Fiscal Administrators | What We Heard & Today's Agenda

Topic	Comments Heard	Today's Agenda Item / Objective	Target Time
Welcome	N/A	Agenda Overview	5 min
FST Project Overview	N/A	Project Timeline – Where Are We?	5 min
Foundation Data Model (FDM)	What's our progress on FDM Mapping?	FDM Sprint update	10 min
Security Role to Position Mapping	What decisions have been made? When will I have input?	Security Roles Approach and timeline	10 min
GL Balance Conversion	N/A	GL Balance Conversion Approach	5 min
Adaptive Updates	N/A	Testing	5 min
Reporting & Analytics	N/A	Use of Workday reporting in UBI	10 min
Organizational Change Management	N/A	Change Management Chart UER Engagement Update Training Plan Change Readiness Assessment #4 Overview Communications	35 min
Other Business and Wrap Up	N/A	Questions/Comments	5 min

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FST Project Overview

FST Project Overview | What Should I Expect When?

Timeline:

2020	2021	2022
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec	Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec	Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Imagine | **Deliver** | Go-Live | **Run**

Plan > Architect | Config & Prototype > Test | ◆ We're Here > Deploy | Support > Stabilization

5 months to Workday Go-Live

Plan: Preparing for Phase 3

- **Expect:** Behind-the-scenes work: hiring, planning to implementing.
- **Involvement:** The team is putting the foundation in place!

Architect: Building the Model

- **Expect:** The team starts establishing implementation; requirement gathering sessions begin, known as Architect sessions.
- **Involvement:** The team displays Workday functionality during the Architect sessions and gathers requirements. Architect sessions cover a variety of topics and include 20-30 team members from Functional, Technical and Change Management areas from across Grounds for each sessions. Focus groups that take place after the Architect sessions help refine.

Configure & Prototype: Walking through the Tenant

- **Expect:** The requirements we gathered are now *validated* and UVA's initial tenant is built. The team creates training plans based upon what we know from Architect sessions.
- **Involvement:** Participate in interactive walkthrough of processes; the team gathers feedback on issues and opportunities from staff to enhance the system.

Test: How Does Workday function at UVA?

- **Expect:** The team starts end-to-end testing in the Workday Tenant. Initial training materials may also be distributed during this time.
- **Involvement:** You may be asked to help test UVA's Workday Financials or to evaluate how ready you think you and your unit are to go live with Workday Financials.

Deploy: Workday Goes Live!

- **Expect:** Training as we prepare to transition to Workday Finance.
- **Involvement:** Once Workday goes "live", we will ask for everyone's active involvement in training as UVA staff and faculty acclimate to new workflows and processes. We'll depend on our Advisory Group members to help us know what is working – and what needs to be tweaked.

Support & Stabilization: The New Normal

- **Expect:** With the system live, we are making the small process changes necessary for Workday to be effective for all users.
- **Involvement:** Keep us apprised of challenges you encounter, as well as continuous improvement opportunities.
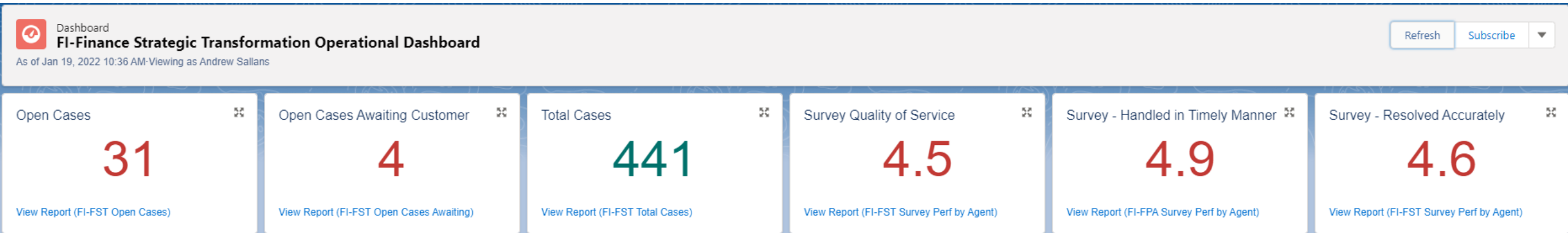
Project Updates

FDM Mapping Updates

FDM Mapping| Update – Sprint Complete!

