



SUBJECT	Integrated Service Centre Update
SUBMITTED TO	Finance Committee
MEETING DATE	June 8, 2021
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	For input only - No action requested
LEAD EXECUTIVE	Peter Smailes, Vice-President Finance & Operations
SUPPORTED BY	Marcia Buchholz, Vice-President Human Resources Lesley Cormack, Deputy Vice Chancellor and Principal Jennifer Burns, Chief Information Officer & AVP Information Technology Rob Einarson, Associate Vice-President Finance & Operations, UBC Okanagan Elana Mignosa, Associate Vice-President Finance & Operational Excellence Karamjeet Heer, Comptroller Adam Charania, Associate Vice-President, Human Resources, Strategic Advisory Partnerships Harjot Guram, Senior Director, Integrated Service Centre Laleh Mosadegh, Associate Director, Program Delivery, UBCIT

PRIOR SUBMISSIONS

The subject matter of this submission has been considered by the Finance Committee on many occasions. The following represents the most recent: [April 2021](#)

EXECUTIVE SUMMARY

The stabilization of Workday Release 1 continues to proceed with issues being addressed as they arise. There have been issues encountered, but overall, the teams have been able to respond to critical items as necessary. The volume of incoming service requests has started to level off as we moved into May 2021. This has enabled the team to begin addressing the backlog of service tickets that had accumulated over the first six months.

As the Integrated Service Centre (ISC) moved into early stages of stabilization, it became clearer that the annual planned operational tasks and the volume of service tickets would continue to exceed the resource capacity of the ISC over the long term. In order to support the successful stabilization of the ISC, additional permanent resources were added to ensure a consistent level of support for the community.

The Integrated Service Centre successfully supported the completion of the University's first Fiscal YE close activities in Workday and submission of the Year End Report ("Appendix C") to the Province.

For the first Workday release in March 2021 UBC only adopted mandatory features that required immediate uptake to maintain the system and support stabilization of our production tenant and data. In preparation for the next release in September 2021, the ISC is reviewing the optional features from the March release to identify items that may enhance efficiency and improve effectiveness of the system and related business processes.

With the approval for additional permanent resources, the ISC has made changes to the organization structure to increase overall effectiveness and support career and growth development opportunities within the ISC. The hiring process for these new permanent positions is underway and is expected to be completed by end of June 2021.

ISC teams continue to triage work based on severity of tickets and are focused on critical operational and time-sensitive tasks. The ISC leadership is monitoring workloads closely and adjusting wherever possible to support their teams.

Initial discussions and planning for Workday Student module has started. It is expected that Implementation of Workday Student will require changes to both the HCM and Finance modules.

While we have entered stabilization, there are still outstanding activities underway to finalize the HR/Finance IRP implementation.

- UBC completed its first Financial Year End close with Workday. During this process it has required considerable manual work effort to produce the Financial YE Statements and Reports. A new project to complete the outstanding work from Workday Release 1 is commencing.
- Hypercare for Tuition Waiver continues with a focus on closing remaining tickets as we move towards stabilization and the transition to operations; work is underway with Deloitte to address the tuition waiver issues.
- All AEP application cutover activities are complete.
- AEP teams are currently getting sign off on the transition of applications to business as usual operations. Application sign off is at 91% with the remaining sign off expected in the coming month
- Work is underway to address outstanding defects within the remaining applications, currently there are less than 10 defects which are expected to be completed by end of May
- Application retirement activities are as well underway. Governance is established and a long-term approach to ownership of the process will be completed by the end of May 2021.

