



SUBJECT	Integrated Renewal Program and Application Ecosystem Program Update
SUBMITTED TO	Finance Committee
MEETING DATE	June 1, 2020
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	For information only - No action requested
LEAD EXECUTIVE	Peter Smailes, Vice-President Finance & Operations
SUPPORTED BY	Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan Marcia Buchholz, Vice-President Human Resources Jennifer Burns, Chief Information Officer & AVP Information Technology Kate Ross, Associate Vice-President Enrolment Services and Registrar Trish Pekeles, Executive Director, Financial Operations Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning and Engagement, Human Resources Christopher Mercer, Program Director, Integrated Renewal Program John Thomson, Program Director, Application Ecosystem Program

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 April 6, 2020 the Integrated Renewal Program and the Application Ecosystem Program asked the Finance Committee to recommend to the Board of Governors approval of (on [April 16, 2020](#)):
 - 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,
 - ii. a funding release for fiscal year 2020-2021 (FY21) of \$42.1 million, including contingency, for the Application Ecosystem Program.

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

EXECUTIVE SUMMARY

The Integrated Renewal Program (IRP) and the Application Ecosystem Program (AEP) are approximately five months from deploying Release 1 which includes Workday's Human Capital Management (HCM), 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 global COVID-19 pandemic facing all of us is historic. It has required changes in all aspects of our everyday lives. The pandemic has also created significant challenges on infrastructure and services, forcing many industries to rapidly adapt to new delivery and support models. Organizations with out-dated systems and paper-based business processes required herculean efforts to transition to the “new normal”. UBC’s transition was nothing short of miraculous but continues to underline the reality of the age and vulnerability of our existing enterprise systems supporting HR, Payroll, Finance and Student.

COVID-19 remains the greatest risk to the programs and to the University. The Integrated Renewal and Application Ecosystem Programs have developed a response to the COVID-19 pandemic. This includes changes in the approaches for training, delivery and support. Participation by the UBC community has not waived during this unprecedented transition. Both programs continue on track towards the successful deployment of Release 1 in November 2020 and are recommending that we “**Stay the Course**”. Additional details on the IRP and AEP responses to the COVID-19 pandemic are detailed in the Appendices.

The IRP completed End-to-end (E2E) testing for Release 1 on April 24th as planned. The teams are currently engaged in the next tenant build which will be utilized for Payroll Parallel testing. The AEP is currently wrapping up the retrofits of several applications and completed testing in preparation for testing with the Workday application. Additional details on the status of the programs and testing approaches are detailed in the Supplemental Materials.

The Student team continues the Architect stage of their deployment. 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.

The Student Architect stage is scheduled to be completed in November of this year. The information collected will be utilized to develop our recommendation for the implementation dates for each of the Student releases. These recommendations will be brought through the governance process where we will review the findings and seek approval on the path forward.

The IRP and AEP have successfully transitioned to remote delivery. We continue to engage the UBC Community and are proceeding on schedule for a success deployment for Release 1. The continued support of our Sponsors, Executive Sponsors, the UBC Executives, the Information Technology Advisory Council (ITAC) and the Board of Governors is appreciated and vital to that success.

APPENDICES

1. COVID-19 Response and Recommended Go-Forward Plan

SUPPLEMENTAL MATERIALS (optional reading for Governors)

1. Release 1 Update
2. Testing Approach and Strategy
3. Key Risks and Issues
4. Workday Student Update
5. Legacy Student Information System (Sis) Update
6. Current Program Financials
7. Recent Change Management Activities and Engagement

Appendices

COVID-19 RESPONSE AND RECOMMENDED GO FORWARD PLAN

The global COVID-19 pandemic facing all of us is historic. It has required changes in all aspects of our everyday lives. The pandemic has also created significant challenges on infrastructure and services, forcing many industries to rapidly adapt to new delivery and support models. Organizations with out-dated systems and paper-based business processes required herculean efforts to transition to the “new normal”. UBC’s transition was nothing short of miraculous but continues to underline the reality of the age and vulnerability of our existing enterprise systems supporting HR, Payroll, Finance and Student.

COVID-19 remains the greatest risk to the programs and to the University. The Integrated Renewal and Application Ecosystem Programs have developed a response to the COVID-19 pandemic. This includes changes in approaches as well as a review of possible Release 1 scenarios and the development of contingency plans to address them. The following figure details our approach and initial response.

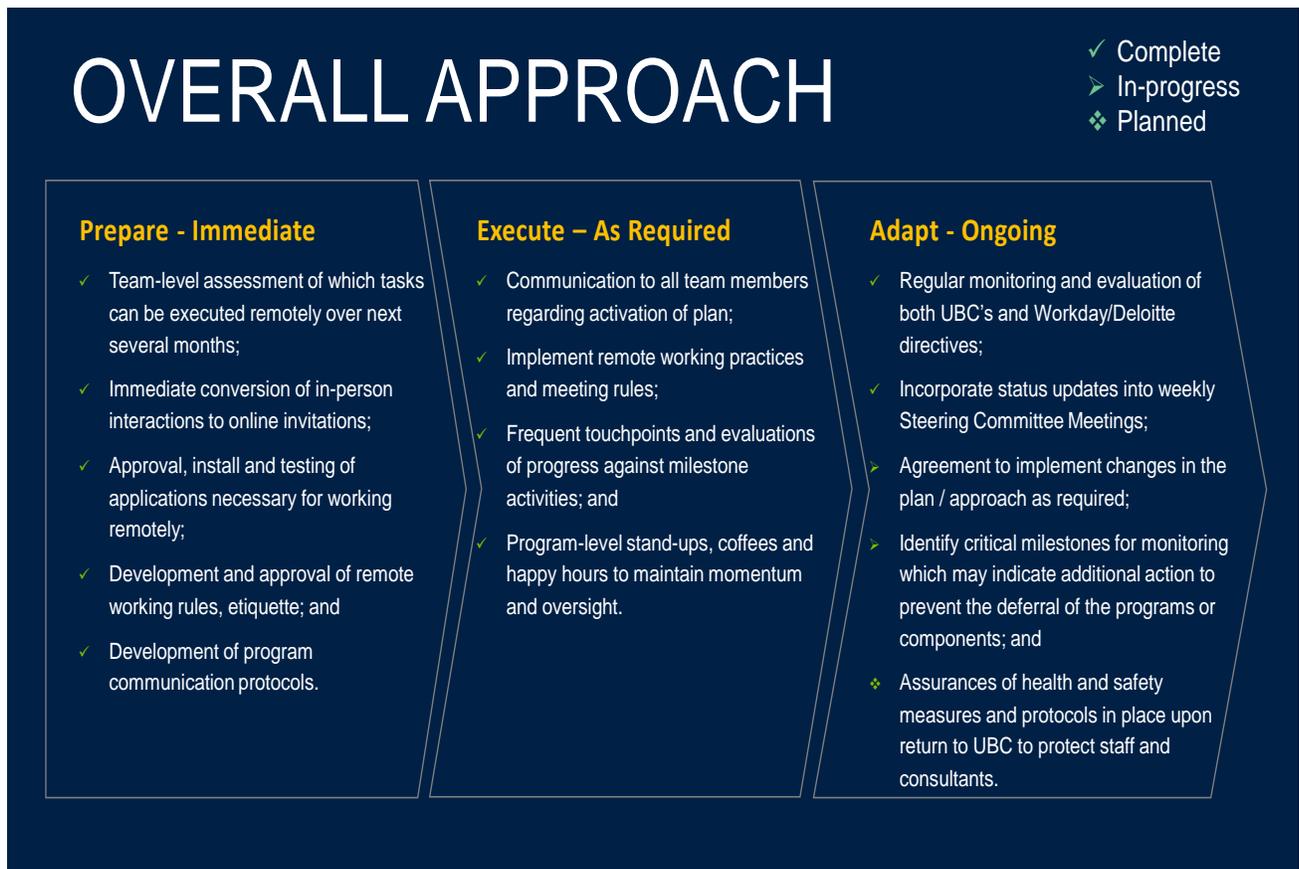


Figure 1 - COVID-19 Approach

The programs also explored multiple scenarios given the uncertainty around the full impact of the pandemic. The scenarios are detailed in the following table.

