NextGen Project Update

Fiscal Management Conference

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NEXTGEN

www.sao.ga.gov/NextGen

NextGen Vision & Mission

VISION

To transform state government processes by leveraging secure, flexible, and intuitive technology that promotes transparency, increases efficiency, and enables excellent customer service

MISSION

Continuously optimize user experience and business processes in human capital management, finance and procurement enabled by a unified platform

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NextGen Values

Transparency
We build and maintain trust by ensuring that data will be universally accessible to a variety of stakeholders and easily consumable through simplified reporting and visual dashboards.

Integrity
We maintain data to ensure that it can be relied upon to make decisions and all legal and regulatory requirement are met.

Security
We design and configure systems to protect confidentiality, ensure availability, prevent fraud, enable business continuity and maintain security protocols.

Efficiency
Enabled by technology, we foster user self-sufficiency by continuously improving business processes to maximize productivity and reduce manual input.

Customer-focused
We provide our external customers and internal system users with an intuitive, user-friendly experience and maintain a customer service feedback loop.

Accountability
We earn credibility by fulfilling commitments, establishing standardized processes and ensuring a system of checks and balances.

Desired Outcomes

OPTIMIZED WORKFORCE

- Improve employee and organizational efficiency, maximize use of resources and promote collaboration across the enterprise of state government.

- Reduce redundancy of tasks by automating processes to enable employees to increase focus on agency missions.

ENABLED DECISION-MAKING

- Ensure data quality, transparency, and integrity by instituting system-enabled checks and balances and standardizing data elements.

- Provide availability of data for predictive analytics using dashboards available through system-generated reporting as well as ad-hoc capabilities.