APPENDICES

1. IRP Integrated Service Centre Update



IRP - Integrated Service Centre Board of Governors Update

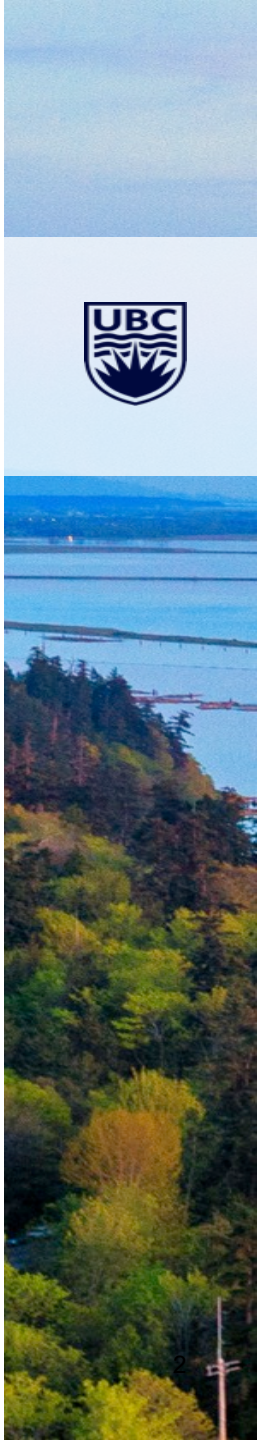


ISC UPDATE – FIRST 6 MONTHS

The first months of implementation have been challenging but with significant accomplishments including:

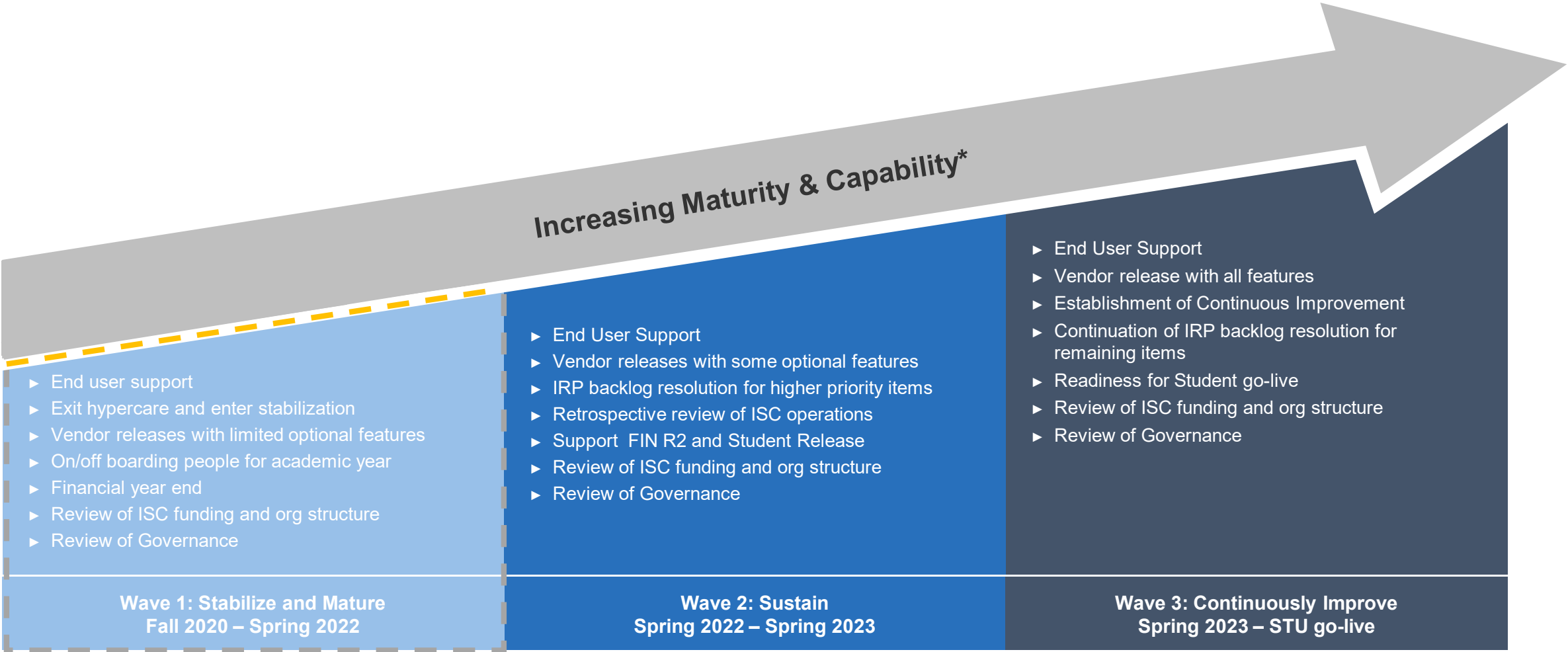
- Successful processing of 12 payrolls
- Resolution of over 25,000 Service Now tickets and 6,000+ phone calls for Workday support
- Strong user adoption of the ISC Knowledge Base with 220,000+ views of Workday self-service materials
- On time delivery of Payroll T4/T4As and Accounts payable T4As and T5s
- Implemented March 2021 Workday Release which required significant analysis and testing
- Successful completion of University Fiscal YE close activities and submission of Appendix C
- Successfully exited Hypercare and have entered Stabilization.

