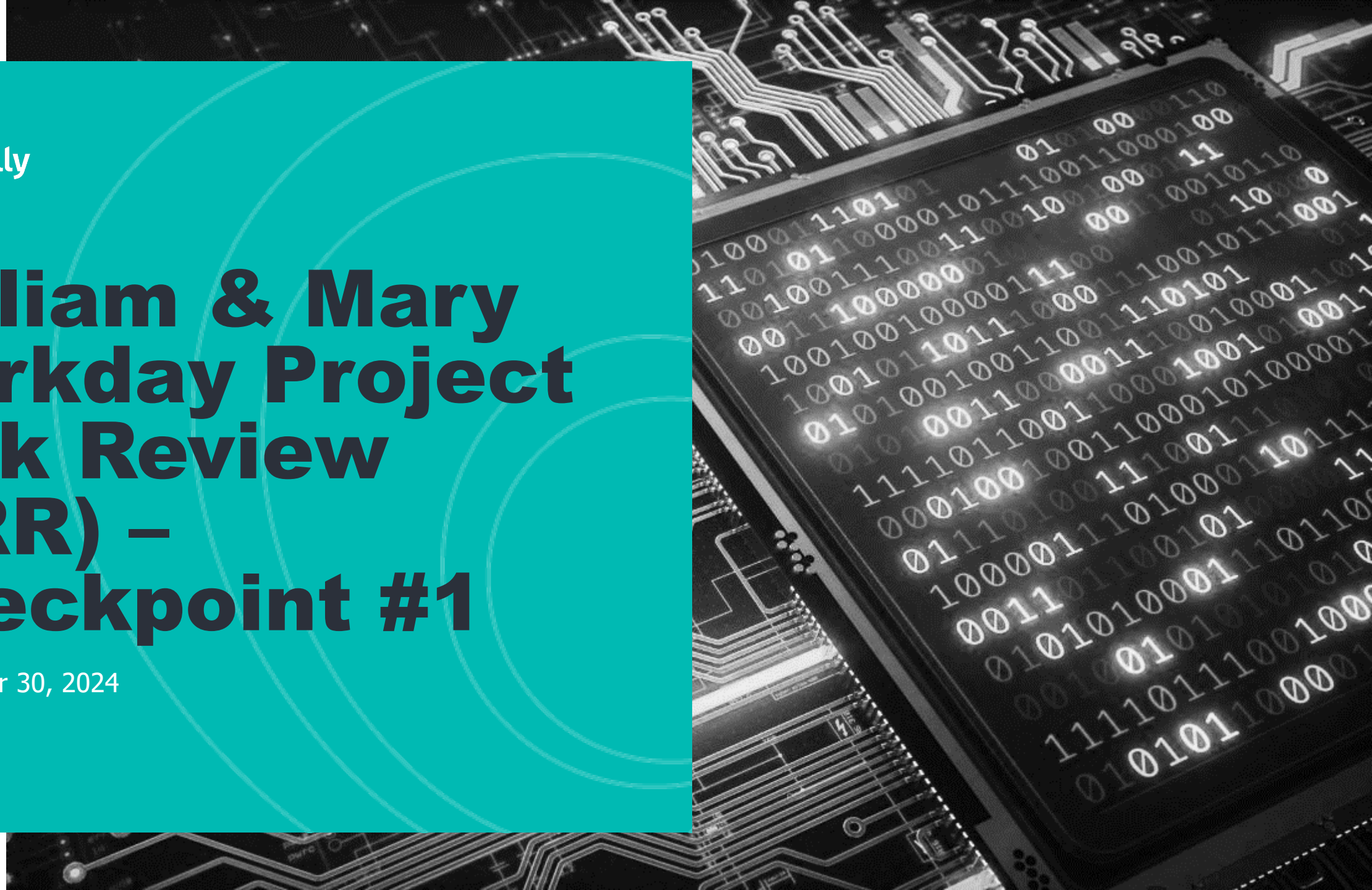
bakertilly

William & Mary Workday Project Risk Review (PRR) – Checkpoint #1

As of October 30, 2024



About Baker Tilly

400+
higher education institutions served

- Established reputation and specialization in higher education
- Proven methods and approaches tailored to the nuances of higher education culture, risks, and objectives

800+
clients served with IT and cyber audits

- Assessed dozens of software implementation and transformation projects in higher education
- Experience with Workday, Oracle, and Banner

SAMPLE CLIENTS SERVED

Brown University
Duke University
Emory University
George Mason University
Georgetown University
Northeastern University
Princeton University
St. John's University
Tufts University
University of Delaware
University of Richmond
University of Virginia
Virginia Military Institute
Yale University

10th
largest accounting firm in the U.S.