<u>Option</u>	<u>Description</u>	<u>Financial Impacts</u>	<u>Benefits</u>	<u>Risks</u>
Stay the Course	Continue with the existing plans to support a November 2020 implementation with current HCM and Finance scope	<ul style="list-style-type: none"> • Continued run rate of \$9.3 million per month for both programs • Expect to see travel savings of \$230,000 per month based the travel bans for consultants • Expected savings of approximately \$10,000 per month with room and catering expenses for large meetings and events 	<ul style="list-style-type: none"> • Least expensive of all scenarios • Provides stability and assurance during these uncertain times • Teams familiar with and comfortable working remote • University transition to remote working has been relatively smooth • We have seen no impact to team productivity • Easier and less costly to schedule large meetings as no physical rooms or catering is required 	<ul style="list-style-type: none"> • Potential impact of continued remote working • Collaborative activities like testing could be impacted • Availability of University resources may be restricted • Personal / family demands may take priority • Team members may become ill or be forced to care for family members which could impact their ability to work
Reduce Scope and Maintain Current Schedule for Release 1	De-scope functionality to an acceptable minimum to increase chances for a go-live in a remote environment (would still require HCM and Finance to go-live concurrently)	<ul style="list-style-type: none"> • Could reduce monthly burn rate but only slightly • Expect to see travel savings of \$230,000 per month based the travel bans for consultants • Expected savings of approximately \$10,000 per month with room and catering expenses for large meetings and events 	<ul style="list-style-type: none"> • Could potentially increase the chances of a successful implementation • Could provide mitigation in areas where University resources are not available to support the implementation 	<ul style="list-style-type: none"> • Expected savings are minimal (i.e. majority of teams would still be required for go-live) • Currently on track for delivery of full scope (i.e. reducing scope is unnecessary at this time)

<u>Option</u>	<u>Description</u>	<u>Financial Impacts</u>	<u>Benefits</u>	<u>Risks</u>
<p>Delay Go-live for Release 1</p>	<p>Proactively reset the go-live date beyond November 2020 (minimum shift to February 2021)</p>	<ul style="list-style-type: none"> • Only slightly reduces the burn rate for the programs as consulting resources are required to support critical path activities (e.g., tenant build and Payroll Parallel Testing) • Any savings are offset by the extended timeline • More costly than previous scenarios 	<ul style="list-style-type: none"> • Increases chances for a successful implementation by adding more time 	<ul style="list-style-type: none"> • May be delaying unnecessarily as both programs are on track for November 2020 • Could lose momentum and damage program reputation • The future impact of COVID-19 is unknown and therefore difficult to predict how it will affect the program and UBC • Will be more costly and could exhaust remaining contingency funds • Could have a negative impact on the Student portion of the programs

<u>Option</u>	<u>Description</u>	<u>Financial Impacts</u>	<u>Benefits</u>	<u>Risks</u>
Full Stop	Put both programs on hold until the full impact of the COVID-19 pandemic is understood	<ul style="list-style-type: none"> • -Would reduce the current fiscal year obligations by approximately \$100 million • Would increase costs by at least 35% due to termination of existing agreements, loss of knowledge (both by UBC and consultants) and severance 	<ul style="list-style-type: none"> • Increases liquidity in the current fiscal year • Allows the University to focus on minimizing the impacts of the COVID-19 pandemic 	<ul style="list-style-type: none"> • Is the most expensive of the scenarios • Loss of momentum and reputational damage could impede re-establishment of the programs in the future • Loss of knowledge would be significant as less than 20% of resources may be available once programs are re-established (UBC staff, consultants and contractors) • Would likely move the earliest date for Release 1 to April of 2022 • Would likely move the implementation of Student to the 2024-25 timeframe

The recommended go-forward approach is to “**Stay the Course**”. The teams have not experienced any productivity impacts to date and the programs are still on track for the November go-live. The teams are developing contingency plans for the continued remote delivery of the programs for an extended period of time including through go-live. This includes the remote delivery of training as well as support. The programs have also prepared staffing contingencies should the need arise due to the COVID-19 pandemic. These include the use of UBC staff, consultants and contractors in roles where vacancies occur, regardless of the organizational structure. Finally, all in-progress work is valuable regardless of the impacts of the COVID-19 pandemic (i.e. none of the current in-flight work is throw-away).

The teams looked at a variety of additional scenarios, including the splitting of HCM and Finance into separate releases. It was determined that UBC should continue with the current plans to implement HCM and Finance at the same time due to the following reasons:

- The integrated nature of the Workday application would require that we revisit the business transformation that is underway in order to accommodate a partial delivery
- There would be a significant impact to business process configuration requiring additional testing for items already completed

- Completed integrations, conversions and reports would need to be re-evaluated and revised to accommodate the split delivery
- Temporary integrations would need to be developed between Workday and many of the other applications across the UBC community
- Many of the downstream AEP applications have made both HCM and Finance changes and would have to re-do the development work and testing activities for each of these downstream systems

The teams are also pursuing the following activities in parallel:

- Identify resources within IT who may now have capacity as a result of the Covid-19 impacts and could help on either the Integrated Renewal or Application Ecosystem Programs;
- Identify any non-technical resources across the University that may have additional availability should the programs require additional support;
- Look for lower cost local resources to potentially replace expensive, traveling consultants; and
- Establish frequent milestone checkpoints to monitor progress, validate assumptions and determine if any different contingency options need to be considered



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

June 2, 2020

Peter Smailes, Vice-President Finance & Operations

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



Agenda



- COVID-19 Response and Go Forward Plan
- Release 1 Update
- Key Risks and Issues
- Workday Student Update
- Current Program Financials

Overall Approach

- ✓ Complete
- In-progress
- ❖ Planned

Prepare - Immediate

- ✓ Team-level assessment of which tasks can be executed remotely over next several months;
- ✓ Immediate conversion of in-person interactions to online invitations;
- ✓ Approval, install and testing of applications necessary for working remotely;
- ✓ Development and approval of remote working rules, etiquette; and
- ✓ Development of program communication protocols.

Execute – As Required

- ✓ Communication to all team members regarding activation of plan;
- ✓ Implement remote working practices and meeting rules;
- ✓ Frequent touchpoints and evaluations of progress against milestone activities; and
- Program-level stand-ups, coffees and happy hours to maintain momentum and oversight.

Adapt - Ongoing

- ✓ Regular monitoring and evaluation of both UBC's and Workday/Deloitte directives;
- ✓ Incorporate status updates into weekly Steering Committee Meetings;
- Agreement to implement changes in the plan / approach as required;
- Identify critical milestones for monitoring which may indicate additional action to prevent the deferral of the programs or components; and
- ❖ Assurances of health and safety measures and protocols in place upon return to UBC to protect staff and consultants.

COVID-19 Scenarios



- Stay the Course
- Reduce the Scope
- Delay Release 1
- Full Stop

GO FORWARD PLAN

<u>Option</u>	<u>Description</u>	<u>Financial Impacts</u>	<u>Benefits</u>	<u>Risks</u>
<p>Stay the Course</p>	<p>Continue with the existing plans to support a November 2020 implementation with current HCM and Finance scope</p>	<ul style="list-style-type: none"> • Continued run rate of \$9.3 million per month for both programs • Expect to see travel savings of \$230,000 per month based the travel bans for consultants • Expected savings of approximately \$10,000 per month with room and catering expenses for large meetings and events 	<ul style="list-style-type: none"> • Least expensive of all scenarios • Provides stability and assurance during these uncertain times • Teams familiar with and comfortable working remote • University transition to remote working has been relatively smooth • We have seen no impact to team productivity • Easier and less costly to schedule large meetings as no physical rooms or catering is required 	<ul style="list-style-type: none"> • Potential impact of continued remote working <ul style="list-style-type: none"> ○ Collaborative activities like testing could be impacted ○ Availability of University resources may be restricted ○ Personal / family demands may take priority • Team members may become ill or be forced to care for family members which could impact their ability to work

Next Steps

- Go-forward approach is to ‘Stay the Course’
 - Have not experienced any productivity impacts to date and are still on track for November go-live
 - Teams preparing plans for remote delivery of the programs for an extended period (including through go-live)
 - Teams preparing staffing contingency should the need arise due to the COVID-19 pandemic
 - All in-progress work is valuable regardless of the impacts of the COVID-19 pandemic
- Key next steps include the following:
 - Identify resources within IT who may now have capacity as a result of COVID-19 impacts
 - Identify any non-technical resources across the University that may have additional availability should the programs require support
 - Look for lower cost local resources where applicable:
 - Traveling consultants are often the most expensive resources and the local market has quickly become a buyer’s market
 - This would include off-board and program management resources only
 - The programs will not sacrifice quality to reduce costs
 - Establish frequent milestone checkpoints to monitor progress, validate assumptions and determine if corrective action is required

