

**FOR  
INFORMATION**

EBAP/21/40

August 31, 2021

To: Members of the Executive Board

From: The Secretary

Subject: **Key Transformation and Modernization Programs—July 2021 Progress Report**

Board Action: Executive Directors' **information**

Questions: Mr. Leong, ITD (ext. 39889)





August 30, 2021

## KEY TRANSFORMATION AND MODERNIZATION PROGRAMS — JULY 2021 PROGRESS REPORT

### EXECUTIVE SUMMARY

This is the fourth in a series of semi-annual progress reports for the Key Transformation and Modernization Programs, covering the six-month period of January 2021 to June 2021.

Programs are broadly making progress, with 1HR, CDMAP and the Digital Workplace precursor projects deploying major releases. The 1HR program is currently deploying Release 1.5 and is working on Release 2 based on the revised timeline. The Capacity Development Management and Administration Program (CDMAP) has deployed Release 2 on schedule and is working on a third and final release with a 2-month schedule adjustment. Both teams are following up on their deployments with enhanced end-user support and active change management for adoption. The implementation phase of iData program has begun, albeit with delays in the establishment of the development environment—since resolved with some unanticipated costs. The Knowledge Management Program continues to make progress on the Document Management system, which is currently in testing in preparation for its first deployment. The scope and approach of the Digital Workplace (iDW) program have been further refined and the first precursor project, the Microsoft Teams collaboration platform, has been successfully rolled out.

Staff are beginning to see greater schedule and budget risks in the programs as they get into the more complex phases of implementation. Other risks that impact the modernization portfolio, including user adoption, availability of resources, vendor management and information security are also being monitored and mitigated which will be discussed in detail in the risk section. Staff are proactively consolidating lessons learnt and developing action plans to establish better institutional foundations related to project governance, planning, resourcing, and change management. OIA will continue supporting the modernization programs by conducting tailored and targeted engagements, including timely readiness assessments, where the coverage and scope will be determined based on risk as part of OIA's overall work program for FY2022. The key risks to the modernization effort include i) schedule and cost overruns, ii) staff adoption in view of persisting high work pressures and change fatigue, and iii) unforeseen technical challenges.

Coordinated change management and communications activities are increasingly important for staff, especially given the upcoming move to a hybrid workforce. Close coordination, positioning, and sequencing of information and activities will support staff

in understanding the “what and why” of our new ways of working. The OIC continues to work closely with key internal stakeholders to secure understanding, buy-in and commitment, and maximize user adoption.

Approved By  
**Camilla Andersen**

Prepared by the Program Management Office in the Information  
Technology Department (ITD)

## CONTENTS

Glossary	4
<b>INTRODUCTION</b>	<b>7</b>
<b>PROGRESS</b>	<b>7</b>
<b>SCHEDULE</b>	<b>9</b>
<b>BUDGET</b>	<b>10</b>
<b>CHANGE MANAGEMENT</b>	<b>10</b>
<b>RISK MANAGEMENT AND MITIGATION</b>	<b>11</b>
<b>NEXT STEPS</b>	<b>13</b>
<b>APPENDICES</b>	
I. High Level Program Timeline	14
II. Detailed Program Dashboards	15
III. Cost Tracking Report	21

## Glossary

**Business Analysis Consultant** – Consulting services firm that works with clients to improve and re-design business processes, clarify scope, and develop requirements in advance of a software selection or systems implementation.

**CDMAP** – Capacity Development Management and Administration Program

**CBIT** – Committee on Business and Information Technology. A senior governance body for the information technology capital budget made up of Directors of departments such as HRD, FIN, STA, OBP, FAD, COM, MCM, and MCD. Responsible for the approval and oversight of all IT capital projects and the allocation of the IT capital budget envelope.

**Configuration** - A means of setting up or installing a system via the selection of pre-determined parameters, values, and options in the software package to meet business requirements.

**Customization** – A modification of a software system through the development of new code or integration of customized objects beyond the pre-determined configuration options.

**Data Migration** – The process of selecting, preparing, extracting, and transforming data and permanently transferring it from one computer storage system to another.

**Executive Sponsor** - Executive champion for the program and liaison to Fund Management. Responsible for providing strategic guidance, commissioning the program, making executive decisions, and monitoring progress in collaboration with the Steering Committee. Typically a member of the Office of the Managing Director.

**iData** – Program to replace the Fund’s legacy data management and dissemination platforms.

**iDW** – Integrated Digital Workplace Program

**Implementation Partner / Systems Implementor** – Technical consulting services firm that has been certified by the software vendor and has deep expertise with the software product and is contracted to implement the software.

**Implementation Phase** – A phase in the project lifecycle where a software solution is implemented and released after the completion of scoping and design and sourcing phases.

**Integration Testing** – A state of software testing during which individual software modules are combined and tested as a group.

**KMP** – Knowledge Management Program consisting of KE Country Pages, Autoclassification, Enterprise Search and Document Management System projects

**KMU** – Knowledge Management Unit

**NWOW** – New Ways of Working initiative

**OBP** – Office of Budget and Planning

**OIC** – Office of Innovation and Change, the new Office formed in February 2021 by the merger between the Change Management Unit and the Innovation Lab Unit.

