources are in place to support ongoing management of the plan. • Define and hire for the required roles in the shared services PMO as soon as possible. Along with the PM and Project Coordination roles to support the integrated plan as stated above, EQA recommends status reporting coordination, risk management coordination, and change request facilitation/coordination specific roles.

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Figure 5 - Gartner Recommendations for Themes

External Quality Assurance Changes:

As part of the re-plan work for both IRP and AEP Programs, the university undertook a review of the External Quality Assurance (EQA) role to assess the value it was providing to the governance, oversight and risk management of the Programs. As a result of this review, a recommendation was made to the Audit Committee to transition the EQA role to the UBC Office of Enterprise Risk and Assurance, under the leadership of Jennifer Kain, the UBC Chief Risk and Assurance Officer. This recommendation was approved at the Audit Committee meeting held on March 23, 2020.

Moving forward, the Office of Enterprise Risk and Assurance will be complemented by PricewaterhouseCoopers LLP (PwC). The scope of the work for ERA will be to provide an objective, independent, integrated forward-looking risk and assurance service across this strategic transformation initiative and will include IRP, AEP, ISC and IEC aspects. This integrated team brings the right combination of higher education, Workday-specific, large and complex program and project risk management, governance and oversight experience for this initiative.

This work provides an objective and independent perspective to the Program Directors and will serve as an early warning beacon to highlight potential risks that may compromise the overall success of the Program. Additionally, it provides support to the Board of Governors, the Audit Committee, the Information Technology Advisory Committee, the Program Executive Sponsors Committee; and, the Program Steering Committee, in fulfilling their oversight responsibility for the program. An EQA report will be presented at the next Board meeting.

Schedule

The figure below highlights the approved schedule for Release 1. The dates for Release 2 and the 3 Student releases are still being finalized.

