

FGFOA Workday HR/FM ERP in the Cloud

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Agenda



What Does “Cloud” Mean?



Orlando IT Strategy and System Needs



Workday ERP Selection and Implementation



Benefits and Post Go Live Strategy



Do's / Don't When Procuring a Cloud Solution



Q & A

What Does “Cloud” Mean?

What is “Cloud”?

Cloud computing, often referred to as simply “the cloud,” is the delivery of on-demand computing resources—everything from applications to data centers—over the Internet on a pay-for-use basis.

Source: IBM

Types of Clouds

- Private Cloud

- Built exclusively for an individual enterprise
- On-premise private cloud
 - Best used for applications that require complete control and configurability of the infrastructure and security
- Externally hosted private cloud
 - recommended for organizations that prefer not to use a public cloud infrastructure due to the risks associated with the sharing of physical resources

- Public Cloud

- Owned and operated by third-party service providers
- Customers benefit from economies of scale because infrastructure costs are spread across all users
- Typically larger in scale than an in-house enterprise cloud, which provides clients with seamless, on-demand scalability

Software in the Cloud



vs.



What is “Software as a Service”

Software as a service (or SaaS) is a way of delivering applications over the Internet—as a service. Instead of installing and maintaining software, you simply access it via the Internet, freeing yourself from complex software and hardware management.

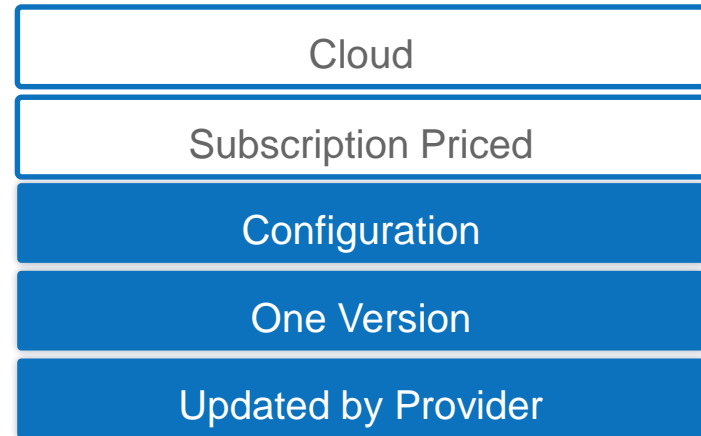
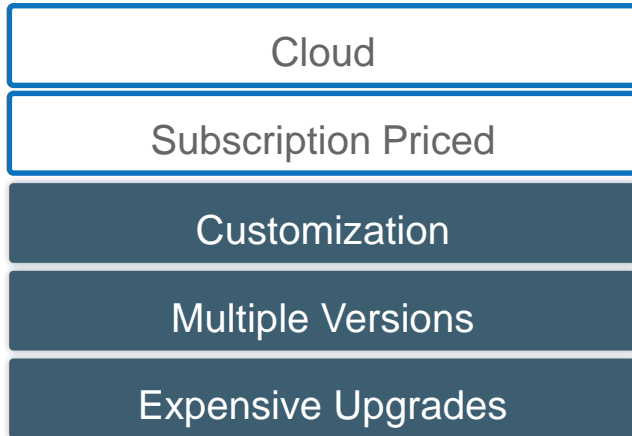
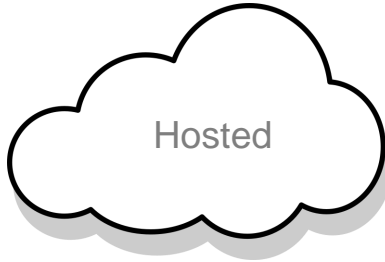
Source: Salesforce

What is “Hosted”?

Hosted software is hosted and managed by the software manufacturer or a third-party vendor. Users can access it globally through the Internet.