**OIA** – Office of Internal Audit

**ORM** – Office of Risk Management

**PMO** – Project Management Office

**Program Sponsor** – The business owner that is ultimately accountable for the program from an institutional perspective. Ensures that the program is focused throughout its life on achieving its objectives and delivering the forecast outcomes or benefits. The Program Sponsor chairs the Steering Committee.

**Release** – Large implementation programs are divided into phases, with the launch or “go-live” of each phase typically referred to as a Release.

**RFP / RFI** – Request for Proposal, a formal request for bidder proposals based on a set of requirements or statement of work. An RFI is a Request for Information where bidders provide information but not necessarily binding proposals.

**Scoping and Design Phase** – A phase in the project lifecycle where scope is determined, requirements are gathered, business processes are reviewed, and the end state solution is designed.

**Sourcing Phase** – A phase in the project lifecycle where an RFI or RFP is conducted to select the software solution and implementation partner. Takes place after the scoping and design phase, unless design is part of the implementation contract, for example on 1HR.

**Steering Committee** – Provides senior level program guidance and is accountable to the Executive Sponsor for the success of the program. Provides a forum for strategic and technical direction and senior-level decision-making on scope, budget, timelines, quality, benefits, and risks. Typically includes Directors of key end-user departments, OBP, and ITD.

**Systems Integrator** – Consulting services firm that is responsible for integrating multiple software products to develop a business solution that meet client needs. The Integrator is responsible for business analysis, solutions design as well as technical integration of the solution.

**“To-Be” Model** – The design of end state after process improvement and re-engineering. As opposed to the “As-Is” model, which documents the current state.

**User Acceptance Testing** - The last phase of the software testing process. During UAT, end-users test the software to make sure it can handle required tasks in real-world scenarios, according to standards and specifications.

## INTRODUCTION

**1. This report provides an update on the progress of the Key Transformation and Modernization Programs for the period from January to July 2021.** These bi-annual reports are organized around progress, schedule, budget, staff impact, and risk. The programs have continued to move forward under the guidance of sponsors in HRD, ICD, STA, ITD, SPR, SEC, COM and the KMU, with close support from their respective Steering Committees, the Committee on Business and Information Technology (CBIT), OBP, OIA, ORM, the PMO, and OIC.

## PROGRESS

**2. Programs are broadly making progress, with 1HR, CDMAP and Digital Workplace precursor projects introducing major releases over this reporting period.** The 1HR program has experienced challenges that has impacted its schedule and costs, which have been discussed with the Board on April 16<sup>th</sup>, 2021. Lessons learnt and mitigating actions across all programs have been developed and will be discussed in later sections.

**3. The 1HR program, following their releases of key HR Services in March and November 2020, has successfully initiated deployment of Release 1.5 in Q2 CY21.** Release 1.5 is a rolling deployment of several functionalities over a 9-month timeframe. The Learning and the Extended Learning Modules (for short-term experts) and the executive coaching program have been successfully deployed. Focused change management efforts, including training for staff and managers in overseas locations, is currently underway. Staff are working on the remaining Release 1.5 modules, specifically Succession Planning and an update to Position Management which are targeted for September deployment. In parallel, enhanced support, and refresher training classes are progressing in support of the first business cycles of Release 1, deployed in November 2020. Early experience surveys of managers and employees have indicated while many were appreciative of having direct access to information, the loss of dedicated HR support teams as part of the new HR service delivery model was felt by others. An action plan has been set up to directly address these areas and additional functionality (such as delegations) have been added, further streamlining of recruitment processes is already underway to ease the pressure on managers and expedite hiring.

**4. Work continues on 1HR Release 2 under the extended timeline and budget.** Release 2 is underway and the team is performing end-to-end testing, the first of three testing groups has been successfully completed and is pending remediations. Business resource limitations continue to be a key risk in executing testing as end-user staff must balance the ongoing demands of testing activities with work responsibilities. Separately the team has also begun a thorough evaluation process of options for the alternative sourcing of pension and tax functions relative to inhouse customization. OIA engagement through a multi-step review process has also started with preliminary checkpoint completed in June 2021. Additional risks will be discussed in the risk section.

**5. CDMAP has deployed Releases 2 on-time and on-budget and is working on the final Release 3.** Since its inception in 2018, the program has broadly tracked to its original timeline and budget. Release 2 was successfully deployed in Q2 CY21 and is now in a period of post-launch hyper-care. Release 2 covers functionality for resource management, project execution, and monitoring and control capabilities surrounding funding and execution of Capacity Development (CD) projects. The program team continues to offer considerable support to users, through the extended provision of hyper-care support services, as end-users plan, budget and execute the FY22-24 medium term CD budget for the first time using the new system. This additional support was welcome by end users, and overall, departments believe that the platform ultimately will provide efficiency gains and improve the integration of CD and surveillance. The program team is currently working on the final release and has completed scoping and project planning for a planned deployment in Q4 CY21.

