

IT STRATEGY BOARD

February 26, 2016

INFORMATION TECHNOLOGY

UNIVERSITY *of* WASHINGTON



AGENDA

- > Call to Order
- > HR/P Modernization Update
- > IT Oversight Discussion
- > Technology Recharge Fee Annual Review and Recommendation
- > IT Project Portfolio Executive Review
- > Wrap up

HR/Payroll Modernization Update

Aubrey Fulmer
Executive Program Director
HR/P Modernization Program



WHERE WE ARE TODAY

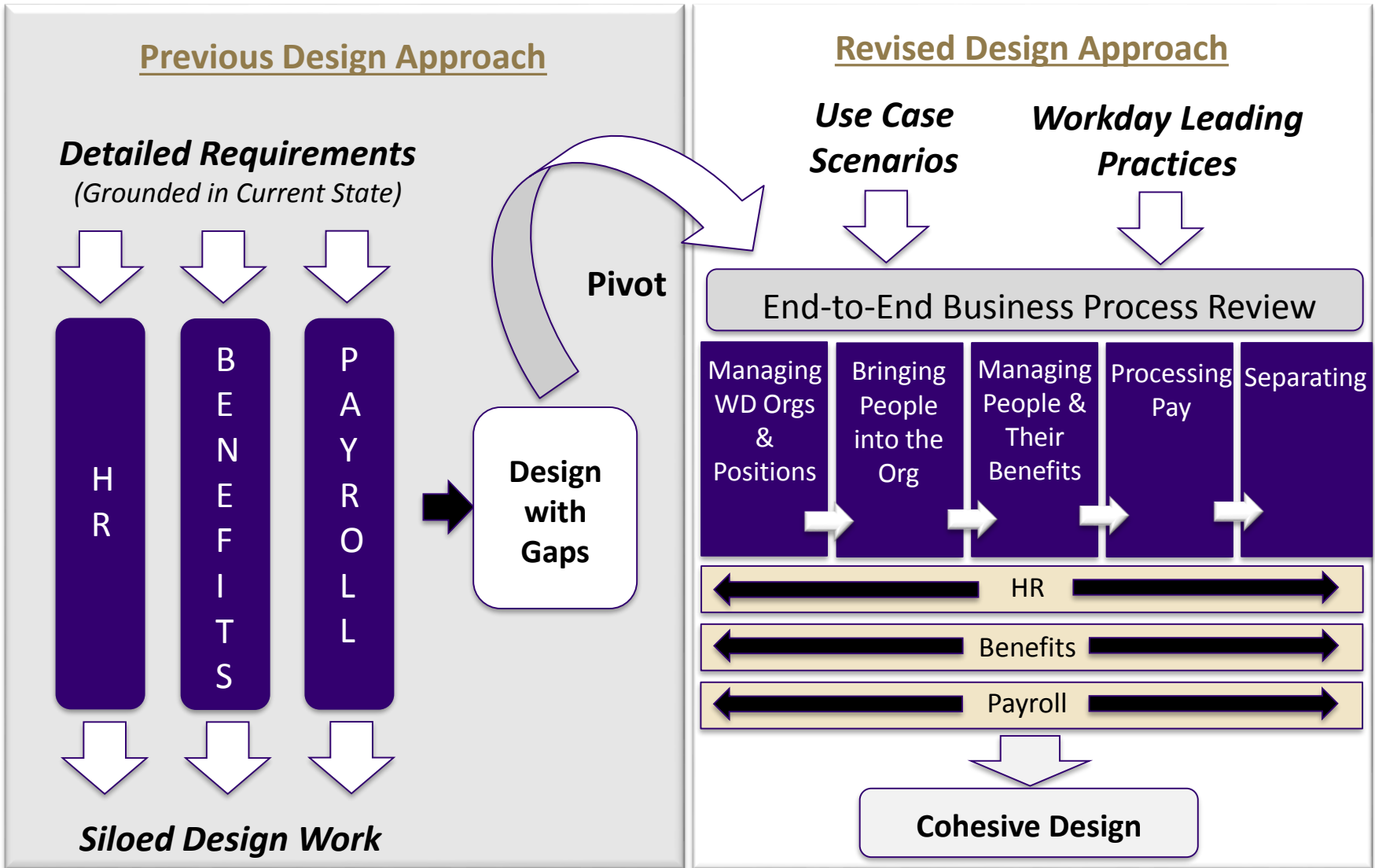
Over the past 4 months, program leadership has pulled together a clear picture of work in-flight.

