



November 2023
Office of Internal Auditing

Internal Audit NextGen Activity

Project Risk Review 10

Project Risk Area Trend Analysis – Summary

Overall project risk has decreased since January 2023, because of:

Resolving major project change order

Updating project timeline

Adding more people resources

Continuing increased involvement of college and university stakeholders

Critical and potential blockers to success still pose serious risk to the planned project go-live of July 2024:

Required payroll integrations with the State of Minnesota's human resource/payroll system, SEMA4 (managed by Minnesota Management and Budget (MMB))

College and university level project work to continue local operations and business processes after go-live

Note: Summary is based on the information available to Internal Audit and analyzed as of October 30, 2023.

Project Risk Review Checkpoint Results

As of October 2023

NextGen PRR Checkpoint 10 – Conclusion



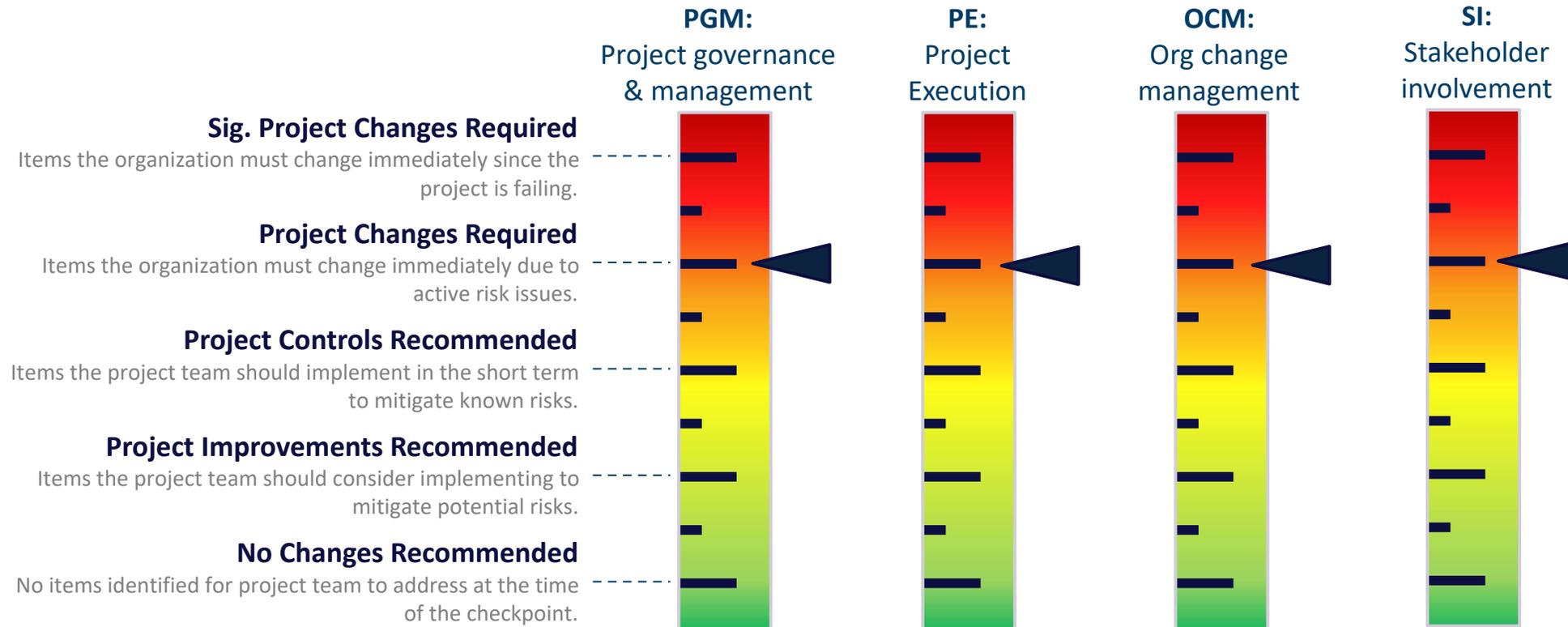
- Current stage of NextGen Phase 2 is the testing of Workday for finance and human resources, including integrations and reporting
- Project risk management practices have been improving since January 2023; the current residual project risk is “Serious”
- Existing and potential blockers caused by known issues require substantial work to address
- Overall risk of not achieving success for Phase 2 is “Serious” due to active risks and issues, amplified by the major blocker for SEMA4 integrations that must be resolved to continue the project and meet the July 2024 go-live

Note: Conclusion is based on the information available to Internal Audit and analyzed as of October 30, 2023.

Stable: Not likely to have adverse effect | **Elevated:** Likely to have limited adverse effect, requiring minimal time and resources

Serious: Very likely to have severe adverse effect, requiring substantial time and resources | **Significant:** Will have profound adverse effect, requiring significant time and resources

NextGen PRR Checkpoint 10 – Current Results



Stable: Not likely to have adverse effect | **Elevated:** Likely to have limited adverse effect, requiring minimal time and resources

Serious: Very likely to have severe adverse effect, requiring substantial time and resources | **Significant:** Will have profound adverse effect, requiring significant time and resources

NextGen PRR Checkpoint 10 – Recommendations

Resolve blocker for integrations and new functionality for college and university data access

- Complete the in-progress testing and fixes for critical integrations with the State of Minnesota’s human resources/payroll system, SEMA4
- Finalize the in-progress development work to assist colleges and universities to adopt NextGen

Continue to enhance communications between colleges, universities, and project team

- Improve communications with a complex set of stakeholders, particularly at the colleges and universities
- Implement best practices for college and university participation and accountability for the remaining “calls to action,” which requires presidential involvement and an explicit and documented feedback loop from colleges and universities to the project team

NextGen PRR Checkpoint 10 – Recommendations

Continue various in-progress project management improvements

- Continue to accelerate escalation and decision-making to maintain project timeline and momentum
- Increase scrutiny of upcoming Team Workday deliverables to ensure completion meets contractual requirements, including all required documentation is complete and accurate
- Finalize in-progress Sustainment Plan
- Finalize in-progress Companion Projects plans for each college and university

NextGen PRR – Prior Recommendation Tracker

The summary of the recommendations prior to this current checkpoint is reflected in the table below. New recommendations from this checkpoint are not yet included in these totals.

PRR Process Area	Prior Recommendations			
	Resolved	In progress	Unresolved	Total
Project governance and management [PGM]	11	4	0	15
Project Execution [PE]	2	6	0	8
Organizational change management [OCM]	8	3	0	11
Stakeholder involvement [SI]	3	2	0	5
Totals	24	15	0	39