**6. The Kickoff Phase of iData has been completed and Phase 1 of implementation has started.** Key deliverables of the Kickoff phase include the solution architecture, the data migration strategy, user journeys and the change management strategy. The program has now started Phase 1 of implementation after some unforeseen technical delays and cost overruns in establishing the virtual desktop interface (VDI) in response to emerging security threats. These issues have since been resolved. Phase 1 will focus on (i) finalizing the solution architecture and data model; (ii) creating the prototype for the first pilot database; (iii) creating user experience design for all pages on the new data.imf.org; and (iv) refining the master project plan. The schedule and cost impact of these delays will be discussed in the Budget and Schedule sections.

**7. The Microsoft Teams collaboration tool, a precursor to the iDW project has been successfully deployed.** The Fund-wide rollout of the Microsoft Teams platform is complete. The introduction of Teams has been smooth and has offered improvements that make working remotely easier. Staff are working on two other precursor projects, the Intranet (led by COM and KMU), with scoping near completion and an implementation vendor having been identified, the Intranet project will be reviewed by the CBIT in Q3; and a Customer Relationship Management project (led by SEC), where a consultant has been engaged for the scoping phase and is expected to be discussed at the CBIT in Q1 CY22. The core iDW project, covering i) Document Flow and Review and ii) Digital Modernization is also in early scoping under the sponsorship of SPR, with implementation expected to start by Q1 CY22. The business case, project plan and CBA will then be shared with the Board in early CY22.

**8. The Document Management project is progressing.** The Document Management project will be rolled out in three phases with Release 1 covering libraries for the Office of Internal Investigation (OII) and Administrative Tribunal and Grievance Committee (ATGC), Release 2 covering the ICD Course Document Repository (CDR) and translation libraries and Release 3 covering the general document management repositories. Release 1 is now in quality assurance testing and is on track for deployment by Q4 CY21. Incorporating learnings from the 1HR program, the Knowledge Management Unit has identified potential resource gaps in the staffing of the Document Management project team, specifically in the areas of workstream leadership, change management

and template integrations. As such, the team requested to bolster resources in these areas, increasing the overall project budget by \$0.9m. The Steering Committee and the CBIT approved these funds in June 2021.

## SCHEDULE

**9. The implementation approach and timeline for 1HR Release 2 was revised, in part, due to ongoing challenges related to custom development.** As presented to the Board in April 2021, this revised implementation approach consists of three phases: 1) Phase 1 to implement the remaining Workday modules with an integration to existing PeopleSoft custom allowances, 2) Phase 2 to implement the pension reforms that were approved as part of the Five Year pension review, and the CCBP pension reforms, and 3) Phase 3 to develop an alternative approach for replacing the remaining PeopleSoft custom allowances. In all, Release 2 is expected to be delivered through FY22 and FY23, culminating in an overall schedule extension of 16 months. The guidance on overseas allowances has recently been updated with a view to simplify this complex policy and the 1HR team are waiting on a follow-up assessment of the implications, these emerging changes will require redesign and retesting and may impact timelines. The scale of impact will be confirmed once the policy and process details are known by Q4 CY22.

**10. CDMAP's final Release 3 timeline has been extended by 2 months to end-October 2021.** The program team has provided extended support for Release 2 adoption, through user support, bug fixes and data cleansing, requiring additional time for Release 3 preparations. To address this, the CDMAP team requested an extension to the Release 3 deployment timeline of two months to end-October 2021. The recent deployment of Release 2, at the peak of the FY22 CD medium-term work planning cycle, required a huge push by end-user departments upfront. Departments have also expressed concern about work pressures in the context of broader demand brought on by COVID-19, including in some area departments which had a lower level of organizational readiness for the CDMAP changes. This extended timeline will allow for some lessons learned from earlier releases, including the need for extended time for hyper-care, and allowing sufficient time to manage the release given existing work pressures to be addressed during the final release. The cost of this extension will be accommodated through internal re-allocations and will not impact the overall program capital budget.

**11. The start of Phase 1 of the iData program has been delayed by 4 months due to technical challenges in establishing the Virtual Desktop Interface (VDI).** The switch from physical laptops to VDIs for offshore developers in response to emerging security risks was unforeseen and establishment of the virtual environment was more complex than anticipated. Additionally, there were delays in procuring and installing the tools required for the VDI which have since been resolved. In close consultation with the ITD and business sponsors, the iData team has implemented organizational and governance changes to reduce the risk of future delays to the project. The costs of this delay will be addressed in the Budget section and currently, it is unclear if there will be any impact on the broader program timeline. The team is actively exploring options for catching up through more agile implementation methodologies.

## BUDGET

**12. The revised implementation approach for 1HR Release 2 results in an incremental budget request of \$23.5m and additional scope from reforms stemming from the Five-Year SRP.** This request along with the updated CBA was endorsed by the CBIT and presented to the Board on April 16<sup>th</sup>, 2021. This amount covers implementation partner, vendor labor and software costs for i) the final deployment of Workday with integrations to Peoplesoft, ii) the implementation of the Five Year SRP Review and CCBP reforms as new scope and iii) implementation of the eventual solution for delivering complex benefits.

