

HUMAN RESOURCES / PAYROLL MODERNIZATION PROGRAM

IT SERVICE INVESTMENT BOARD

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HUMAN RESOURCES/PAYROLL MODERNIZATION PROGRAM UPDATE



To ensure a successful launch and to provide better coordination across all related Human Resources/Payroll (HR/P) projects, HR/Payroll Modernization is now operating as a program. This alignment delivers better support to the UW community in preparing for the transition to the new Workday system, and will enable the University to fully realize the benefits of this change.

The program provides a unified approach to the HR/Payroll Modernization effort, bringing together all of the related projects, including Human Resources Information Systems, HR/P Modernization, HR/P Intersections, Academic Personnel, Medical Centers, School of Medicine and the Operating Model, as well as important stakeholder groups. The Operating Model encompasses the organizations that will align to support the HR/P Modernization systems and processes at go-live and through the stabilization and optimization periods. There will be multiple levels of support, ranging from a call center and centers of expertise, to technical and process subject matter experts to address inquiries, requests, and issues.

An essential part of the new structure is the establishment of a centralized Program Management Office (PMO) that enables both technology and people-readiness through coordinated leadership. The PMO manages all of the HR/P projects, as well as the Test and Deploy and Integrated Change Management functions. The new program is headed by a Deputy Program Director and a Program Change Director, who report to the Executive Program Director. For a visual representation, see Appendix A, HR/Payroll Modernization Program Organizational Structure.

With the projects united under the PMO leadership, the new structure allows for better oversight across all aspects of the program, ensuring a unified approach to risk identification, management and mitigation, and better transparency and accountability. The program uses a single set of performance metrics across all projects to continually monitor status, risks and issues. These unified processes provide improved visibility into program status, and allow for a stronger sense of accountability.

INVESTING IN CHANGE MANAGEMENT



To support the transition to the new Workday system, the program's change management effort will focus on a people-first approach that is designed to help units work effectively with the new system and business processes. The Integrated Change Management team will assign a Change Manager to guide academic and administrative units through a seven-step, people-centric process to ensure readiness across the University.

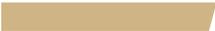
The Change Manager, working with an Instructional Designer and an Operations Support Manager, will serve as the liaison between the units and the HR/P Modernization program. This team will focus on supporting academic and administrative units as they engage in the seven-step process. Their role is to help units prepare for change, so that faculty and staff do not feel overwhelmed.

The seven-step process is designed using best practices in the Change Management field, and includes gathering information, analyzing the current state, testing new processes from end-to-end, implementing new processes, and assessing the effectiveness of this approach. For a visual representation, see Appendix B, Seven-step Change Management Process.

Each unit needs to complete the seven-steps in sequential order before the June 2016 go-live. Entrance and exit metrics will be used to determine when units are ready to move onto the next step; units may go through the steps at slightly different paces.

Step One sessions are underway, and are designed to provide visibility into Workday processes, and to gather information on which individuals will be responsible for specific tasks in the Workday role structure. As soon as they have completed Step One, units can begin Step Two, with the goal of completing this step by December 29.

TEST PHASE



The program has now entered the Test phase, which provides the first opportunity for the UW community to explore Workday's look, feel and functionality. The first step of this phase involves testing every process and function within the Workday system from end-to-end, including Time Reporting, Benefits and Payroll. Next, the team will run a test of the payroll system within Workday to compare results with the current system. This will be followed by User Acceptance Testing, which will involve stakeholders across the University. The Test phase started in September and will run until the Deploy phase in late spring.

RESOURCING FOR SUCCESS



President Ana Mari Cauce has recognized the HR/P Modernization program as the University's highest administrative priority. In support of this, UW Information Technology, UW Organizational Excellence, and other University partners are redeploying significant resources from other projects in order to ensure the program's success. These resources include: Project Management, Change Management, Instructional Design, and Operations Support.

This resource deployment is necessary for the success of the program, but will result in delays to existing UW-IT projects, and diminished capacity to undertake other requests. UW-IT projects that will be impacted include:

- Undergraduate Admissions Modernization—Delays on implementing further business process change needed to support the transition to paperless admissions.
- Exchange Online General Availability—Delay of three to six months in the release of this service.
- Data Analytics and Reporting—Delays in adding new data into the University's Enterprise Data Warehouse (no new data has been added since January) as well as slowed progress on retiring the Planning & Management database and on implementing new technology solutions to address security and risk management issues.
- Telecommunications Refresh project—Extended by one year.
- Geographic Redundancy—Delay of this effort by one year.

Other service improvement and resiliency projects across UW-IT will also be delayed. Additionally, Change Management staff have been redeployed from the Office of Research and Finance & Facilities to the existing Organizational Excellence team in support of the HR/P Modernization program, the highest priority of the Provost's Transforming Administration Program.

A NEW APPROACH TO ADMINISTRATIVE TECHNOLOGIES



Workday represents the first Software as a Service (SaaS) program of this scale that the University has undertaken for its core administrative business systems. Under the SaaS model, software is licensed and hosted by a third-party, and capabilities and functionalities are typically added with each release. This model is more cost effective, but the delivery of functionality occurs over time. In addition, customization is limited in order to ensure a cost-effective implementation.