Consistent, wide engagement (100+ people at weekly all-pods; 50+ at weekly office hours; unit check-ins and other 1:1s)

Information provided to stakeholders:
- Assignee basics
- Naming convention basics
- Designated basics
- Revised worktag request form
- More FAQs based on stakeholder questions
- Guidance on using UBI for mapping, including new reports
- Demo of payroll costing transition
- SIS/SAFM discussion
- Grants / Cost share demo & discussion
- Cross-funding discussion & documentation

Dashboard
FI-Finance Strategic Transformation Operational Dashboard
As of Jan 19, 2022 10:36 AM·Viewing as Andrew Sallans

Refresh | Subscribe

Open Cases	Open Cases Awaiting Customer	Total Cases	Survey Quality of Service	Survey - Handled in Timely Manner	Survey - Resolved Accurately
31	4	441	4.5	4.9	4.6
View Report (FI-FST Open Cases)	View Report (FI-FST Open Cases Awaiting)	View Report (FI-FST Total Cases)	View Report (FI-FST Survey Perf by Agent)	View Report (FI-FPA Survey Perf by Agent)	View Report (FI-FST Survey Perf by Agent)

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Approach to Security Role Identification

Project Updates | Approach to Security Role Identification

1 — Update and Review Business Process Workflows

2 — Identify and Define Security Roles

3 — Template for each School/Unit

4 — Ensure Separation of Duties

5 — Identify Training Needs

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GL Balance Conversion Approach

Project Updates | GL Balance Conversion Approach

1 Mapping out default worktags for all elements of the Oracle GL String

2 Test Data loaded into the Workday tenant

3 Refine default conversion rules

4 Develop "Quick Look" reports in Qlik for Schools/Units

5 Schools/Units review and prepare for realignment exercise

Adaptive Updates

The implementation of **Adaptive Planning**, Workday's budgeting software, is one of the four integral parts of Finance Strategic Transformation. The testing taking place now started on January 18 and will continue until February 25.

The 4 Parts of Finance Strategic Transformation

1 workday.
Workday Financials
Cloud-based financial enterprise systems

2 W
Adaptive Planning
Workday's budgeting and planning tool

3
Enhanced Reporting & Analytics
Improved insight and informed decision-making

4
Continuous Improvement
Better training and process standardization for effective results

financetransformation.virginia.edu

HUGE THANKS TO THESE WONDERFUL FOLKS!!!

Michelle Gregory	Charles Rush	Phil Paulick
John Mastrandea	Detria Thomas	Jen Starkey
Alicia Rudie	Ana Lynch	Rohan Patel
Katie Walker	Derrick Carter	Mick Watson
Kara Beth Glover	Anjula Joseph	Ava Thorsted
Amanda Meares	Jen Hale	Carol Gilbert
Eduardo Lorente	Missy Brads	Bill Click
Sarah May	Rafa Kouki	Carol Temerson
Ben Baer	Hunter Hollins	
Billy Mak	Evan Barrow	
Shawn Gu	Glenda Notman	

