Project Team Kickoff

Waleed Khan, Workday Engagement Manager
Matt Rensch, Iowa OCIO Chief Data Officer
Mark Andrew, Iowa OCIO ERP Project Manager

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Agenda

- Program Structure

- Scope

- Methodology

- Timeline

- Training

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State of Iowa Team

Sponsors
- Paul Trombino III — COO
- Annette Dunn — CIO

Steering Committee
- Members from Project Team

Organization Change Management (OCM)
- Tera Granger, Jacquie Holm-Smith

Project Team
- Agency/Branch Representatives:
  - Sara Craig - IGOV
  - Brett Conner - DOM
  - Jim Wittenwyler - DPS
  - Brenda Boten, Jamie Swacker, Lisa Brown (splitting between 3) - IWD
  - Steve Dick - DOC
  - Dave Heuton, Nick Miller – DAS
  - Jon Makovec - DOT
  - Holly Lyons, Dave Reynolds, Jennifer Acton, Dave Kair - Legis
  - Joe Having, Natalie Storm - DHS
  - Lori Conner - IDPH
  - Kent Farver - Judicial
  - Annette Dunn, Matt Behrens - OCIO
  - Matthew Coulter - DOE
  - Jennifer Nelson - DNR

Workday/Adaptive Team

- **Professional Services**

  - Keith Anglin – Delivery Director

  - Waleed Khan – Engagement Manager

  - George Fu – Lead Architect

  - Annabell Lipworth – Solution Consultant

  - Peyton Graham – Solution Consultant

  - Amanda Merchant – Delivery Assurance

- **Technical Services**

  - Kinjal Panwala – Integration Solution Architect

- **Change Management (Meridian)**

  - Kim Burky – Program & OCM Manager

  - Bernardo Camarena – Solutions Architect

  - Kim Burky + Support – Trainer

- **Customer Success**

  - Ross Dupont – Customer Success Manager

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Customer Project Team Commitment

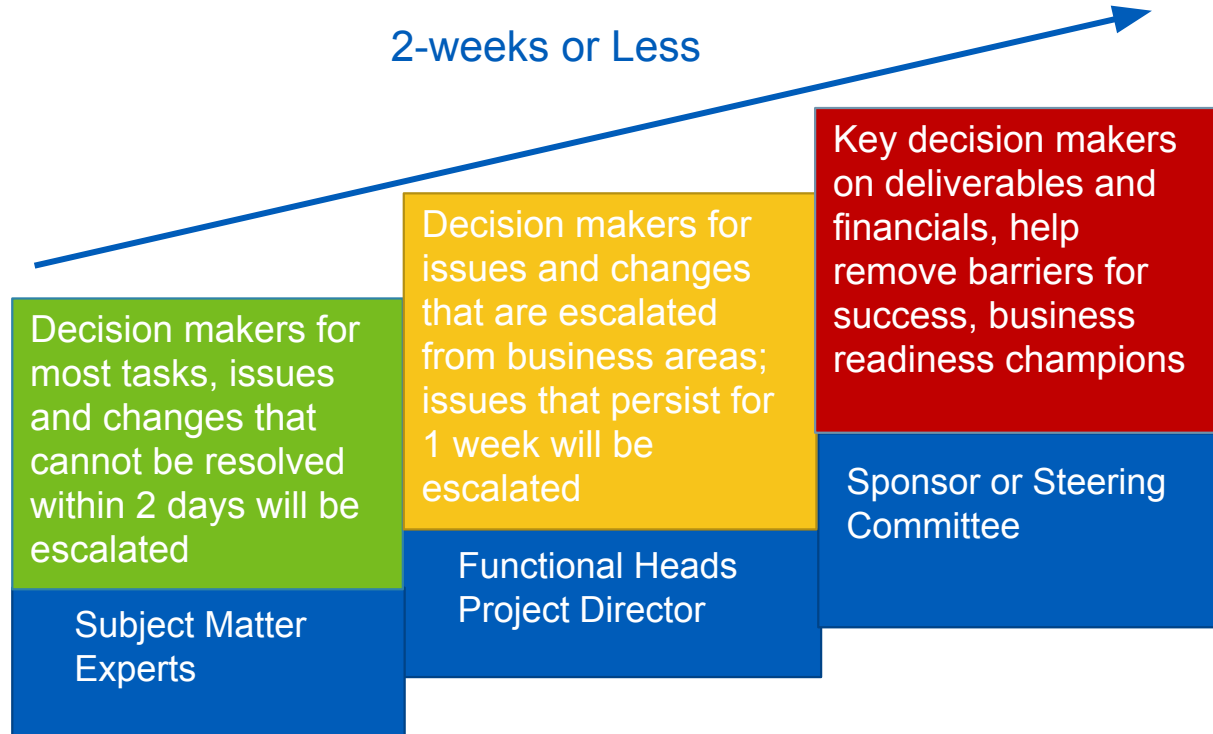| Role**	Summary of Responsibility	Commitment per FTE
Project Manager / Administrator	• Single point of contact to facilitate internal resources • Participates in workshops • Provides ongoing support of project • Makes decision on behalf of the organization • Completes eLearning self-paced training	• 50%
SME(s)	• Completes eLearning • Attends workshops/meetings to adjudicate design decisions • Provides requirements and validates data • Assists with overall build; tests processes & configurations • Identifies data cleanses needs for operations to rectify	• 25%
Internal IT	• Provide integration and data requirements • Extract data from source systems, test integrations; ensure environment can support integrations	• 25%