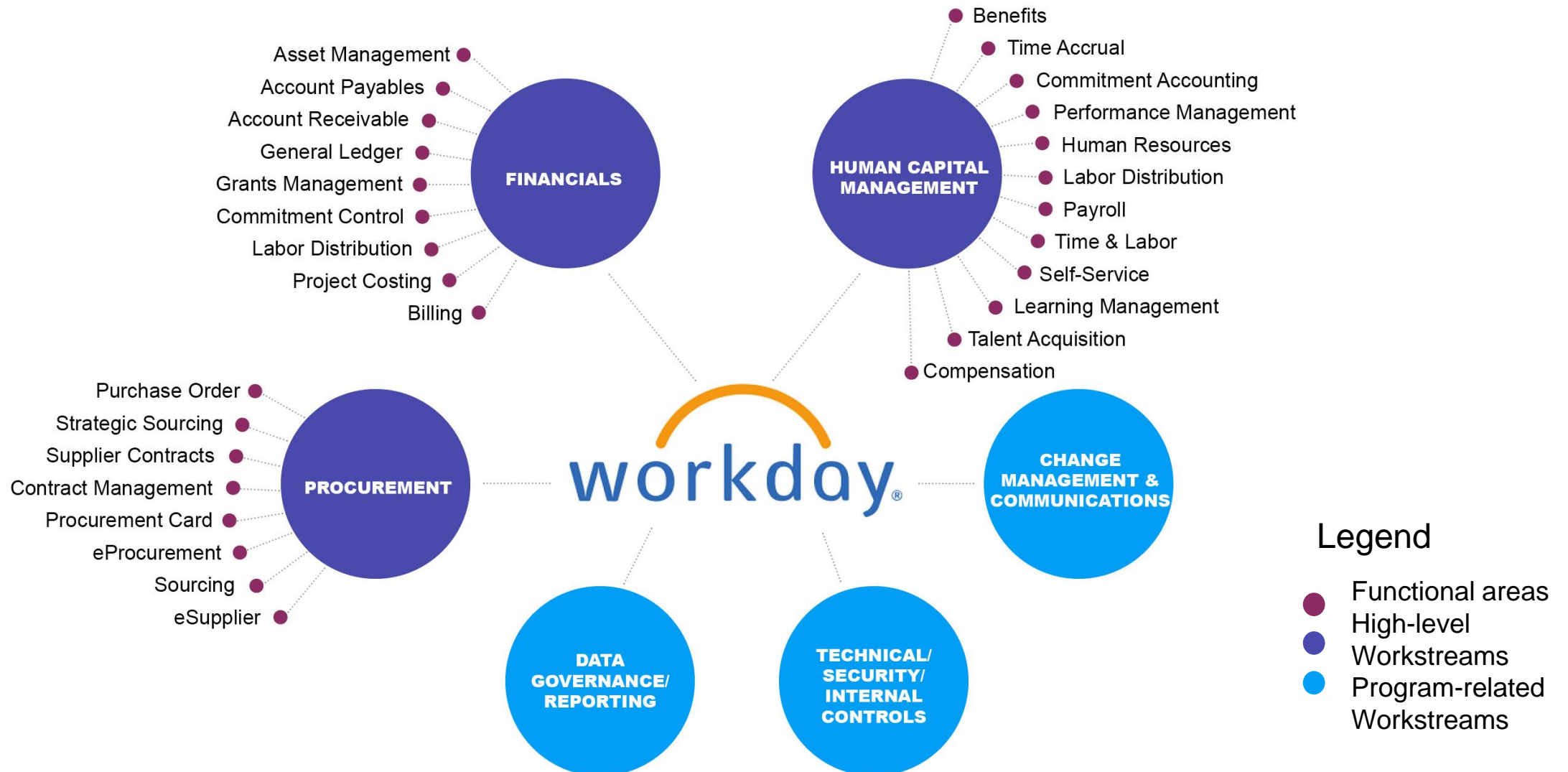## MODERN STAKEHOLDER EXPERIENCE

- Enhance user experience through easy-to-use, intuitive technology, accessible training and adoption of standard business processes.

- Ensure stakeholder inclusion in process development and system configuration activities to achieve standardization.

EFFICIENT STEWARDSHIP

- Leverage delivered capabilities to increase transparency of spend and ensure accountability of business operations.

Project Workstreams

FINANCIALS
- Asset Management
- Account Payables
- Account Receivable
- General Ledger
- Grants Management
- Commitment Control
- Labor Distribution
- Project Costing
- Billing

HUMAN CAPITAL MANAGEMENT
- Benefits
- Time Accrual
- Commitment Accounting
- Performance Management
- Human Resources
- Labor Distribution
- Payroll
- Time & Labor
- Self-Service
- Learning Management
- Talent Acquisition
- Compensation

PROCUREMENT
- Purchase Order
- Strategic Sourcing
- Supplier Contracts
- Contract Management
- Procurement Card
- eProcurement
- Sourcing
- eSupplier

CHANGE MANAGEMENT & COMMUNICATIONS

DATA GOVERNANCE/ REPORTING

TECHNICAL/ SECURITY/ INTERNAL CONTROLS

Legend
- Functional areas
- High-level Workstreams
- Program-related Workstreams

ERP System Complexity

2,900+
Configuration Requirements

22,654
Active Reports

200+
Processes

1,382
Banks

100+
Interfaces and Applications

1,700+
Budget Trees

74,000
Active Employees

1,800+
Manual ACFR Forms

60,000
Vendors

710,000
Employee Candidate Records

70,000
Learning Management System Users

Human Capital Management

Procurement

Financials
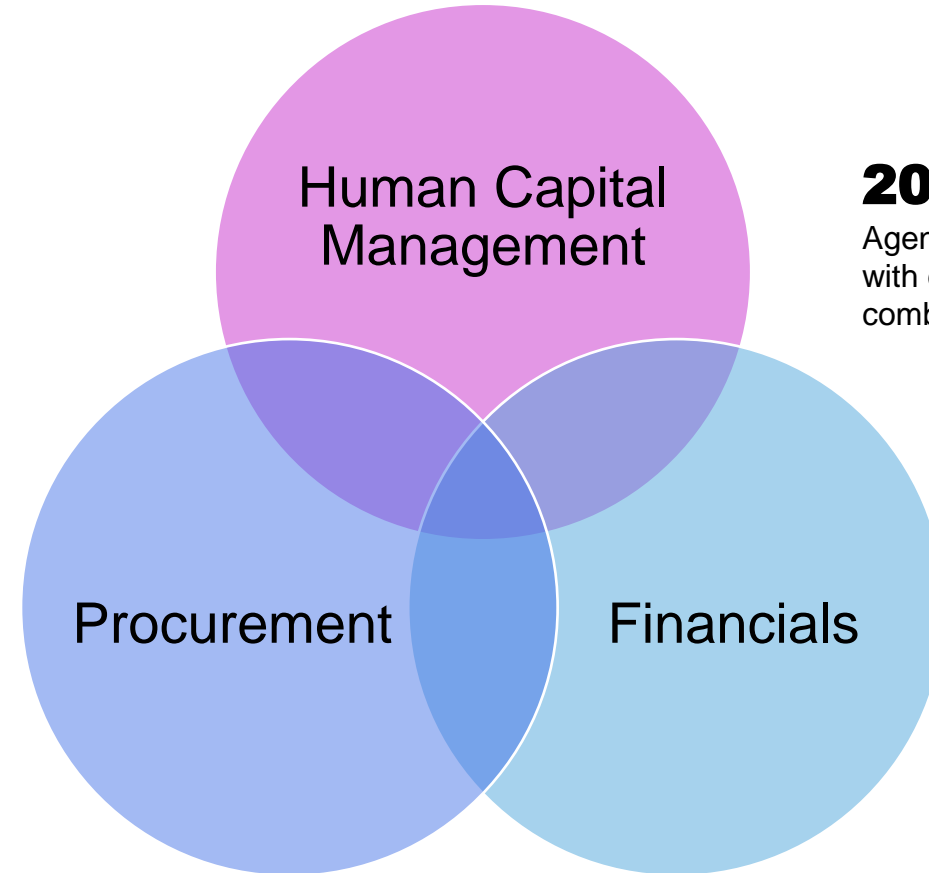
200+
Agencies and Entities with different solution combinations

