IT Service Investment Board

January 13, 2014
Agenda

- IT Service Management Board Services to Retire Recommendation
- UW-IT ServiceNow Implementation
- HR/Payroll Update
- UW-IT Portfolio Prioritization Process
- Wrap Up
IT Service Management Board
Services to Retire Recommendation
Overview - Methodology

- **Purpose**: to familiarize SMB members with overall service catalog
- **Fast first impressions survey**
- Didn’t have detailed cost info; cost was not a primary consideration
- **Obvious services, “low-hanging fruit”**
- **Recommendations with UW CompDirs**
Create Capacity

- Next round, will look at a full picture of service costs for entire Service Catalog
  - Run (operations)
  - Improvements (projects)

- **Goal:** create capacity for adding new services or improving high-value services, by retiring or “shrinking” lower-value services
Recommendations

- Services to Retire (7)
- Services to move out of UW-IT (2)
- Services to change (2)
Services to Retire

- Alpine/Web Alpine
- IMAP – UW Software Toolkit
- On-premises email (IMAP)
- On-premises email (Exchange; assuming successful Office 365 migration)
- UW Applications Portfolio
- Computer and Printer troubleshooting/maintenance
- Husky Kiosk Service
Services to Move Out of UW-IT

- Pager Service: to UW Medicine
- Husky TV
Services to Review for Change

- Videoconference Studios
- Mobile Phone Support
Questions
IT Service Management - ServiceNow Project

Overview for
IT Service Investment Board

January 13, 2014

Erik Lundberg
Mick Westrick
What is Service Management?

• A paradigm shift from managing IT as *stacks of individual technical components* to
  o focusing on the delivery of end-to-end services
  o using best practice process models (ITIL)
  o emphasizing benefits to customers

• It’s about the business, not the technology!
ServiceNow

Industry Best-of-breed

- SaaS - continual updates, browser-based, with auto-failover / disaster recovery / business continuity baked in
- Robust security language (FERPA, HIPAA)
- Named licenses for “process users”, no end-user licenses, “blended” rate to account for part-time student staff
- Covers Harborview & UW Medical Center
- Covers all WA public higher ed
Drivers and Benefits

• Improve the User Experience and coordination with Distributed IT

• Standardize and streamline processes, improve efficiency - ITIL as best practice framework

• Increase technical staff productivity and satisfaction

• Reduce number of tools, process variations

• Reduce duplicate data entry
Project Roadmap

• Six month planning - *just completed*

• 24-month roadmap for about six ITIL processes, in four distinct projects - *just started*

• ServiceNow will replace existing *ticket-tracking* software widely used across campus - and other internal apps

• It’s big - but will create capacity down the road, in UW-IT and in campus units
Advantages for Campus IT

- Integrated Help Desk
- Integrated Service Catalog
- Units will leverage UW-IT learning curve
- Business School participating in planning phases - early adopter
Related Advantages for Campus IT

• Adoption of Commodity Services (B-School):
  o LMS: Blackboard ➔ Canvas
  o Lecture Capture: MediaSite ➔ Panopto
  o Help Desk: RT ➔ ServiceNow
  o Co-location: printer closets ➔ central data center
  o Servers & Storage: local ➔ hybrid cloud, Archive/Backup

• Service Management + Commodity Services ➔ greater efficiency at lower cost
Campus IT Partnerships

- “Commonize” processes
  - adoption of service management
  - ITIL - common vocabulary
  - Best Practices

- ITIL Foundations training - 7 classes held
  - UWIT: 210
  - Campus IT: 108

- Define and document local services, roles, and workflows, based on ITIL
Empower Governance through Service Portfolio Management

UW
- IT Strategy Board
- IT Service Investment Board
- IT Service Management Board

Service Portfolio

UW-IT
- Senior Leadership Team
- Project Review Board
- Service Review Board

Service Catalog

Project Portfolio

Early Draft
Service Categories

• Teaching & Learning
• Research
• Administration
• Infrastructure
• Collaboration
• Enterprise Risk Management
 Longer Term Vision

- ServiceNow can support non-IT business process workflow
- UW-IT will do a pilot project with internal business services (B&F, HR, PMO, Facilities)
- HR/P - an ideal driver for Business Process Improvement connection with Service Management
Questions?

