



Internal Audit NextGen Activity

Project Risk Review 12

Analysis as of May 31, 2024

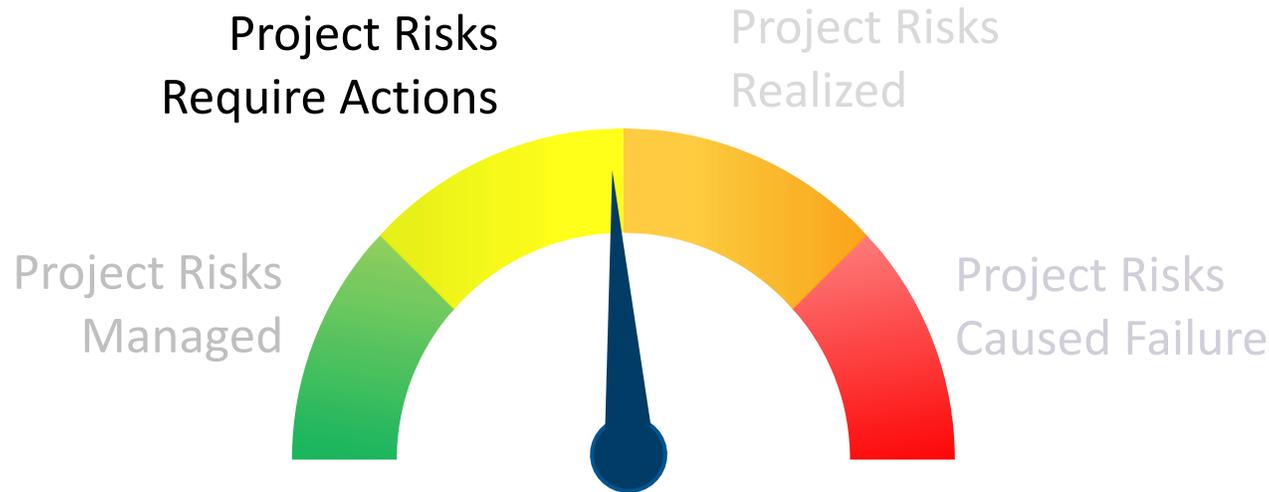
Committee of the Whole

June 2024

Project Risk Review Checkpoint Results

As of May 2024

NextGen PRR Checkpoint 12 - Conclusion



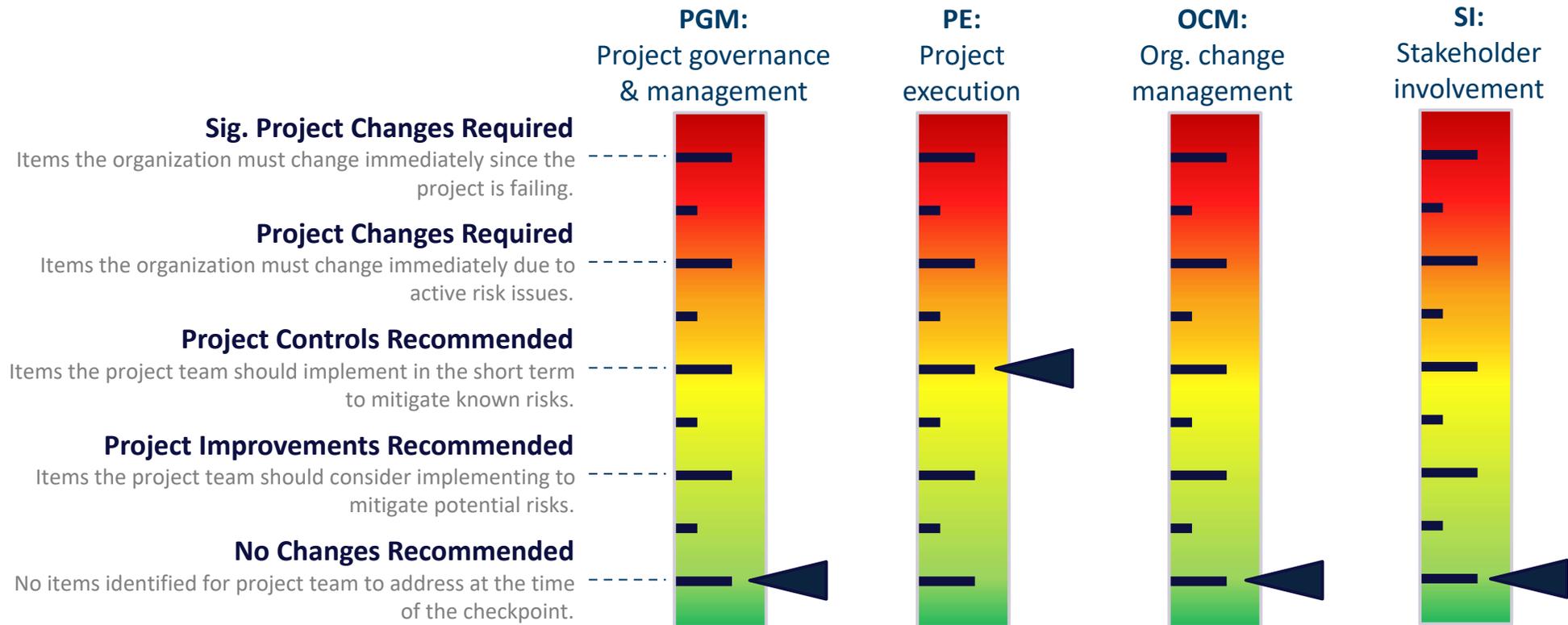
- No apparent blockers to delay the planned go-live in July 2024
- Project team is finalizing in process activities related to “cutover”, these activities must be completed to ensure successful implementation
- Overall risk of not achieving success is “Elevated” due to known risks and issues both inherent to large complex projects and specific to Minnesota State since critical project activities still must be executed.