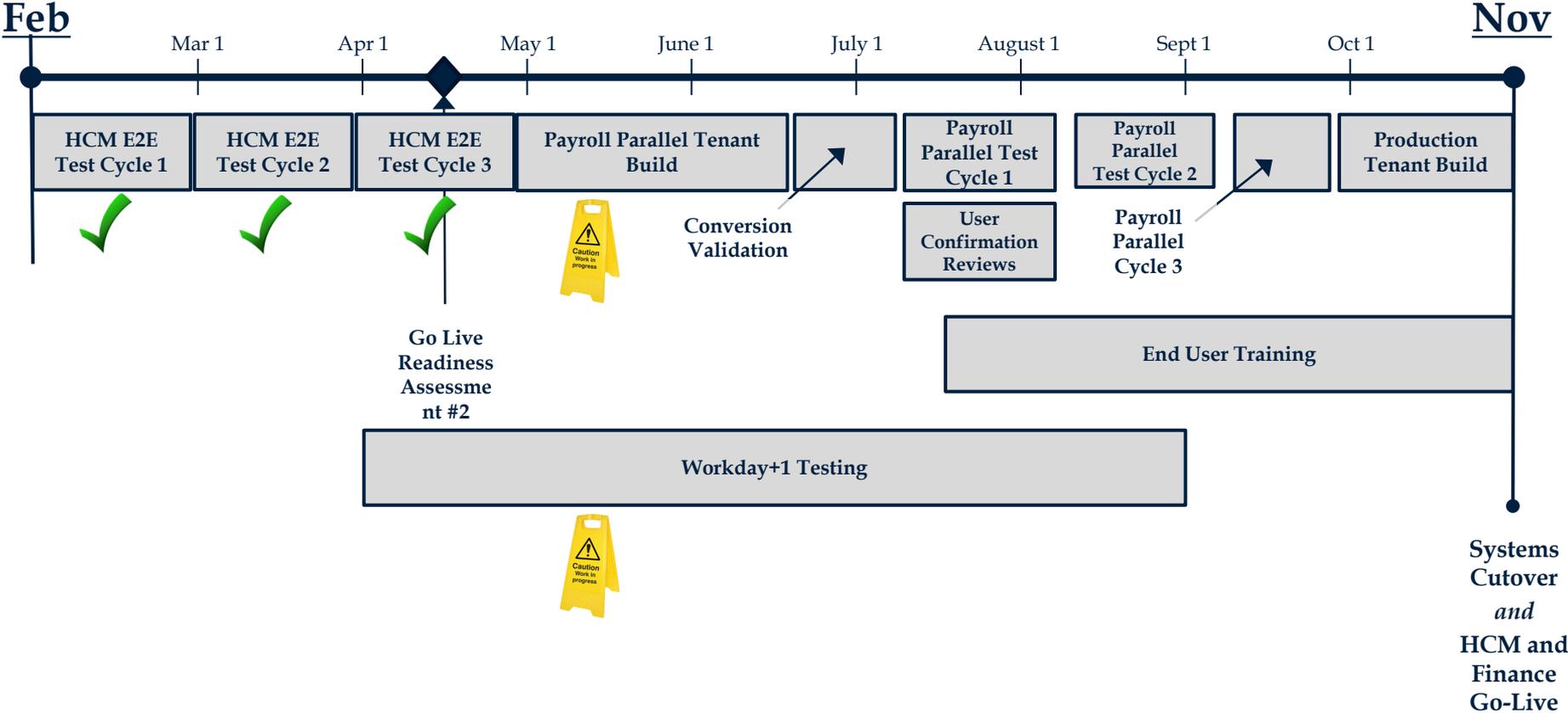


Impacts of Splitting HCM and Finance Workstreams

The following are the reasons why it is not recommended to split HCM and Finance into separate deliverables at this point in time:

- The integrated nature of the Workday application would require that we revisit the business transformation that is underway in order to accommodate a partial delivery
- There would be a significant impact to business process configuration requiring additional testing for items already completed
- Completed integrations, conversions and reports would need to be re-evaluated and revised to accommodate the split delivery
- Temporary integrations would need to be developed between Workday and many of the other applications across the UBC community
- Many of the downstream AEP applications have made both HCM and Finance changes and would have to re-do the development work and testing activities for each of these downstream systems

Release 1 Update



Key Risks and Issues



- Workday Error Handling
- Privacy and Personal Information (PI)
- Tenant Build Timeline

Workday Student Update



- Bridge Agreement to address April – July 2020 in place
- Negotiations continue on long-term fixed price agreement
- Weekly meetings established to facilitate on-going negotiations
- UBC will be first eXtra Large Enterprise (XLE for Student)
- Negotiating business terms and possible cost reductions

IRP FINANCIAL REPORT FY19/20 – EXECUTIVE SUMMARY



(in thousands)	For the Month of Mar-20			Year to date, Mar-20			Overall Program**		
	Actuals	Budget	Variance	Actuals	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	2,036	1,235	(801)	21,533	19,817	(1,716)	82,100	82,059	(41)
Business Advisory Costs	-	26	26	35	2,145	2,110	80	80	-
External Prime Consultants	2,407	2,078	(328)	29,833	33,042	3,208	103,324	103,409	85
Other Costs	1,187	2,163	976	11,369	20,065	8,695	57,650	57,713	63
Total expenses before contingency	5,630	5,503	(127)	62,771	75,069	12,298	243,154	243,261	107
HCM/FIN Contingency - approved allocation							-	(107)	(107)
STU Contingency - approved allocation							-	-	-
HCM/FIN Contingency Balance	-	-	-	-	-	-	-	10,188	10,188
Student Contingency Balance	-	-	-	-	-	-	-	23,784	23,784
Total after Contingency	5,630	5,503	(127)	62,771	75,069	12,298	243,154	277,126	33,972

Variance analysis:

For the Month of March 2020:

Variance for March 2020 is **(\$127k)** due to:

- (\$801k)** - UBC resources timing differences coupled with reallocations from Business Advisory
- \$26k** - Business Advisory reallocations to Resources and Consultants
- (\$328k)** - Prime Consultants - timing differences coupled with additional approved CR work
- \$976k** - primarily timing of various non-labour items

For Year to Date, March 2020:

Savings for YTD March 2020 are **\$12,298k** due to:

- (\$1,716k)** - Primarily UBC Resource reallocations from business advisory to fund additional positions and a revised staffing plan for Student
- \$2,110k** - Business Advisory reallocations to UBC Resources and Prime Consultants
- \$3,208k** - Prime Consultants crystallized savings of **\$7,764k** and **\$328k** of timing savings, offset by **(\$4,228k)** of additional CR work.
- \$8,695k** - crystallized savings of **\$9,240k** and **\$1,948k** from travel costs, investment, and other non-labour items, offset by **(\$2,493k)** of additional CR work

Overall Program Forecast:

Net savings for the overall program are **\$107k** due to:

- (\$41k)** - UBC Resource reallocations from other costs
- \$85k** - Prime Consultants savings of **\$107k**, offset by **(\$22k)** reallocations from other costs
- \$63k** - reallocation of travel costs to UBC resources and prime consultants

**Overall program budget was approved by the Board of Governors on April 16, 2020

Forecast based on info available as at April 17, 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.

AEP FINANCIAL REPORT FY19/20 – EXECUTIVE SUMMARY



<i>(in thousands)</i>	For the Month of March-20			Year-To-Date March-20			Annual FY19/20			Overall Program		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	1,505	1,643	138	9,511	9,649	138	9,511	9,649	138	32,072	32,072	-
Business Advisory Costs	-	-	-	387	387	-	387	387	-	702	702	-
External Prime Consultants	797	709	(88)	4,976	4,888	(88)	4,976	4,888	(88)	10,908	10,908	-
Other Costs	88	74	(14)	1,483	1,469	(14)	1,483	1,469	(14)	3,518	3,518	-
Total expenses before contingency	2,390	2,426	36	16,357	16,393	36	16,357	16,393	36	47,200	47,200	-
Contingency - approved allocation	-	-	-	-	-	-	-	(36)	(36)	-	-	-
Contingency Remaining	-	-	-	-	-	-	-	4,134	4,134	-	11,700	11,700
Total after Contingency	2,390	2,426	36	16,357	16,393	36	16,357	20,491	4,134	47,200	58,900	11,700

Variance analysis:

For the month of March 2020:

Savings are **\$36k** due to:

\$138k UBC Resources - timing - Delayed hiring (primarily testing and PMO related)

\$0k Business advisory

\$(88)k Prime consultants - timing - NAV application and IEC Resources

\$(14)k Other costs - timing - minor

For Year to Date, March 2020:

Savings are **\$36k** due to:

\$138k UBC Resources - timing - Delayed hiring (primarily testing and PMO related)

\$0k Business advisory

\$(88)k Prime consultants - timing - NAV application and IEC Resources

\$(14)k Other costs - timing - minor

Annual Forecast for FY19/20:

Savings are **\$36k** due to:

\$138k UBC Resources - timing - Delayed hiring (primarily testing and PMO related)

\$0k Business advisory

\$(88)k Prime consultants - timing - NAV application and IEC Resources

\$(14)k Other costs - timing - minor

Overall Program (Phase 1)

No variance forecasted

Forecast based on info available as at April 10, 2020 for Phase 1

Questions?



Thank you!

Supplemental Materials

RELEASE 1 UPDATE

The re-structuring activities across both programs are largely complete. Specifically:

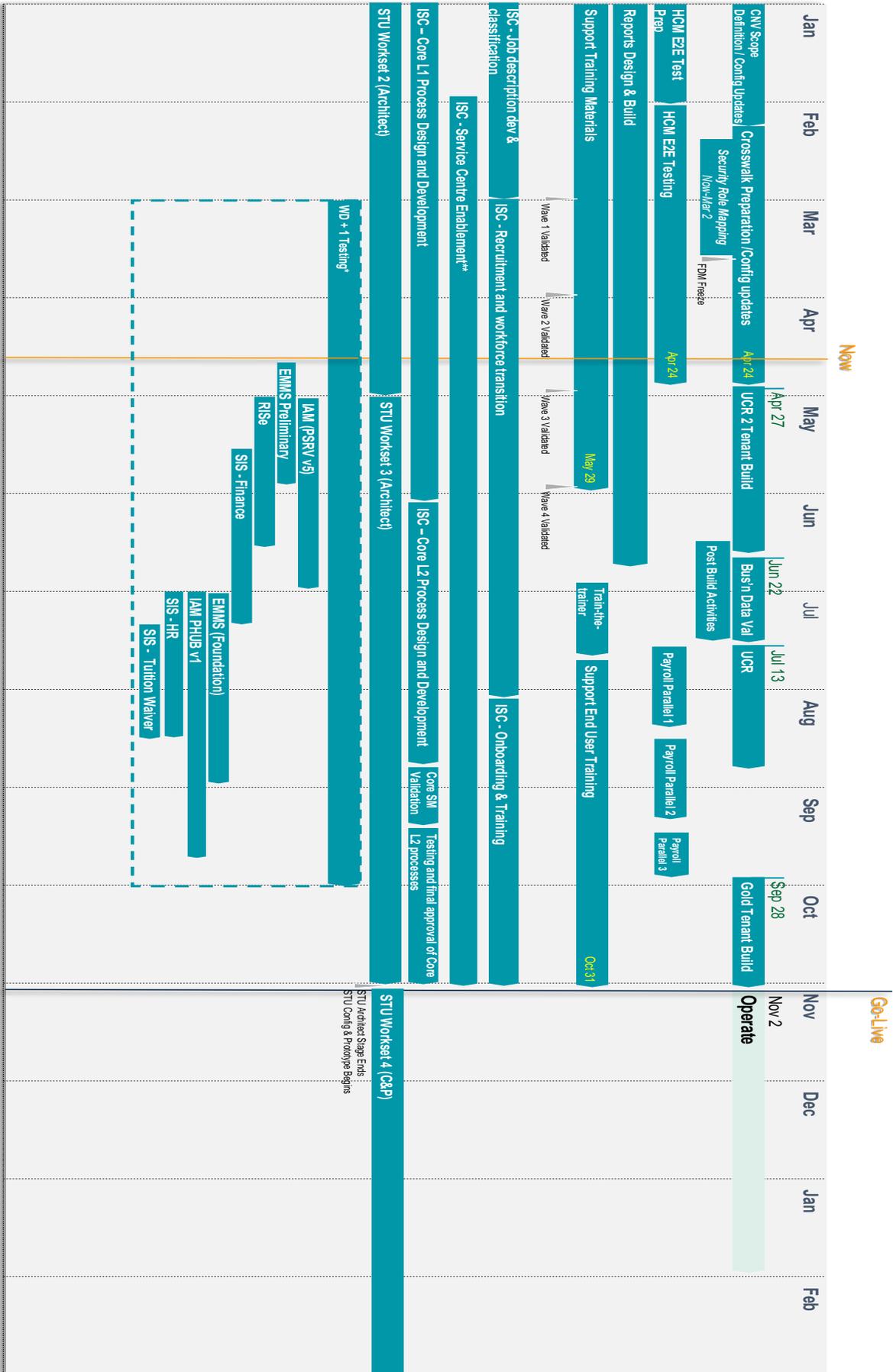
- The Program Management Office (PMO) has been re-structured to operate as a single function across both programs
- In addition, the change management (OCM), cutover, and Workday +1 testing functions are being managed across the two programs versus being managed independently
- The PMO has created a single status report to drive consistency across the programs
- Lastly, the meeting cadence and approach has been re-structured from a workstream to be cross-program and solution focused in nature (i.e. meetings are structured to be focused on the overall the HCM or Finance release versus specific cross-functional topics like reporting, integrations, etc.)
- The integration of the project plans is still underway and is the PMO’s top priority