Ongoing Administration

Role**	Summary of Responsibility	Commitment per FTE
Administrator(s)	• Make configuration changes to enhance or maintain the models • Support end users as required • Understand capabilities of new releases and make configuration changes as appropriate • Monthly data loads (Non-Automated Loads)	• 25%
SME(s)	• Provide direction on the solution roadmap	• As needed
Internal IT	• Access and connectivity issue resolution • Support changes to integration	• As needed

RACI Matrix

FUNCTION	Adaptive Insights	Planning Admin	SME (HCM/ FINS)	Report Writer	Security Admin	Data Mgmt Admin	End Users (Planners)
Project Kickoff	R	A	C				
Initiate Instance	R	A	C				
Requirements Workshop	R	A	A	C	C	C	
Design/Configure	R	I	I				
Review	R	A	C				
Test	C	A	R				R
Admin Training	R	A			R	R	
End User Training	C	R	C	I	I	I	I
UAT	C	R	C	I	I	I	I
Sign-off	C	R	C	I	I	I	I

(R)esponsible for complete work	(A)ccountable for final decision	(C)onsulted Prior to decision	(I)nformed after decision

Escalation Process

2-weeks or Less

Decision makers for most tasks, issues and changes that cannot be resolved within 2 days will be escalated

Subject Matter Experts

Decision makers for issues and changes that are escalated from business areas; issues that persist for 1 week will be escalated

Functional Heads Project Director

Key decision makers on deliverables and financials, help remove barriers for success, business readiness champions

Sponsor or Steering Committee

Communications Plan

Forum	Iowa Attendees	Workday Attendees	Frequency	Responsibility
Sponsors (Joint Workday & Adaptive Meeting)	• Paul Trombino • Annette Dunn • Mark Andrew • Matthew Rensch • Sara Craig • Iowa OCM	• Marshall Eidson • Keith Anglin • Doug Gosnell	Bi-weekly	• Keith Anglin • Matt Rensch
Steering Committee	• Matt Rensch • Mark Andrew • Sara Craig • Agency Financial Managers	• Marshall Eidson • Keith Anglin • Doug Gosnell	Monthly	• Keith Anglin • Matt Rensch
Project Status Meetings	• Mark Andrew • Matthew Rensch • Sara Craig	• Waleed Khan • All Adaptive Deploy. Team	Weekly	• Waleed Khan • Mark Andrew
Design & Build Reviews	• Iowa Project team	• Adaptive Lead Architect • Adaptive Lead Integrations Architect	1-2x Weekly	• Lead Architect • Lead Customer SMEs

Adjudication Escalation Path

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Scope (Phase I)

Goals

1. **Re-platform I/3 onto Adaptive**, where minimal structural changes are made to the data—enough to build the I/3 "container" schema into Adaptive's object model and pull the budget data (e.g., current organizational structure, chart of accounts, etc.) via automated import facilities.