ITSM Blog:  http://blogs.uw.edu/uwitsm/
Objectives

1. Demonstrate the need for modernization
2. Discuss our opportunity and anticipated benefits
3. Outline next steps and the timeline
4. Discuss impact on resources
5. Answer your questions
THE NEED FOR HR/P MODERNIZATION
Technology has changed dramatically between the 1980s and today:

- Typewriters → Computers
- Classified Job Ads → Internet Job Postings
- Handwritten Pay Checks → Direct Deposit
- Wired telephones → Smartphones
- Floppy Discs (170 KB) → Thumb Drives (32 GB)
- Commodore 64 Computer → Laptops and Tablets
# UW has Changed: 1982-Now

The current payroll system was implemented in 1982; the UW’s business needs have evolved significantly since then.

<table>
<thead>
<tr>
<th></th>
<th>1982</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$552 million</td>
<td>$4.6 billion</td>
</tr>
<tr>
<td><strong>Primary Revenue Sources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State appropriation</td>
<td>28% ($154M)</td>
<td>6% ($276M)</td>
</tr>
<tr>
<td>Tuition and fees</td>
<td>13% ($71.8M)</td>
<td>13% ($598M)</td>
</tr>
<tr>
<td>Research grants and contracts</td>
<td>27% ($149M)</td>
<td>30% ($1.38B)</td>
</tr>
<tr>
<td>Patient care</td>
<td>14% ($77.3M)</td>
<td>29% ($1.33B)</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees</td>
<td>20,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Number of faculty</td>
<td>2,496</td>
<td>3,927</td>
</tr>
<tr>
<td>Unionized staff</td>
<td>7,000</td>
<td>17,000</td>
</tr>
</tbody>
</table>
## UW’s Compliance Profile has Changed

<table>
<thead>
<tr>
<th></th>
<th>1982</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope of bargaining agreements</strong></td>
<td><em>Prohibited</em> from negotiating salary, hours of work, overtime, premium pay, leave, corrective action, performance management</td>
<td>Civil Service Reform <em>opened the scope of bargaining to include all of these areas</em></td>
</tr>
<tr>
<td><strong>Geographic compliance scope</strong></td>
<td>3 states N/A</td>
<td>29 states 66 countries</td>
</tr>
<tr>
<td><strong>Federal, state, and hospital requirements and regulations</strong></td>
<td>HEPPS was implemented to be compliant for the time, but lacks the flexibility to keep up with change</td>
<td>Over 30 major federal regulatory programs and requirements, numerous changes to state and hospital rules &amp; regulations, including: ADA, FMLA, COBRA, FLSA for state employers, new state retirement and insurance eligibility rules, extension of bargaining rights to temporary employees, new Joint Commission rules, etc.</td>
</tr>
</tbody>
</table>
A Complex Workforce

UW’s complex workforce of 40,000 includes:

• 11,000 medical center employees
• 300+ employees in 26 other countries
• 4,400 graduate students with health benefits
• 365+ earning types (regular, hourly, etc.)
• 165+ unique pay differentials or premiums
• 4,000 retirees
• 9 unions representing 16,000+ employees
However...

The technology to support UW’s complex needs is 32 years old!
Our Opportunity

• Replace UW’s existing payroll system with a *modern*, integrated HR and payroll system

• Implement a technology platform that allows UW to outsource the infrastructure

• Implement standardized HR and payroll processes and practices across the entire University

• Reduce UW’s risks, realize efficiencies, enable modern practices, and provide better competitive positioning.
Recommended Vendor: Workday

- Software-as-a-Service
- Core functionality delivered in 22 months
- Iterative approach to implementation
- Will partner with IBM for implementation
- Other higher-ed institutions using Workday include:
  - Brown
  - Carnegie Mellon
  - Cornell
  - Georgetown
  - NYU
  - USC
  - UT Austin
  - Yale
Anticipated Benefits

Realize Efficiency
*Eliminate Waste*
- Streamline labor-intensive, manual processes through automation and technology
- Eliminate unnecessary administrative burden
- Eliminate rework and adjustments due to poor data quality
- Provide a single source of accurate employee data

Enable Modern Practices
*Implement Best Practices*
- Enable enterprise-wide HR/P processes through leading / best-practice application
- Create bandwidth to focus on strategic initiatives
- Provide accurate, timely employee data for use across UW
- Increase transparency into HR/P processes, metrics, and data

Reduce Operational Risk
*Strengthen Compliance*
- Manage critical compliance concerns through technology
- Keep pace with ever-changing regulatory requirements
- Support operations with reliable technology platform
- Enable business continuity and disaster recovery functionality for HR and payroll

Provide Better Competitive Positioning
*Support Attracting & Retaining the Best People*
- Redeploy current transaction-based workforce to value-add activities
- Create a progressive administrative environment
- Enable a stronger recruiting web presence
- Provide comprehensive data for decision making
- Provide better customer service
Impacts All UW Workforce Members

Every member of UW’s workforce will be impacted:

- **Faculty, Staff, and Student Employees** will use a new interface to:
  - Quickly access earning statements, leave balances, and time off requests;
  - View and change direct deposits and W2 withholdings; and
  - Change personal information, such as contact information and benefits selections.