Source: Technopedia

Hosted vs. SaaS

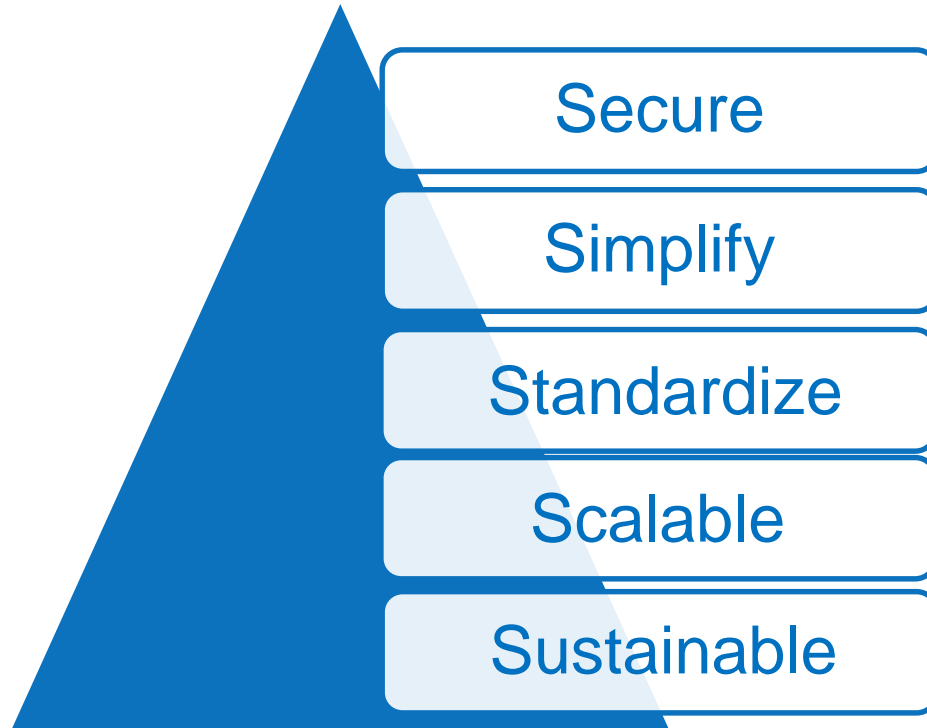


Multi-Tenancy

- Single instance of a software application serves multiple customers.
- Each customer is called a tenant.
- Tenants may be given the ability to customize some parts of the application, such as color of the user interface (UI) or business rules, but they cannot customize the application's code.
- With a multi-tenancy architecture, the provider only has to make updates once.

City of Orlando IT Strategy and System Needs

Orlando IT Strategy



Orlando IT Strategy

- Cloud First (when applicable)
- For non-mission critical systems, we look to cloud solutions to leverage our scarce resources
- Successful Implementation:
 - Google Email and Calendaring – 2009 (first government)
 - Novus City Council Agenda Solution – 2012
 - Inventory and Lien Tracking – 2014

Why the Cloud

- Meet Pent-Up Demands for Technology Solutions
- Alignment with City Strategy, Business Needs and Roadmap
- Security and Compliance
- Product Ready
- Total Cost of Ownership
- Client Ready – User experience
- Elasticity and Continuous Improvement Cycles

- **Financials**

- JD Edwards system procured during the Y2K rush
- Financial controls were not optimal
 - Users could charge against any account in the system
- Reporting was extremely ineffective
 - Some reports had positive outcomes as positive numbers, others had it as a negative number

Need for a New ERP Project

- **Financials**

- Intelligence built into the “code block” that degraded over time
- Very cumbersome for users
 - Very few features were actually used
- No mobile
- Due to economic constraints the system was multiple versions behind

Need for a New ERP Project

- **Financials**

- Security was ineffective
 - When employees left or transferred, their security permissions had to be reassigned by a security administrator
- Difficult to find IT resources to keep the system going and train on an old system
- Not supported by Service Provider and Lacks Proper Failover Capability

- **HCM/Payroll**

- True green screen technology
- Duplicative data entry was required to keep the payroll and HCM “sides” in sync
- No connectivity with budget
 - All projections required data downloads to Excel or uploads to JDE

- **HCM/Payroll**

- Manual processes and multiple “one-off” systems to compensate for the lack of core functionality
 - Lotus Notes, Sharepoint, .Net, etc.
- Multiple customizations to compensate for system limitations
 - Complicated upgrades
 - Challenge to find IT resources to manage the system

New ERP Objectives

- Modernization
- True Integration between Financials and HCM
- Eliminate Manual Processes and Side Systems
- Future-proof – no more system wide upgrades or capital funding

City of Orlando Workday ERP Selection and Implementation

ERP Selection Process

- Over 5 years worth of defining requirements, vendor meetings and demo's, and dead ends due to the lack of available funding for the project
- Introduced to Workday through a current vendor in early 2012
- After doing due diligence on the product, vendor offered an incentive to be the first city using their product
- City Council award in November 2012