PROGRAM RELEASE SCHEDULE

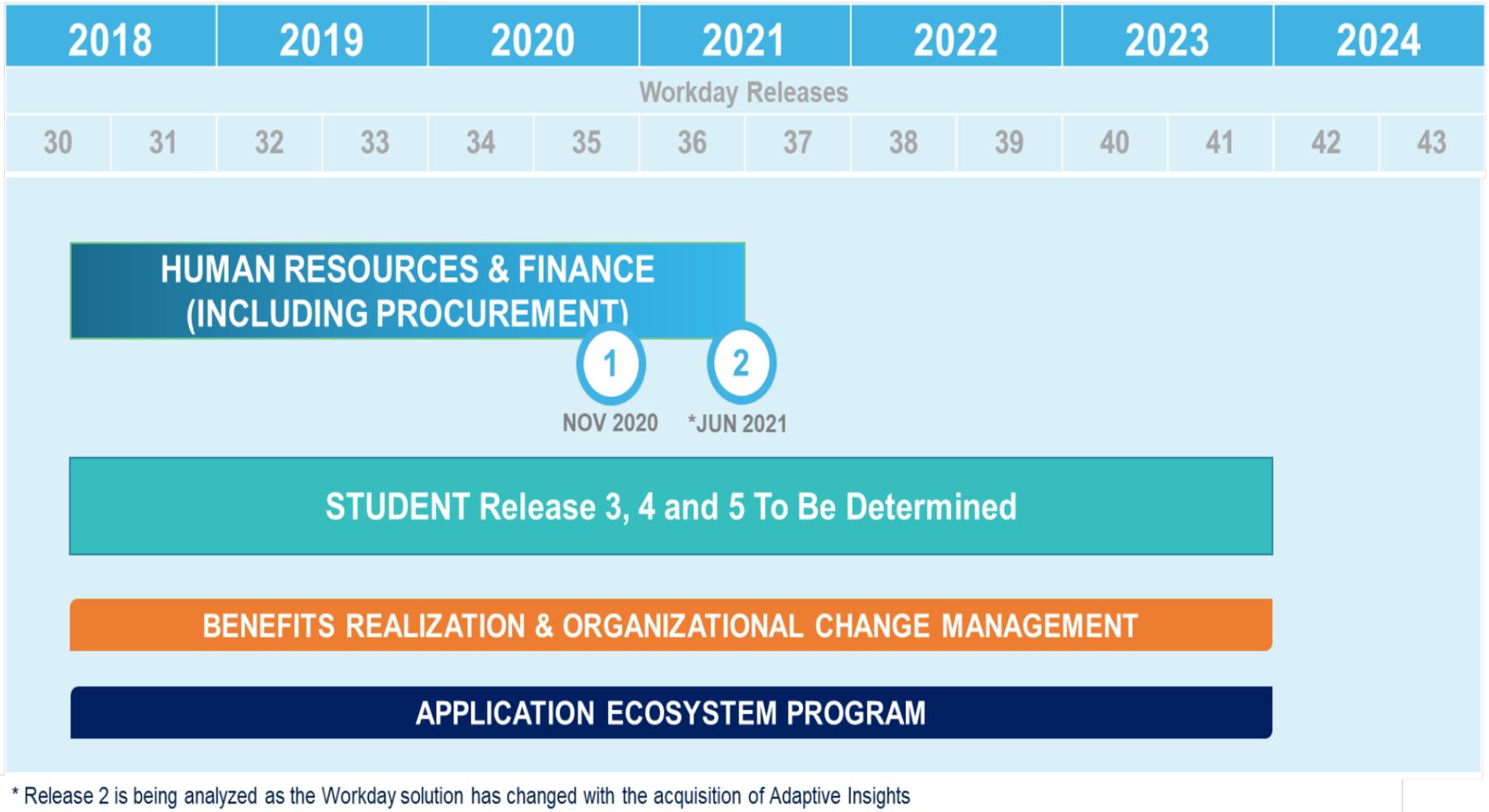


Figure 6 - Program Schedules

RELEASE SCHEDULE BY STREAM/SCOPE

Release #	Date	Stream	Scope/Functionality
1	November 2020	  	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 

* Release 2 is being analyzed as the Workday solution has changed with the acquisition of Adaptive Insights

Figure 7 - Proposed Program Releases

The figure and table below contain the Critical Path timeline for the IRP and an explanation of the activity.