**13. Beyond the 1HR program, the iData and the DM project have also adjusted their CBAs.** The iData program has requested and obtained approval from CBIT for a potential increase in the project budget up to \$0.9m as a result of the delays associated with the establishment of the VDI. The program team may not need all of this funding and is working on identifying potential offsetting savings. An updated CBA, timeline and resource plan will be presented to the CBIT in Q3 CY21. As discussed in paragraph 8, the Knowledge Management Program has requested an incremental budget of \$0.9m to bolster implementation resources for the Document Management project. These changes are within the fifteen percent contingency estimates for projects of this complexity, and staff will continue to closely monitor budgets and progress. The capital request for the Document Management project was also further increased by \$2.1m due to the reclassification of first year support costs, which were previously reflected in the administrative budget. There is no net budget impact to the Fund.

**14. Incremental budget demands will be absorbed in the medium-term capital budget, and the programs continue to be closely monitored under the Capital Investment Framework (CIF).** The CBIT will work to utilize existing budget buffers and re-prioritize existing and upcoming projects to accommodate these new budget demands. Staff will update the Board if there are any significant deviations in capital needs beyond what was presented in the CBAs. A summary of the budget status and expected steady state savings from the modernization programs can be found in the Appendix.

## CHANGE MANAGEMENT

**15. OIC resources continue to support the five modernization programs.** The OIC has worked closely with the 1HR change team to support a series of staff engagements in response to HRD's new service delivery model. OIC continues to work alongside CDMAP to facilitate a series of workshops with Resource Managers across functional departments to help staff adapt departmental structures, processes, and responsibilities to the new ways of working introduced by CDMAP. OIC worked with the IDW team on the Fundwide rollout of MS Teams. OIC continued to support KMU in its preparations for the new Document Management system and worked with the iData team to design a program change management plan. The OIC team also finalized behavioral frameworks for each modernization program, highlighting key behaviors (agility, collaboration, empathy, and

innovation) for staff to embrace to make the new ways of working successful. The OIC continues to work closely with key internal stakeholders to secure understanding, buy-in and commitment, and maximize user adoption. The OIC communicates and engages staff more broadly in partnership with the Modernization Programs and primarily via the Change Champions Network.

**16. The All-Staff Survey on Change was launched in June to gather key data on modernization programs and change readiness.** This Fundwide survey will help establish benchmarks for behavioral change, supporting organizational transformation; and help gather key insights on change capacity and fatigue to guide strategic planning and data-driven decision making. The survey yielded a very high response rate of 75% with over 94% of respondents indicating they have used the 1HR Workday system. 80% of respondents are knowledgeable about the of integrated Digital Workplace and have rated it highly with 54% of staff saying they use it frequently for day-to-day activities. This is reflected in the Teams usage data, where we now have more than 5,300 unique users.

## RISK MANAGEMENT AND MITIGATION

**17. High priority risks of cost increases, schedule delays and user adoption increase as programs start phased deployments.** CDMAP, 1HR and Document Management have many critical activities that need to be completed over a limited period of time. Program teams are proactively escalating, re-prioritizing and resolving issues as they occur in order to meet deployment targets. The PMO continues to closely monitor the schedule and budget progress of each of the programs through weekly progress reviews. The pace of deployments has also increased, with the 1HR, CDMAP and the Digital Workplace rolling out significant releases in the past six months, placing demands on end-users to adapt to the new systems and processes. For example, the introduction of the 1HR Workday system resulted in new tasks for managers who had previously relied on support from Office Managers and departmental HR staff. The OIC is proactively working with program teams to provide change support. 1HR and CDMAP have extended the provision hyper-care support, conducted refresher trainings and introduced enhancements in response to user feedback.

**18. Common risks that impact the modernization portfolio, including availability of resources, vendor management and information security are being monitored and mitigated.** Work pressure risks from ongoing operational demands, lack of subject matter experts, key person dependency, and staff attrition are being partially addressed through measured schedule extensions (e.g., CDMAP) and supplemental subject matter expert and workstream resources (e.g., 1HR, Document Management, Digital Workplace). Procurement and the ITD Vendor Management Office (VMO) are collaborating on an initiative to address third-party risks, simplify the procurement process and optimize vendor management processes. The team is currently assessing vendors at the procurement stage. The new IT sourcing model establishes a pool of pre-qualified Managed Services Providers that gives program teams access to alternative vendor resources where required. However, these vendors are new to the Fund and would still require time for onboarding and familiarization. The Fund's Information Security Group continues to support all programs through security accreditations, threat modeling, penetration testing, and risk assessments. The team

highlights areas where there are vulnerabilities and works with program teams to mitigate prior to deployment. For example, the Document Management team is working to mitigate identified security vulnerabilities prior to the deployment, and actions are being developed to address the findings from OIA's Audit of the Controls, Security & Data Migration aspects of 1HR Release 1.

**19. The 1HR program continues to track multiple schedule and costs risks for the Workday deployment in Release 2.** Business resource limitations continue to be a key risk, especially during the testing process. The program team has been augmented with external resources who are familiar with the products and technology platforms, but institutional knowledge can only be provided by current or retired staff. Additionally, changes in policies, coupled with delays in confirming detailed processes have introduced risk of additional rework and retesting. 1HR program is currently assessing the impact of recent policy changes on Overseas Allowances. Mitigations include resequencing of certain activities to minimize rework, but further schedule impact cannot be eliminated.