ERP Project Summary

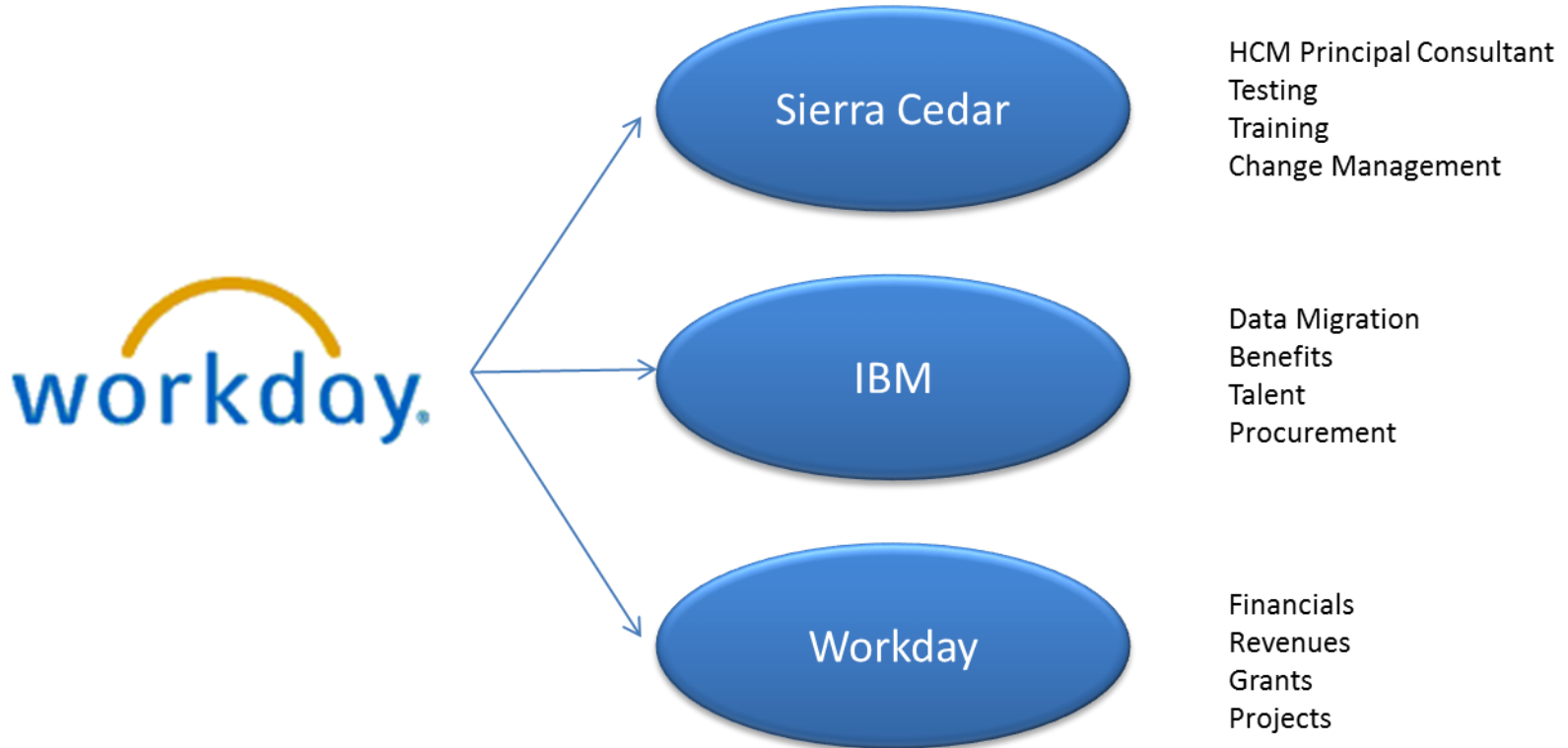
- Project Kickoff February 2013
- Project Duration 15 Months
 - HCM / Budget (February 2014)
 - Financials (March 2014)
 - Payroll (May 2014)



