Project Charter

GROSSMONT-CUYAMACA
COMMUNITY COLLEGE DISTRICT

workday.

Strata Information Group

Sierra-Cedar

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Project Charter Purpose

The project charter defines the scope, objectives, and overall approach for the work to be completed. It is a critical element for initiating, planning, executing, controlling, and assessing the project. It should be the single point of reference on the project for project goals and objectives, scope, and organization. In addition, it serves as a contract between the Project Team and the Project Executive Sponsors, stating what will be delivered according to the time constraints, risks, resources, and standards agreed upon for the project. A completed and signed Project Charter is required to staff Workday resources on this engagement.

The Project Charter will help define the success for our project.

Note that references are made throughout this document to the project Statement of Work (SOW), which is located on the GCCCD intranet page for Committees, Councils and Taskforces under Workday Implementation Taskforce at:

http://intranet.gcccd.edu/workday/documents/GCCCD_Sierra-Cedar_Workday%20Deployment%20Services_SOW_7-23-14.pdf

The appropriate page numbers to be referenced are listed in the specific sections of the charter.

Project Overview

Project Executive Summary

The overall objective of this project is to implement required functionality available within Workday's Human Capital Management (HCM), Payroll, and Financials software to bridge the gap between Grossmont-Cuyamaca Community College District's (GCCCD) current state and future state, as it relates to business processes, software, application technology, interfaces, and custom processes.

Project Goals and Objectives

The new system will:

- Replace applicable legacy systems and existing interconnected modules with an integrated system that will provide a "state-of-the-art" technical infrastructure and empower functional users to better serve students, faculty, staff, and other constituents of the college and district community;
- Utilize a web-based, object-oriented platform;
- Eliminate paper and forms, where feasible and sensible;

- Provide easy access to data and information without compromising security and regulatory requirements;

- Empower functional users as well as consumers with more access and control over system function, service, scheduling, and reporting;

- Develop new, more efficient processes that fully leverage the technology investment and eliminate data and knowledge silos across the district.

Scope

Feature/Process Scope for Deployment

The services provided will include stages of the deployment as defined in the Workday Accelerated Deployment Methodology. Please refer to page 2-3 of the SOW document, for an explanation of the methodology.

Workday applications will be deployed as outlined below:

Workday HCM and Payroll

- Human Resources
- Compensation
- Benefits
- Absence Management
- Time Tracking
- Payroll
- Financial data model design

Product Functionality

Sierra-Cedar, Inc. (SCI) will design and configure functionality as prioritized by GCCCD. The configuration of each component listed above will be prioritized and designed during the initial stages of the project. It is assumed one business framework will be used throughout.

Please refer to pages 3-4 of the SOW document referenced above, for a detailed description of the Functional Areas and related Scope Descriptions for Workday HCM and Payroll.

Workday Financials

- Financial Accounting
- Customer Accounts
- Supplier Accounts
- Business Assets
- Projects
- Expenses
- Procurement
- Banking and Settlement

Product Functionality

SCI will design and configure functionality as prioritized by GCCCD. The configuration of each component listed above will be prioritized and designed during the initial stages of the project. It is assumed one business framework will be used throughout.

Please refer to pages 5-6 of the SOW document referenced above, for a detailed description of the Functional Areas and related Scope Descriptions for Workday Financials.

Optional Functional Implementation

Per GCCCD's request, this scope may be amended to include the implementation of additional functionality; i.e. Advanced Compensation, Talent Management and Grants (post award processing).

Business Process Innovation/Guiding Principles

GCCCD has developed a Business Process Innovation (BPI) checklist (referred to as Guiding Principles) to use during the Design sessions, with support from SCI.

The guidelines listed below will be reviewed at the beginning of each session. The team leader/change agent will provide the description of the checklist items in order to frame the goals for the group. Then at the end of each session, the group will review the checklist again to ensure their work meets the BPI guidelines.

If there are items which do not meet the guidelines, the team leader will then provide the rationale or escalate the issue to the Workday Implementation Taskforce for resolution.