The high-level status for each of the programs is as follows:

IRP Program Status Summary	Schedule	Scope	Budget	Resources
	□	□	□	□
<p>The plans for the next tenant build are being finalized. We have allocated eight weeks in the plan for the build. The team is attempting to complete in five weeks by utilizing another tenant for parallel business data validation. Work continues on the detailed plans to identify cross-program independencies (AEP and IRP (which includes the ISC). This work is expected to be completed by mid-April. HCM E2E testing is still on track. The teams are making contingency plans for delivering major components of the program remotely. This includes training, UCR, deployment and support. Budget remains yellow due to the potential need to fund the extension of the EY contract for the ISC.</p>				

AEP Program Status Summary	Schedule	Scope	Budget	Resources
	□	□	□	□
<ul style="list-style-type: none"> • The scope of applications and dispositions is largely complete with only minor follow-up activities remaining. • The financial forecast has been updated which resulted in an increase in program contingency to \$11.7 million (~25% of forecasted spend). • Currently, there are 12 open roles across the program, primarily testing-related (was 17 in previous status report). • Schedule is yellow due to on-going COVID-19 risk. 				

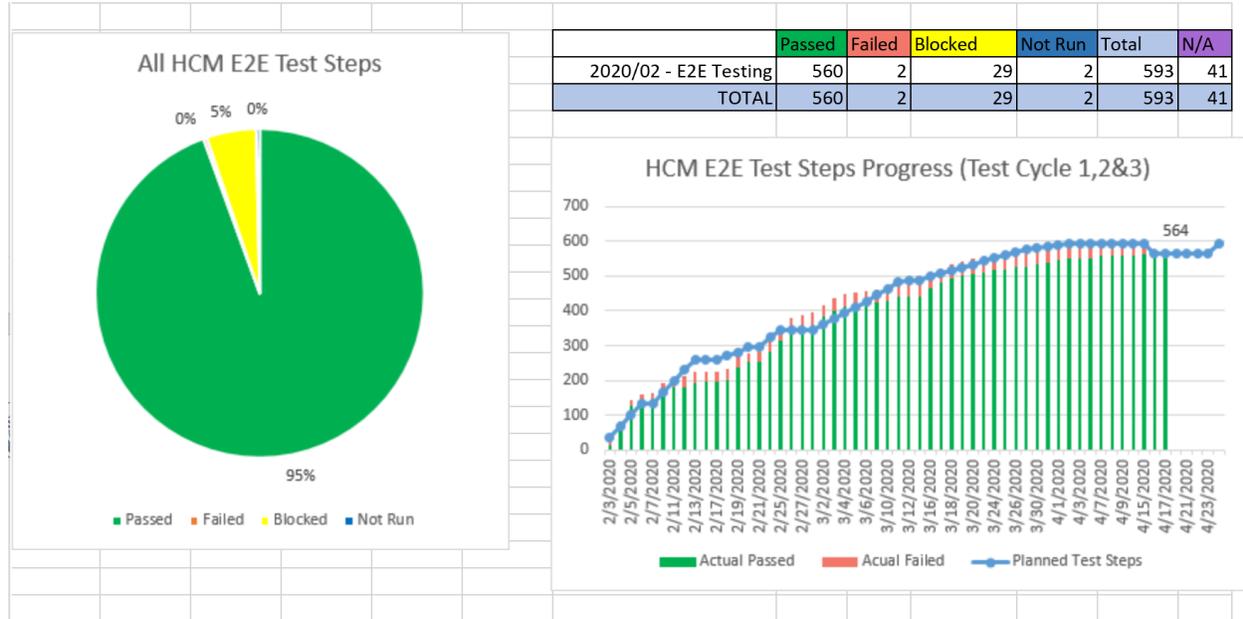
The programs are currently on track for the November go-live. The following figure outlines the high-level critical path activities between now and the November go-live.



Go-Live

NOW

Critical path activities are on track and support the November go-live for Release 1. Workday+1 testing has begun for several priority AEP retrofits. The testing team is developing dashboards similar to those utilized by the IRP. The latest HCM End-to-End testing status is included in the following figure.



The following table outlines the current status of WD +1 testing by downstream application. While the work is currently in the planning phase, as it transitions into execution, status reporting will be based on progress of test case execution against plan.

	Application Name	Priority	Solution	WD+1 Testing Start	WD+1 Testing End	Status	Comments
1	EMMS - Preliminary	1	Both	16-Apr-20	24-Apr-20	On Track	Still on track to complete by April 24 th tenant freeze
2	RRA - RISE (Research Information Services)	1	Both	5-May-20	17-Jun-20	On Track	WD+1 planning is in progress: LMT is behind due to defect complexities but not expected to impact WD +1 testing
3	SIS - Finance (CBM / EPM)	1	FIN	16-May-20	29-Jun-20		
4	EMMS - Main	1	Both	1-Jul-20	31-Aug-20		
5	IAM - IAM DB (PHUB v1)	1	Both	1-Jul-20	18-Sep-20		
6	IAM (PSRV v5 & Experience API)	1	Both	1-Jul-20	30-Jun-20		
7	PNS - Pension Administration System	2	Both	27-Feb-20	30-Apr-20	On Track	Test Cycle 2 is pending T4 pension adjustment scenarios - expected to complete by April end.
8	ISI - Integrated Sessional Information System (ISIS)	2	HR	13-Mar-20	20-Mar-20	On Track	Testing completed; 2 minor defects outstanding
9	HYP - Hyperion Budgeting and Planning - Research	2	Both	7-Apr-20	27-Jul-20	On Track	WD+1 start delayed due to LMT issues; LMT delayed but WD+1 end still on track
10	NAV - Microsoft Dynamics NAV	2	FIN	11-Apr-20	27-May-20	At Risk	Discovered additional defects during LMT and pending delivery of Supplier Service 2.1
11	UMS - Utility Management System	2	FIN	17-Apr-20	11-May-20	On Track	WD+1 scenarios created; LMT on track.
12	RTX - Visual RATEX (Bookstore Inventory)	2	FIN	25-Apr-20	15-May-20	On Track	WD+1 test planning on track; still planning to start WD+1 testing on Apr 27
13	LNX - Blackbaud CRM	2	Both	5-May-20	26-May-20	At Risk	LMT is late due to potential impact of error handling requirements and thus WD+1 date is at risk
14	GRA - SITS/eVision online graduate admission system	2	FIN	8-May-20	29-May-20	On Track	WD+1 scenario planning will start Apr 27; no signs of delay
15	SRS - Student Registration System (SRS) Production	2	FIN	15-May-20	5-Jun-20	On Track	WD+1 scenario planning will start Apr 27; no signs of delay
16	CHS - Child Care Management System (SHHS)	2	Both	1-Jun-20	8-Jul-20		
17	CAB - CABI	2	FIN	1-Jun-20	8-Jul-20		
18	HSN - Student Housing Management System (SHHS)	2	Both	1-Jun-20	8-Jul-20		
19	TTP - Teaching & Tracking Payment System	2	FIN	1-Jun-20	16-Jul-20		
20	SIS - HR	2	HR	29-Jun-20	11-Aug-20		
21	SIS - Tuition Waiver	2	Both	29-Jun-20	11-Aug-20		
22	TAL - SERA Tuition Allocation Model	2	N/A	TBD	TBD		
23	ARB - Archibus - Space Inventory & Planning	3	N/A	4-Apr-20	22-Apr-20	At Risk	WD+1 delayed due to Archibus/GIS needing holistic scenario planning. Potential impact of 2-3 weeks
24	GIS - ArcGIS	3	N/A	4-Apr-20	22-Apr-20	At Risk	WD+1 delayed due to Archibus/GIS needing holistic scenario planning. Potential impact of 2-3 weeks
25	MPS - Meal Plan System (SHHS)	3	Both	1-Jun-20	8-Jul-20		
26	PBS - Pinnacle Billing System	3	FIN	1-Jul-20	4-Aug-20		
27	OPC - Optimum Control (SHHS)	3	FIN	1-Jul-20	7-Aug-20		
28	CGB - Mail Chargeback	3	FIN	TBD	TBD		