6,700+
team members

600+
partners

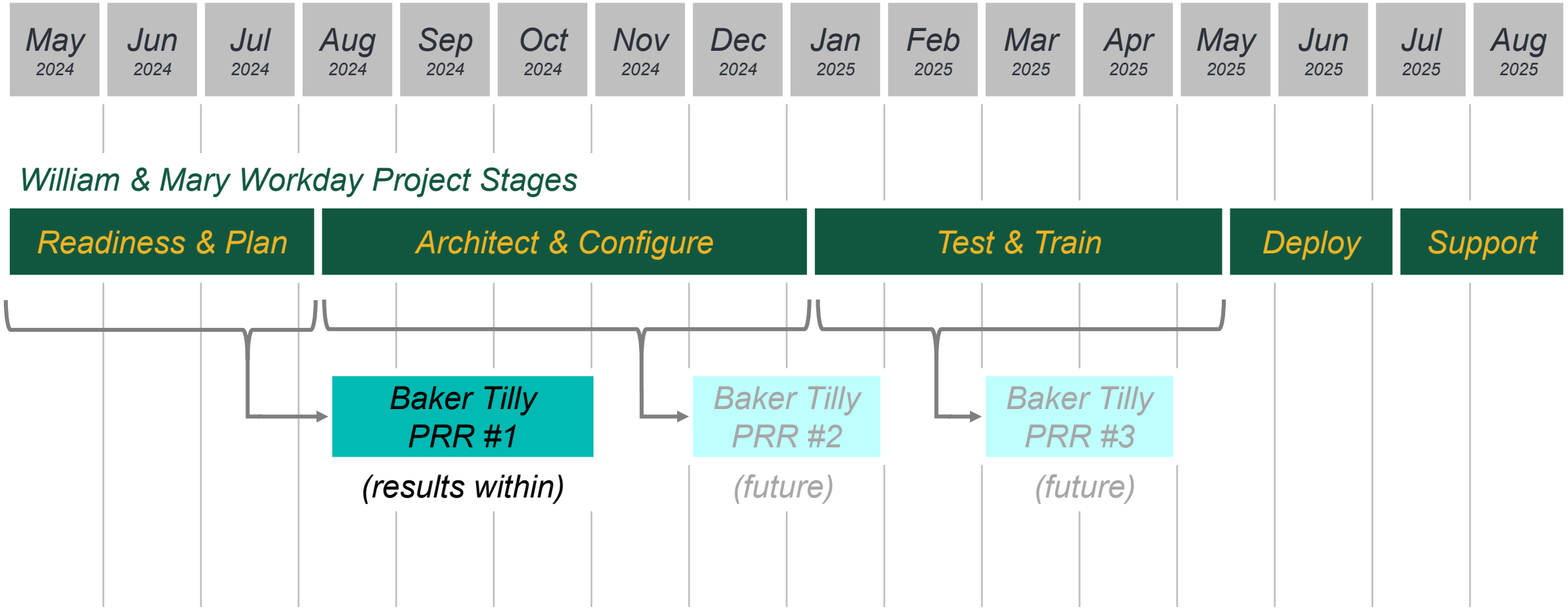
$1.58B
firm revenue in FY2023

50+
U.S. office locations

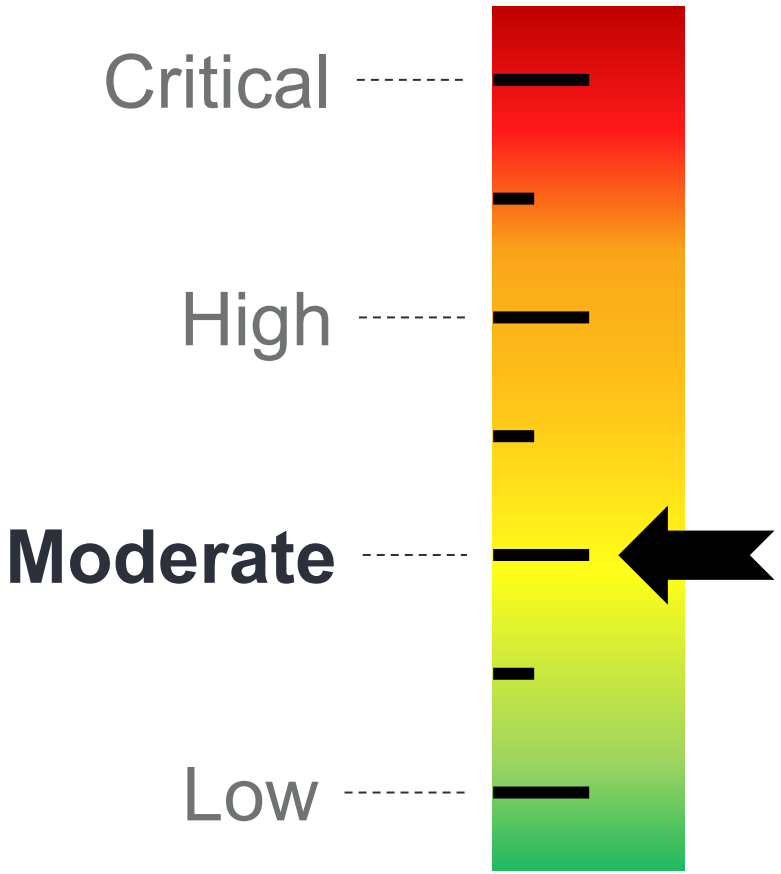
250+
workplace and culture awards

Mike Cullen
CISA, CISSP, CIPP/US, CCP/CCA
Principal
Firm leader for higher ed IT audit / cyber risk services