Guiding Principles

- **Ideal** – Strive for the ideal process and ask if there is a better way
- **End-User** – Implement from the "consumer" perspective
- **Simplify and Streamline**
    - Reduce steps and approval layers
    - Shorten time from start to finish
    - Clear and easy to follow
    - Intuitive
    - Consistent, clear terminology
- **80/20** – Avoid designing around the exception
- **Enter Once** – Enter data once and eliminate "shadow" systems
- **Visible** – Make sure all information is visible and accessible in Workday
- **Reduce Paper** – Minimize copies and "wet" signatures
- **District-wide** – Design to work District- and College-wide
- **Reality** – Ensure the system reflects reality (no awkward workarounds)
- **Challenge** – Question "we have always done it this way"
- **Lead Forward** – Provide clear, consistent and frequent communication

Communication Plan

This includes the development of the message for the project, in addition to identifying the audiences targeted for communication events. Events will include Project Open Houses, Flex Week sessions, Chancellor and Presidents' meetings, Board of Trustees updates, Academic department meetings, Brown Bag lunches, etc.

Training

The project will use a Train-the-Trainer approach. SCI will provide knowledge transfer during the design sessions, business process walkthroughs, and configuration and testing, which will allow GCCCD to develop and conduct training sessions for end users. GCCCD will be responsible for the creation of training materials and will provide training for GCCCD staff.

Integrations

Integrations for this project will be built using Workday integration tools such as Workday Cloud Connect, Enterprise Interface Builder (EIB) or Workday Studio.

Please refer to page 6 of the SOW document for a detailed description of the Integrations included in the Scope of the project.

Data Migration

Data migration and conversion of data from the legacy systems will be a joint project activity and a shared responsibility between SCI and GCCCD. SCI will lead data workshops to agree on overall strategy for migrating data. SCI will work with GCCCD to define data mapping, migrate data, and validate migrated data following each data build for reasonableness. GCCCD is responsible for extracting data, assisting with data mapping, and validating migrated data.

Please refer to pages 6-7 of the SOW document for a detailed description of the Data Migrations within the Scope of the project, including detail on the historical data limitations.

Reports

Reporting and roll out of dashboards is a GCCCD responsibility, with SCI assisting with reporting strategy and providing report consultation.

Please refer to page 7 of the SOW document for a description of the Reporting activity to be included in the Scope of the project.

Deliverables

Deliverables are identified to clarify the expected outcomes for each phase of the Project. Please refer to pages 8-9 of the SOW document for a Table that summarizes the deliverables by phase, as well as the owners and contributors for each deliverable. Owners are ultimately responsible for completing the deliverable, while contributors are involved in this effort to provide support and review.

The Owner of a deliverable is defined as the individual(s) who is/are responsible for organizing, defining and creating the deliverable. A Contributor is defined as the individual(s) who work under the direction of the Deliverable Owner, to assist in the preparation of the deliverable. Within a Shared Deliverable, the individual(s) will work under the guidance of the Project Manager to contribute all or a portion of the Deliverable based on the Project Manager's direction.

Roles

Project roles are specified to ensure clear understanding of expected responsibilities and resources to be allocated. Please refer to pages 9-17 of the SOW document for a Table that summarizes assigned Roles, responsibilities and estimated resources for both GCCCD and SCI on this project.

Tenant Management

A Workday tenant is defined as an instance of the Workday software. Multiple Workday tenants are used during the deployment for particular purposes, including the testing, conversion, etc. Grossmont-Cuyamaca Community College (GCCCD) is allowed to have up to 7 tenants at any point during the deployment. The following tenants may be used during the life of the project:

Initial Deployments

- Higher Education Tenant
- AMU tenant:
  - The AMU tenant is a demonstration tenant with a sample university pre-populated by Workday. It is used for sample data, continued learning, and running sample scenarios.
- Test tenant:
  - Prototyping: An empty tenant that is loaded by the deployment team. It includes GCCCD data and is configured to meet the college's business requirements. This tenant is fully configured during the Architect stage based on requirements gathering and business analysis. A subset of college's data (employees) is loaded to allow for prototyping. The data is scrubbed of sensitive information prior to loading.
  - System testing: After prototyping and during the Configure and Prototype stage, the tenant is rebuilt from scratch based on the lessons learned during prototyping. The full

college's data set (employees) is loaded into the new tenant, with the sensitive data being scrubbed prior to loading. This version of the tenant is used for system testing.

- Integration Tenant:
  - o The integration tenant is a copy of the test tenant and is used for building and testing integrations. It is created by copying either the prototype version or the system test version of the test tenant, depending on the timing of the integration effort.
- Conversion Tenant
  - o The conversion tenant is a copy of the test tenant and is used to validate the conversion of the college's data. A separate tenant is used for this validation; so testing efforts do not modify the data. Otherwise the conversion validation could be compromised. The conversion tenant is created by copying the system test version of the test tenant.
- Gold Tenant:
  - o The Gold tenant is built in a pre-production staging area and then moved to the production data center, once the final decision is made to move into production.