CRITICAL PATH TIMELINE

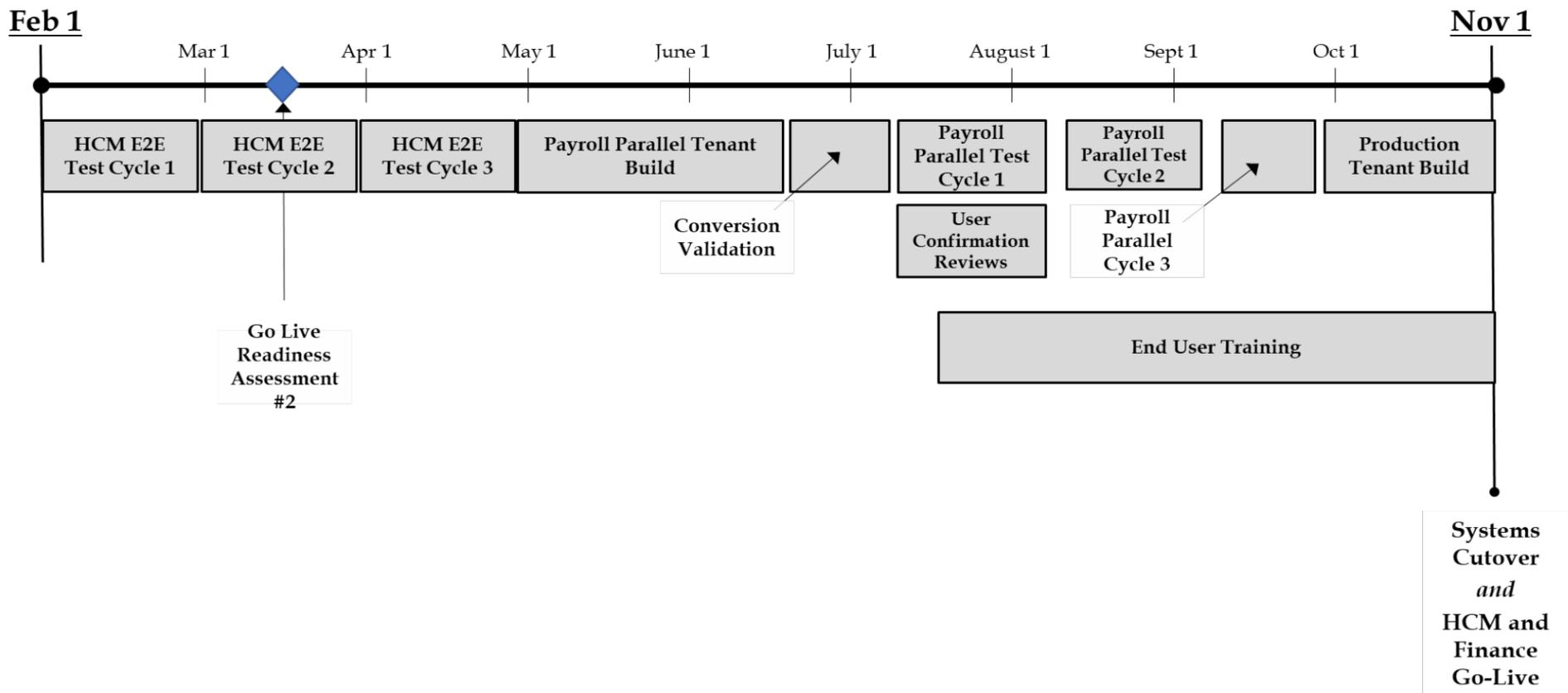


Figure 8 - Critical Path

Table 3 - Critical Path Activities

CRITICAL PATH ACTIVITIES

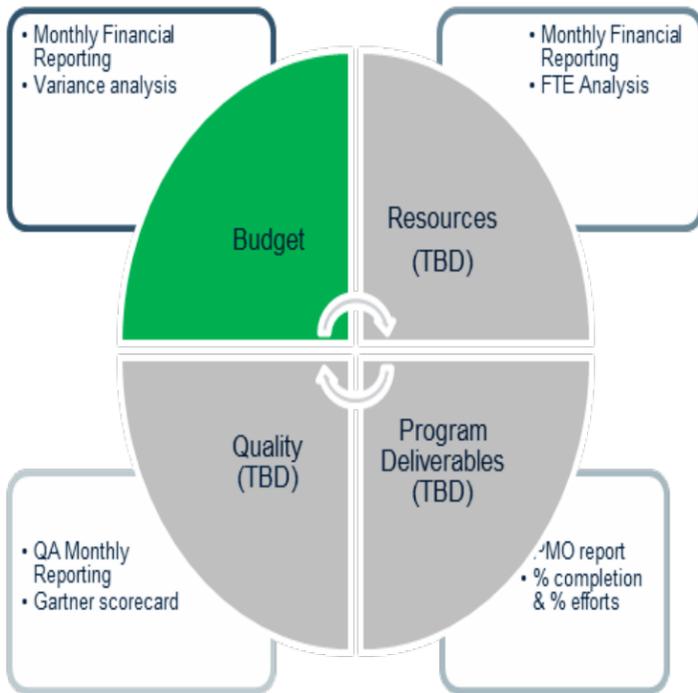
Milestone	Description	Planned		Actual		Status / Comments
		Start	End	Start	End	
HCM End-to-End Testing (Cycles 1, 2 and 3)	This represents a formal test cycle where the HCM team validates the configured business processes from start to finish. The testing will also include available integrations and report. The Finance team completed their End-to-End testing last October but will continue to test integrations and reports as they become available.	3-Feb	24-Apr	3-Feb		On Track
Go Live Readiness Assessment #2	This process assesses the readiness to support the November 2020 implementation date by measuring over 500 components across both the IRP and AEP Programs.	16-Mar	20-Mar			Pending
Payroll Parallel Tenant Build	This process involves the creation of a new environment (tenant or instance) with the latest tested configuration and converted data. This latest tenant will be used to support our Payroll Parallel testing.	27-Apr	19-Jun			Pending
Conversion Validation	This represents the activity where the team validates the latest converted data for HR, Payroll and Finance.	22-Jun	10-Jul			Pending
User Confirmation Reviews	This represents a formal validation process where approximately 300 users from across the UBC community will participate in confirmation sessions to review the latest configuration and to see the system in action.	13-Jul	7-Aug			Pending
Payroll Parallel Test Cycle I	This represents a formal test cycle where we compare the results of the same payroll cycle between PeopleSoft and Workday. This cycle will focus on gross and net comparisons at the employee level.	13-Jul	7-Aug			Pending
Payroll Parallel Test Cycle II	This represents the second formal test cycle where we compare the results of the same payroll cycle (different than Cycle 1) between PeopleSoft and Workday. This cycle will focus on gross and net comparisons for each paycheck component.	20-Aug	4-Sep			Pending
End User Training	End user training will be offered early for those individuals who may have difficulty attending sessions once the academic year begins. Formal training will continue through October. Subsequent training will be available beyond go live as needed.	20-Jul	30-Oct			Pending
Payroll Parallel Test Cycle III	This represents the third and final formal test cycle where we compare the results of the same payroll cycle (different than cycle 2) between PeopleSoft and Workday. This cycle will focus on the matching of all paycheck components, exceptions, and variances.	14-Sep	25-Sep			Pending
Production Tenant Build	This process involves the creation of UBC's production environment (tenant or instance) with the final tested configuration and converted data.	28-Sep	30-Oct			Pending
Systems Transition	This represents the cutover of all systems (Workday and the Application Ecosystem) to the solutions that will provide HR, Payroll and Finance solutions for UBC.	31-Oct	1-Nov			Pending
Go Live HR (Payroll) and Finance	Workday and the corresponding systems within the Application Ecosystem will be available for production usage.	2-Nov	2-Nov			Pending

Current Financials

The current financials reflect the status of the programs as of February 2020.