Timeline: Workday Project with PRR Scope



PRR Overall Risk Rating & Conclusion



- Certain risks known by the project team related to project governance and resourcing could need additional activities to further manage risk.
- Risks could negatively impact project success if not adequately and consistently managed.
- Project team should consider implementing additional recommended risk management activities.

Note: Conclusion based on information available to Baker Tilly and analyzed as of October 30, 2024.

Project Strengths Highlighted

Leadership Endorsement

- Active engagement and support from University leadership emphasizes project significance and empowers the project team to prioritize project work.

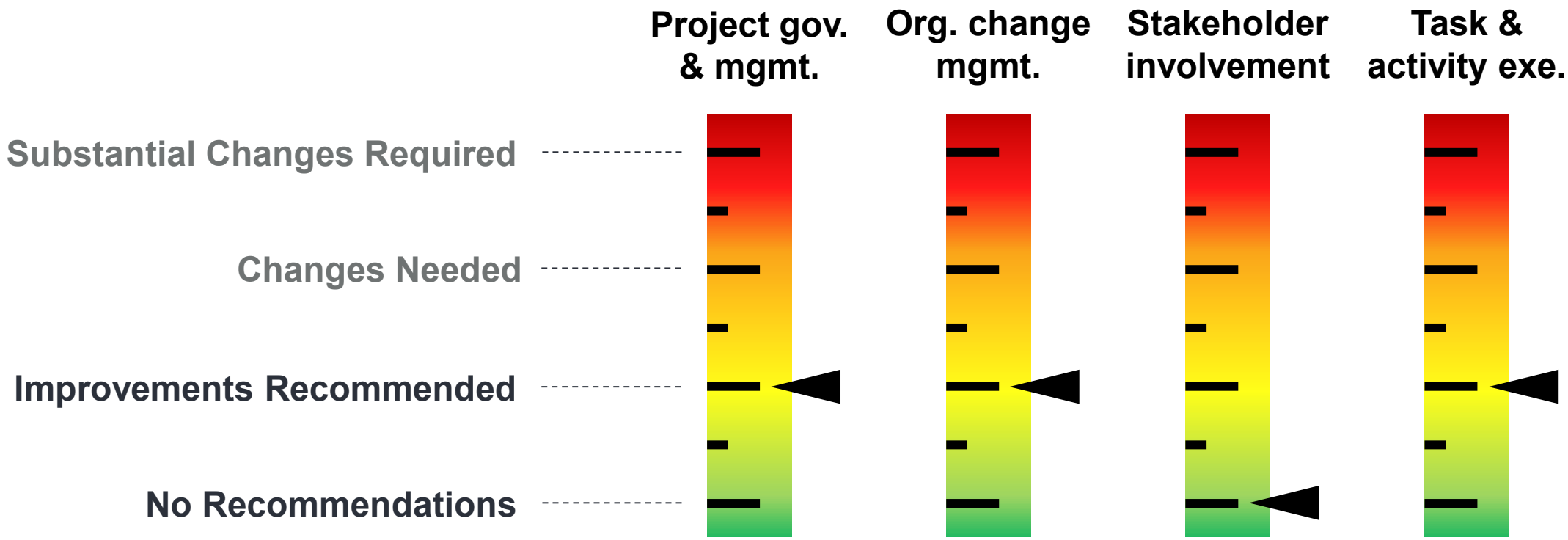
Guiding Principles

- Project approach of configure over customization should save effort during implementation and streamlines business processes.

Joint Responsibility

- Distribution of responsibility amongst groups of people (e.g., PMO) reduces single point of failure risk and increases flexibility for project workload management.

Summary Results by Project Success Area



Critical: Risks mostly unmanaged, will have significant adverse effect; substantial changes required
High: Risks partially unmanaged, very likely to have serious adverse effect; changes needed
Moderate: Risks generally managed, could have a limited adverse effect; improvements recommended
Low: Risks managed, likely no adverse effect; no recommendations

Summary of Recommendations

Project governance & management

- Develop monitoring for business process modernization
- Develop monitoring for people workloads
- Provide core team with project governance process refresher training

Organizational change management

- Develop Workday sustainment plan for long-term support model

Task & activity execution

- Dedicate additional project team resource hours for certain project roles
- Continue monitoring the progress of integrations work to determine additional resources needs