Production

- Production tenant:
  - o The production tenant is the actual production system for the college. It is built from scratch, based on the lessons learned during system testing and conversion validation.
- Sandbox tenant:
  - o The sandbox tenant is a copy of the production tenant and is used to test changes prior to implementing the change in production. The sandbox is refreshed weekly by Workday.

Proposed Timeline

The overall project timeline is presented as a framework for understanding. It is imperative that the assumptions detailed in the SOW document on pages 17-20 become a primary focus. Any impact due to a failure of those assumptions may delay the delivery of the project.

Given the stated scope of this project, it is anticipated that the project can be completed in approximately eighteen (18) months, including production support. We anticipate a start date of August 2014 and a go-live of January 2016.

Stage	Proposed Start/End Date
Plan (Project Initiation)	8/19/2014 to 12/5/2014
Architect	10/20/2014 to 3/26/2015
Configure & Prototype	11/11/2014 to 6/26/2015

Stage	Proposed Start/End Date
Test	6/15/2015 to 12/1/2015
Deploy	11/17/2015 to 1/4/2016
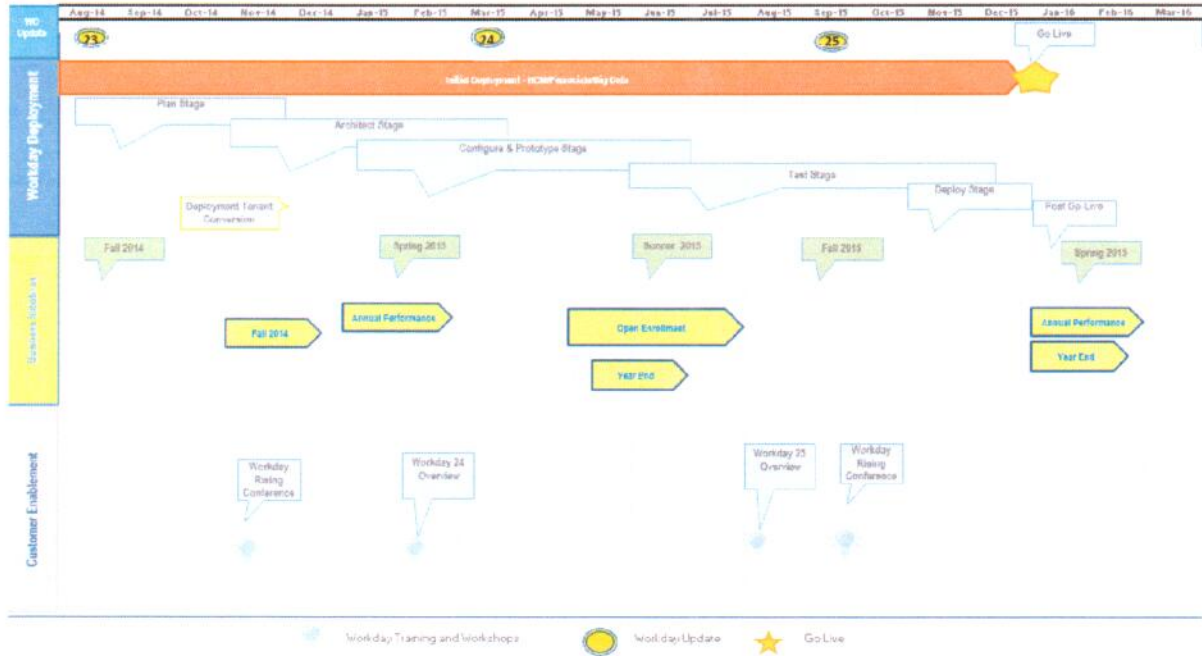
Meetings and Communication Plan

The anticipated Status Reports and Meetings structure, which will be ongoing as part of the project's Communication Plan, are outlined below.