Accomplishments made more significant as ISC also continues to learn a new system, create new processes and change how we all work together.



ISC Service Delivery Roadmap

The ISC has exited Hypercare and has now entered a period of stabilization. This period, is expected to last for at least 12 months while we move through a full fiscal year of cyclical activities.



Upcoming focus (post hypercare)

*Increasing capability will be contingent on incremental resources and funding

Peer Comparison: Workday Support Organizations



THE UNIVERSITY
OF BRITISH COLUMBIA

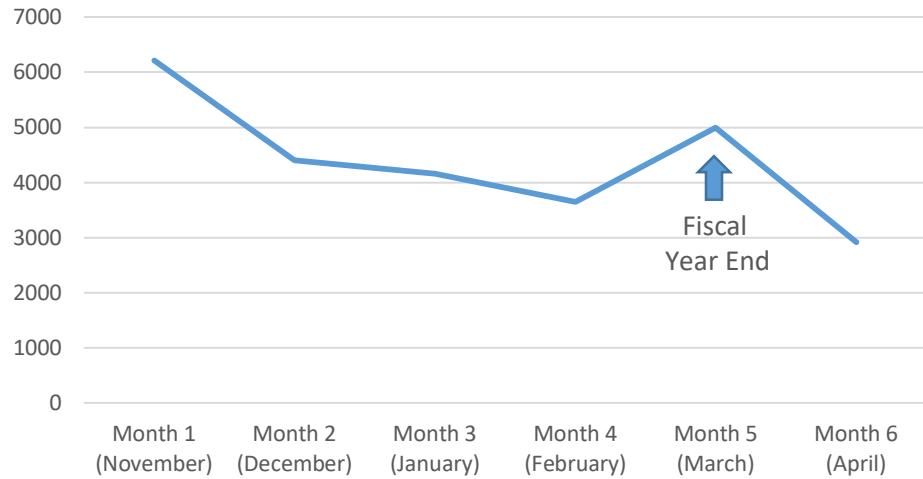


Workday Modules	HCM/Payroll & Finance	HCM/Payroll	HCM/Payroll
End-User Population	26,000	24,000	45,000
Size and Roles	<p>At go live - 50 **Added 22 temporary resources in December</p> <ul style="list-style-type: none"> • 9 Call Centre Staff • HCM/Payroll Product Team • Finance Product Team • Application Management Team <p>*As of April 2021:</p> <ul style="list-style-type: none"> • Additional Resourcing has been approved. • Ongoing ISC staffing complement will be 72 	<p>At go live - 60</p> <ul style="list-style-type: none"> • Support staffing including ~35 Business Analysts • 12 Call Centre Staff 	<p>At go live - 90</p> <ul style="list-style-type: none"> • Call Centre Staff • Customer Support Representatives • HCM Service Partner Team • Payroll Team • Benefits Team • Service Support Team • Application Management Team

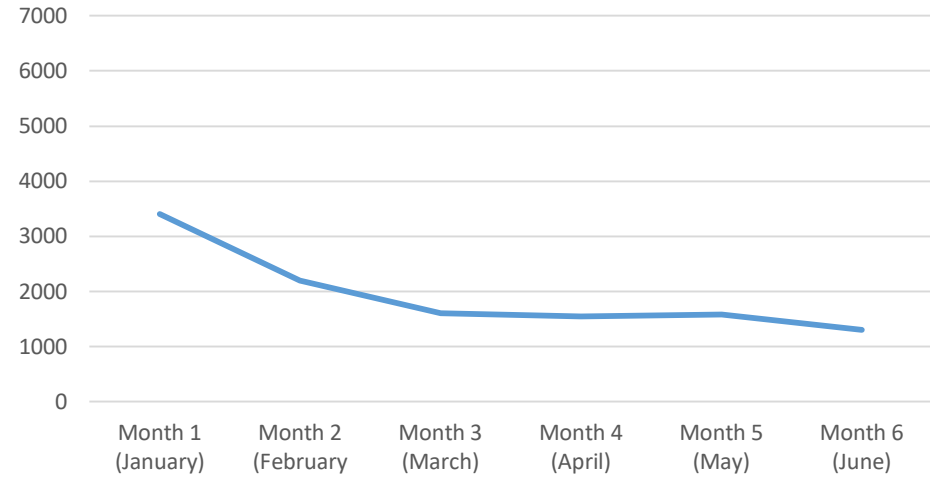
Peer Comparison: University of British Columbia and University of Texas