Note: Conclusion is based on the information available to Internal Audit and analyzed as of May 31, 2024.

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 12 Results – New Recommendations



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 12 - Recommendations

Complete the execution of all in progress activities prior to go-live and hypercare activities after go-live, including:

- » Cutover plan
- » Go-live checklist and move to production authorization
- » Campus data access for reporting and companion projects
- » Hypercare and end user support approach
- » Scope items planned for after go-live (e.g., bucket 3)
- » Sustainment plan

Next Steps for Internal Audit

- » Continue to participate in key NextGen meetings to remain informed of progress
- » Conduct future periodic PRRs to increase the likelihood of project success; proposed focus and timing for future checkpoints:
 - Stabilization period before end of hypercare – September 2024
 - Recap of all prior lessons learned – January 2025
- » Future internal audit activities related to NextGen will be dependent on risks, future NextGen phases (e.g., student), and external audit activities
- » Report to the steering committee, leadership, and the board to validate that the people, processes, and technologies risks are managed appropriately



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NextGen Update | HCM/Finance

Imagine the Possibilities

Committee of the Whole

June 2024

NextGen Guiding Principles - Vision

We selected 10 Guiding Principles to help drive project implementation decisions.

1. Start with leading practices

Set of structured activities designed to fill gaps or address needs in service delivery, and to produce innovative knowledge and tools.

2. Challenge the status quo

We are not rebuilding a replica of ISRS!

3. Design solutions for the end user

4. Minimize manual processes

5. Simplify when possible

6. Operate as a system

7. Work collaboratively and transparently

8. Communicate frequently

9. Engage institutions early and often

10. Maintain a single system of record

NextGen Guiding Principles

The NextGen Guiding Principles were established when the initiative kicked off and will be used to drive decision making as well as leadership alignment communications and activities.



Seamless Experience for Students

Enhancing the student experience is foundational to providing extraordinary education in Minnesota. This includes a seamless experience for students across the Minnesota State system, regardless of the Minnesota State institution attended.



Student Outreach

Deliver targeted outreach and engagement throughout the student lifecycle. Enable interactions across channels and devices (including mobile devices).



Data and analytics

Create an integrated environment for data sharing. Improve the flow of information and access to business operations system-wide. Improve decision making. Provide a mechanism for capturing data comprehensively across the Minnesota State. Reduce the amount of redundant data across the Minnesota State system.



Full Integration of "non-core" and third-party solutions

To provide the best overall experience, all ERP and ancillary technology solutions must be fully integrated and adequately supported.



Maintain Competitiveness

To provide Minnesota with the highest value and most affordable higher education option, Minnesota State must remain competitive with other educational entities within and outside the state, including private and primarily online institutions.



System-wide processes and procedures

To both establish and maintain a consistent user experience, and to leverage cloud-based SaaS technology solutions effectively, future-state processes will need to be defined or redefined consistently across the system. This may also include the definition or refinement of policies and practices that assure efficient and consistent process are adopted system-wide.



System-wide software consistency

The number and type of technology solutions must be streamlined; duplicative solutions must be minimized or eliminated; and clear, effective governance must be established around the introduction, integration, and maintenance of third party and "non-core" solutions.