Reporting & Analytics
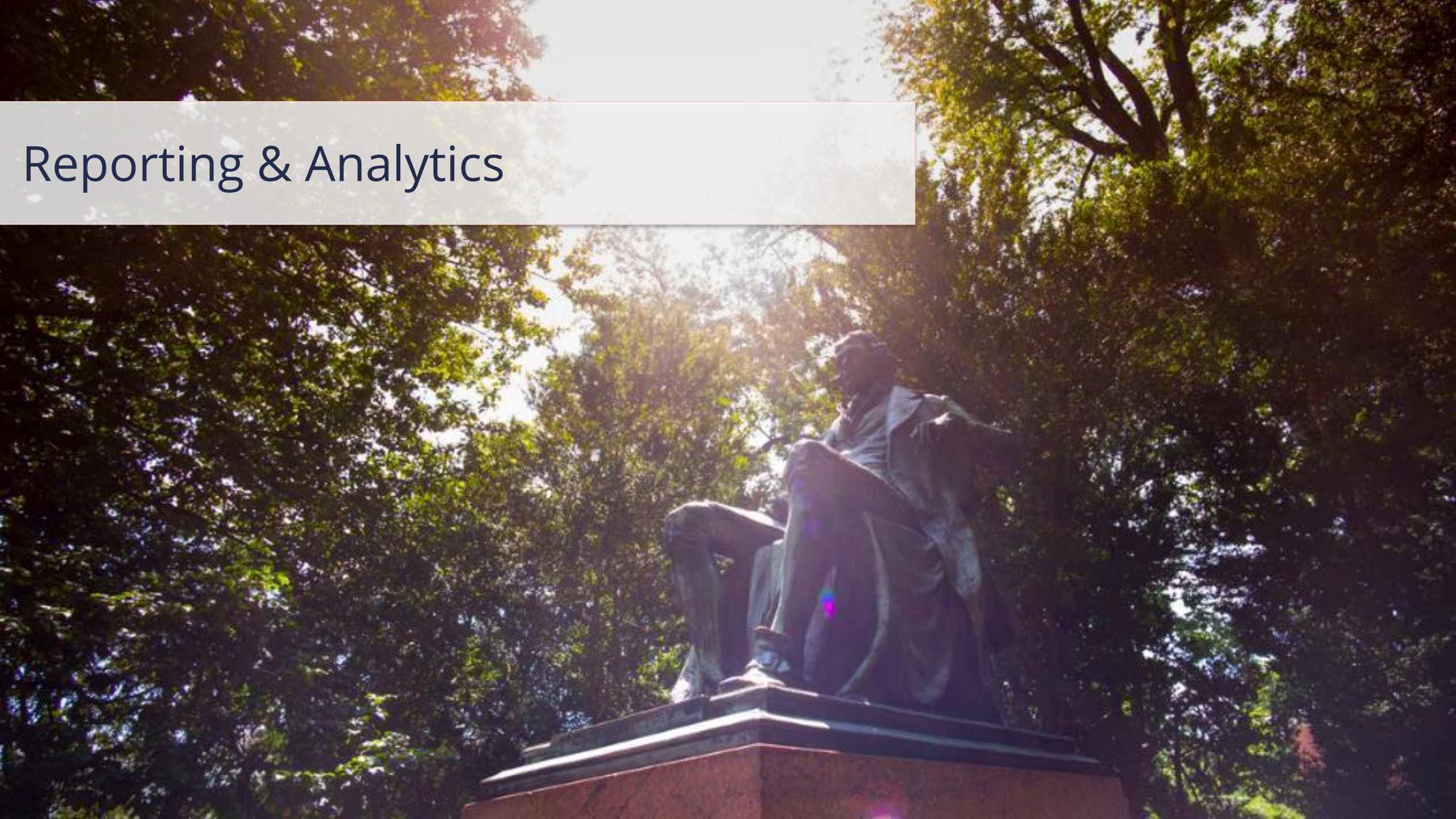
Project Updates | Reporting & Analytics

1 After working with our School/Unit R&A focus group we will be augmenting planned Workday reporting with supplementary UBI (Qlik Sense) reporting.

2 Driven by the need to provide an additional layer of flexibility, customization, and self-service.

3 Specifics and communications/messaging are in the works.

4 Message was very positively received by the Focus Group members.

Use Cases	Workday	UBI	Adaptive
Operational/Transactional/Real-time	■		
Managerial Reporting		■	■
Analytics		■	