**20. There are sourcing risks in 1HR related to custom development for complex allowances and alternative sourcing for the Staff Retirement Plan.** The custom development work was bid out to four pre-qualified vendors in the ITD Managed Services Provider Eco-system but only one provider has responded with a reasonable proposal. The 1HR team, in collaboration with ITD, is continuing to assess this provider before making a decision, but there will be schedule risk if this provider is unable to meet 1HR requirements. There may also be risk that the Fund becomes overly reliant on this single vendor for this custom development work if the other three pre-qualified vendors remain un-engaged. Similarly, the alternate sourcing options for the Staff Retirement Plan that are being investigated are new to the Fund and will introduce additional change management and third-party risks. The 1HR program is large and complex. The team is very aware of these risks and is continuously monitoring them in collaboration with ORM and is taking mitigating actions to continue making progress towards program milestones.

**21. Staff are developing action plans to further strengthen our capabilities for large complex project implementations.** Workshops, audits, and reviews have been conducted over the past two months focusing on the three key areas of project management, governance, and change management. Potential actions to strengthen change management include i) defining targeted analytical tools that will help the change management and decision-making process, ii) identifying targeted applied learning opportunities through workshops/training, iii) defining a marketing/communications and incentives strategy to drive key behaviors, buy-in, and adoption iv) establishing a regular cadence and interactions with Departments and Heads of Departments. Actions to strengthen program management include i) more realistic planning, ensuring that project plans allow sufficient time and resources for critical activities, ii) improved coordination through the establishment of project boards in ITD and iii) establishing mechanisms for proactive, early escalations. A stronger governance foundation would involve i) more frequent independent reviews, ii) clearer criteria for progressing through key milestones and iii) strengthening the role of the steering committees and key stakeholders. Some actions have been immediately implemented while others require structural changes and could take longer. A working group on Project Management and Governance is being established by ITD in collaboration with OIA, ORM, OBP, and OIC to

validate and oversee the action items and an advisory review will be conducted by OIA on enterprise program management in the Fund.

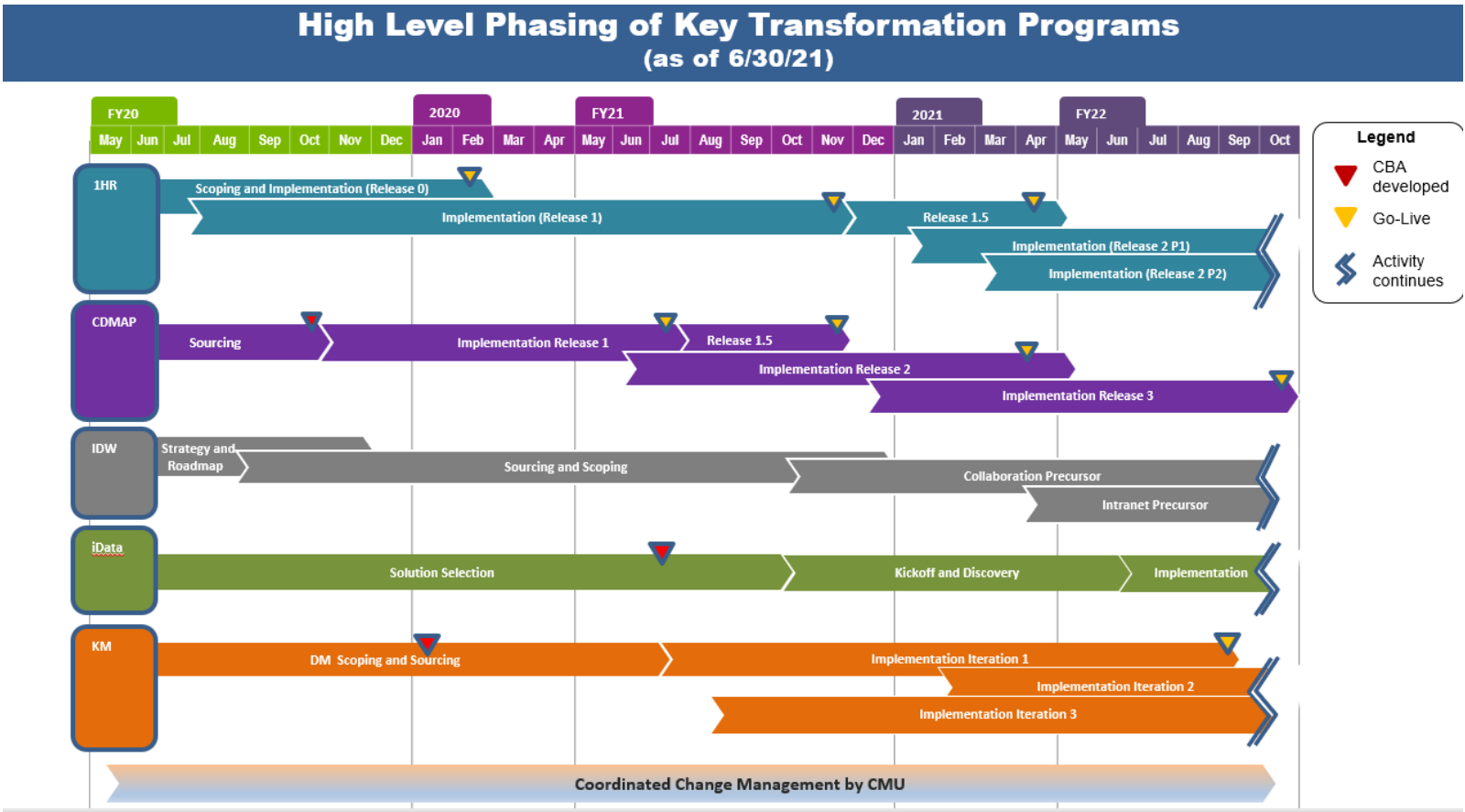
**22. The Office of Internal Audit and the PMO are performing a comprehensive series of reviews in advance of critical deployment milestones.** To ensure that program teams have the right support and input at the appropriate time, OIA in coordination with 1HR team has revised the readiness review schedule to allow for multiple checkpoints and interim reporting. The PMO continues to conduct periodic reviews at critical junctions of the modernization programs. These reviews and assessments provide an independent third-party view into the progress of the programs and help to identify potential gaps and areas for improvement. They are conducted at major milestones, such as the completion of Functional Design, User Acceptance Testing or Data Migration and are a key input before the Steering Committee to grants approval for deployment. Program teams are also working with ORM to track and evaluate risks in accordance with the institutional risk frameworks.