- **Managers and Supervisors** will be able to easily review employee schedules, approve time-off requests, track credentials, and recommend training opportunities for staff.

- **Staff with HR/payroll processing responsibilities** in their departments may experience some work shifting from one office to another or new methods of accomplishing certain actions.

Jan. 13, 2014

IT Service Investment Board
NEXT STEPS & TIMELINE
Status & Next Steps

• Presented recommendation to Board of Regents last week

• Return to Regents for approval on Feb. 13

• State CIO’s Office also must approve

• Implementation to start in March

• Planning for “go live” in early 2016
HR/P Implementation Timeline

**Plan**
- Project Planning
- Review SOW
- Create Project Plan & Charter
- Initial Prototype (P0)

**Architect**
- Current Business Practice Discovery
- Design Core Concepts
- Design Detailed Workflows
- Design Integrations
- Design Reports
- Update Project Charter & Project Plan

**Configure & Prototype**
- Configuration Prototype (P1)
- Testing & Training Prep
- Integrations Development
- Report Development
- Configuration Prototype (P2)

**Test**
- End-to-End Testing
- Training Prep
- Pilot Training
- Train the Trainer
- Final Configuration Prototype (P3)
- Payroll Parallel Testing

**Deploy**
- End-User Training
- Gold Tenant
- Go-Live Checklist
- Cut Over to Go Live
- Post Go-Live Stabilization
- Post Go-Live Optimization

**Post-Production Support**

---

**Data Conversion and Migration**

**Integrations**

**Quality Management**

**Operational Readiness**

**Organizational Change Management, Communications, Knowledge Transfer, and End-User Testing**
IMPACT ON RESOURCES & CHANGE NETWORK
Impact on Resources

• Work impact to departmental resources will vary
• Outreach to key audiences is underway
• HR/P Change Network is in place
  o Designated representatives in each unit
  o Will identify task-specific resources from each unit to help on project activities

• Upcoming requests for help include:
  o Identify system owners/operators to attend a February workshop with the HR/P technical team
  o Confirm availability of requested functional SMEs to participate in design sessions beginning in May (includes Benefits, Compensation, HR, Payroll, Time & Absence functional areas)
# Broad Engagement Model

## Core Governance

- Regents
- President / Provost
- State Approvers

## Change Network

- Unit Leadership
- HR/P Administrative Network
- Implementation Support Team

## Stakeholders

- UW Exec Leadership
- Key Influencers
- Administrative Management
- HR and Payroll Staff
- Finance and IT Partners
- Technology Groups
- Faculty, Students, Employees, State, Other Higher Ed, Representative Groups

## Key

- Indicates key decision maker (originating) and role or advisory group that is leveraged / engaged / consulted during the decision making process (receiving)

- Indicates escalation path from each level to the next, indicating source and recipient of all escalations
The HR/P Administrative Network is the heart of the Change Network and comprises unit-level leaders and administrators across UW. They’re responsible to:

- Serve as primary point of contact for their unit
- Champion the project within the UW community
- Support execution of project activities
- Provide guidance and unit oversight to Implementation Support Team

The UW Implementation Support Team is critical to support implementation activities on the ground-level, throughout departments across UW. The team comprises individuals selected by the Administrative Network member. They are responsible to:

- Support the Administrative Network participants
- Support project change activities
- Support project implementation activities
- Work with and receive direction from the HR/P team
<table>
<thead>
<tr>
<th>Unit</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancement</td>
<td>Christina Chang</td>
</tr>
<tr>
<td>Arts and Sciences</td>
<td>Linda Nelson</td>
</tr>
<tr>
<td>Attorney General</td>
<td>Dawn Glinsmann</td>
</tr>
<tr>
<td>Built Environments</td>
<td>Rachel Ward</td>
</tr>
<tr>
<td>Business</td>
<td>Kate Bouchard</td>
</tr>
<tr>
<td>Business</td>
<td>Pam Grindley</td>
</tr>
<tr>
<td>Center for Commercialization</td>
<td>Sara Burmeister</td>
</tr>
<tr>
<td>Dentistry</td>
<td>Jean Garber</td>
</tr>
<tr>
<td>Education</td>
<td>Roberta Hilton</td>
</tr>
<tr>
<td>Educational Outreach</td>
<td>Jennifer Buck</td>
</tr>
<tr>
<td>Educational Outreach</td>
<td>Laura Bohaty</td>
</tr>
<tr>
<td>Engineering</td>
<td>Lisa Drechsler</td>
</tr>
<tr>
<td>Environment</td>
<td>Darlene Feikema</td>
</tr>
<tr>
<td>External Affairs</td>
<td>Kathryn Daughettee</td>
</tr>
<tr>
<td>Finance and Facilities</td>
<td>Barbara Wingerson</td>
</tr>
<tr>
<td>Graduate</td>
<td>Gary Farris</td>
</tr>
<tr>
<td>Health Sciences Admin</td>
<td>Bob Ennes</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Evelyn Harris</td>
</tr>
<tr>
<td>Information</td>
<td>Mary Clark</td>
</tr>
<tr>
<td>Law</td>
<td>Julie Straub Barreto</td>
</tr>
<tr>
<td>Law</td>
<td>Paula Johnson</td>
</tr>
<tr>
<td>Libraries</td>
<td>Patrick Osby</td>
</tr>
<tr>
<td>Medical Centers</td>
<td>Karen Odle</td>
</tr>
<tr>
<td>Medical Centers</td>
<td>Pam Palagi</td>
</tr>
<tr>
<td>Medical Centers</td>
<td>Paula Minton Foltz</td>
</tr>
<tr>
<td>Medical Centers</td>
<td>Walter Thurnhofer</td>
</tr>
<tr>
<td>Medicine</td>
<td>Randi Wasik</td>
</tr>
<tr>
<td>Minority Affairs &amp; Diversity</td>
<td>Jan Kendle</td>
</tr>
<tr>
<td>Nursing</td>
<td>Chesca Ward</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>Christene James</td>
</tr>
<tr>
<td>Planning and Budgeting</td>
<td>Amy Floit</td>
</tr>
<tr>
<td>President's Office</td>
<td>Evelyn Dunagan</td>
</tr>
<tr>
<td>Provost Office</td>
<td>Kim Dinh</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>Linda Lake</td>
</tr>
<tr>
<td>Public Health</td>
<td>Lawrie Robertson</td>
</tr>
<tr>
<td>Public Health</td>
<td>Ben Robinson</td>
</tr>
<tr>
<td>Research Office</td>
<td>Debbie Flores</td>
</tr>
<tr>
<td>Social Work</td>
<td>Vicki Anderson-Ellis</td>
</tr>
<tr>
<td>Student Life</td>
<td>Amy Kim</td>
</tr>
<tr>
<td>Undergraduate Academic Affairs</td>
<td>Judi Gray</td>
</tr>
<tr>
<td>UW Bothell</td>
<td>Denise Rollin</td>
</tr>
<tr>
<td>UW Tacoma</td>
<td>Richard Wilkinson</td>
</tr>
<tr>
<td>UW-IT</td>
<td>Bill Ferris</td>
</tr>
<tr>
<td>UW-IT</td>
<td>Susan Lawrence</td>
</tr>
</tbody>
</table>
UW-IT Portfolio
Prioritization Process
FY 2014 Portfolio Review Outcomes

- Decision to hold two projects -- eFECS and MyFD
- Seek funding for top two priorities -- 40G Network and Undergraduate Modernization
- Use ranking process priorities to guide project resource allocations when conflicts arise
- Improved transparency and understanding of UW-IT capacity and resource challenges
- Improved ability to identify dependencies and synergies across projects
- Lessons learned will improve and streamline FY 2015 process
FY 2015 Portfolio Review Process