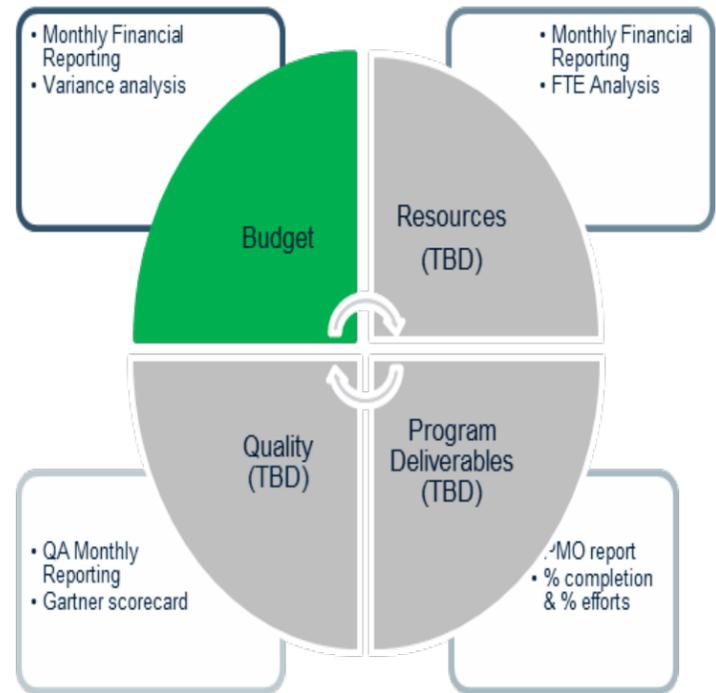
PROGRAM ASSESSMENT

Integrated Renewal Program FY19/20 Forecast



Forecast	FY19/20 Budget	Variance
\$65.3m	\$75.1m	\$9.8m

Application Ecosystem Project FY19/20 Forecast



Forecast	FY19/20 Budget	Variance
\$16.4m	\$16.4m	\$0.0m

Based on information available at March 12, 2020

Figure 9 - IRP/AEP FY Summary

Table 4 - IRP Executive Summary

(in thousands)	For the Month of Feb-20			Year to date, Feb-20			Annual FY19/20*			Overall Program**		
	Actuals	Budget	Variance	Actuals	Budget	Variance	Forecast	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	1,902	1,235	(667)	19,497	18,582	(915)	21,062	19,817	(1,245)	81,481	79,866	(1,615)
Business Advisory Costs	-	26	26	35	2,119	2,084	44	2,145	2,101	80	2,181	2,101
External Prime Consultants	2,594	2,168	(426)	27,427	30,963	3,537	31,121	33,042	1,920	110,247	111,639	1,392
Other Costs	1,318	1,306	(12)	10,182	17,902	7,720	13,077	20,065	6,988	55,538	56,579	1,041
Total expenses before contingency	5,814	4,735	(1,079)	57,141	69,566	12,425	65,305	75,069	9,764	247,346	250,265	2,919
HCM/FIN Contingency - approved allocation										-	(6,091)	(6,091)
STU Contingency - approved allocation										-	3,172	3,172
HCM/FIN Contingency Balance	-	-	-	-	-	-	-	-	-	-	10,072	10,072
Student Contingency Balance	-	-	-	-	-	-	-	-	-	-	19,711	19,711
Total after Contingency	5,814	4,735	(1,079)	57,141	69,566	12,425	65,305	75,069	9,764	247,346	277,129	29,783
Variance analysis:	For the Month of February 2020: Variance for February 2020 is (\$1,079k) due to: a. (\$667k) - UBC resources timing differences coupled with reallocations from Business Advisory b. \$26k - Business Advisory reallocations to Resources and Consultants c. (\$426k) - Prime Consultants - timing differences coupled with additional approved CR work d. (\$12k) - primarily timing of various non-labour items			For Year to Date, February 2020: Savings for YTD February 2020 are \$12,425k due to: a. (\$915k) - Additional UBC resources due to reallocations from Business Advisory b. \$2,084k - Business Advisory timing differences and reallocations to UBC Resources and Prime Consultants c. \$3,537k - Prime Consultants net savings from conservative budget estimates and functional teams requiring less services rendered d. \$7,720k - crystallized savings of \$7,954k and (\$234k) from timing of travel costs, investment, and other non-labour items			Annual Forecast for FY19/20: Savings for FY19/20 are \$9,764k due to: a. (\$1,245k) - Primarily UBC Resource reallocations from business advisory to fund additional positions and a revised staffing plan for Student b. \$2,101k - Business Advisory costs reallocated c. \$1,920k - Prime Consultants: - \$1,170k savings in May 2019 - \$1,250k savings in June 2019 - \$424k savings in August 2019 - \$4,920k savings in February 2020 - (\$1,006k) cost pressures in May 2019 - (\$2,684k) cost pressures in Aug 2019 - (\$539k) cost pressures in Jan 2020 - (\$1,088k) reallocations from business advisory d. \$6,988k - Other Costs: - \$1,930k FY19/20 budget rollover savings - \$6,811k timing savings for: HR Gaps, LFS, and Data Repository point solutions; OCM non-labour; basement reno; and ISC operating - \$800k unspent GST cost pressure - (\$2,493k) sustainment phase 2 - (\$60k) reallocation from business advisory for Workday training			Overall Program Forecast: Savings for the overall program are \$2,919k due to: a. (\$1,615k) - UBC Resource reallocations from business advisory and a revised staffing plan for Student b. \$2,101k - Business Advisory costs reallocated c. \$1,392k - Prime Consultants savings of \$5,469k , offset by additional change request costs of (\$2,462k) , and (\$1,615k) reallocations from UBC resources, business advisory, and other costs d. \$1,041k - Unspent GST cost pressure of \$800k and \$241k net reallocations to UBC resources, business advisory, and prime consultants		
*FY19/20 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. **Overall program budget was approved by the Board of Governors on February 14, 2020 Forecast based on info available as at March 9, 2020												