## NEXT STEPS

**23. Upcoming items for awareness.** The 1HR Program will brief the Board and provide more details on alternative technology solutions for the Staff Retirement Plan and the bid process for custom development. CDMAP will deploy Release 3 by end October and the Document Management project will deploy its first Release by the end of the year. The CBA for the Digital Workplace Intranet precursor project was finalized in August and is pending review by the CBIT. Implementation work will begin in the fall.

**24. The next progress report to the Board will be in Q1 CY2022 and will cover activities from the period of July to December 2021.** This paper will be followed by an informal board briefing on the modernization programs scheduled for September 7<sup>th</sup>, 2021.

## Appendix I. High Level Program Timeline



## Appendix II. Detailed Program Dashboards

1HR	<b>Key Accomplishments (as of 6/21/21)</b>
	<ul style="list-style-type: none"> <li>◆ Release 1 – Refresher training and office hours for managers based on user survey/ feedback</li> <li>◆ Multiple functional refresher training sessions for HR staff, including to onboard new hires.</li> <li>◆ User experience information and data gathering - completion of early experience surveys of Managers and Employees, interviews with HODs, inputs from HRD teams, interviews with HRD division management on transformation experience.</li> <li>◆ Release 1.5 – Successful deployment of the following aspects were completed: Workday Learning module for staff, contractuales, Executive Board, Long-Term experts, overseas offices, and vendors; access to mandatory courses for Short Term Experts); Office hours for managers on Workday Learning, four training sessions for training coordinators, Executive Coaching Program was deployed</li> <li>◆ Rollout of Workday Mobile</li> <li>◆ Pilot Performance Assessment Program for OED Assistants rolled out mid July 2021 to participating offices</li> <li>◆ Announcement of <i>MyWorkday</i> <u>to overseas offices, rollout of <i>MyWorkday</i> Employee Basics training for local employees.</u></li> <li>◆ Enhancements to MyHR, the HR Services portal for improved user experience.</li> <li>◆ Communication: Seven-month update on 1HR implementation to all managers</li> <li>◆ Release 2 – The Workday Group 1 end-to-end (E2E) testing for over 2,100 test scenarios was completed.</li> <li>◆ Release 2 – Initial workshops with KPMG for a review of risks and controls in the business processes for compensation, allowances, benefits, absence, time, and payroll workstreams.</li> </ul>
	<b>Upcoming Activities</b>

- ◆ Release 1 – Refresher training and office hours for managers.
- ◆ Release 1.5 – Two modules in Talent: Succession Management for B4s and B3s, and Talent modules supporting Low Income Country/Fragile State Committee and Reporting on the requirement are being developed for deployment by September
- ◆ Release 2 – The plans for Group 2 end-to-end (E2E) testing are being finalized. This will include additional business process scenarios and integrations for compensation, allowances, benefits, absence, time (annual meetings), payroll, Long-term experts (LTX), HR services (including on and off boarding), standard costs and workforce Planning.
- ◆ Release 2 – The design for Group 3 end-to-end processes are being finalized. This includes integrations with PeopleSoft complex benefits that will be integrated with Workday.
- ◆ Release 2 – The Controls workshops will continue with KPMG reviewing risks and controls for business processes in all the Workday workstreams.

#### Items for Awareness

- ◆ 1HR Release 2 End to End testing (Group 1) has been completed and the team is moving to Group 2. Due to resource limitations, some test cases were not completed in time for Group 1 and will be re-scheduled to Groups 2 and 3. Schedule remains yellow and there is some risk and delays in Group 3 testing would impact the scheduled deployment date.
- ◆ Recent guidance on overseas allowance is being assessed for re-design and associated re-testing. This is a recent development which is currently being assessed and will require adjustment to deployment schedule
- ◆ The project team proceeding with RFPs and partner engagement to formalize the budget and timeline for custom applications - pension, tax and complex benefits, both through ITD's Transform partners or alternate sourcing.