Systems Replaced

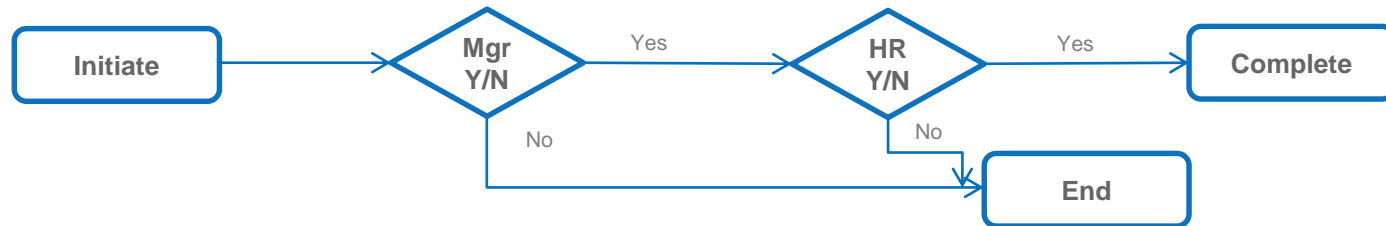
Infinium
JDEdwards
Lotus Notes Apps
.net Apps
Paper

Project Team Make Up



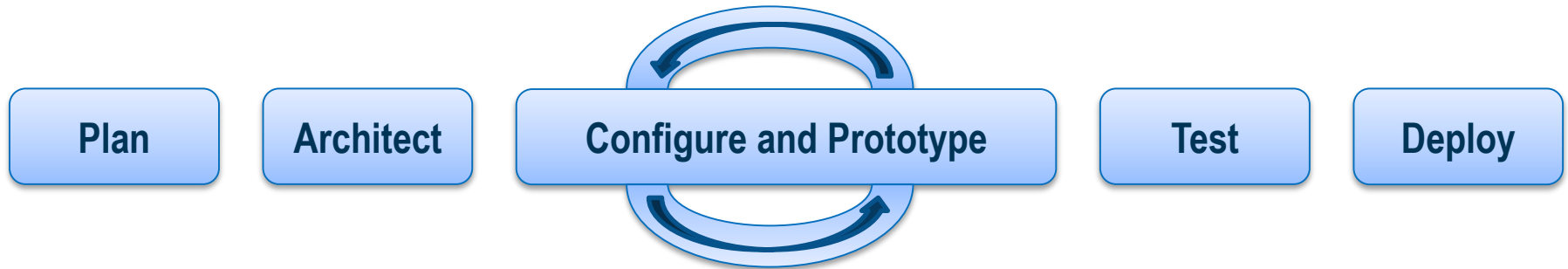
Deployment Experience

- Workday delivered over 300 best practice business processes
 - Long discovery meetings to draw the “as-is” were not required
 - First tenant with live data was delivered for the project kick-off
 - Focus was on why the delivered business processes wouldn't work, resulting in improved efficiency



Deployment Experience

- Benefits of the Rapid Deployment Methodology
 - Go-live readiness is emphasized from the start
 - City functional employees developed skills to troubleshoot and problem solve