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.

IRP Highlights:

- For the month of February, the actual burn rate was at \$5.8M (less spend primarily in Prime Consultants – lower burn rate with HCM and Offboard (primarily reports shifted to FY21 Test Stage 2.0 and slower ramp up of Deloitte staff for PMO Office))
- Actuals of \$57.1M for YTD February and a projected spend of ~\$6M - \$6.5M for March
- Savings resulting from the completion of the original HCM/FIN Test Stage (\$4.2M) and from entering the HCM/FIN Test Stage Extension at a lower cost than the budget estimate (\$1.3M)
- Cost Pressures resulting from additional Deloitte and UBC Resources for student data conversion (\$2.2M)
- YE Forecast for February at ~ \$63M - \$64M

AEP FINANCIAL REPORT FY19/20 – EXECUTIVE SUMMARY

(in thousands)	For the Month of February-20			Year-To-Date February-20			Annual FY19/20			Overall Program		
	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	1,096	1,096	-	8,006	8,006	-	9,649	9,649	-	32,072	32,072	-
Business Advisory Costs	-	-	-	387	387	-	387	387	-	702	702	-
External Prime Consultants	353	353	-	4,180	4,180	-	4,888	4,888	-	10,908	10,908	-
Other Costs	53	53	-	1,396	1,396	-	1,469	1,469	-	3,518	3,518	-
Total expenses before contingency	1,502	1,502	-	13,969	13,969	-	16,393	16,393	-	47,200	47,200	-
Contingency - approved allocation	-	-	-	-	-	-	-	-	-	-	-	-
Contingency Remaining	-	-	-	-	-	-	-	4,098	4,098	-	11,700	11,700
Total after Contingency	1,502	1,502	-	13,969	13,969	-	16,393	20,491	4,098	47,200	58,900	11,700
Variance analysis:	For the month of February 2020:			For Year to Date, February 2020:			Annual Forecast for FY19/20:			Overall Program (Phase 1)		
	No variance forecasted			No variance forecasted			No variance forecasted			No variance forecasted		
<p><i>With the new November 1 Go-Live Release 1 Implementation date, The Board of Governors (on February 14, 2020) approved new funding of \$4.8m for AEP</i></p> <p><i>With the permission of Peter Smailes, VP Finance and Operations, AEP was allowed to re-baseline the projects' budget and align it with the financial plan for the new November 1 Go-Live Release 1 Implementation date</i></p> <p><i>The Contingency for FY19/20 is 25% (rounded). The unused amount will be carryforward to FY20/21</i></p> <p><i>The Management Reserve for both FY19/20 and FY20/21 remains 10% of the Base Budget</i></p> <p><i>Forecast based on info available as at March 6, 2020 for Phase 1</i></p>												

Other costs includes the following: governance cost, communications, travel, training, software license and tools, recruiting cost, legal, computer equipment, furniture and other supplies.

AEP Highlights:

- With the new November 1 Go-Live Release 1 Implementation date, The Board of Governors (on February 14, 2020) approved new funding of \$4.8m for AEP
- With the permission of Peter Smailes, VP Finance and Operations, AEP was allowed to re-baseline the projects' budget and align it with the financial plan for the new November 1 Go-Live Release 1 Implementation date
- For the month of February, the actual burn rate was at \$1.5m
- FY19/20 Forecast is for \$16.4m
- Overall Phase I Forecast is for \$47.2.4m
- With the re-baseline budgets, we have not projected any variance for FY19/20 and overall for the AEP Phase I

FINANCIAL REPORT FY19/20 – INTEGRATED SERVICE CENTRE

Integrated Service Centre (ISC)

	Actual YTD Feb/2020	Forecast Spend Mar/20	Total FY20	Budget* FY20	Variance FY20
UBC Resources	107	82	188		
Professional Fees	-	60	60		
Renovation	88	110	198		
Network/SW/Licenses	41	80	121		
Total	237	331	568	1,350	782

*One time funding from the Budget Office. Unspent funds in FY20 will be a carryforward into FY21.