2. **Visibility:** The project's emphasis will be on front-end visibility in the form of reports, dashboards and analytics to visualize budget data and provide Governor Reynolds with earlier visibility.

Duration

- ~20-weeks for deployment[1]
- Incremental 4 weeks for post-project support

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1. Subject to change, depending on availability of key resources during COVID-19 pandemic

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Scope: Structure, Imports & Process

- **Data structures** creation in the Planning Service. e.g.,

  – Budget 2 years out (single fiscal year and currency), monthly timescale, 1 chart of accounts structure, security at the agency level

  – Reporting dimensions: Organization hierarchy, Budget Line, Unit, Object Class, Object, Special Department, Department, Agency, Fund Source, Job Class, Job Profile, Appropriation Number

- **Data Imports**
  – Customer defines mappings for one-time data import
  – Perform a one-time import of initial data that includes ≤ 5 years of historical GL actuals, prior and current year of final approved budget
  – Unit test configuration and data loads
  – Create monthly budget numbers for reporting from annual budget

- **Process:** Workday will review each configuration of the Planning Service prior to securing approval

Scope: State of Iowa Integrations

- Complete *Integration Framework Fundamentals* course prior to project kickoff
- **Provide technical resource** with understanding of the source system data model; extract technology must be available to develop source system extracts
- **Complete Business Requirements Document (BRD), including extract/transformation rules** for the Service and **test plan** for **UAT**
- **Provide SMEs** with knowledge of the Planning model to provide information on data expected by the sheets and to assist in data validation
- **Workday will not provide or have access to any 3rd party system**, so State of Iowa assumes sole responsibility for access, management, payment and use of said systems
- **Provide mapping of accounts** in Excel if account names differ between source system and Service
- Provide data agent-compliant, on-premise server/virtual machine and remote access for integration configuration, testing and production
- **Lead testing and validation of each integration** while Workday supports (3-months historical load)
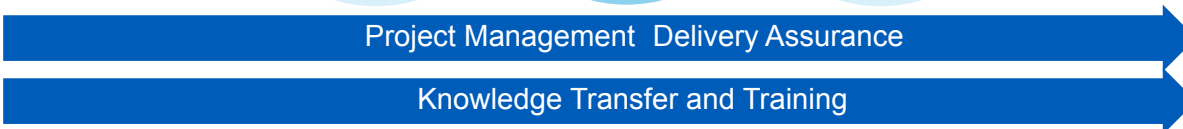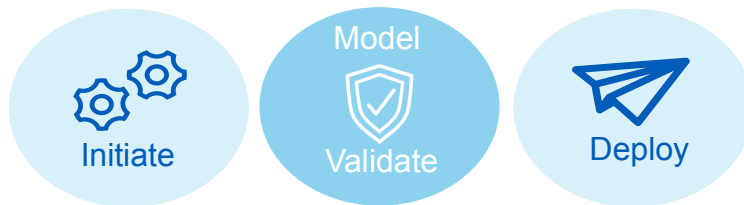
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Our Methodology

Workday	Plan	Architect	Configure & Prototype	Test	Deploy
Adaptive	Initiate	Model & Validate			Deploy

Initiate — **Model Validate** — **Deploy**

Project Management Delivery Assurance

Knowledge Transfer and Training

Initiate

- Project Startup
- Customer Training
- Initiate Project Planning
- Architect Workshops
- Architect Documents
- Instance Setup

Model & Validate

- Customer Confirmation Sessions
- Model, Build, Validate
- Test Preparation
- Test Support: E2E & UAT
- Go-Live Readiness Plan
- End User Training Plan