University of British Columbia Ticket Volume

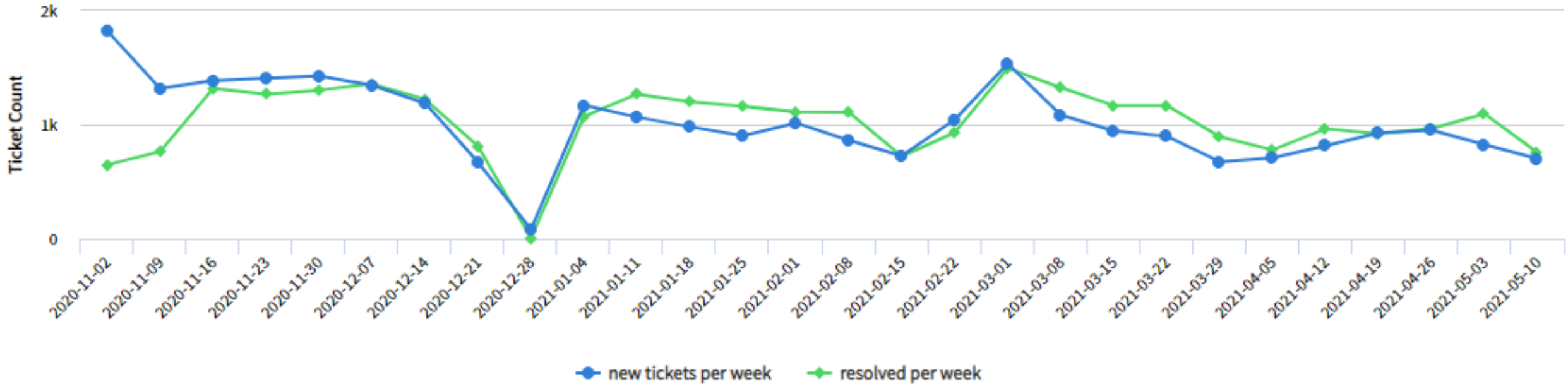


University of Texas Ticket Volume



POST GO-LIVE TICKETS TRENDS AS OF May 10, 2021

Weekly Trends - Tickets Created and Resolved



Total # of Tickets Received = 28,506

Total # of Tickets Resolved = 25,695

Resolution rate of 90%

RISKS

1. Financial Year End - During the first fiscal year-end it became clear that there remains a considerable manual work effort to produce the Financial YE Statements and Reports.

Mitigation – a new project to complete the outstanding work from Workday Release 1 is commencing. This project will include KPMG, who assisted with year end work, additional new resources and operational resources to ensure the timely completion of this work.

2. High Volume of Call/ Tickets into the ISC – although call volumes have started to level off , work related to the annual planned activities and volume of service tickets continues to exceed the ISC team’s overall capacity.

Mitigation - ISC teams are triaging work based on severity of tickets and are focused on critical operational and time sensitive tasks. Hiring for additional permanent resources has started and this will add capacity and stability to the ISC

3. Employee Turnover/Burnout – Many members of the ISC have come from IRP and therefore have had extreme demands for an extended period of time and is not sustainable in the long term.

Mitigation – ISC leadership team is monitoring workloads closely and adjusting wherever possible. The addition of full time employees to the ISC will support employee retention and improve workload demands.

4. Knowledge Transfer – Workday to ISC and cross training among internal ISC Resources. We currently have 1 in a box in many key positions and day to day workload requirements is slowing the knowledge transfer process among ISC staff

Mitigation – an increase to permanent FTE will provide certainty of resourcing levels, which will enable cross training among our key positions.