City of Orlando Benefits and Post Go Live Strategy

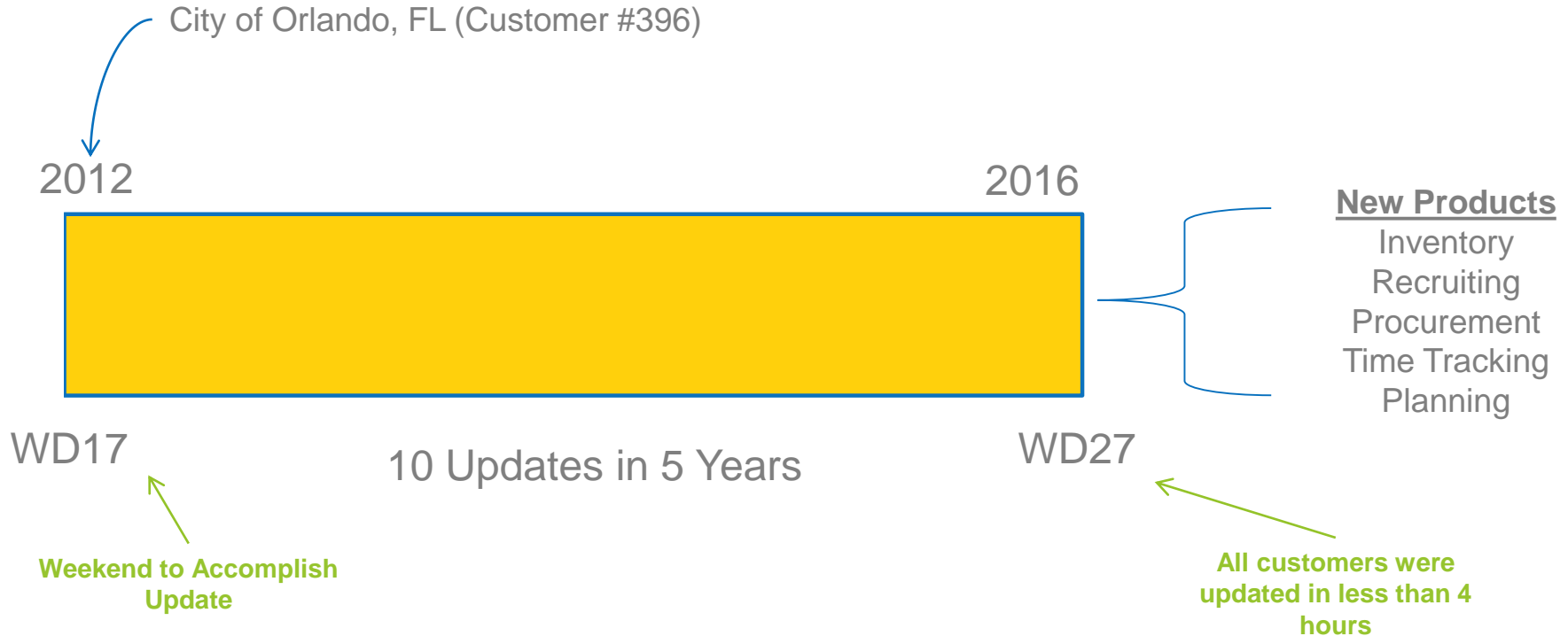
City of Orlando Benefits

- Flexible configuration that is adaptable
- “Audit always on” to document changes (not a separate module)
- Robust built-in analytics (no separate report writer)
- Unified security configuration
- Reporting capabilities beyond the accounting structure

City of Orlando Benefits

- High user acceptance
 - Change readiness slogan – “If you can Google you can Workday!”
 - Significant mobile usage
- Solution for business continuity and emergency preparedness
- Functional users control the system with little IT involvement
- Simplified update process and no more upgrades
 - Predictable operating cost

SaaS Pace of Innovation



Common Moving to Cloud Concerns

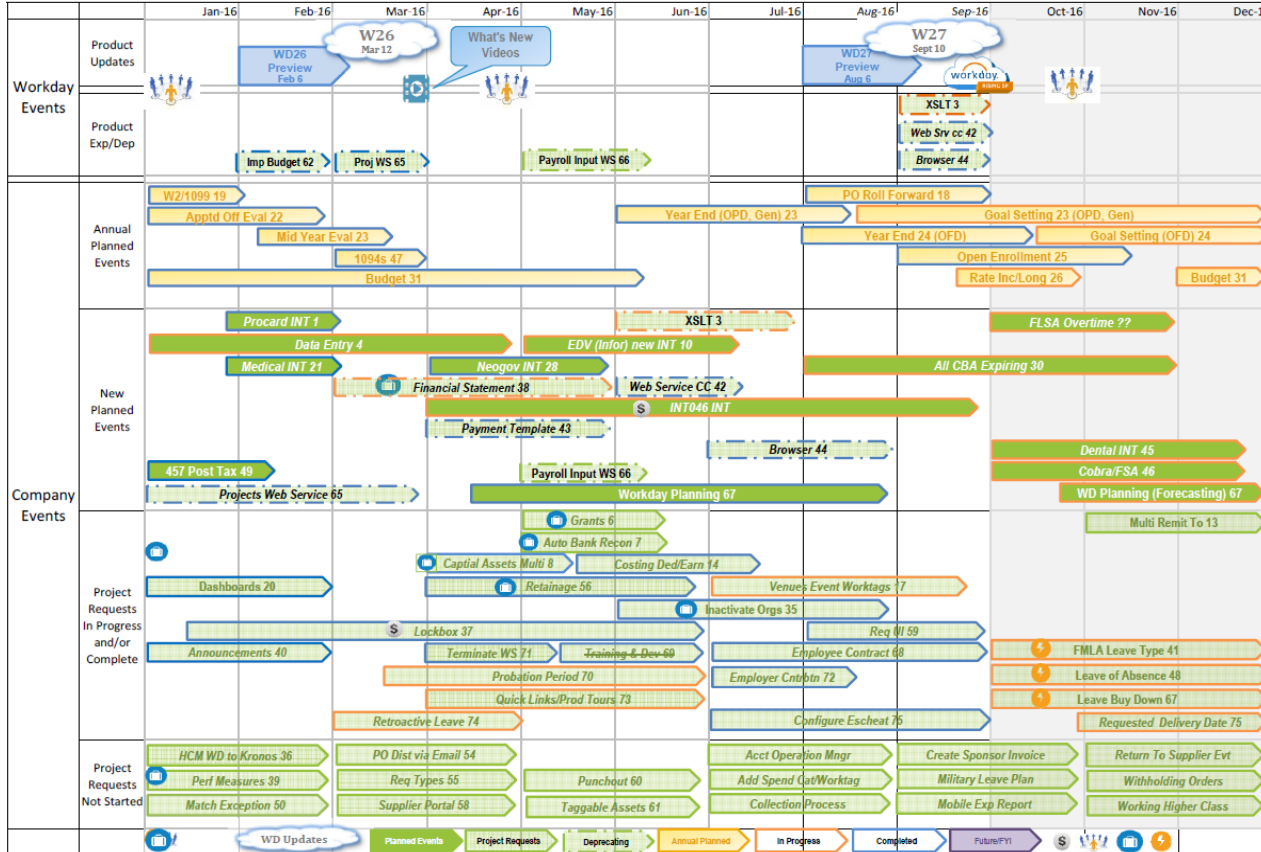
- Planning and Implementation
- Maintenance of Regular Updates – Post Go Live Strategy
- Security and Protection of Your Data

