**Finance Modernization**

Phase I – Workday Financials

(information herein is from Bret Blackford)

In 2022 Arch engaged Workday to assist in the migration from the legacy Oracle GL system to Workday Financials. In addition to assistance provided by Workday Arch also partnered with Collaborative for additional assistance with project management, testing, and transition management (training).

Project work began in February 2022 with a go-live expected of January 1, 2023.

Below are some notes on project progress, issues and lessons learned. These items are documented to assist in improving future projects, especially the Phase II work migrating Oracle OFA to Workday’s Adaptive Planning.

**Workday**:

Carolyn Bandle – Project/Engagement Manager

Carolyn was very helpful in keeping the project team on task and informed. She has led several previous Workday implementations and is able to judge when the team is struggling and needs additional hand-holding and extra sessions. Carolyn also has the proper temperament for keeping the project team calm but not complacent.

Areas to improve:

Carolyn works closely and well with the Arch team as well as the Workday team. However, as an engagement manager she may not challenge the Workday team on missed deadlines or deliverables (some examples noted below). Some project steps are new to Carolyn, such as Production Dress Rehearsal, which she didn’t explain very clearly or make a strong effort to schedule as part of the project. Also, frank discussions about project deliverables and team are lacking. I do not expect confrontation, but in the Project Management Meetings with Carolyn Bandle, Bret Blackford, and Elsie Martinez we need to be clear and frank about expectations in relation to the project plan. Carolyn should speak freely if she is concerned about Collaborative performance with testing or training, as well as concerns about any other Arch or Workday concerns.

Marc Erlich – Manager Consulting Services, Financials

Marc was extremely beneficial to the Workday Phase I project. As a CPA Marc has a solid understanding of accounting details, he is also a long-time Workday user and has been consulting with Workday for several years. Marc knows his stuff and also has a calming and reassuring demeanor. The project went as well as it did in large part to Marc (and Carolyn). Marc was able to answer questions quickly and clearly and help the team think through the redesign of the new accounting system under Workday. An area where Marc was less helpful was regarding Workday security. On several occasions we explained our need for adequate ITGC controls and requested guidance but no direct repose was given.

Tyler Pope – Reporting

Tyler is knowledgeable, helpful, and calm. Tyler did a good job leading the Reporting sessions but several of the reports took quite a while to build and validate as the Arch team needed to wait for updates at each weekly meeting. It was hoped that Tyler could answer questions or work on problems between meetings which would have helped speed up the process.

Tom Hutchinson – Integrations

Tom is technical and his focus was application and data integrations. Arch could have used more guidance in identifying possible interfaces and what/how they should be integrated into Workday. Setting up FTP took longer than expected and several certificate issues were encountered.

Sophia Johnson – Senior Consultant

Sophia has good experience with the Workday product as well as working on implementations. She has a calm personality that was helpful during sessions. Occasionally Sophia was unsure about some technical issues or questions and needed to discuss with Marc Erlich, which worked OK but if we didn’t have a “Marc level consultant” things might not have gone as well. Sophia struggled a few times with deliverables and follow-up action items. Often several reminders were needed or others on the Workday team needed to complete tasks. Examples would be Allocations and cutover planning. During the project Sophia has PTO, sick leave, family emergencies, and other disruptions. Life happens but Workday needs to adjust in these situations and provide adequate backup when their consultants are unavailable.

Mason Celli and Michael Cooper – Prism

Prism was disappointing. During pre-sales it was built up, at least in the minds of the Arch team, as being a data repository useful for queries (internal and external to Workday). It took several sessions for Mason and Michael to explain what Prism was, how it was intended to be used, and its limitations. This caused weeks of wasted time and the Arch team had to pivot to using an in-house solution – Excalibur/XFA – to manage data (mostly historic) that was originally planned for Prism.

**Summary**:

It was very helpful having Workday assist with the implementation. Carolyn and Marc keep the team on-trach, kept stakeholders updated on progress, and made sure requirements were addressed.