Status Reports

What	Content	Frequency	Owner	Recipients
Executive Summary	High level overview of project status	Weekly on Wednesday	SCI	WIT Team Members
Executive Summary	High level overview of project status	Monthly on the first Wednesday	SCI	Executive Sponsors

What	Content	Frequency	Owner	Recipients
Executive Summary	High level overview of project status	Monthly on the first Wednesday	SCI	District Chancellor Extended Cabinet (Presidents and Vice Presidents)
Project Newsletter from Executive Sponsors	Update on recent activities and upcoming events	Monthly	GCCCD	All GCCCD (from Executive Sponsors)
WIT Agenda/Notes	Meeting summary and action items	Post Weekly	GCCCD	WIT; posted to Intranet
Open Houses	Hands-on; highlight specific features	As functionality is available for demonstration	GCCCD	All GCCCD
Message From Chancellor	Overall project status; recent activities; upcoming events	Quarterly	GCCCD	All GCCCD
Professional Development Sessions	Project updates, hands-on activities, upcoming events	Each semester	GCCCD	Faculty, Deans
Departmental Meetings	Overall project status; recent activities; upcoming events	Each semester	GCCCD	All GCCCD
Brown Bag Lunches	Overall project status; recent activities; upcoming events	As Needed	GCCCD	All GCCCD

Meetings

What	Responsibilities	Frequency	Owner	Attendees
Workday Implementation Taskforce (WIT)	- Weekly status meeting with key project team members - Review project tasks accomplished/commitments being met - Conflicts and issues - Changes in commitments - Schedule tracking - Training status - Testing status - Assignment of new action items	Weekly on Wednesdays at 3:00 PM PST		- SCI Engagement Manager - Executive Sponsors - Project Manager - Project Leads - College Representatives

What	Responsibilities	Frequency	Owner	Attendees
Executive Sponsors	▪ Understands strategies and allocates overall project budget ▪ Makes executive decisions on project direction ▪ Final line of escalation	Monthly		▪ SCI Engagement Manager ▪ Executive Sponsors ▪ Project Manager
District Chancellor Extended Cabinet	▪ Principal decision makers on institutional policy and structure level ▪ Advocates the project within their organization ▪ Provides approved resources ▪ Understands high level aspects of the project and its implications to their primary organization	As Needed		▪ District Chancellor Extended Cabinet
Integration	▪ Weekly status meeting on integration design, development and testing ▪ Provides technical knowledge and expertise related to GCCCD's integration requirements ▪ Troubleshoots integration issues ▪ Ensures GCCCD's environment will support integrations	Weekly		▪ SCI ▪ Workday Integration Consultant ▪ Technical Lead ▪ Integration Developers ▪ SME's, as needed ▪ External Carriers/ Providers, as needed

What	Responsibilities	Frequency	Owner	Attendees
Reporting	▪ Status meetings on development and testing of custom reports in accordance with functional requirements ▪ Provides technical knowledge and expertise related to GCCCD's reporting requirements ▪ Troubleshoots reporting issues	Bi-Monthly		▪ SCI ▪ Workday Reporting Architect ▪ GCCCD / Report Developers ▪ SME's, as needed
Data Migration	▪ Status meetings on progress of data migration ▪ Reviews current systems used by GCCCD and evaluates data mapping requirements to extract data from legacy system ▪ Troubleshoots data migration issues ▪ Monitors data validation activities	As Needed		▪ SCI ▪ Workday Data Migration Consultant ▪ GCDCD / Data Migration Lead ▪ SME's, as needed
Functional and Cross-Functional Teams (Workflow)	▪ Owns their Workstream and manages their individual work plans, against the project work plan with key milestones dates ▪ Ensures solutions meet business objectives ▪ Provides status on key accomplishments, next steps, track to key deliverables /milestones, and dependencies ▪ Escalates any risks and issues to the Project Manager	Bi-Monthly		▪ Team Leads ▪ SME's ▪ College Reps

Team

Project Team Members

Grossmont-Cuyamaca Community College District

Resource	Role
Project Leadership	
Sue Rearic	Executive Sponsor
Tim Corcoran	Executive Sponsor
Sheri Willis	Project Manager

HCM / Payroll Functional Team	
Vi Rapuano	HCM Lead Human Resources, Compensation, Benefits, and Absence Management
Kim Frost	Payroll Lead Payroll, Absence Management, and Time Tracking
Tim Corcoran	Human Resources, Compensation, Benefits, Recruiting and Absence Management SME
Wendy Corbin	Benefits SME
Chemene Chodur	Human Resources SME
Jacqueline Osborne	Recruiting SME
Amy Stogsdill Jennine Boschock Susan Bender	Payroll, Time Tracking SME
Tim Flood Kerry Kilber Rebman	College Representatives; additional district and college staff as identified based on topic
Pat Jordan	Business Analyst, IT SME