Organizational Change Management

The Change Journey

The Change Journey

Future State

Competence

Confidence

Cautious

Certainty

Current State

Chaos

Valley of Despair
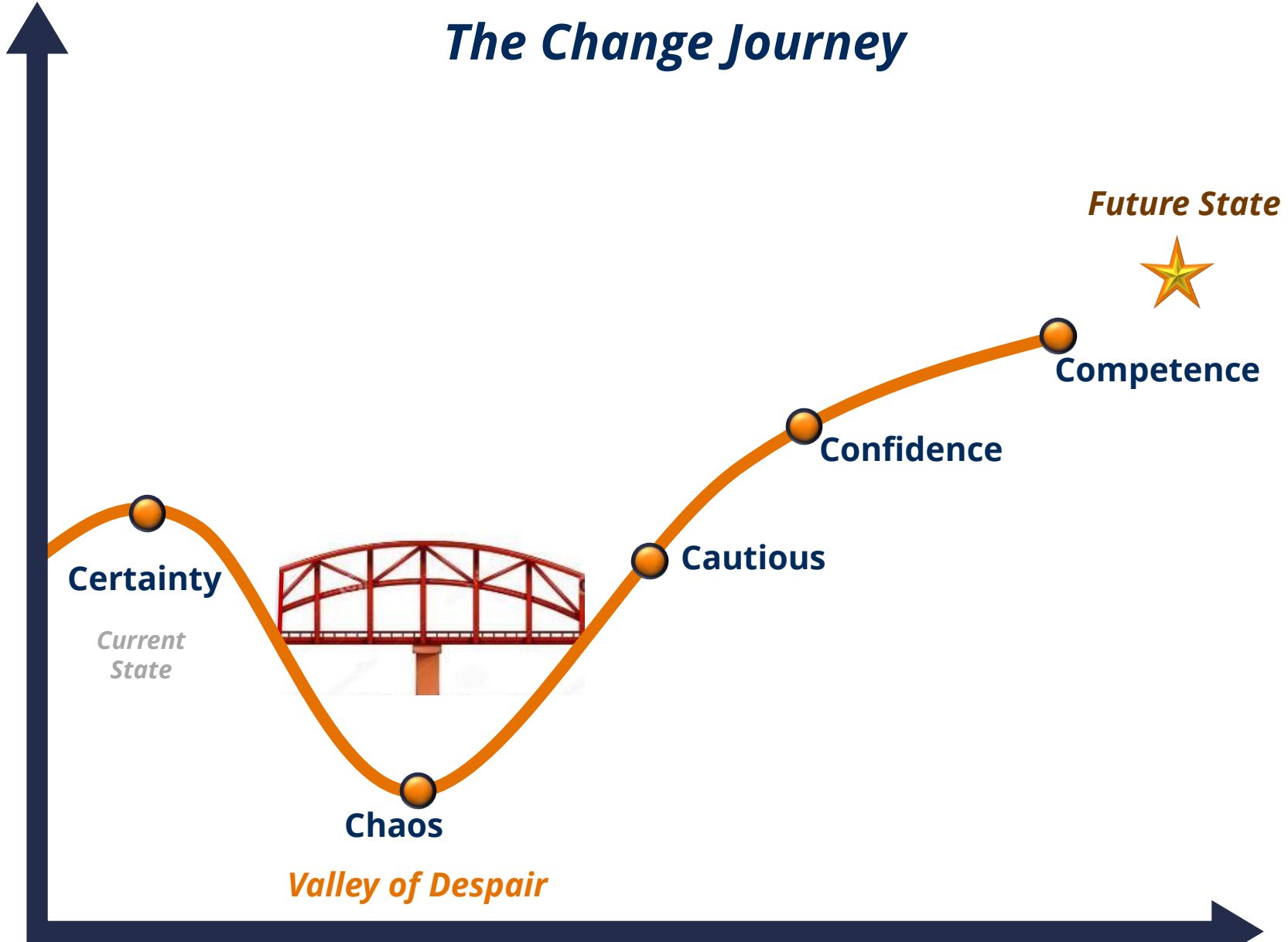
UER Engagement

OCM Updates | User Experience Review - Business Processes

Banking & Settlement	Customer Accounts	Payroll	Procurement
Miscellaneous Payment Request Event	Billing Schedule Event	Assign Costing Allocation	Catalog Load
	Consolidated Invoice Email Event	Create Payroll Accounting Adjustments	Change Order
	Customer Contract Amendment Event		Requisition Event
	Customer Contract Event		Requisition Intercompany Event
	Customer Event		
	Customer Invoice Email Event		
	Customer Invoice Event		
	Customer Statement Event		
	Customer Summary Change Event		
	Revenue Recognition Installment Event		
	Revenue Recognition Schedule Event		

Supplier Accounts
Supplier Invoice Request Event

Expense	Financial Accounting
Expense Report Event	Account Certification Event
Expense Report Intercompany Event	Accounting Adjustment Event
Spend Authorization	Accounting Journal Event
	Accounting Journal Unpost-Reverse Event

Gifts	ISP
Gift Set Up (Custom Business Process - WD Extend)	Internal Service Delivery Event
	Internal Service Delivery Intercompany Event

User Experience Review (UER) will begin in March. We are working with unit Change Leaders to identify testers.

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Training Plan

OCM Updates | Training Plan

Training will be role-based

- Users will be trained for their role(s) and will be required to complete training before the role will be assigned.
- Users will be trained **when** and **why** in addition to the **how to.**
  - What is the business process?
  - When in the process is the task completed?
  - What comes next in the process?
  - What are the steps involved in the task and how are they completed?

Training will be offered in a variety of modalities

- Self-paced Learning and Quick Reference Guides
- Instructor-led – virtual and in person (depending on circumstances and need)
- Training will incorporate hands-on exercises
- Post go-live office hours

Training will be offered Just in Time – May/June and ongoing

Change Readiness Assessment #4 Overview

OCM Updates | Dashboard Example

To provide visibility and accountability, two tools have been created: a monthly **Readiness Dashboard** and **Leadership Checklist**

The **Readiness Dashboard** provides a progress measure across the different priority areas throughout the project and helps assess the level of readiness; establishing visibility for project and university leadership around which units need additional time and attention to be ready for Go-Live.