Deploy

- End-User Training Support
- Instance Production
- Go Live & Sign Off
- Production Support
- Project Close

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Methodology Stages

Initiate

INPUT		KEY ACTIVITIES		OUTCOME
• Hand-off with Sales/Pre-sales	**+**	• Project Startup	**=**	• Project Plan and Timeline
• SOW Creation		• Customer Training		• Milestone Agreement
• Team Introductions		• Initiate Project Planning		• Alignment with All Stakeholders
		• Architect Workshops		• High-level Requirements Analysis
		• Architect Documents		
		• Instance Setup		

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Methodology Stages

Model + Validate

INPUT

- Project Plan
- Milestone Dates
- High-level Requirements

+

KEY ACTIVITIES

- Customer Confirmation Sessions
- Model, Build, Validate
- Test Preparation
- Test Support: E2E & UAT
- Go-Live Readiness Plan
- End User Training Plan

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OUTCOME

- Cross-functional Process Map
- Scalable Application Design and Configuration
- Design Documents
- Reports/Dashboards
- Traceability Matrix
- Deployment Plan

Methodology Stages

Deploy

INPUT

- Configured Application
- Models/Reports/Dashboards
- Unit/System Testing
- Deployment Plan

+

KEY ACTIVITIES

- End-User Training Support
- Instance Production
- Go Live & Sign Off
- Production Support
- Project Close

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OUTCOME

- Sign-off
- Cutover
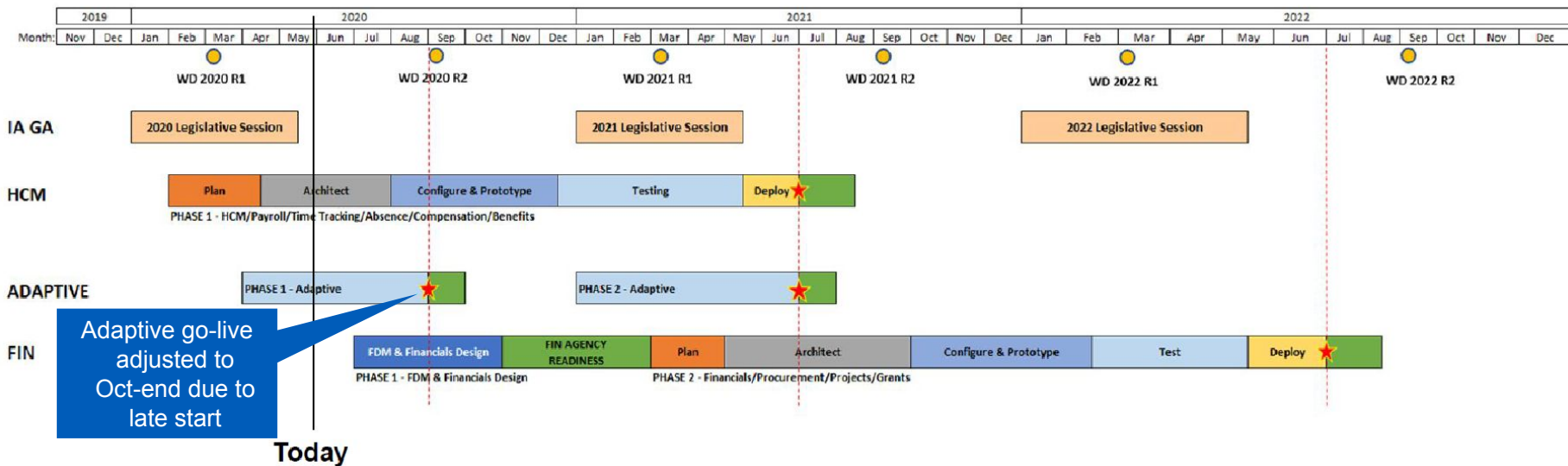- Enablement
- Go Live!