When Workday goes live at the University, the system will start with core functionality, and enhancements will be added every six months, continually unlocking new capabilities. The system requires more standardization of business processes across the University, and the continual need to improve these processes with each software release. The benefit of this model is that functionality is continually updated by the third-party vendor throughout the life-cycle of the system.

By creating a framework for change and technology implementation now, the University is laying the foundation for future administrative modernization efforts. This first implementation of a SaaS program creates a framework for continuous improvement that will enable the University to successfully integrate new technology in the future.

TRANSFORMING HOW THE UW DOES BUSINESS

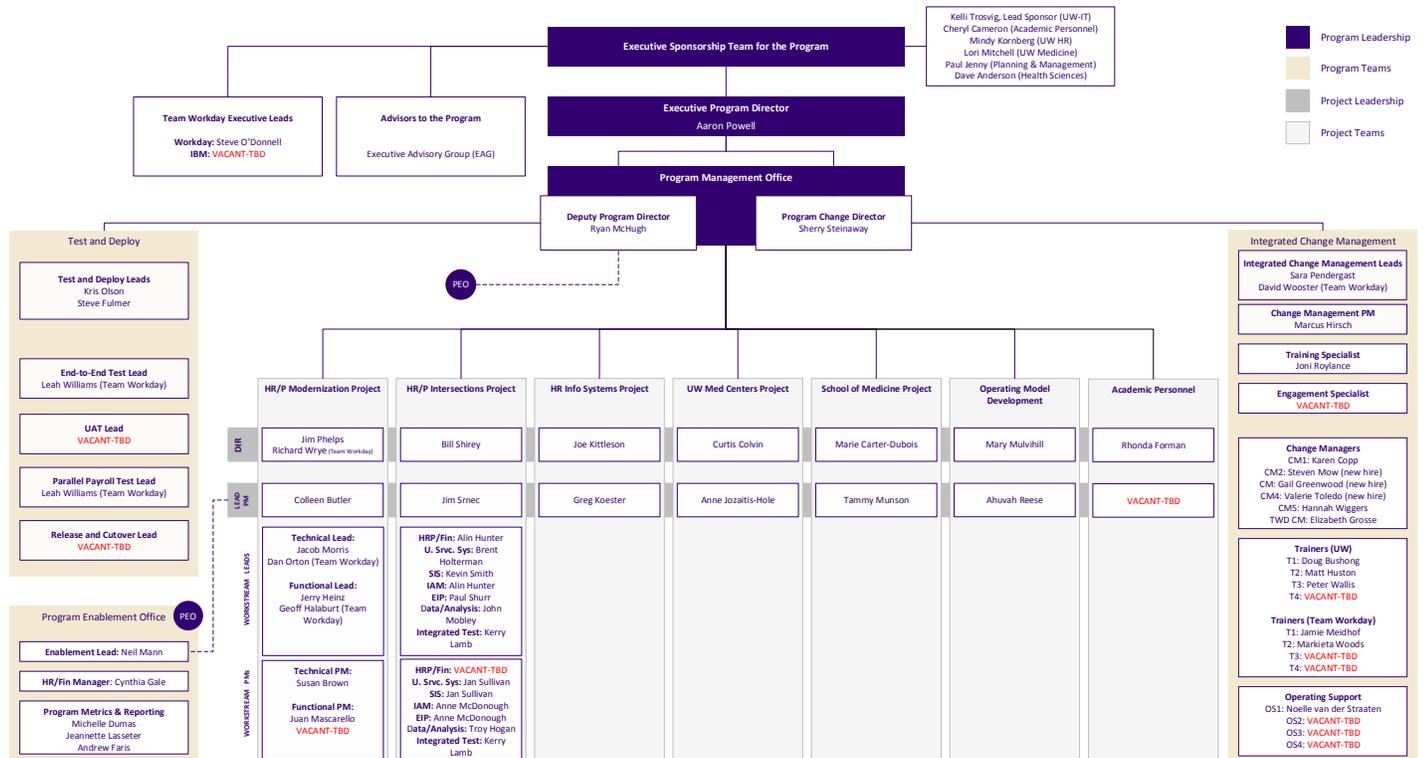


The HR/P Modernization program is the largest single administrative initiative ever undertaken at the University, and is the UW's highest administrative priority. It will increase efficiencies across the institution, improve reporting and compliance, provide better data for decision making, and transform the way the University does business.

The new Workday system will enable people across the University to work better and smarter by having more consistent, streamlined and modern HR and payroll practices, as well as more user-friendly and intuitive online resources. The new system offers modern capabilities that will enable the UW to attract and retain the best people. It marks a major step in a larger effort to transform the UW's administrative infrastructure to better support the University into the future.

APPENDIX A: HR/PAYROLL MODERNIZATION PROGRAM ORGANIZATIONAL STRUCTURE

HR/PAYROLL MODERNIZATION PROGRAM – ORGANIZATIONAL STRUCTURE



APPENDIX B: SEVEN-STEP CHANGE MANAGEMENT PROCESS