Post Go Live Strategy

- Dedicated City Staff Workday Team
 - WD Administrator, Change Manager, 3 System Administrators
- IT Department support
 - Business Process, Integrations, Security
- WD Support and Services (office hours, jump start and enablement services)
- Community, Design Partner and User Groups (staying engaged)
- Consultants (Sierra Cedar)

Post Go Live Strategy

City of Orlando Road Map and Workday Adoption Blueprint



Post Go Live Accomplishments

- Retainage
- Disaster Preparedness
- Purchase Order Roll Forward
- Inactivating Organizations (Supervisory, Costing, etc.)
- BIRT forms for A/P and Payroll Checks
- Functional Specific Dashboards (Manager, Financial, etc.)
- Announcements within User Interface
- Lockbox
- 457 Enrollment Form
- Financial Statements

Security Strategy

- Provider had significant multi-tenant SaaS experience with many satisfied clients
- Examined security provisions
 - Information maintained properly and in accordance with our laws and regulations
- Implemented a Single Sign on Solution - Okta
- Okta solves the username / password management nightmare
- Okta provides a seamless experience across PCs, laptops, tablets and smartphones

Security Strategy

- Exit Strategy for possible transition to another platform
 - Early in process establish a timeline to negotiate contract amendments
- Data Warehousing Efforts
 - Review current systems in place or plan for a new IT effort
- Plan for allowing Workday or other company support staff access to your development environment to help troubleshoot cases

Do's / Don't When Procuring a Cloud Solution

Procurement Document

- The RFP you used 20 years ago to select your current system is no longer valid
- There is no empirical evidence to support a relationship between the number of items on the functional checklist and satisfaction with the selected vendor

Procurement Challenges

- Be prepared for contract challenges
- Consider the implications of:
 - Attaching your standard contract to the RFP
 - Requiring the RFP to be a part of the contract

Costing

- The RFP should reflect the length of time you expect to own the system
 - Are you really going to buy a new system in 5 years?
 - Don't forget about hardware replacement costs and software upgrades

- What does a SaaS solution provide that is missing from the on-premise solution, and how much will it cost to add it?
 - Disaster recovery

What to Ask For

- Understand that asking for anything and everything may not be the best route to follow

On Premise

vs.

Hosted

vs.

SaaS

Don't "Under-Value" Implementation

- Make sure you evaluate who will be doing the implementation
 - Experience and staffing plan
 - What will be delivered as part of the implementation

- Understand what the proposal commits your staff to do
 - What resources are required
 - When those resources will be required

Importance of Customer Satisfaction

- SaaS is not a commodity
- SaaS providers are an extension of your staff
- Expand the reference base beyond governments

Q&A

Other Recent Reference Materials

- FGFOA Cloud Computing – January 19, 2017
- Cloud on the Rise: Making Cloud Computing Work for Your Agency (Industry Perspective) – January 24, 2017
- Trust and Risks Both Growing in Government Clouds – February 13, 2017 – Intel Security Report