Financials Functional Team	
Sue Rearic Linda Jensen	Finance Co-Leads Financial Accounting, Budget, Banking and Settlements, Customer Accounts and Contracts, Chart of Accounts, Projects, Auxiliary, Foundation
Linda Bertolucci	Procurement/Purchasing Lead Procurement, Supplier Accounts, Business Assets, Contracts
Jennifer Fujimoto Rosario Palazo	Financial Accounting, Budget, Banking and Settlements, Customer Accounts and Contracts, Chart of Accounts, Projects, Auxiliary, Foundation SME
Kasi Althaus Barbara Hashiguchi Karen Kline	Financial Accounting SME
Susan Glass	Grants SME
Dawn Heuft	Business Office SME
Tim Flood Kerry Kilber Rebman Sahar Abushaban	College Representatives; additional district and college staff as identified and based on topic
Maria Briney Melody Wells	Procurement, Supplier Accounts SME
Paul Wassmer	Contracts SME
Andy Chavez	Business Assets SME
Business Analyst (TBD)	IT SME

Technical Team	
Richard Beres	Security Administrator
Alla Lyulkin / John Saric	Integration Developer
Richard Beres	Technical Support
Reporting	

Richard Beres	Reporting Analytics
Alla Lyulkin / John Saric	Report Development
Change Management Team	
Sue Rearic / Tim Corcoran	Executive Sponsors
Kari Blinn, Anne Krueger	Change Management SME

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Resource	Role
Project Leadership	
John Harrison	Executive Sponsor
Eileen Heveron	Account Manager
Nancy Krogh	Engagement Manager
HCM / Payroll Team	
Robert Torreano	Solution Architect- HCM, Comp/Activity Pay, Benefits
Lu-Ann England	Solution Architect-Payroll, Time Tracking, Absence
Jeff Greer	Consultant - HCM, Comp/Activity Pay, Benefits
Patti Nash	Consultant - HCM, Comp/Activity Pay, Benefits
Michael Northrup	Consultant - Payroll, Absence, Time Tracking
Financials Team	
Minh-Tam Frye	Solution Architect-Finance
Edward Nieskes	Consultant-Finance including Budgeting, Reporting and Assets
TBD	Consultant-Procure to Pay/Expenses
Matthew Fowler	Consultant- Customer Accounts & Projects, Cash, Banking, Settlement and Revenue Recognition

Technical Team	
Aaron Althouse	Integrations Lead
James Webster	Consultant - Integrations
Kristin Black	Consultant – Data Migrations
Reporting	
Jose Afante	Reporting Lead

Risk and Issue Management

Risk and Issue management is critical to the success of the project. It is important to identify and manage both potential problem areas (risks) and existing problems (issues) to ensure completion of the project with the designated timeframe and the budget allocated, as well as to identify opportunities to leverage strengths for project success.

Risks

Project risks are characteristics, circumstances, or features of the project environment that have the potential of adversely affecting the project or the quality of its deliverables. A risk management strategy will be followed to incorporate the following:

- Taking a baseline risk assessment to identify known risk areas,
- Mining project proceedings for new risk areas,
- Evaluating and summarizing the potential impact of the identified risks,
- Bringing the risk areas to the attention of project management,
- Assigning responsibility for dealing with each identified risk,
- Monitoring the progress of risk amelioration tactics, and
- Utilizing a risk matrix accounting for Level of Impact and Probability of Occurrence to rank potential risk from minimal to high.

A Risk Assessment Log will be maintained by the Project Manager to document and track risk management. Team members are responsible for identifying and reporting risks. The Project Manager is responsible for overseeing the risk management process. Most significant risks will be included in the Executive Status Reports.

Issues

Project issues are items, which are outside of team members control and/or have implications outside of their immediate workgroup and prevent the team members from completing assigned tasks. An issue management strategy will be followed to incorporate the following:

- Documenting issues,
- Defining issues to categorize and assign responsibility,
- Researching and analyzing issues to identify potential options and make resolution recommendations,
- Tracking proposed resolutions approvals or the need for escalation, and
- Identifying final resolution and sign-off.

An Issue Log will be maintained by the Project Manger to document and track issue management. Team members are responsible for identifying and reporting issues. The Project Manager is responsible for overseeing the issue management process.

The table below details initial risks that have been identified by the Project Team.