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Workday Program Timeline

Phases of State of Iowa's Adaptive Deployment

	Phase I (Q4 2020)	Phase II (TBD)	Phase X (TBD)
Process	• Final Approved Budget Reporting and Analytics • Variance Reporting • Annual Projections	• Salary and Headcount Planning	• Align to WD FDM • Agency-specific Budgeting
People	• Agency Directors • CFO • Budget Analysts • Finance Directors • Governors/Legislative Office	• Agency Directors • CFO • Budget Analysts • Finance Directors • Governors/Legislative Office	• Agency Directors • Budget Analyst • Finance Directors
Model	• Annual, Bi-annual Budget • By Unit • Object Class and Object • By Special Dept., Dept, Agency • By Fund Source • By Job Class	• Current Funded Positions • Collective Bargaining and Salary Changes • Up to 183 components of Pay • By Agency, Unit/object class, position/job class	• Align to WD Financials FDM • Agency-Specific Models
Data	• Final Approved Budget (2 years) • Current Year Actuals (nightly) • Budget Adjustments (nightly) • Automated Integration with i3	• Workday Data Management configuration to pull existing roster and salary information from Workday HCM	• Workday Data Management configuration to pull actuals/adjustments from Workday FINS

Timeline[1]

Milestone	Timeline
Host Remote/On-Site Kick-off Session	05/26/20
Client Approval of Initial Timeline and Messaging from Customer Kick-Off	05/26/20
Blueprint Acceptance	07/01/20
Structure Approval	07/22/20
Sign-Off Actual and Budget Data Loaders	08/19/20
Integration Ready	08/26/20
Sign off Financial Statements, Reporting and Analytics	09/02/20
Client Approval of Actuals Import	09/22/20
Client Approval of Budget Import	09/29/20
Client Approval of Testing	10/21/20
Core Team & Admin Training	10/27/20
Add Users (Go-live)	10/28/20
Go Live Support	11/25/20

Go-live: Oct 28th

1. Subject to change, depending on availability of key resources during COVID-19 pandemic

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Requirements Workshop Agenda

Topic	Discussion Items	Duration	Iowa Attendee Roles
Intro to Adaptive (Optional given Phased Approach)	Demo led by Adaptive Lead	1 Hour	• DOM Admin • Users will access after Phase 1
Budget Planning Process	Timeline, approval process, roles, opportunities/challenges	4 Hours	• DOM Admin, • Key Agency Budget Managers/Analysts
I3 – Structural Elements	Review metadata structures that are the targets of actuals and budget loads	2 Hours	• DOM Admin • Key Agency Budget Managers/Analyst • I3 SME
I3 - Technical	Focus on integration (more to come)	2 Hours	• DOM Admin • I3 Technical Analyst
Reporting Requirements	Review reporting formats, KPIs, and how they align with I3 data	4 Hours	• DOM Admin • Key Agency Budget Managers/Analysts • I3 SME

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Data Requirements by Area

Departments/Regions/Events/Projects/Funds/Legal Entities/Divisions

- Complete list of all planning entities (e.g. departments or cost centers) and their associated currencies
- Main organizational rollup structure, meaning how the planning entities roll up (e.g. departments roll up to business units or functions, which roll up to total company)
- Other rollup structures if planning entities are rolled up in more than one way

Chart of Accounts

- Natural account names and codes (segments) from the general ledger chart of accounts (GL COA) with rollup structure
- Rollup structure for GL COA (e.g. Payroll & Benefits, Travel & Entertainment)
- Include all P&L and Balance Sheet accounts which will be used for planning and/or for holding imported actual (historical) data; this may be a subset of entire GL COA
- Include all P&L and Balance Sheet accounts which will be used for planning and/or for holding imported actual (historical) data; this may be a subset of entire GL COA
- Description of each account segment, and whether it refers to natural account or planning entity

Data Requirements by Area

Actual Data (Detailed Trial Balance)
- Actual data from General Ledger, in the format of the template provided, for as many months as desired
- For Balance Sheet accounts, monthly ending balance by department and account
- For P&L accounts, monthly activity by department and account
- Copy of current trial balance and financial statements (for tying out the imported actual data)