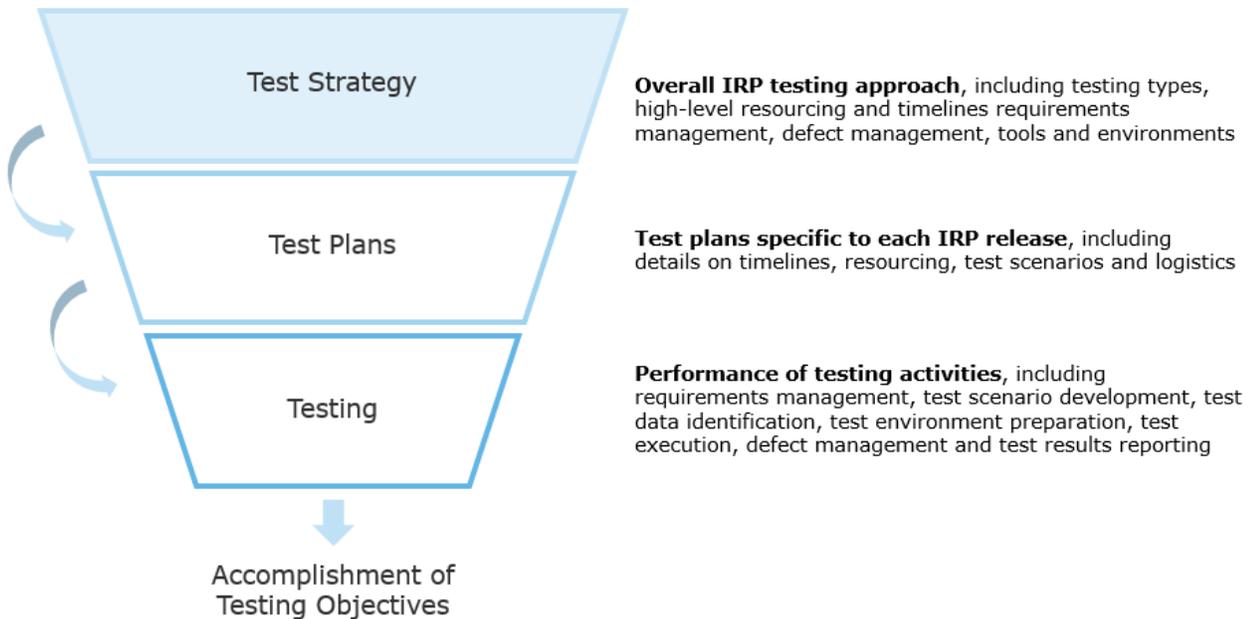
TESTING APPROACH AND STRATEGY

The IRP Test Strategy documents the processes, activities, tools, roles and responsibilities that support the testing and validation of the new application that are implemented within the scope of the Integrated Renewal Program (IRP), which includes: the Workday solution in scope for The University of British Columbia’s Finance (FIN), Human Resources (HR), and Student (STU) deployments; Student Financial Aid (point solution); and, the offboard (reporting outside of Workday) reporting solution. The overall testing methodology will be largely consistent across all IRP releases, however the exact testing scope, timelines and criteria for each release may differ and will be detailed in the respective test plans for each release.

The Test Strategy outlines the overall testing approach, including both test preparation and test execution activities which are used to validate that critical attributes of the system and processes are tested adequately, and to confirm with key stakeholders the following:

- The solution systems are configured and perform in accordance with the agreed-to future state process designs in scope
- All integrations between the solution systems and impacted enterprise applications function as designed
- The conversions and reports work as designed

The following visual illustrates the role of the test strategy in relation to testing for the IRP:



The following are the key testing objectives:

- Provide flexible, consistent delivery of standardized, risk-based and metrics-based testing services to improve quality and ensure consistency across the approach deployed across the multiple releases, applications and stakeholders
- Ensure that the solution to be delivered upon go-live behaves in alignment with design specifications and operational parameters. Confirm that quality criteria are met
- Confirm that functional and cross-functional areas are configured and working as expected
- Confirm that the entire end-to-end business process that flows into or out of Workday, Student Financial Aid and offboard reporting solutions effectively completes a business transaction function
- Ensure Super Users learn how to run, troubleshoot, and manage Workday
- Validate data converted into Workday, Student Financial Aid and offboard reporting solutions meet accuracy and completion requirements as defined by functional work streams
- Confirm that integrations and reports in scope for each release are working as expected
- Ensure system works as designed through Workday updates/releases

The following visuals outline the testing types in scope for each solution. Descriptions of each testing type for onboard solution testing are detailed in Workday Testing Types Summary. A generic testing approach will be taken for Student Financial Aid and the offboard reporting solution; further details are to be defined for Student. Detailed testing criteria, scope, and timelines for each testing type will be detailed in the test plan for each release.

The following table is applicable to the Workday testing activities (all activities will be coordinated by the Test Manager within the PMO).

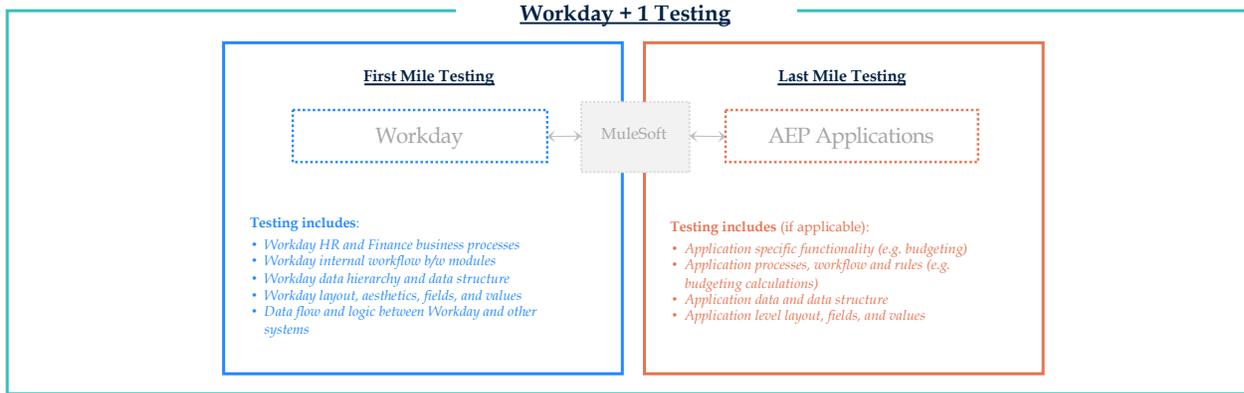
Type	Purpose/Objective	Stage	What is tested/reviewed?	Responsible
Unit Test: Configuration	<ul style="list-style-type: none"> • Test the individual configuration is setup per configuration workbook • Test the individual business process functions as designed • Test the individual role setup to perform specific business process 	Configure & Prototype	<ul style="list-style-type: none"> • All configurations and business processes • User roles 	Functional Leads / SMEs / BAs
Unit Test: Data Conversion	<ul style="list-style-type: none"> • Test that individual components of the conversion Extract, Transform and Load programs function as designed and correctly convert data into the tenant 	Configure & Prototype	<ul style="list-style-type: none"> • Data conversion 	SD&D Data Conversion Team
Unit Test: Integrations	<ul style="list-style-type: none"> • Test that individual technical components have been developed appropriately, and satisfy the requirements agreed to by Workday and Deloitte. 	Configure & Prototype	<ul style="list-style-type: none"> • Integrations including the integration layer and downstream systems 	SD&D Integration

Type	Purpose/Objective	Stage	What is tested/reviewed?	Responsible
Unit Test: Reporting	<ul style="list-style-type: none"> • Test that individual onboard reports are setup and loaded with data • Test that individual offboard reports are setup and loaded with data 	Configure & Prototype	<ul style="list-style-type: none"> • Onboard Reports • Offboard Reports 	SD&D Reporting Team Functional Leads / SMEs / BAs WD technical and reporting leads
Smoke Test	<ul style="list-style-type: none"> • Ensure the tenant or environment build required for a particular project stage is complete, the environment is ready for testing and all key functional areas are working correctly. • Validate security rules are in place for testers. 	Every Tenant Build	<ul style="list-style-type: none"> • Low volume subset of key tests that will be performed in the upcoming test cycle 	WD functional leads Selected Functional Leads / SMEs / BAs
End-to-End (E2E) Test	<ul style="list-style-type: none"> • Test flow of end-to-end processes between multiple functions, 3rd party integrations and all downstream systems. • Ensure all functionality implemented as per the requirements and all interfaces are working according to the requirements and specs. This include integrations to and from applications retrofitted as part of the AEP Program. • Confirm data integrity is maintained between Workday and the integrated applications. • Finalize the configurations, business processes, and roles in order to build the UCR Tenant 	Test	<ul style="list-style-type: none"> • All functional configurations and business processes, all integrations require for the Integrated E2E business Process, all available reports, role-based access control, end-to-end data flow, and Workday 33 Uptake • Test using converted data 	Functional Leads / SMEs / BAs SD&D Technical teams (support) WD functional and technical leads AEP BAs and Business system owners
Payroll Parallel (Release 1 only)	<ul style="list-style-type: none"> • Validate same period payroll processing against the legacy production application • Validate payroll results and other 3rd party payroll integration results • Validate data synchronization activities for deployment (catch up transactions, YTD balances, etc.) 	Test	<ul style="list-style-type: none"> • Gross pay, source deductions (taxes), earning calculations, tax calculations, and hours worked • Selected integrations • Minimum 2 complete pay cycles in legacy system compared to 2 WD complete pay cycles 	Payroll Functional Leads / SMEs