Risk Title	Probability Low, Med, High	Mitigation Strategy
GCCCD HCM/FINS – Resource Availability	High	1) Adjusted timeline to mitigate resources 2) Resource calendaring 3) Continued monitoring
Resource Overlaps Between HCM and FINS	High	1) Adjusted timeline to mitigate resources 2) Resource calendaring 3) Continued monitoring 4) The need for additional resources has been identified; strategies to be put in place
Unified Project (HCM and FINS concurrently)	Med	1) Adjusted timeline to mitigate resources 2) Resource calendaring, 3) Continued monitoring 4) Overlap reporting 5) The need for additional resources has been identified; strategies to be put in place
New Concepts	High	Introduction of Business Readiness team early in the project to help with plans and strategy for training of new concepts and the adoption of them using defined methodologies, including fiscal independence
Continuation of County Payroll Processing	High	1)Confirm with County the ability to use existing system through December 2015 2)Confirm with county the ability to produce W2's for 2015 3)Confirm fiscal independence date and

		impact on County Payroll
New Functionality	Med	Architects and Consultants will discuss release notes for the new versions. This would also take into account potential new functionality testing close to go-live dates.

Change Order Process

Throughout a project, new information may surface that may necessitate a change in business requirements or a change in the technical environment. These changes may result in a change in project scope and therefore estimated level of effort, project timeline or solution features. Change Orders may result in adjustments to both schedule and budget. The status of all Change Orders will be tracked and reported upon.

Any changes to the project scope will follow the steps detailed below:

- A Change Order will be completed by a SCI Engagement Manager or designated Principal Consultant and submitted to GCCCD Executive Sponsors, which will include the following
    o Requested change,
    o Impact on the current engagement,
    o Estimated resources and time to implement the Change Order, and
    o If charge applies, the SCI Principal Consultant will advise GCCCD of the estimate.
- Estimates will remain valid for a period of five (5) business days.
- If GCCCD does not approve the Change Order Form within the five (5) business days, and SCI has not extended the period of validity in writing, the change estimate will automatically expire.
- Upon receipt of written approval, the SCI Team will begin work on the requested change according to the agreed-upon schedule.

Escalation Process

The project team members will be faced with making many decisions through the course of the project. GCCCD, as the project owner, will be responsible for making decisions that impact GCCCD's business processes, procedures, and policies, or the interpretations of administrative mandates that affect GCCCD. Decisions which impact the scope of the project as described in this Project Charter will be mutually agreed upon by SCI's and GCCCD's Project Managers. Deviations to the Project Scope as outlined in this Project Charter, may be subject to the Change Control Process, as outlined in the above section. In the event that GCCCD and SCI have differing interpretations regarding the designation of any event, requirement, measurement, or deliverable as being subject to a change to the Statement of Work or this Project Charter, the parties shall use the following escalation procedure to resolve the dispute:

Issue Forwarded in Writing To	Timeline
GCCCD and SCI Project Managers	Two (2) business days to convene meeting and resolve issue
SCI Account Manager and GCCCD Executive Sponsor	Two (2) business days to convene meeting and resolve issue
SCI General Manager and GCCCD Applicable Project Executive (not involved in the project on a day-to-day basis)	Five (5) business days to convene meeting and resolve issue

Assumptions

Assumptions of the project based on the current knowledge about the project's objectives. If an assumption becomes invalidated at a later time, activities and estimates in the project plan may be adjusted accordingly.

Please refer to pages 17-20 of the SOW document referenced above, for General, Scope, Resource, Training and Testing and Delivery Assumptions.

Production Support

SCI will provide part-time functional post-production support for the first five (5) weeks after go-live.

Signatures for Project Charter Approval

Grossmont- Cuyamaca Community College District

_____   11-19-14
Sue Rearic (Executive Sponsor)   Date

_____   11/20/14
Tim Corcoran (Executive Sponsor)   Date

_____   11/19/14
Sheri Willis (Project Manager)   Date

_____   11/17/14
John Harrison (Executive Sponsor)   Date

_____   11/17/2014
Eileen Heveron (Account Manager)   Date

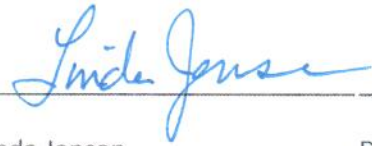_____   11/15/2014
Nancy Krogh (Engagement Manager)   Date

WORKDAY ® PROPRIETARY AND CONFIDENTIAL

Grossmont- Cuyamaca Community College District – Workday
Implementation Taskforce

_____   12/10/14   _____   12/10/14
Sahar Abushaban   Date   Linda Jensen   Date

_____   12/3/14   _____   11/19/14
Kim Frost   Date   Linda Bertolucci   Date

_____   11/19/14   _____   12/10/14
Tim Flood   Date   Kerry Kilber Rebman   Date

_____   12/8/14   _____   11/19/14
Vi Rapuano   Date   Anne Krueger   Date

_____   11/19/14
Brian Nath   Date