Prior Plan Data (optional)
- Prior plan data in the same format required for actual data from the GL

Reporting & Analytics
- Samples of reports or actual reports to be created in Adaptive Planning
- Samples dashboards

Business KPI's
- KPI's that are important to your business

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Training Outline

Training Course	Planning Admin	SME (HCM/FINS)	Report Writer	Security Admin	Data Integration Admin	End Users (Planners)
Getting Started: Introduction to Modelling	✓	✓	✓	✓	✓	
Operational Modeling Basics	✓					
Flexible, Just-In-Time Reporting	✓		✓			
OfficeConnect: Telling the Story Behind the Numbers	✓		✓			
Using Analytics to Monitor Your Performance at a Glance	✓		✓			
Integration Framework Fundamentals					✓	
Train the Trainer: End User Training						✓

Complete before Kickoff (Getting Started: Introduction to Modelling, Operational Modeling Basics)

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Path to Kickoff

- Team access to secure deployment environments (e.g., Instance, sFTP)

- Prepare additional needed files, documents, structures, etc. for workshops

- Confirm remote sessions for requirements and blueprint design

- Schedule regular meetings

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Appendix (Scope): Reporting and Analytics

- **≤ 30 standard HTML reports**, using Planning Service

- **≤ 20 OfficeConnect preformatted report sheets** to the Planning Service (≤ 1,000 total number of rows across all sheets/pages).

- **Configure initial dashboards** and dials and enable State of Iowa to start using the Dashboards & Analytics solution (the dials/analysis will be based on dimensions, accounts and metrics set-up in the Planning model). Includes:

  - Design and build ≤ 10 dashboards inclusive of ≤ 5 dials, ≤ 20 performance metrics, gathered via requirements, use cases, user profiles and KPI definition

  - Conduct 2 remote hands-on workshop (up to 2 hours) to walk-through building dials/dashboards/perspectives using data from the Customer's Planning Instance

Appendix (Scope): Adaptive Integrations

- **Automated flat-file data imports** (scripted data source with Service Agent) for GL actuals and daily budget adjustments into Production Instance; automated data exports are out of scope
- **Assist** in completion of **Business Requirements Document (BRD)** and **Data Mapping**
- **Install and configure the integration agent server** on the State of Iowa-provided hardware compliant with the requirements Workday provides to Customer – when required.
- **Configure the standard integration** per BRD and the Data Mapping document: Specifics:
  - **≤ 10 business rules/transformations** (e.g. concatenation) applied to each data source extract
  - **Rules for account exclusions** or account sign reversals
  - **Delta loads** (change in activity) for system that does not store balances
  - Data imported into up to 2 standard and/or 2 modeled sheets
  - **Excludes** data import into cube sheet(s) and currency conversion
  - **For setup validation, 3-months history** to be loaded using Service Integration from source

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Appendix (Scope): Adaptive Integrations

- **Solution configuration** documentation
- **Conduct user walkthrough** of planning instance and demonstrate integrations run
- **Integration to be built against production** instance of the source system
- **Inclusions and exclusions** for flat files imports (Actuals/Balances):
  - **Agent server** located within network—not behind separate firewall (no proxy server required)
  - **≤ 5 files** in Service-defined format (CSV only) without encryption
  - **Workday does not own data cleansing** prior data being provided to Service loaders
- **Updated BRD/Solution Configurations** related to change requests
- **Completed integration solution** that meets the requirements defined in the BRD
- **User walkthrough** of the integration solution and how to run/schedule integration jobs
- **Completion Criteria:** State of Iowa signs off on deliverables or begins using Service in production

Appendix (Scope): Integration Assumptions

- Integration start is contingent on **stable Foundational Data Model** in source system and the Service.

- **All supporting structures** (including accounts and sheets) that hold the information to be imported through the Service Integration under this scope are **fully built out and verified by State of Iowa** through initial manual data load prior to the integration project kickoff

- **Timely availability and participation** of required resources

- **No customizations:** Configure system using the currently available functionality within the Service.

- **Single source of extracts** for Service Integration