Type	Purpose/Objective	Stage	What is tested/reviewed?	Responsible
User Confirmation Session (UCR)	<ul style="list-style-type: none"> • Enable broader user adoption through hands-on experience with Workday • Assess organization readiness based on feedback from participants • Introduce the Workday solution to future trainers in preparation for go-live • Gain familiarity for user community 	Test	<ul style="list-style-type: none"> • Top 10 impactful E2E business processes for each of HR and FIN • Subset of E2E Test scenarios • Include integrations and reports relevant to the E2E business processes • Job Aids • Security Roles (with defined segregation of duties) 	Representation of functional areas outside of IRP team WD functional and technical leads
Performance Testing	<ul style="list-style-type: none"> • The need of Performance testing for Workday will be determined based on transaction threshold set by Workday. 	Test	<ul style="list-style-type: none"> • Subset of high volume E2E test scenarios using offboard systems 	Functional Leads / SMEs / BAs SD&D Technical teams WD functional and technical leads
Cutover Production Verification Operational Acceptance Test	<ul style="list-style-type: none"> • Describe the steps for configuration, code deployment and conversion execution. 	Deploy	<ul style="list-style-type: none"> • Configuration of production level environments and integrations are verified. • Data Conversions are executed and reconciled • Soft go-live transactions (aka “Smoke Tests”) are processed and monitored before release of production 	Cutover Manager (WD & UBC) Operation Support Manager (UBC)
Regression Test	<ul style="list-style-type: none"> • Ensure that no pre-existing functionality has inadvertently been compromised in the process of system modification, if applicable. 	Upon application of IRP and Workday releases before and after go-live	<ul style="list-style-type: none"> • Selective set of end-to-end test scenarios that cover in-scope feature sets • New Workday Release 	WD functional leads Selected Functional Leads / SMEs / BAs (will engage SMEs from previous releases)

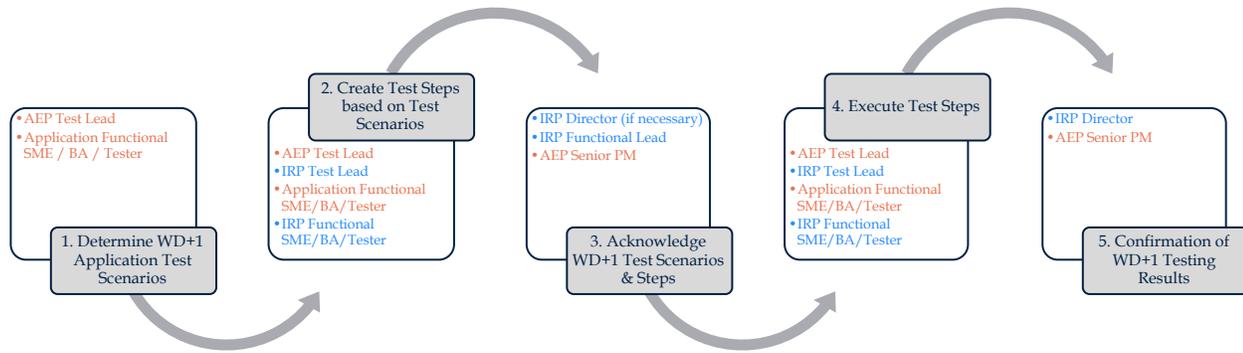
For the AEP, the test strategy approach is based on IRP’s and divided into three phases. Specifically:

- First Mile Testing
- Last Mile Testing
- WD +1 Testing



First mile and last mile testing are focused on functionality within Workday or the downstream AEP applications, respectively. WD +1 testing however is focused on information flow and data integrity between Workday and any downstream applications to ensure end-to-end business functionality is maintained.

The following diagram illustrates how test scenario creation and test case execution includes key resources across Workday and the corresponding downstream application teams.



For the WD +1 test phase, the teams will leverage JAMA for test case management and JIRA for defect management purposes. This is consistent with the current testing tool strategy that has been used by IRP for several months and prevents any disconnect between testing across the different testing phases.

There are two additional components of the WD +1 testing approach that are important:

- Application Prioritization
- Non-Functional Testing Approach

The testing teams have been working with risk management on these components of the approach and have reviewed the contents with the Program co-sponsors. However, these specific topics are still working through the governance approval process. Therefore, the images below are identified as ‘draft’ until those reviews and approvals have been completed.

The WD +1 testing approach is based in-part on a prioritization of the downstream AEP applications. At a high-level, the prioritization is based on the criticality of that application to the University’s operations and reputation. That prioritization will be used to dictate the scope and exit criteria of WD testing for each application as outlined in the following table:

DRAFT

<u>Critical (Priority 1)</u>	<u>Medium (Priority 2)</u>	<u>Low (Priority 3)</u>
<p>Definition</p> <ul style="list-style-type: none"> Application that is mission critical to University operations or reputation Manual workarounds are not available or practical Solution is required for Workday to function Solution is highly integrated with Workday (i.e. cannot function for any extended period of time without being connected to Workday) Potential to have a high impact on the Workday tenant configuration 	<p>Definition</p> <ul style="list-style-type: none"> Application that is important however per existing business operations do not have widespread impacts Functionality provided by the solution can be deferred Workarounds are available and will not have pervasive impacts to the operations of the University 	<p>Definition</p> <ul style="list-style-type: none"> Application that is less important given nature of operations that do not have direct impact to financial or personnel functionalities Can live without application functionality for a certain duration with or without workarounds implemented Workarounds can cause delays yet not have pervasive impact to operations
<p>Testing Implications</p> <ul style="list-style-type: none"> Have formal testing strategy and plan Exit criteria requires no critical or major defects outstanding Formal signoff from Steering Committee, IRP Functional Director(s) and Application Director(s) 	<p>Testing Implications</p> <ul style="list-style-type: none"> Have formal test strategy and plan Testing criteria have been met with no critical defects outstanding Defect exceptions or workarounds will likely require OCM involvement Formal signoff from IRP Functional Director(s) and Application Director(s) 	<p>Testing Implications</p> <ul style="list-style-type: none"> Testing is required but may be done more adhoc (due to capacity or timing constraints) Defect exceptions or workarounds will likely require OCM involvement Sign off from IRP Functional Director(s) and Application Director with acknowledged testing limitations
<p>Example Applications</p> <ul style="list-style-type: none"> Person Service / Person HUB EMMS SIS 	<p>Example Applications</p> <ul style="list-style-type: none"> Student Housing Management System Child Care Management. System Teaching Tracking and Payment System 	<p>Example Applications</p> <ul style="list-style-type: none"> Pinnacle Billing Mail Chargeback Hyperion

Lastly, there are non-functional components of the AEP and IRP solutions that will be included in the scope of WD +1 testing. The approach, scope and status of each of these four areas of non-functional testing are outlined in the following table:

DRAFT

	<u>Privacy</u>	<u>Security</u>	<u>Disaster Recovery</u>	<u>Performance</u>
Approach / Strategy	Scope of privacy testing was determined by Safety and Risk Services assessment	Scope of security testing will be determined by Safety and Risk Services assessment	DR for new cloud-hosted solutions (e.g. WD, EMMS) will be addressed via vendor SLAs / SOWs Existing applications will continue to comply with current DR strategy (<i>see appendix</i>)	Performance requirements for new cloud-hosted solutions will be addressed via vendor SLAs Performance testing for existing applications is based impact of retrofit work and transaction volumes
Scope	Based on findings, privacy testing will be required for: <ul style="list-style-type: none"> Workday (IRP) Integration Services (IEC) EMMS (AEP) Person Hub (AEP) 	TBD, but expected to be similar to scope of privacy work	For AEP applications that are currently in scope of DR program, will ensure that any server changes are communicated to the IT operations team	Scope of performance testing to include: <ul style="list-style-type: none"> Integration Services (IEC) Person Hub
Status	Test planning is in process for each of these applications	Security assessment to be completed by SRS team	AEP teams are embedding steps in cutover plans to ensure coordination with IT operations team happens	Detail performance testing requirements for PersonHub being developed

KEY RISKS AND ISSUES

The following table outlines the key risks and issues, beyond the Covid-19 risk, across the two programs:

Risks & Issues	Action Plan
<p>Risk 539, Risk 543 & Issue 318 (AEP) – PServ Versioning may impact Testing and Go Live</p> <p>PServ V5 soon to be connected with SIS and ready for testing. IEC to still communicate V5 functionality, based on this it will be understood if PServ V5 will meet the complete needs of SIS HR functionality. Even if PServ V5 does meet the needs of SIS HR, IEC expects to rollout V6, V7 & V8 before go live and expects dev team consumers to follow the upgrade path to stay current.</p> <p>PSRV changes to SIS such as Job Code and SupOrg, will in turn impact changes to downstream applications from SIS. We know these will impact both BLUE and TeachEval. Effort increase and schedule delay not yet determined.</p> <p><i>Impacted applications – SIS, Blue & TeachEval</i></p>	<ol style="list-style-type: none"> 1) AEP will work with IEC to understand the changes in PSRV v5 and potentially v6 (IEC-4279) [In progress] 2) AEP will conduct impact assessment of the changes of versioning of PSRV, work required for remapping, testing, etc. [In progress] 3) SIS HR to dev and test to the earliest PServ version that meets the functional needs so that Nov 1 go live can be achieved. [In progress] 4) Determine impact to effort and schedule to BLUE and TeachEval and Canvas Main. [Complete] 5) Based on the impact assessment, determine the schedule and cost impact [Planned]
<p>Risk 545 (AEP) – Functional testing resources required from IRP</p> <p>Based on the current estimate, there will be a significant increase in IRP functional testing resource demand in the coming months. WD+1 effort planning is in progress. Once WD+1 is resource loaded, will then have a better understanding of the risk.</p>	<ol style="list-style-type: none"> 1) Estimate WD+1 functional effort required by applications. [In Progress] 2) Present the findings and prioritize testing based on resource capacity. [Planned]
<p>Risk 333 (IRP) – Failure to detect privacy breach</p> <p>Failure to detect a privacy or information security breach, either internal or external, resulting in regulatory fines and reputational impact to UBC. WD supports logging of access to personal information, but WD reports will not be sufficient to allow monitoring / alerts to detect a privacy breach.</p>	<p>The IRP Security Team is preparing a report to identify and analyse the options for logging and monitoring to deter and detect unauthorized access to Personal Information, focusing on the requirements and rationale. The report will inform decisions on technology to be used (WD vs MyLogs or other logging tool) for alerts / monitoring / audit reports. [In Progress]</p>
<p>Risk 337 (IRP) – Incorrect classification of PI</p> <p>Personal information (PI) is not inventoried or correctly classified per ISS and therefore not adequately protected, resulting in a privacy breach. This affects WD and Off-Board Reporting, sensitive access, integrations/APIs.</p>	<p>Inventory of PI and classification and data flows to be produced and approved by EDG / data stewards, as required by IRP PIA. [In progress]</p>
<p>Issue 311 & Risk 524 (AEP) – Workday Custom Validation Error Handling</p> <p>Error handling from failed transactions may require business process changes. Current business process has a middle person to review the errors, but in the future there is no middle person which will create a demand on the legacy system.</p> <p><i>Impacted applications – SIS & Blackbaud</i></p>	<ol style="list-style-type: none"> 1) Await Preliminary solution from IEC and directions from IEC and AEP solution architects [In progress] 2) Currently seeking guidance from the program about the new support model and roles and responsibilities and changes. [In progress] <p>Update: IEC continues solution investigation and prototyping activities, targeting mid-april. AEP-IEC review meeting scheduled on April 15.</p>
<p>Risk 476 (AEP & IRP) – Interdependency Mapping Incomplete</p> <p>As interdependency identification and mapping has not yet been completed, and as interdependencies could impact project schedules, IF the interdependencies cause a shift in some specific project schedules, Then the overall WD+1 Ready timeline could be impacted.</p>	<ol style="list-style-type: none"> 1) Complete IEC-AEP interdependency definition and mapping [Completed] 2) Conduct AEP-IEC-IRP interdependency meetings to verify interdependency mapping for IEC-AEP and determine cross work-stream interdependencies for IRP [In progress] 3) Integrate the interdependencies into the Workday Solution-focused Program Plan [In Progress] 4) Determine the subsequent effect on application schedules and the critical path [Planned] <p>Update: With new IRP HCM & FIN PMs being on-boarded, meetings are being set-up to engage all three programs to discuss and verify interdependencies (this due date is dependent on the HCM PM starting but the meeting with the FIN PM to be set up this week). Interdependencies that have already been verified are being populated into the Solution-Focused Program Plan (Due date: ongoing as milestones are now being entered into the Program Plan - stretch target completion is April 30).</p>
<p>Issue 238 (AEP) – WD+1 testing may not start in March for all applications</p> <p>Due to 1) design and development has not yet been finalized, 2) the Last Mile Testing Complete dates have not been finalized(work in progress), 3) First Mile Testing Complete dates from IRP have not been finalized 4) full mapping of the AEP-IRP and AEP-AEP interdependencies has not completed. Not all applications will begin WD+1 testing in March.</p>	<ol style="list-style-type: none"> 1) AEP applications to complete design and development for all applications requiring WD+1 testing. [In progress] <ol style="list-style-type: none"> a) Revisit critical business functions to refine and possibly reduce scope 2) Finalize Last Mile Testing Complete dates [In progress] 3) Hire additional resources to complete retrofit testing and last mile testing: Budget required [In progress] 4) Finalize First Mile testing complete dates [In progress] 5) Complete interdependency mapping [In progress] <p>Update: The majority of AEP application design and development dates have been finalized; a small number are still pending finalization. LMT dates are defined with a few applications that require further analysis. FMT dates have been provided based on current scope.</p>

WORKDAY STUDENT UPDATE

UBC and Workday are continuing their negotiations and working towards long-term contracts for subscription fees and services. These contracts will include the deferral of subscription fees until UBC is live with the Workday Student product and a fixed price agreement for Workday consulting services. We have completed a bridge agreement through July of 2020 to allow the necessary time to complete the negotiations for the long-term contracts. The consulting fees paid during this period count towards the fixed price for agreement.

Workday has demonstrated the prioritization of UBC to be the first eXtra Large Enterprise, or XLE, to implement their Student product. We have heard from two other universities looking to begin their respective Student implementation and they have confirmed that they were told by Workday and their go-live dates MUST be after UBC. We will pursue contractual language as we continue the negotiations with Workday.

We have established weekly meetings for the on-going negotiations with Workday. The plan is to reach agreement on the business terms and then to involve legal to include the appropriate contract language. Part of the negotiation is to agree upon the implementation dates for Releases 3, 4, and 5 which are for exclusive to Student. Workday has estimated that their yearly expenses will exceed \$10 million and are therefore incented to complete the implementation as soon as possible. Additional delays not only negatively impact UBC, but Workday's other customers as well as their own reputation. However, both parties are interested in selecting the appropriate dates as a troubled implementation will not benefit either party.

The Student team is current in the Architect stage of their deployment. 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 utilized to develop our recommendation for the implementation dates for each of the Student releases. These recommendations will be brought through governance where we will review the findings and seek your input on the path forward. This report will include the strategy for preparing existing SIS for the implementation of Workday Student.

LEGACY STUDENT INFORMATION SYSTEM (SIS) UPDATE

As part of the risk assessment identified in Action 175, PwC was engaged to objectively examine the SIS. This examination was intended to identify which application components present the greatest risk and which business functions could be most impacted. PwC was also asked to provide recommendations to mitigate risk.

The resulting report identified risks in five key areas:

1. When SIS architecture, design, and coding decisions are made, they may not be optimal for the multi-year needs of SIS due to a lack of clarity regarding where to focus resources.
2. When code changes are made, defects could be introduced because best practices are not consistently followed.
3. When code is changed, the system could fail due to a high degree of interdependence between application components.
4. Changes to business rules could cause issues because the rules are complex and not fully documented.
5. Rules are not enforced at the database level, which could result in data quality issues.

PwC suggested several recommendations for risk mitigation. These recommendations were prioritized and grouped into four themes:

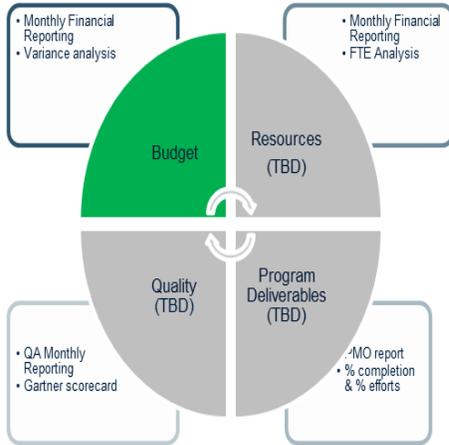
1. Standards and Practices
2. Governance
3. Application and Information Architecture
4. Strategy

According to PwC's analysis, the SIS should remain viable until Workday Student is deployed and available, provided appropriate measures are taken.

SIS Sponsors are currently considering the findings in the PwC report and reviewing the recommendations. In order to assist with this review, the Sponsors have established an SIS Roadmap Working Group to determine the optimal pathway to Workday Student, while appropriately sustaining the current SIS in the interim. This Working Group includes members from Enrolment Services, IRP Student, and Application Sustainment.

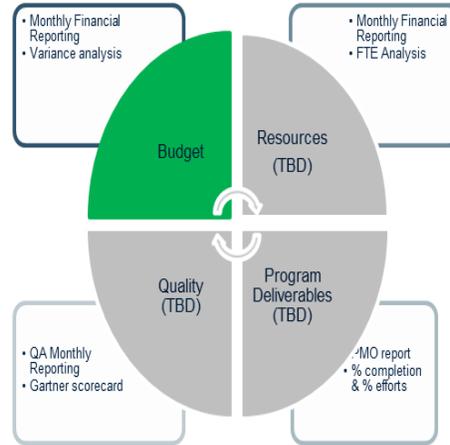
CURRENT PROGRAM FINANCIALS

Integrated Renewal Program
FY19/20 Forecast



Actual	FY19/20 Budget	Variance
\$62.8m	\$75.1m	\$12.3m

Application Ecosystem Project
FY19/20 Forecast



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

Based on information available at April 17, 2020

The current financials for both programs in the green for the current fiscal year. The details for each are highlighted on the following pages.