Benefits of NextGen

Adaptable to the modern workforce with access from any device

End-user friendly interfaces for quicker views and analysis

Embedded efficiencies to reduce data entry

Real-time data analytics and dashboard reporting

Streamlined workflow for paperless approvals and controls
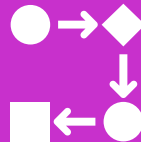
Consistent processing of like tasks between agencies

**Engaged staff** with inherent learning & training tools

**Enhanced recruitment** with simplified onboarding

Enterprise Applications

Application Review Memo:

- Sent March 6, 2023

- From SAO, Office of Planning & Budget, Department of Administrative Services and Georgia Technology Authority (GTA)

- All agencies considering procurement of applications that provide the same or similar business functionalities as the State's new Workday system should contact SAO and submit a written business case to GTA for technology projects prior to the request of any state funds or issuance of any procurement documents to reduce redundancy across the enterprise.
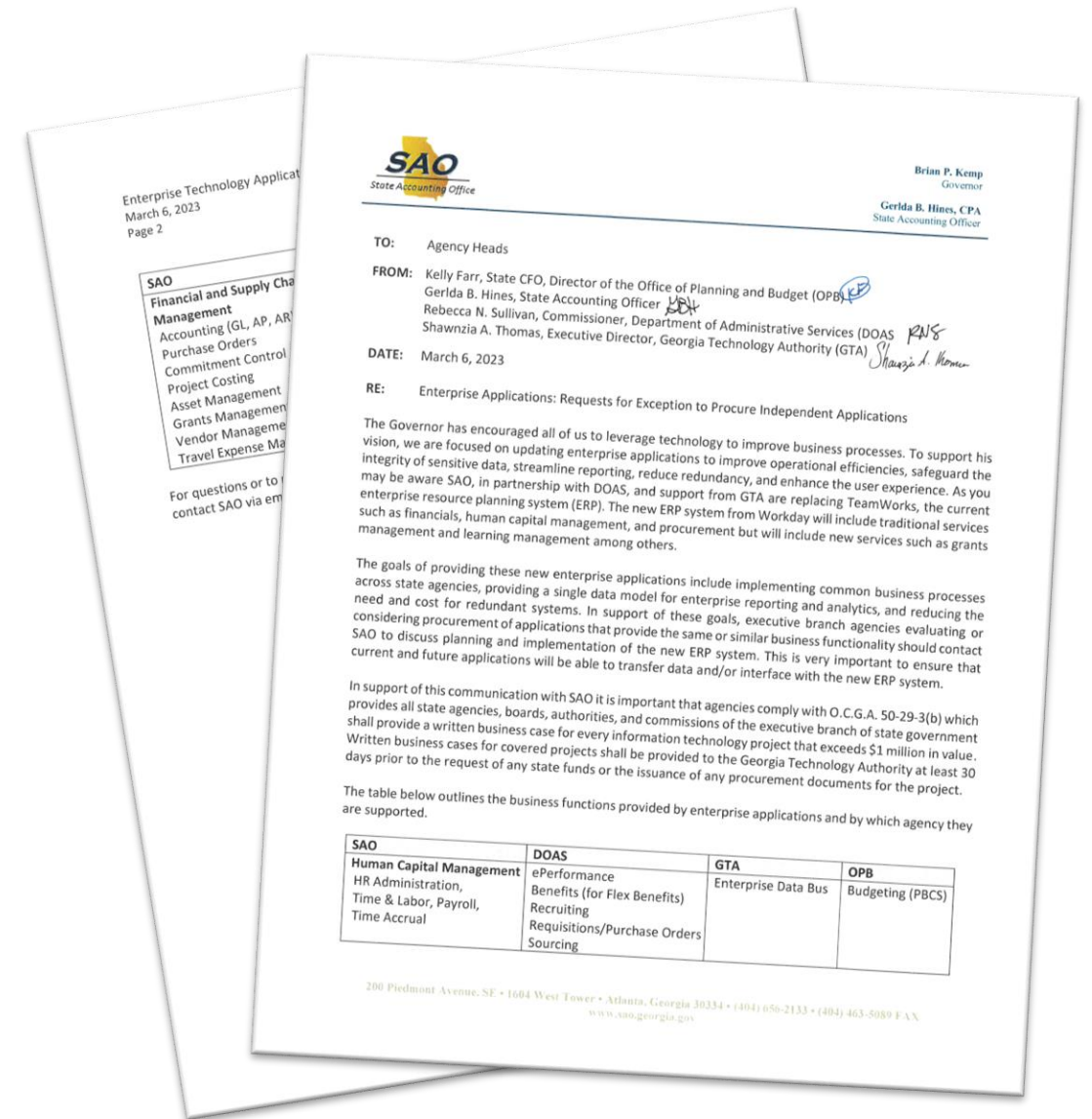
NextGen Phases
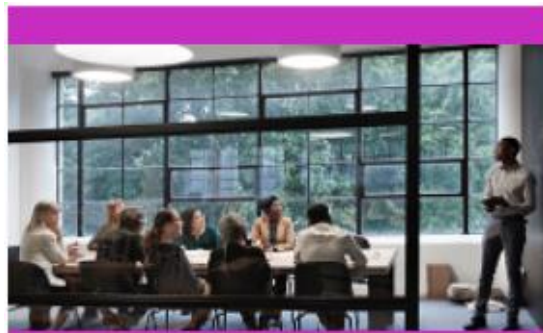
PHASE 0
Competitive evaluation