- > Lack of a cohesive design and key foundational strategies
- > Incomplete or missing documentation of future state design
- > End-to-End testing identified gaps and sections of the design that did not fit together
- > Early reviews from campus on some business processes indicated some aspects of the solution would not meet their needs
- > Could not complete Integrated Change Management activities across campus due to design issues
- > Challenges with labor relations that are putting the program at risk
- > Lacked future state operating model that would support the new integrated system and associated processes

BENEFITS OF BUILDING A COHESIVE DESIGN

- > Ensures the technology assets meet the business needs of the University and units
 - Workday business processes, security configurations, and integrations
- > Provides ability to understand relationship between enterprise, process, and technical design layers
 - Make informed decisions about how the design is implemented at the University
- > Builds resilience across the program
 - Share and develop knowledge, skills, communications and tools needed for long-term success

ENHANCING THE DESIGN APPROACH



BUILDING A COHESIVE DESIGN



WHY DO WE NEED AN INTEGRATED SERVICE CENTER?

- > Enhanced Customer Service
 - Single point of contact
 - Eliminate unnecessary hand-offs
 - Build cross-functional competencies
 - Provide end-to-end insight across the HR, Academic HR, Benefit, and Payroll domains
- > Improved Efficiency
 - Ensure right people/areas engaged in right steps to improve efficiency
- > Continuous Improvement
 - Develop competencies to address existing and emerging requirements
- > Consistent Use of Technology
 - Leverage UW Connect (ServiceNow) service and knowledge management capabilities

WHY NOW?

- > Incorporate significant enhancements to service delivery model
 - Support broader campus transformation
- > Leverage new cohesive design review and validation process
 - Identify and introduce improvements
 - Clarify roles and responsibilities
- > Clearly align cross-functional objectives
 - Meet a revised deployment date
 - Support new model after go-live

PROPOSED HRPM PROGRAM PLAN

BUILDING A COHESIVE DESIGN (BaCD)

REGRESSION
TEST

USER ACCEPTANCE
TEST (UAT)

PAYROLL PARALLEL TESTING CYCLES

GO-LIVE
ASSESSMENTS

DEPLOY

STABILIZATION

INTEGRATED CHANGE MANAGEMENT (ICM) STEPS 2-6

ISC*

PLAN

DESIGN

BUILD

DEPLOY

*INTEGRATED SERVICE CENTER

DESIGN PHASE - PREP

Within the next six weeks the team will develop:

- > Documented understanding of
 - Workday concepts as applied in the UW design and consistent with Workday leading practices
 - Future-state business processes, incorporating Integrated Service Center into the design, ready for review by business owners and key campus partners
 - UW lifecycle and operational scenarios
- > Enterprise strategies to support business process design and standardization across the UW

QUESTIONS



IT Oversight Discussion

Kelli Trosvig

Vice President, UW-IT and Chief Information Officer

Erik Lundberg

Assistant Vice President, IT Services and Strategic Sourcing,
UW-IT



IT Oversight Discussion

- > Update of APS 2.3 – *seeking Board endorsement*
- > Governor's Directive 16-01 – *informational*
- > Upcoming Internal Audits of UW-IT - *informational*
- > Oversight of large IT projects at UW - *discussion*

Update of APS 2.3

Policy on IT, Telecommunications and Networking Projects and Acquisitions

- > Previous update: July 2005
- > Updated to describe the new IT Governance process
 - **IT Strategy Board** has oversight responsibilities for all major investments (HR/P and other major ERP projects)
 - **IT Service Investment Board** has oversight responsibilities for other significant UW-IT investments (academic, administrative business systems, etc.)
- > Exemptions
- > Also updating UW Investment Procedures/Guidelines document

Update of APS 2.3

> Exemptions

- An "**Academic Exemption**" project or acquisition, which is only available to technology acquisitions, projects, or infrastructures that are primarily for conducting research, or other scholarly activities, or for instructional activities. However, proposed academic applications that are enterprise-wide in nature relative to the needs and interests of other State institutions of higher education must be disclosed by VP UW-IT to the State CIO.
- A "**Medical, clinical, or health care application including business and administrative applications**" is exempt from State CIO approval and reporting, but is subject to institutional reviews, approvals, and oversight, and must be conducted in accordance with a memorandum of understanding between VP UW-IT and UW Medicine.