<b>CDMAP</b>	<b>Key Accomplishments (as of 6/21/21)</b>
	<ul style="list-style-type: none"> <li>◆ CDMAP has successfully deployed Release 2 and is working on operational stabilization and planning for Release 3. Key activities include:</li> <li>◆ Steering Committee approval of the two-month extension of Release 3 and associated funding.</li> <li>◆ Offsite workshop completed on 6/8 for R3 kick-off and release planning, R3 project plan baseline completed.</li> <li>◆ Initial review of IMF02 TA Costing outputs completed and issues identified are being addressed.</li> <li>◆ TRACES integration updated with 1,500+ BPC codes now in TRACES created by CDMAP</li> <li>◆ Solution identified for the Expert Roster integration issue with missing STXs. Testing and implementation planned by 6/18.</li> <li>◆ Completed production deployment of IMF01 changes for Translation and Interpretation systems.</li> </ul>
	<b>Upcoming Activities</b>
	<ul style="list-style-type: none"> <li>◆ Data Readiness activities: 1) Decomposition of Funding Programs via Excel template; 2) Changing project activities, preserving FP alignment; 3) RBM Catalog updates.</li> <li>◆ Complete development of Expert Roster integration fix for missing STXs (coordinating with Clarizen)</li> <li>◆ Support time entry in TRACES for CD activities to close the reporting for May-2021 month-end.</li> <li>◆ Complete implementation of TA Costing reports and turn off legacy TRACES processes</li> <li>◆ Implement TIMS changes for the gaps identified in the review incl. working days integration.</li> <li>◆ Commencement of intradepartmental R3 design workshops (June and July)</li> </ul>
	<b>Items for Awareness</b>
	<ul style="list-style-type: none"> <li>◆ Steering Committee has approved of the two-month extension of Release 3. The capital envelop for the program remains unchanged and the updated CBA has been presented at the 6/28 CBIT meeting.</li> </ul>

iDATA	<b>Key Accomplishments (as of 6/21/21)</b>
	<ul style="list-style-type: none"> <li>◆ VDI testing has been completed, all medium priority issues and licensing needs have been resolved from the IMF side. EPAM will be starting with Phase 1 development on 6/23</li> <li>◆ DATA Steering Committee and CBIT approved EPAM's change request of \$900K reflecting the delays due to VDI environment. Discussions ongoing to finalize decision on the solution's reporting and visualization component. Options include streamlining requirements and keeping Power BI as initially proposed by EPAM, or developing a partially or fully customized solution.</li> </ul>
	<b>Upcoming Activities</b>
	<ul style="list-style-type: none"> <li>◆ Full onboarding and start of Phase 1 development activities. Ongoing work and collaboration will be required for any additional issues with the VDI, but these are expected to be minor.</li> <li>◆ Submission and approval of detailed project schedule for Phase 1</li> <li>◆ Decision by the IMF on the reporting and visualization component of the solution.</li> </ul>
	<b>Items for Awareness</b>
	<ul style="list-style-type: none"> <li>◆ The team and EPAM have agreed on EPAM's request for compensation for the delays in setting up the development environment and iData Steering Committee and CBIT has approved this.</li> <li>◆ The decision on the solution's reporting and visualization component needs to be finalized. Alternative solutions are being assessed which could impact project costs and timelines. The schedule will be at risk if this cannot be resolved by the agreed deadline.</li> </ul>

iDW	<b>Key Accomplishments (as of 6/21/21)</b>
	<p><b>Collaboration:</b> Rollout of MS Teams and OneDrive is complete. Rollout of external file sharing and guest access to Teams has been delayed due to security risks which are still being mitigated. Completed purchase of the Box migration tool.</p> <p><b>Intranet:</b> Implementation vendor for the Intranet project has been selected, CBA has been updated and will be presented to CBIT for approval.</p> <p><b>CRM:</b> Received proposal from RightPoint, a consultant with expertise in CRM systems, to work on high-level requirements and scoping and deliver a Statement of Work which will be the technical backbone of the RFP.</p> <p><b>Workflow and Digital Modernization:</b> identified target early solutions to evaluate and develop scope and implementation plan. The team drafted a high- level market study scope to engage with external technology providers.</p>
	<b>Upcoming Activities</b>
	<p><b>Collaboration:</b> Clarification of risk acceptance position for external file sharing and guest access.</p> <p><b>Intranet:</b> Formal approval of the CBA and initiation of contract negotiations with the vendor</p> <p><b>CRM:</b> Kick off the Scoping and Requirement phase with Rightpoint.</p> <p><b>Workflow and Digital Modernization:</b> Draft SOW and CBA framework; launch early solutions teams; engage with departments on scope and vision.</p>
	<b>Items for Awareness</b>
	<ul style="list-style-type: none"> <li>◆ Collaboration is delayed pending the resolution of the security risks for external file sharing.</li> <li>◆ The CBA for Intranet was expected by mid-June 2021 but has been delayed due to uncertainties in the vendor selection. The CBA did not make it to the agenda for the June CBIT meeting and will be presented on a lapse of time basis</li> <li>◆ The implementation framework for iDW has been developed in consultation with OBP, consisting of the Core Digital Workplace (Workflow, Digital Modernization) and the Pre-cursor projects (Collaboration, Intranet and CRM)</li> <li>◆ Bridge funding needs for iDW were approved at the June 28<sup>th</sup> CBIT meeting</li> </ul>