ISC Highlights:

- Actuals of \$237k for YTD Feb and a projected YE Forecast of ~\$568k. This is one time monies funded by the Budget Office. Estimated remaining balance of ~\$782k to be carried forward into FY21.
- Hired the ISC Coordinator to oversee the renovation, onboarding manual, & meeting coordination
- UBC Resources – recruitment of management team in progress
- Renovation – FERIC basement reno RFP process now complete, tender awarded to preferred vendor “Kinetic Construction”
- Network/Licenses - ServiceNow CR in review process
- Job Descriptions are approximately 90% finished, will require approval prior to posting from HR Lead
- Onboarding Guide for new ISC staff is in progress – draft phase is a collaborative effort between EY and ISC Coordinator
- Branding strategy continues to be developed
- Procurement of computers for new ISC staff – have entered discussion phase with input and assistance from EY, ISC Coordinator, and IT lead



Integrated Renewal Program (IRP) and Application Ecosystem Program (AEP) Updates

April 6, 2020

Peter Smales, Vice-President Finance and Operations

Jennifer Burns, Chief Information Officer and AVP Information Technology

Kate Ross, AVP Enrolment Services and Registrar

Christopher Mercer, Program Director, Integrated Renewal Program

John Thomson, Program Director, Application Ecosystem Program



Introduction and summary



Topics for Discussion:

- COVID-19 Plan Update
- Budget Request
- IRP/AEP Restructuring
- Status of End-to-end Testing
- Student Update
- Key Risks

Potential COVID-19 Impact



- IRP and AEP teams have all been working remotely since March 16th
- The teams are familiar with and comfortable working in a remote environment
- The UBC community's Covid-19 preparedness activities may create priorities conflicts between local units and IRP and AEP work
- Areas impacted include testing and AEP application delivery
- Working remotely is likely to impact effectiveness, but may have an increased impact on collaborative activities such as testing.
- In addition, illness or personal needs could also present challenges.

Potential COVID-19 Impact (con't)



- The current timelines are dependent on cross-delivery of capabilities from teams across AEP, IEC (integrations team), and IRP
- If the COVID-19 situation persists beyond 6-8 weeks, the November 2020 go-live date could come under pressure.
- Work is underway to determine if underutilized staff across the university could be mobilized to meet the November go-live date
- Delivering Workday HR/Finance on schedule is the least costly approach
- Multiple scenarios are being examined including a ramp-down or a completely remote delivery

Budget Request and Requested Decision



- Explanation of Contingency and Update
 - Release 1 contingencies now over \$10 million for both programs
- Funding Release for Fiscal Year 21
 - IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release for fiscal year 2020 – 2021 (FY21) of \$89.1 million, including contingency, for the Integrated Renewal Program’s Workday HR, Finance (\$69.6m) and Student (\$19.5m) implementations.
 - IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release for fiscal year 2020 – 2021 (FY21) of \$42.1 million including contingency for the Application Ecosystem Program.

IRP/AEP Restructuring



- Key finding from lessons learned exercise was a recognition that the IRP and AEP programs need to operate in a more integrated fashion
- Therefore, are making the following changes:
 - J. Burns and K. Ross will now be co-lead sponsors for both programs
 - AEP and IRP programs will continue to be managed separately:
 - Chris Mercer will have responsibility for IRP
 - John Thomson will have responsibility for AEP
 - Program approach will shift from being workstream to solution-focused
 - Single cross-program status report will be created (as compared to current approach of separate status reports for AEP and IRP)
 - Risks and issues logs, decision log, SharePoint sites, etc. will be combined

IRP/AEP Restructuring



- Several key components of the programs will be consolidated and have cross-program responsibilities (i.e. shared services):