- Evaluating vendors and services including project planning, change management, staffing and backfill

- Identify subject matter experts to participate in analysis

- Process mapping

PHASE 1
Supplier Selection

- Determine build requirements

- Continue process mapping

Current Phase ★

PHASE 2
Implementation

- Design, development, configuration, testing, training

- Create future statewide support organization

PHASE 3
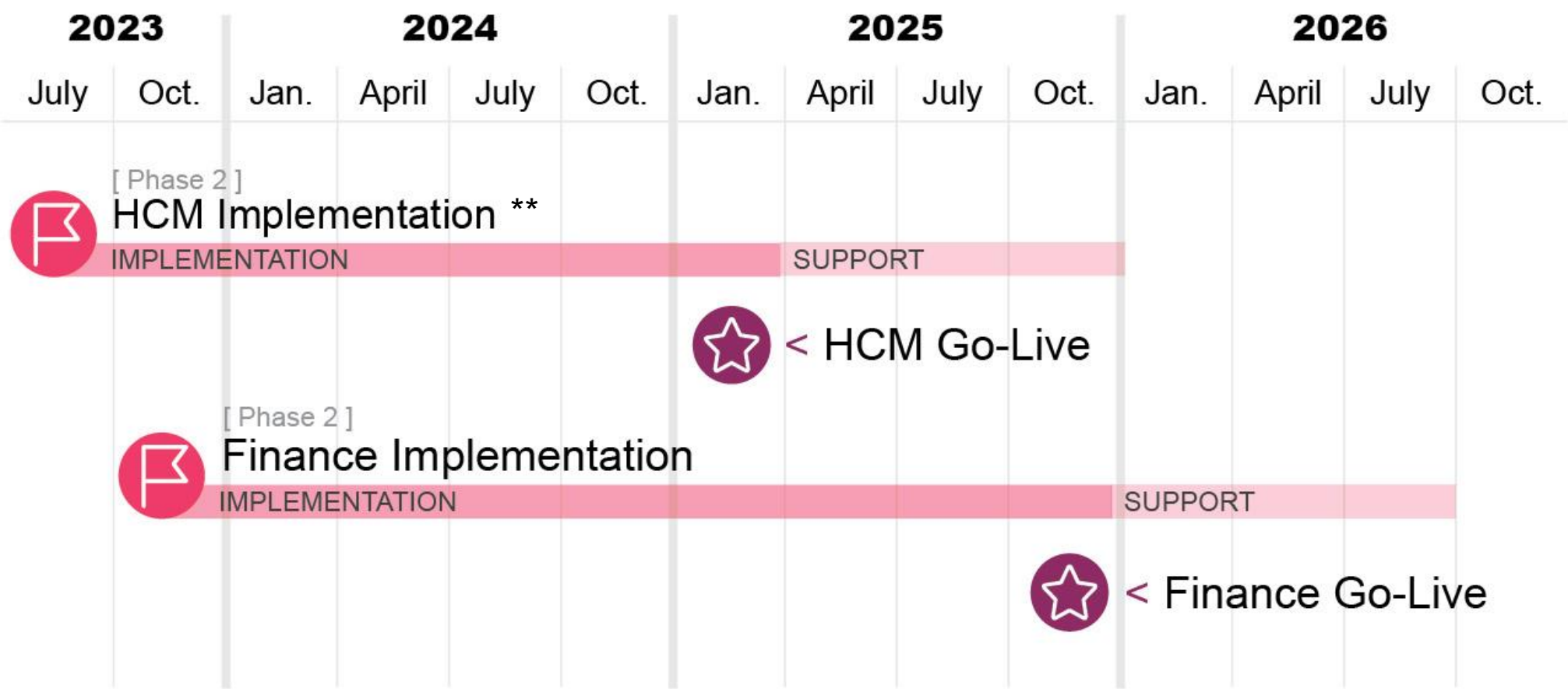Optimization

- Refine processes

- Deploy additional functionality if needed

Program management, change management, data governance