Security

Implement a stable, maintainable, secure, and intuitive suite of applications.

Project Status Update

Project-Wide Status Summary

as of 6/14/24

Project Wide Status				
Project Status	Overall Trending	Overall Scope	Overall Resources	Overall Schedule
●	→	●	●	●

Status by Workstream					
Workstream	Overall Status	Trending	Scope	Resources	Schedule
PMO	●	→	●	●	●
HCM	●	→	●	●	●
Finance	●	→	●	●	●
Adaptive	●	→	●	●	●
Extend	●	→	●	●	●
Integrations	●	→	●	●	●
PRISM	●	→	●	●	●
Enterprise Reporting	●	↑	●	●	●
Comms	●	→	●	●	●
Change Readiness	●	→	●	●	●
Training	●	→	●	●	●
UER	●	→	●	●	●
Sustain - Governance	●	↑	●	●	●
Sustain - Op. Change / Release Man.	●	↑	●	●	●
Sustain - Support/Incident Man.	●	↑	●	●	●
Sustain - OCM	●	↑	●	●	●
Sustain - Request Man.	●	↓	●	●	●
Security	●	→	●	●	●
CP - 3rd Party/API	●	↓	●	●	●
CP - Workday	●	↑	●	●	●
CP - NGDS	●	↓	●	●	●
Inst. Reporting	●	→	●	●	●
Cutover Planning	●	→	●	●	●
Conversion	●	→	●	●	●
Testing	●	→	●	●	●

*Currently progressing to an on-time July 2024 go-live.

NextGen HCM/Fin – Project Focus to July 1 Go-Live

- » Cutover Execution/Deployment
- » Catch up Transactions
- » End User Training
- » End user support training for all Tier 1 resources, not just IT
- » Project team co-locating at Saint Paul College June 24th – July 19
- » Working on finalizing communication flow/escalation document for key stakeholders
- » Final touches on ticketing support

NextGen HCM/Fin – Key Dates to Remember

- » **June 23:** Move to production
- » **June 24 – July 2:** Catchup transactions
- » **July 1:** System Go-live
- » **July 3:** First pay period in Workday with employees entering time in Workday
- » **July 5:** Finance transactions begin
- » **July 26:** First paychecks from Workday are issued

Readiness Activities

NextGen HCM/Fin – Tabletops (May-June)

- » Team members from Minnesota State, Team Workday, and BerryDunn collaborated to design, plan, and execute the sessions
- » Targeting 16 Groups across the campuses and system office
- » Initial feedback from HR Service Center and Key Communicator groups has been positive
- » “It had significant impact on the team and improved their confidence going into the final stretch to go live.”
- » “That went really well and gave everyone a chance to think through how things will change in a relaxed setting.”
- » Feedback and ideas collected will inform support and sustainment

NextGen HCM/Fin – End User Training

- » Over **60%** of our stakeholders have completed their computer-based training.

- » **Computer Based Training Delivery**
 - Of the active employee population, 45,370 CBT enrollments assigned through ELM
 - Of those enrollments, 30,323 have been completed

- » **Virtual Instructor Led Training Delivery**
 - 163 Sessions Delivered
 - 313.5 Hours of Learning

- » **Virtual Instructor Led Upcoming Training Delivery (Week 7 – 8)**
 - 22 Sessions
 - 34.5 Hours of Learning

- » 110 training demonstration videos edited, embedded in training courses, and uploaded to training website

NextGen HCM/Fin – End User Training

Training Evaluations

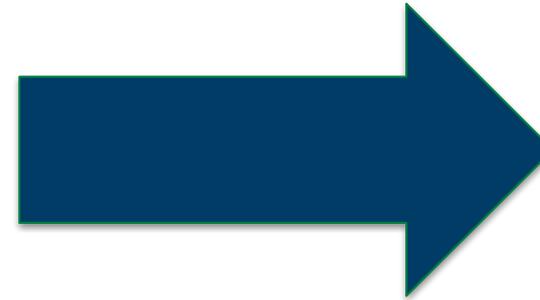
Sent to 4,244 users

Received 415 responses as of 6/10

- » I know where to find Workday Training Materials (e.g. job aids, demo videos).
 - Yes: 76.4%
 - No: 23.6%
- » When given the live link to Workday, I am familiar with the steps to log in.
 - Yes: 83.6%
 - No: 16.4%
- » I know where to find notifications and tasks assigned to me in Workday.
 - Yes: 87.5%
 - No: 12.5%
- » I am familiar with the Workday search field.
 - Yes: 87.5%
 - No: 12.5%
- » I know where to start when entering time in Workday.
 - Yes: 75.7%
 - No: 24.3%

NextGen HCM/Fin – Pre-Go-Live Readiness Surveys

- » Internal Audit Project Risk Review
- » Team Workday Quality Assurance Readout
- » Minnesota State Workday Implementation Readiness Survey
- » BerryDunn Readiness Assessment



**Ready for
July 1
GO LIVE**

What to Expect After Go-Live?