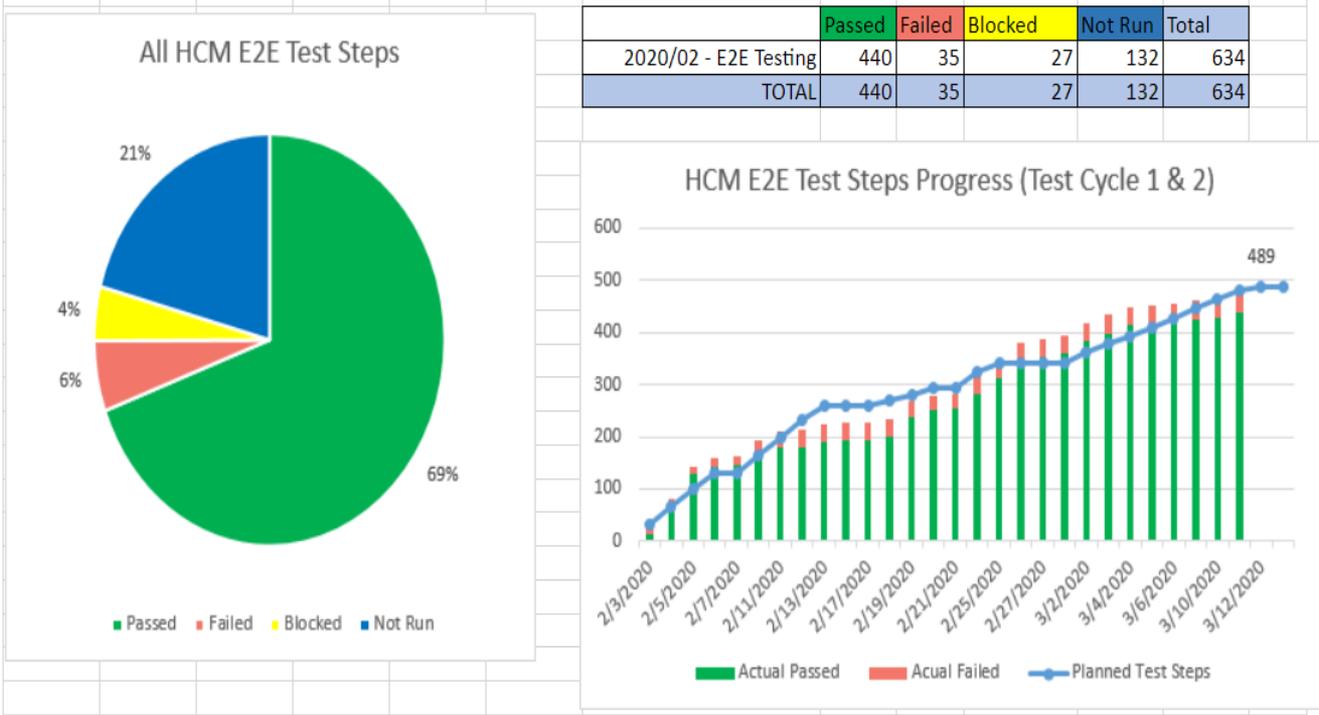


External Quality Assurance



- The re-plan work for IRP and AEP included a review of EQA
- A recommendation was made to the Audit Committee to transition the EQA role to the UBC Office of Enterprise Risk and Assurance
- This recommendation was approved by the Audit Committee
- The Office of Enterprise Risk and Assurance will be complemented by PricewaterhouseCoopers LLP (PwC) to provide an objective, independent, integrated forward-looking risk and assurance service across the entire program

Status of End-to-end Testing

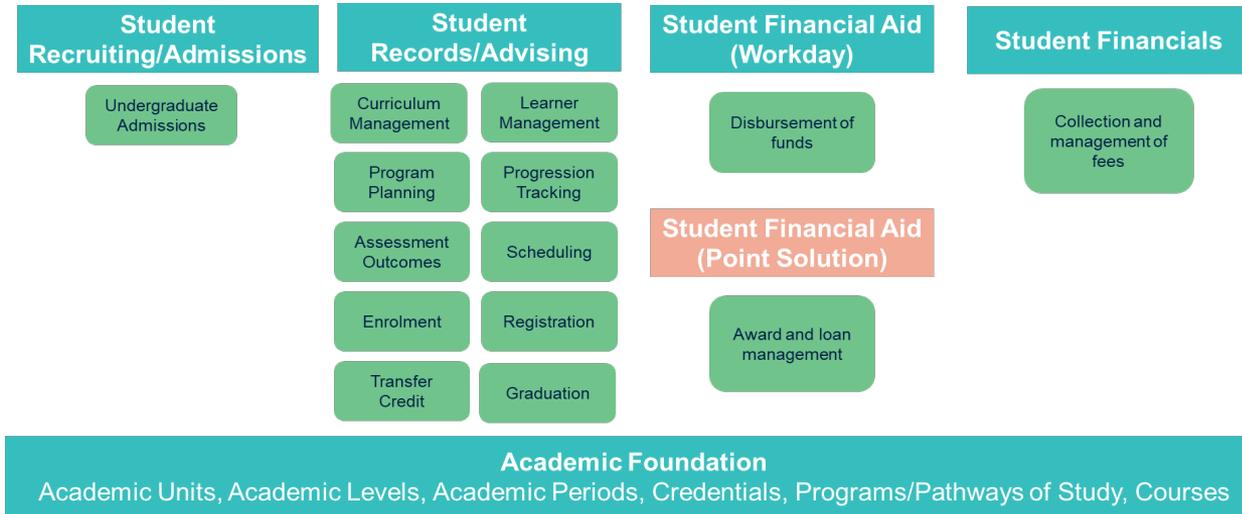


On time and tracking as expected!