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Project Timeline

PROJECT TIMELINE [by calendar year*]

2023		2024				2025				2026			
July	Oct.	Jan.	April	July	Oct.	Jan.	April	July	Oct.	Jan.	April	July	Oct.

[Phase 2]
HCM Implementation **
IMPLEMENTATION — SUPPORT

< HCM Go-Live

[Phase 2]
Finance Implementation
IMPLEMENTATION — SUPPORT

< Finance Go-Live

* State fiscal years (FY) run from July 1 - June 30 (i.e. FY2024 began July 1, 2023)
** HCM Implementation will begin late Q3 of Calendar Year 2023

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Agency Engagement
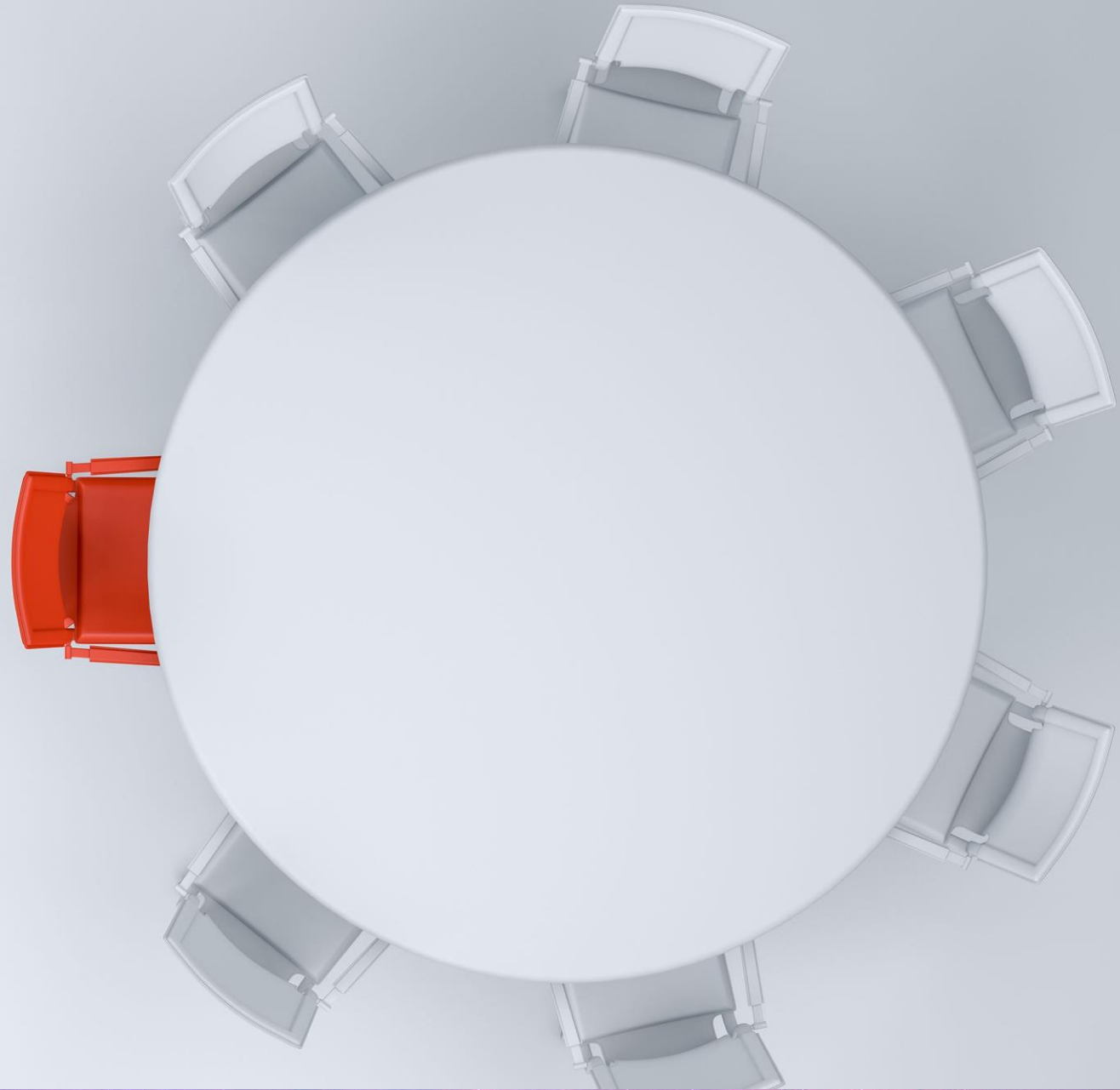
A seat at the table!