→ **Discussion & Endorsement**

Governor's Directive 16-01

- > List of UW's "**Critical IT Systems**" submitted to State CIO January 29, 2016
- > Identified the **Business Owner** for each Critical IT System, responsible for the system meeting business needs and priorities
- > Total of 50 systems reported
 - UW-IT: 15 (*8 Business Owners, all outside UW-IT*)
 - UWM: 11 (*3 Business Owners*)
 - UWB: 10 (*3 Business Owners*)
 - ICA: 5 (*1 Business Owner*)
 - HFS: 3 (*1 Business Owner*)
 - UWT: 2 (*2 Business Owners*)
 - Misc: 4 (*Global Affairs, HR, Facilities, Student Life*)

State OCIO Policy 114

- > Policies for on-going management (“Change Management”) of IT Systems – *effective March 31, 2016*
- > Requires that business application/system have
 - Named business owner/steward
 - Named technical owner/steward
 - Formalized and documented governance process
- > Agencies must have documented processes in place to support
 - Reporting, tracking and resolution of known system defects/enhancements
 - Prioritization of the reported system defects and enhancement requests
 - Identification and categorization of critical system issues that require priority or emergent attention
 - Escalation and communication of critical system issues

Internal Audits

- > One of the IT Strategy Board's responsibilities is accountability, so we want you to be aware of things like this in 2016...
 - HR/P
 - EDW, Business Continuity Plans, and Security Plans

Oversight of Large IT Projects at UW -

discussion

- > Current large projects
 - HR/Payroll Modernization
 - Transportation System Improvement Project
 - Pharmacy Inventory Management System

Oversight of Large IT Projects at UW

- > Local procedures – three areas
 - UW-IT projects – *established process*
 - UW Medicine – *established process*
 - Distributed acquisitions and projects – *a challenge: how do we manage for this sector?*
 - > Realms
 - administrative - *subject to all OCIO reporting & governance requirements*
 - academic (instructional & research) - *exempt from OCIO oversight*
 - > Drivers – *why we care*
 - expectations for central resources - *need to prioritize, fund, etc.*
 - security - *greater emphasis now, and growing rapidly*
 - accessibility - *increasing emphasis*
 - sustainability - *Climate Action Plan, energy efficiency, etc.*
 - avoiding duplicative services
 - strategic fit
 - accountability to OCIO for administrative systems

Oversight of Large IT Projects at UW -

discussion

- > How should we manage it?
 - Building some business processes
 - Communications
 - What is the threshold for central oversight?
 - Other?*

QUESTIONS

Technology Recharge Fee Review and Recommendation

Bill Ferris

Chief Financial Officer, UW-IT



Technology Recharge Fee Advisory Committee

- > Committee is comprised of senior administrators from academic departments, administrative units and the medical centers
- > Recommendation to the Service Investment Board:
 - Maintain fundamental cost allocation methodology used for prior TRF
 - UW-IT FY 2016 budget as base
 - > Use of UW-IT Fund Balance (Carryover) - \$2.5M
 - Request ~1% increase in TRF
 - Partnership with IT Service Investment Board to review services via capability mapping

IT Service Investment Board (SIB)

- > Concurred with the TRF Advisory Committee recommendation
- > Approved by the Provost

TRF Monthly Rate	FY16	FY17	\$ Increase	% Increase
Med Center Employee*	\$50.91	\$51.34	\$0.43	0.8%
Admin/Academic Employee**	\$55.51	\$56.13	\$0.62	1.1%

* Excluded from GOF/DOF subsidy, Network & Telecom billed separately

** Supplements existing GOF/DOF resources to provide Basic Services

QUESTIONS

IT Project Portfolio Executive Review

Kelli Trosvig

Vice President, UW-IT and Chief Information Officer



QUESTIONS AND DISCUSSION

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