READINESS DASHBOARD — BA-Batten School

Color	Definition
On Track	Area is on track and has demonstrated a high degree of readiness
Monitor	Area is in progress and has demonstrated a moderate degree of readiness and/or gaps identified. This area will need monitoring
At Risk	Area demonstrated a low degree of readiness and/or obstacles identified

READINESS AREA	READINESS HEALTH	COMMENTS	ACTION STEPS
Budgets	On Track		
FDM Mapping	Monitor		
System remediation	At Risk		
Role to Position Mapping	On Track		
Process Transformation	On Track		
Expendable Fund Balance Realignment	On Track		

SUMMARY

KEY TAKEAWAYS

READINESS DASHBOARD HIGHLIGHTS

This dashboard will be updated by unit leadership at a **combined** meeting of Advisory Group and Steering Committee) after taking into consideration the units' readiness and the readiness checklist status

OCM Updates | CRA #4 Plan

Purpose: The purpose of the CRA is to Make sure that we understand the perception of schools/units around Workday and inform engagement, communications, and training strategies to transition stakeholders to new ways of working, and to facilitate the adoption of new processes and technology needed to achieve the goals of the FST Project.

WHAT

CRA #4 should be a combination of information from:
- ❖ Readiness Dashboards (2/16)
- ❖ Focus groups
  - 3-4 focus groups
  - 1 hour in length
  - No more than 10-15 participants that have had little or no FST Engagement

WHO

Participants will be selected by 2/3. The ideal focus group participants will:
- ❖ Have had Oracle access
- ❖ Be an end user (represented from each unit on campus)
- ❖ Limited to no engagement with project team

WHEN
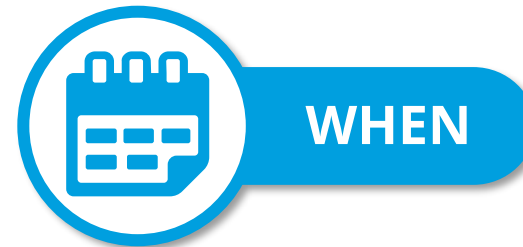
Focus groups facilitated through February 18

CONTENT

Topics discussed during focus groups will be:
- ❖ Overall thoughts of Workday/FST
- ❖ Expectations
  - Training
  - Engagement
  - Support
- ❖ Project outcomes

OCM Updates| Focus Groups Approach

Purpose:

- To understand the perception of end users within each school/unit around Workday and inform engagement, communications, and training strategies in order to transition all stakeholders to new ways of working.

- Focus groups are the second qualitative method for the Change Readiness Assessment. They will be used to develop key readiness themes gathered from end users throughout UVA.

- Collect additional insights on specific readiness priorities identified in focus groups

Participant Criteria:

- For this fourth Change Readiness Assessment, we hope to engage with 40-45 participants from various departments across campus to reflect end users that will be impacted by change. Each focus group will consist of 10-12 participants

  - We are looking for participants who:

    - Have oracle access
    - Have not been heavily involved with the project team – someone who doesn't represent the department on the project team and hasn't been involved in testing or other engagements
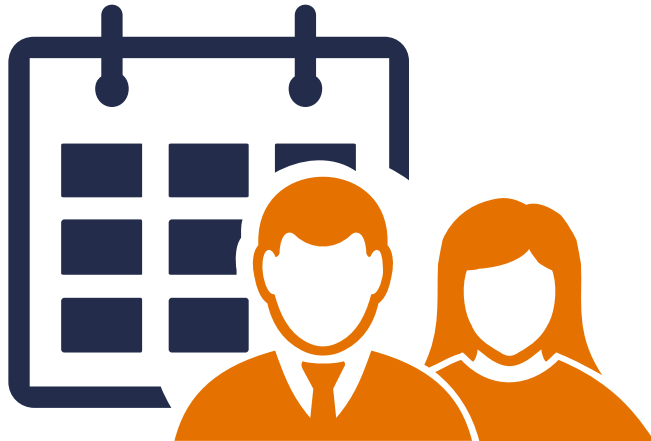
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OCM Updates | Focus Groups Dates & Sign-up

The hour-long focus groups will take place on the following days/times:

- February 9, 2022, at 10-11am
- February 10, 2022, at 2-3pm
- February 14, 2022, at 1:30-2:30pm
- February 15, 2022, at 10-11am

If you are interested in participating and/or can recommend a colleague or two to attend, please sign up using the link below *by the end of day on February 3, 2022.*

https://virginia.az1.qualtrics.com/jfe/form/SV_9vEzTcOUdrXEazA

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Communications

- **WFST Radio: >10 min, audio only**
- **Five Things to Know about FST**

- **FST Update Summary in the blog digest**
- **One Pagers**

- **Blog articles on work areas**
- **Website tracking on work areas**

- **The Online Community**

SHORT

TALL

GRANDE

VENTI

Other Business and Wrap Up