KMP	<b>Key Accomplishments (as of 6/21/21)</b>
	<ul style="list-style-type: none"> <li>◆ Release 1: Submission of information security risk mitigations for ISG review. 1<sup>st</sup> round of QA testing complete.</li> <li>◆ Release 2: Completed usability testing of CDR. CDR &amp; Phoenix solutions configured and unit tested by OpenText. Migration development is also complete.</li> <li>◆ Release 3: The departmental folder structures have been finalized. Completed UX contextual inquiries for EDMS/IR. Cognizant continues with its discovery to develop Mulesoft integration tool. Reaching out to IT application owners to obtain integration estimates.</li> </ul>
	<b>Upcoming Activities</b>
	<ul style="list-style-type: none"> <li>◆ Release 1: Conduct user training. Complete 2<sup>nd</sup> round of QA testing. Finalize risk mitigation discussions with ISG and implement solution. ISG's penetration testing.</li> <li>◆ Release 2: OT to deliver technical design document. Update CDR solution to address usability findings. Migration testing.</li> <li>◆ Release 3: Finalize metadata model and folder structure. Conduct "basic DM" design workshops. Finalize LRS to-be approach with business owner.</li> </ul>
	<b>Items for Awareness</b>
	<ul style="list-style-type: none"> <li>◆ The Threat Modeling sessions have concluded. A final report listing residual risk and criticality was delivered (high risks related to access model and real-time notification of privileged users' activities. OT/ITD is finalizing detailed design of proposed mitigation for real-time notification solution for ISG's review.</li> </ul>

## Appendix III. Cost Tracking Report

Table 1. Key Transformation and Modernization Programs Cost Tracking Report								
Summary of Individual Programs as of June 30,2021 (in \$M)								
	A	B	C	D = B + C	E = A - D			
	Initial Estimated Cost	Current Estimated Cost	Spent	Committed	Spent + Committed	Balance	Total Estimated Spend by end of FY22	Net Annual Savings <sup>5/</sup>
<b>Programs</b>								
1HR	44.1	69.6 <sup>1/</sup>	45.6	6.3	51.9	17.7	61.9	6.5
CDMAP	18.9	18.9	14.8	0.3	15.1	3.8	18.9	3.4
Knowledge Management	24.1	27.2 <sup>2/</sup>	11.7	2.3	14.0	13.2	21.5	-
iDATA	22.6	23.5 <sup>3/</sup>	3.2	0.6	3.8	19.7	10.4	0.7
Digital Workplace - Core <sup>4/</sup>	...	...	4.4 <sup>9/</sup>	0.0	4.4	...	5.1	...
<b>Total</b>	<b>109.7</b>	<b>139.2</b>	<b>79.7</b>	<b>9.5</b>	<b>89.2</b>	<b>54.4</b>	<b>117.8</b>	<b>10.6</b>
<b>Prerequisites / Precursors <sup>6/</sup></b>								
Corporate Data Warehouse <sup>7/</sup>		9.6	5.3	1.5	6.8	2.8	7.4	-
IAM Replacement		6.2	3.8	1.0	4.8	1.4	6.2	-
Enterprise Int. Platform		1.9	1.9	0.0	1.9	0	1.9	-
Collaboration		0.2	0.2	0.0	0.2	0	0.2	0.5
Intranet		7.3	-	-	-	7.3	3.3	0.1
Cust Relationship Mgmt		... <sup>8/</sup>	...	...	...	...	...	...
<b>Total</b>		<b>25.2</b>	<b>11.2</b>	<b>2.5</b>	<b>13.7</b>	<b>11.5</b>	<b>17.1</b>	<b>0.6</b>
<p>1/ Includes the approved incremental budget request of \$23.5M</p> <p>2/ Reflects a \$0.9m increase for additional resources and \$2.1m increase due to a re-classification of first year support costs for the Document Management project</p> <p>3/ Based on a Scoping/Procurement of \$2.1M and Implementation of \$21.4M, includes a provisional request of \$0.9M, a broader review of costs and timelines is underway</p> <p>4/ Costs will be finalized once the CBAs for Document Workflow and Digital Modernization are developed.</p> <p>5/ Net annual administrative budget savings in the steady state (steady state capturable admin savings minus steady state admin costs)</p> <p>6/ Active pre-requisites and precursor projects</p> <p>7/ Corporate Data Warehouse comprises of Phase 1 and 2.</p> <p>8/ Costs will be finalized once the CBAs are developed. \$240k of seed money has already been allocated to the CRM for statement of work / CBA development.</p> <p>9/ \$4.4m covers earlier, high level vision, scoping and design work for the iDW program as a whole that staff cannot allocate to the respective sub-projects</p>								