NextGen HCM/Fin – End User Support

Tier 3: Project Workday Pros

- Resolve defects in Workday configuration, integration, business processes, and reporting.
- Assist with complex 'how to' questions

Tier 2: System Office

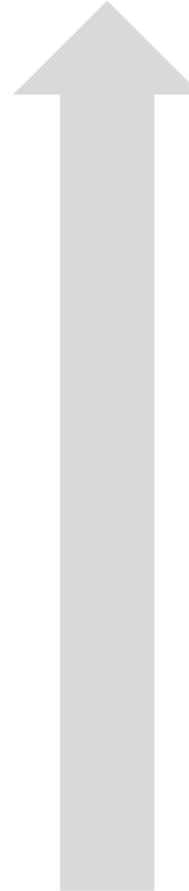
- System Office Ticket submitted by Institution HR, Finance, or Service Desk
- Assist with more complex 'how to' questions, diagnose issues, and escalate to Tier 3 as needed

Tier 1: Institutions

- Institution HR, Finance, or Service Desk
- Search known issues and knowledge base, assist with how to questions, point users to knowledge base materials

Tier 0: Self-help

- Employee self-help, Friends of NextGen, Training materials, Job Aids, search knowledge base



Tier Example Questions

- **Tier 3**
 - An integration is not running.
 - A business process needs to change.
- **Tier 2**
 - A finance business process is not working as expected.
 - I am unable to approve timecards.
- **Tier 1**
 - My work schedule is incorrect.
 - I cannot see data in a report.
- **Tier 0**
 - How do I enter the July 4th Holiday?
 - In Workday, how do I... ?

NextGen HCM/Fin – Hypercare

Large ticket volume anticipated starting week of July 8th and mid-August

- » 90-day support period immediately following deployment
- » Support teams highly responsive and proactive to addressing user needs, issues, and feedback for smooth transition and positive go-live experience.
- » Team Workday and Deloitte will support Minnesota State in the following areas:
 - Support for incidents
 - Assist in documenting/resolving defects found during Hypercare/Extended Care
 - Participate in prioritization and change process meetings
 - Review and adjudication of Workday releases

NextGen HCM/Fin – Extended Care and Beyond...

- » After Hypercare, Team Workday will provide Extended Care for 12 months
- » Extended Care supports Minnesota State during the first-time running of business processes, including budget cycle and quarter-end and year-end close
- » Ongoing training
- » Release Management (how we will manage twice a year release of new functionality)
- » Change Management continues

Overall Project Budget

NextGen Overall Project Budget

NextGen Budget June 2, 2024	May 2023 BOT Approved Budget	Current Budget	Expenditures	Encumbrance	Balance	% Spent/ Encumbered of Current Budget
HCM/Finance	\$100,400,000	\$100,400,000	\$73,189,055	\$10,817,405	\$16,393,540	83.7%
Student	\$101,100,000	\$101,100,000	\$317,437	\$432,356	\$100,350,207	0.7%
Overall Project Support	\$41,200,000	\$41,200,000	\$17,986,479	\$3,367,033	\$19,846,488	51.8%
Totals	\$242,700,000	\$242,700,000	\$91,492,971	\$14,616,794	\$136,590,235	43.7%

NextGen Student

NextGen HCM/Fin – NextGen Student Planning

- » Continued engagement with our existing functional areas and communities of practice, e.g., financial aid, registrars, admissions
- » Readiness criteria work in progress
- » Creating plans for standardization of functional area business policies and processes
- » Companion project inventory launching June 17
- » Based in part on lessons learned from HCM/FIN, finalizing governance and staffing models
- » Statement of Work (SOW) conversations underway

Thank you for the hard work that has been done and that will continue to be done by our teams!

Thank you to those both working on the project and those who are keeping the lights on within our entire technology ecosystem.

We could not have gotten to this point without them!

Thank you to the Board and Chancellor for your continued support as we transform the digital footprint of the Minnesota State System.

Thank you.



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