IRP FINANCIAL REPORT FY19/20 – EXECUTIVE SUMMARY

(in thousands)	For the Month of Mar-20			Year to date, Mar-20			Overall Program**		
	Actuals	Budget	Variance	Actuals	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	2,036	1,235	(801)	21,533	19,817	(1,716)	82,100	82,059	(41)
Business Advisory Costs	-	26	26	35	2,145	2,110	80	80	-
External Prime Consultants	2,407	2,078	(328)	29,833	33,042	3,208	103,324	103,409	85
Other Costs	1,187	2,163	976	11,369	20,065	8,695	57,650	57,713	63
Total expenses before contingency	5,630	5,503	(127)	62,771	75,069	12,298	243,154	243,261	107
HCM/FIN Contingency - approved allocation							-	(107)	(107)
STU Contingency - approved allocation							-	-	-
HCM/FIN Contingency Balance	-	-	-	-	-	-	-	10,188	10,188
Student Contingency Balance	-	-	-	-	-	-	-	23,784	23,784
Total after Contingency	5,630	5,503	(127)	62,771	75,069	12,298	243,154	277,126	33,972

Variance analysis:	<p>For the Month of March 2020: Variance for March 2020 is (\$127k) due to: a. (\$801k) - UBC resources timing differences coupled with reallocations from Business Advisory b. \$26k - Business Advisory reallocations to Resources and Consultants c. (\$328k) - Prime Consultants - timing differences coupled with additional approved CR work d. \$976k - primarily timing of various non-labour items</p>	<p>For Year to Date, March 2020: Savings for YTD March 2020 are \$12,298k due to: a. (\$1,716k) - Primarily UBC Resource reallocations from business advisory to fund additional positions and a revised staffing plan for Student b. \$2,110k - Business Advisory reallocations to UBC Resources and Prime Consultants c. \$3,208k - Prime Consultants: crystalized savings of \$7,764k and \$328k of timing savings, offset by (\$4,228k) of additional CR work. d. \$8,695k - crystalized savings of \$9,240k and \$1,948k from travel costs, investment, and other non-labour items, offset by (\$2,493k) of additional CR work</p>	<p>Overall Program Forecast: Net savings for the overall program are \$107k due to: a. (\$41k) - UBC Resource reallocations from other costs b. \$85k - Prime Consultants savings of \$107k, offset by (\$22k) reallocations from other costs d. \$63k - reallocation of travel costs to UBC resources and prime consultants</p>
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**Overall program budget was approved by the Board of Governors on April 16, 2020
 Forecast based on info available as at April 17, 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 March, the actual burn rate was at \$5.6M
- Actuals of \$62.8M for Yearend March 31, 2020 (averaging ~\$5.2M per month)
- Crystalized Savings Calls @ \$12.3M
 - From Apr/19 – Feb/20 → crystalized net savings of \$9.8M
 - For March/20 → Permanent Savings of \$0.1M, finalized for HCM/FIN/Offboard Test Stage Original
 - For March/20 → Timing savings (rollover into FY20/21) of \$2.4M for Resources, Prime Consultants, various Other Costs
- Overall: Status Dial is GREEN for Annual and GREEN for Overall Program with the budget now reflecting the Board Approval amount from April 16, 2020

AEP FINANCIAL REPORT FY19/20 – EXECUTIVE SUMMARY

(in thousands)	For the Month of March-20			Year-To-Date March-20			Annual FY19/20			Overall Program		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	1,505	1,643	138	9,511	9,649	138	9,511	9,649	138	32,072	32,072	-
Business Advisory Costs	-	-	-	387	387	-	387	387	-	702	702	-
External Prime Consultants	797	709	(88)	4,976	4,888	(88)	4,976	4,888	(88)	10,908	10,908	-
Other Costs	88	74	(14)	1,483	1,469	(14)	1,483	1,469	(14)	3,518	3,518	-
Total expenses before contingency	2,390	2,426	36	16,357	16,393	36	16,357	16,393	36	47,200	47,200	-
Contingency - approved allocation	-	-	-	-	-	-	-	(36)	(36)	-	-	-
Contingency Remaining	-	-	-	-	-	-	-	4,134	4,134	-	11,700	11,700
Total after Contingency	2,390	2,426	36	16,357	16,393	36	16,357	20,491	4,134	47,200	58,900	11,700
Variance analysis:	For the month of March 2020:			For Year to Date, March 2020:			Annual Forecast for FY19/20:			Overall Program (Phase 1)		
	Savings are \$36k due to:			Savings are \$36k due to:			Savings are \$36k due to:			No variance forecasted		
	\$138k UBC Resources - timing - Delayed hiring (primarily testing and PMO related)			\$138k UBC Resources - timing - Delayed hiring (primarily testing and PMO related)			\$138k UBC Resources - timing - Delayed hiring (primarily testing and PMO related)					
	\$0k Business advisory			\$0k Business advisory			\$0k Business advisory					
	\$(88)k Prime consultants - timing - NAV application and IEC Resources			\$(88)k Prime consultants - timing - NAV application and IEC Resources			\$(88)k Prime consultants - timing - NAV application and IEC Resources					
	\$(14)k Other costs - timing - minor			\$(14)k Other costs - timing - minor			\$(14)k Other costs - timing - minor					
<i>Forecast based on info available as at April 10, 2020 for Phase 1</i>												

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:

- For the month of March, the actual burn rate was at \$2.4M
- Actuals of \$16.4M for Yearend March 31, 2020
- The overall variance is \$0.03M
- All Year-end savings are Timing and are in all areas of UBC Resources, Prime Consultants, and Other Costs. They are to be utilized in FY20/21
- UBC Resources – delayed hiring, primarily Testing and PMO
- Prime Consultants
 - Savings from IEC resources
 - Overspending for NAV application – CR has been issued
- Other costs – minor overall variance
- We have not projected any variance for the AEP Phase I
- Status Dial is GREEN for Annual and GREEN for Overall Program with the budget now reflecting the Board Approval amount from April 16, 2020

FINANCIAL REPORT FY19/20 – ISC MODEL WITH EY

	Mar-20			YTD March 2020			Annual FY19/20			Overall EY Effort		
	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Budget	Variance	Forecast	Budget	Variance
<i>(in thousands)</i>												
EY Only												
(Prof Fees + Travel)	289	251	(38)	1,914	2,067	154	1,914	2,319	405	2,498	2,498	
Total	289	251	(38)	1,914	2,067	154	1,914	2,319	405	2,498	2,498	
Contingency Balance												121
Total with Contingency										2,498	2,618	121

FINANCIAL REPORT FY19/20 – INTEGRATED SERVICE CENTRE

	Actual	Total	Budget*	Variance
	YTD Mar/2020	FY20	FY20	FY20
<i>(in thousands)</i>				
UBC Resources	186	186		
Professional Fees				
Renovation	188	188		
Network/SW/Licenses	140	140		
Total	514	514	1,350	836

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

ISC Highlights:

- Job Descriptions are completed, classifications are in place.
- Onboarding for new ISC staff is continuing progress – EY and ISC Staff have connected and are in research phase of all necessary information. Onboarding Strategy also being established.
- Branding strategy continues to be developed
- Device Procurement is on pace – discovery of specifications has been initiated. Lead time for device acquisition is being monitored for potential risks to the ISC Implementation Date.
- Sizing of ISC to commence with the next week – the agreed upon size of the ISC will have significant impact in allowing the ISC WC to make informed quantitative decisions.
- Recruitment of management team in progress, pivot has been made to focus on internal resources due to current job market situation.
- Renovation – FERIC basement reno is awarding tenders to subs as of 04-16-2020; Costing Analysis should be more concrete based on these tenders. Contingency formulated per T. Pekeles regarding alternative space issues for the potential risk of renovations being delayed due to impacts, COVID or otherwise.
- Network/Licenses - ServiceNow CR has been approved.

RECENT CHANGE MANAGEMENT ACTIVITIES AND ENGAGEMENT

Below is the list of executed and planned IRP OCM hosted engagements scheduled between February and June. In addition to the engagement events below, the IRP OCM team has taken a tailored approach, meeting 1:1 with the individual Faculty / Administrative Units. Since February there have been 55 1:1 meetings and these will continue biweekly through to Go-Live.

Date	Campus	Event	Total # of Attendees	Audience
February 12	UBCO	Workday Wednesday - Onboarding	13	All UBC Employees
February 20	UBCV & O	Transition Network Meeting	330	Transition Network Leads and Captains
February 26	UBCO	Workday Wednesday UBCO – AEP Takeover	31	All UBC Employees
February 27	UBCV	Finance / HR Call-In Session	265	Finance and HR Professionals
March 10	UBCV	Finance / HR Call-In Session	319	Finance and HR Professionals
March 11	UBCO	Workday Wednesday - Finance Structure & Terminology	33	All UBC Employees
March 20, 24 & 25	UBCV	Business Process Review (3 meetings)	104 (nearly 100%)	Transition Network Lead Points of Contact
April 21	UBCO	Finance Business Process Call-In	-	Transition Network, Finance Managers and Central HR
April 22	UBCV	Finance Call-In	-	Finance Professionals
April 28	UBCV	HR Call-In	-	HR Professionals
April 28 & 29	UBCO	HR Business Process Call-In	-	HR Professionals, Administrators
April 30	UBCO	Business Process Package Call-In	-	All UBCO HR & FIN Professionals, Administrators (Transition Network Members)
May 5	UBCO	Grants Update Session	-	Researchers, Administrators
May 6	UBCO	Workday Wednesday	-	All UBC Employees
May 13	UBCV & O	Transition Network Meeting	-	Transition Network Leads and Captains
May 20	UBCV	Finance / HR Call-In	-	Finance and HR Professionals
June 17	UBCV	Finance Call-In	-	Finance Professionals

Train the Trainer events are scheduled at UBCO for April 21 and at UBCV for April 23. Invites have been issued to those who have already volunteered to be trainers as well as to the Transition Network.