- Start in January 2014 to align with UW-IT and UW budget processes
- Improved and streamlined process
  - Based on input from this Board and UW-IT Project Review Board
  - Revised criteria, scoring methodology and business case proposal template
- Rank by Service Categories
  - Strategy Board to identify Service Category allocations at February 3 meeting
  - Review with this Board at March 3 meeting
## FY 2015 Portfolio Prioritization Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 10 – 27</td>
<td>UW-IT Project Review Board proposal ranking</td>
</tr>
<tr>
<td>March 3</td>
<td>SIB meeting</td>
</tr>
<tr>
<td></td>
<td>• Review Strategy Board recommendations for portfolio allocations by Service Category</td>
</tr>
<tr>
<td></td>
<td>• Review ranking process</td>
</tr>
<tr>
<td>March 7</td>
<td>Proposal ranking begins</td>
</tr>
<tr>
<td>April 4</td>
<td>Rankings due</td>
</tr>
<tr>
<td>April 21</td>
<td>SIB meeting</td>
</tr>
<tr>
<td></td>
<td>• Stakeholder presentations</td>
</tr>
<tr>
<td></td>
<td>• Review and discusses ranking results</td>
</tr>
<tr>
<td>April 21 – May 12</td>
<td>Re-rank projects (due May 12)</td>
</tr>
<tr>
<td>May 23</td>
<td>SIB meeting: Review and finalize ranking results</td>
</tr>
</tbody>
</table>
Revised Criteria - Importance

Strategic Value
- Does this project improve the University’s academic or research excellence?
- Does it improve the UW’s competitiveness by helping to attract the best students, faculty, and staff or by increasing and diversifying funding?
- Does it enhance interdisciplinary collaboration in research, instruction, or other University efforts across organizational, regional, or global boundaries?

Impact
- Does this project improve the personal productivity or experience of students, faculty, or staff (i.e., individual end user of system or service)?
- Does it benefit a large number of UW students, faculty, or staff?
- Does it improve administrative efficiency or reduce overall administrative costs for the University (and not by shifting costs to units)?

Risk
- Does this project help sustain and strengthen core IT operations, mitigate operational risk, or ensure key services are resilient?
- Does it address compliance, financial, or information security and privacy risk?
Revised Criteria – Likelihood of Success

- Does UW-IT have staff resources available to support this project?
- Does this project require minimal contributed resources from other divisions?
- Does this project carry minimal risks related to an outside vendor or contractor?
- Does this project have funding for implementation? (Not including UW-IT contributed effort.)
- Does this project have funding to sustain this service on an ongoing basis? (Not including UW-IT contributed effort.)
- Does this project align with UW-IT’s enterprise architecture strategy?
# Revised Business Case Template

**BUSINESS CASE: [INSERT PROJECT NAME]**

Note: Name should be client and ensure you clearly define the project is in a non-technical audience.

## PROJECT SUMMARY

Please provide a brief or two sentence description of the project.

## KEY OBJECTIVES AND BENEFITS

Please provide a short, concise description of the main objectives and benefits of the project. Please address:

- **Key objectives of the project**: what is the problem (state or value it creates)?
- **Potential benefits**: what problem does it solve or value does it create?
- **Key benefits**: what is the benefit? If this is part of a larger program, please provide a description of the program (a bullet if appropriate)

Note: The IT Service Investment Board will prioritize the projects based on this business case, so please provide a clear, concise and compelling business case that can be quickly and easily understood by a non-technical audience.

Is the undersigned a customer facing role? Yes[ ] No[ ]

## TIMELINE ESTIMATE

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Ongoing (Annual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$</td>
</tr>
<tr>
<td>New Labor (FTE @ $18500)</td>
<td>$</td>
</tr>
<tr>
<td>MW/BD/Other non-Labor Expenses</td>
<td>$</td>
</tr>
<tr>
<td>Total</td>
<td>$</td>
</tr>
</tbody>
</table>

## BUDGET ESTIMATE – complete the yellow boxes (double-click)

How well is this project funded? (Check all that apply) [ ] Exceeding UNET Budget [ ] Present [ ] Slightly underfunded [ ] Great others

Are the funds for this project already committed? [ ] Yes [ ] No

- Implementation: [ ] Yes [ ] No (specify, explain)
- Ongoing (Annual): [ ] Yes [ ] No (specify, explain)

## PROJECT DEPENDENCIES

Identify any other projects that this project is dependent upon to be successful.

## PRIORITY CRITERIA

The PEB and the IT Service Investment Board will prioritize UINF’s Project Burden based on the Top priorities to the UNET. The following criteria will be used in the prioritization process. If the project does not support any priority criteria, please list that in the box below. Please see the University of Washington for additional information.

- **Strategic Value:**

Please describe how this project directly contributes to the strategic benefits and policies of the university by addressing each of the following questions with a review of each question, and keep your answers brief (no more than 75 words per question).

---

UNIVERSITY of WASHINGTON
Questions & Discussion