Areas for future improvement:

* Having consultants on-site during key project phases would be helpful. It would keep the Workday team engaged and less distracted with other jobs, it would help resolve questions timely, and it would help the team dynamic and might ease stress.
* Arch project management to be clear about expectations of Workday project management. Workday PM needs to make sure all consultants are meeting project plan timelines and addressing Arch questions. Also needs to hole other consultant groups – e.g., COSOL, Collaborative – accountable to project milestones and expectations.
* More flexibility in meeting times. It appeared that the Arch team had to accommodate Workday consultant schedules. This is understandable occasionally but as the client it should not be so hard to schedule meetings and plan deliverables.
* Minimize abbreviations and Wokday jargon.
* Remember we are a publicly traded energy company. Many of the examples, templates, trainings, etc., are based on educational institutions. Consultants need to provide Arch specific documents, training, and templates.

**Collaborative**

Collaborative was engage for project augmentation in the following areas (per [SoW](https://archcoal.sharepoint.com/sites/PMO/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FPMO%2FShared%20Documents%2FFinanceModernization%2FWorkday%2FImplementation%2F2%2E1%20%2D%20Financials%2F00%2DPre%2DPlanning%2F01%2DSOW&viewid=87d7636d%2D2f41%2D4c5e%2D9094%2D6c8674009559)):

* Project Management
  + Assist with project plan
  + Complete project charter
  + Draft status reports
  + Setting deadlines
  + Etc.
* Testing
  + Establish testing approach
  + Establish test requirements
  + Manage test schedule
  + Define test strategy
  + Define test plan, roles, responsibilities
  + Etc.
* Training
  + Develop timeline
  + Develop end-user communication plan
  + Provide training prototypes
  + Support the development of training material
  + Deliver training
  + Etc.

Elsie Martinez – Project/Engagement Manager

Elsie came in midway through the project, after Wahid Zhowandai and Lucas Folse left the project. Lucas provided good assistance with project management. He helped keep both Workday and the Arch team on task and made sure everyone was delivering according to the project plan. Wahid was the first project manager and provided no value. Elsie Martinez was minimally helpful. She attended meeting and occasionally provided suggestions and worked with the Collaborative team on Testing and Training but little else.

From a project management perspective, it was nice to have Lucas as a backstop assisting to keep Workday and Arch on track and challenge performance versus project plan expectation. If a “Lucas level” project manager was available for future projects like Adaptive Planning it might be worth considering their assistance.

Jonathan Stern – Testing

Jonathan was too passive. Instead of leading and directing the testing effort he allowed Workday to set the tempo. This became problematic when we were entering end-to-end (E2E) testing and key areas where unsure what they needed to test, what the testing deadlines were, and that it included all integrations and interfaces. E2E testing was corrected with strong assistance from the Workday team. Jonathan was helpful in assisting the test team in completing steps and tracking progress (once the test scenarios were built-out by Workday and added to SmartSheets).

Collaborative’s Testing assistance had limited benefit and I would not recommend these services with Adaptive Planning project, unless Rhonda Goede considers it beneficial. Arch and Workday should be able to team together to make this work. However, testing is critical for a successful deployment as well as providing necessary documentation to auditors.

Anna King – Training

Anna and Collaborative are used to working with a standard change management and communication framework that was more than we needed at Arch. We tried to communicate the level of assistance needed at Arch, mostly with training and training material. It took several weeks to get Anna to properly scope the effort Greg Hensala would need for training. Anna was helpful in keeping Greg Hensala on track with training sessions and material but was not helpful in actual producing any training prototypes, training material, or help deliver any training. The Arch Accounting and Finance team are thin and Greg Hensala was able to manage training.

Collaborative’s training assistance had limited benefit and I would not recommend these services with the Adaptive Planning project, unless Rhonda Goede considers it beneficial.

**Summary**:

There was limited benefit having Collaborative assist with the implementation. Arch could have used assistance with Project Management, Testing, and Training but the value of service received was not sufficient to continue with Collaborative in future projects.