Student Update



STUDENT SCOPE & WORKDAY STUDENT MODULES



- The Architect Stage is crucial in understanding the challenges and opportunities we will face as the first major University to deploy Workday Student
- Information collected during this stage will support recommendations for deployment and will be brought through governance (Steering, Executive, ITAC and BoG Finance Committee) for approval

Key Risks IRP



Program	Risk Statement	Mitigation
IRP	Program Wide (IRP and ISC) - COVID-19 Impact on Program Delivery (Risk # 404)	<ul style="list-style-type: none"> -Set up and ensure that Wi-Fi and VPN connections for respective parties are sufficient and tested (Completed) -Use video-calling for meetings (Completed) -Set up a regular cadence to meetings that were otherwise ad-hoc, or increase frequency of check-in meetings (In Progress) -Create a one-pager plan for team communication and efficiency evaluation for a 1 month, 2-6 month, and beyond 6-month time horizon (Planned) -Identify alternative methods for consultation/validation (In Progress)
IRP	Not delivering application retrofits/integrations on time against latest plan, further delaying WD+1 testing and (likely) impacting Go-Live date (Risk # 407 (EQA (2.28)))	<ul style="list-style-type: none"> -Potentially de-scope some of the AEP application portfolio for Phase 1 (Nov 1st), to allow for emphasis on WD+1 in-scope application retrofits and integrations. (in Progress) -Prioritize the AEP delivery schedule to reflect the IRP/Workday required application retrofits and integrations to allow for required WD+1 Testing (and required bug fixes) well in advance of the final tenant build. (In Progress) -Develop (real-time) AEP delivery schedule dashboard(s) and provide frequent (weekly) updates as to the application-level delivery details against current plan. (Planned)

Key Risks AEP



Program	Risk Statement	Mitigation
AEP	<p><u>Covid-19</u> -Priorities related to Covid-19 preparation and planning activities may create conflicts with AEP timelines -AEP teams are enabled to work remote, but will impact effectiveness, particularly for collaborative activities like testing -Family needs may take priority (e.g. childcare, illness, etc.)</p>	<p>-Existing meetings have been transitioned to video conferences / calls (<i>complete</i>) -Have established daily stand up calls with leadership team that are cascaded to broader program teams (<i>in progress</i>) -Will highlight resource and other conflicts as they arise (<i>in progress</i>) -Ongoing monitoring will continue to monitor as the situation evolves</p>
AEP	<p><u>Testing</u> WD +1 testing (i.e. end-to-end testing to/from Workday to the downstream applications) activities have not been planned at a sufficient level and there is a risk that timelines will create conflicts for IRP functional resources which could impact delivery timelines</p>	<p>-Additional testing leadership has been on-boarded (<i>complete</i>) -Testing leadership structure has been finalized (<i>complete</i>) -Created model to determine timelines by application based on application complexity (<i>complete</i>) -Developed prioritization criteria by application (<i>complete</i>) -Determined where testing activities could be accelerated to address complex functionality (<i>complete</i>) -Resource plans need to be developed based on above activities and timelines by application to determine impacts</p>

Key Risks AEP (continued)



Program	Risk Statement	Mitigation
AEP	<p><u>November 1st Re-Planning</u></p> <ul style="list-style-type: none"> -AEP has completed the re-planning efforts related to the November 1st go-live date that includes dependencies and milestones with the IEC (integration team). -Re-planning coordination across IRP and AEP is still pending 	<ul style="list-style-type: none"> -New cross-program PMO lead to develop recommendations and gain approval at steering on path forward to coordinate plans across AEP and IRP (current ETA for completion is mid-April)
AEP	<p><u>Resourcing</u></p> <ul style="list-style-type: none"> -There are currently 17 open roles across AEP and the cross-program PMO. Key roles include PMO and testing -Covid-19 may impact speed at which additional resources can be onboarded 	<ul style="list-style-type: none"> -Have prioritized key roles (e.g. HCM PM) (<i>complete</i>) -Created and managing consolidated tracking template with recruiting team (<i>in progress</i>) -Reporting on recruiting status. In bi-weekly status reports and steering meetings (<i>ongoing</i>)

Decision Requested



Funding Release for FY21:

- IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release for fiscal year 2020 – 2021 (FY21) of \$89.1 million, including contingency, for the Integrated Renewal Program's Workday HR, Finance (\$69.6m) and Student (\$19.5m) implementations.
- IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release for fiscal year 2020 – 2021 (FY21) of \$42.1 million including contingency for the Application Ecosystem Program.

Thank You



- Questions?