Process Mapping – Complete ✔
- Subject Matter Experts (SMEs) from 60 agencies participated
- More than 200 processes mapped
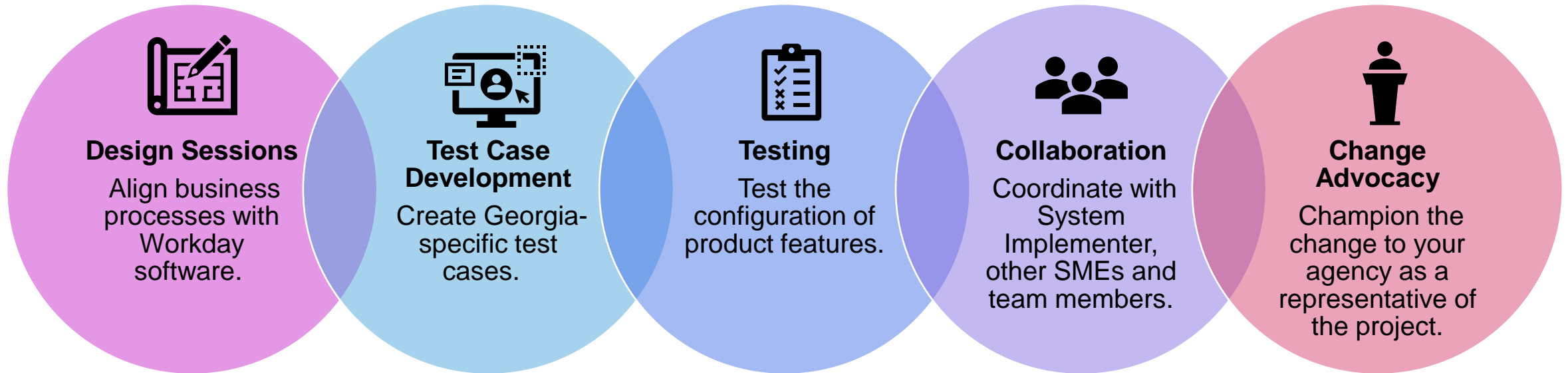- Thank You!

What's Next:

Provide key business leadership and SMEs in several functional areas

Agency validation and testing

Project Participation

Workstream Leads + Subject Matter Experts

Design Sessions
Align business processes with Workday software.

Test Case Development
Create Georgia-specific test cases.

Testing
Test the configuration of product features.

Collaboration
Coordinate with System Implementer, other SMEs and team members.

Change Advocacy
Champion the change to your agency as a representative of the project.

Data Cleansing Activities

1. Clean up data

2. Standardization

3. Validation and Testing

Training Approach

Training will be made available to all who will use the system in some way.
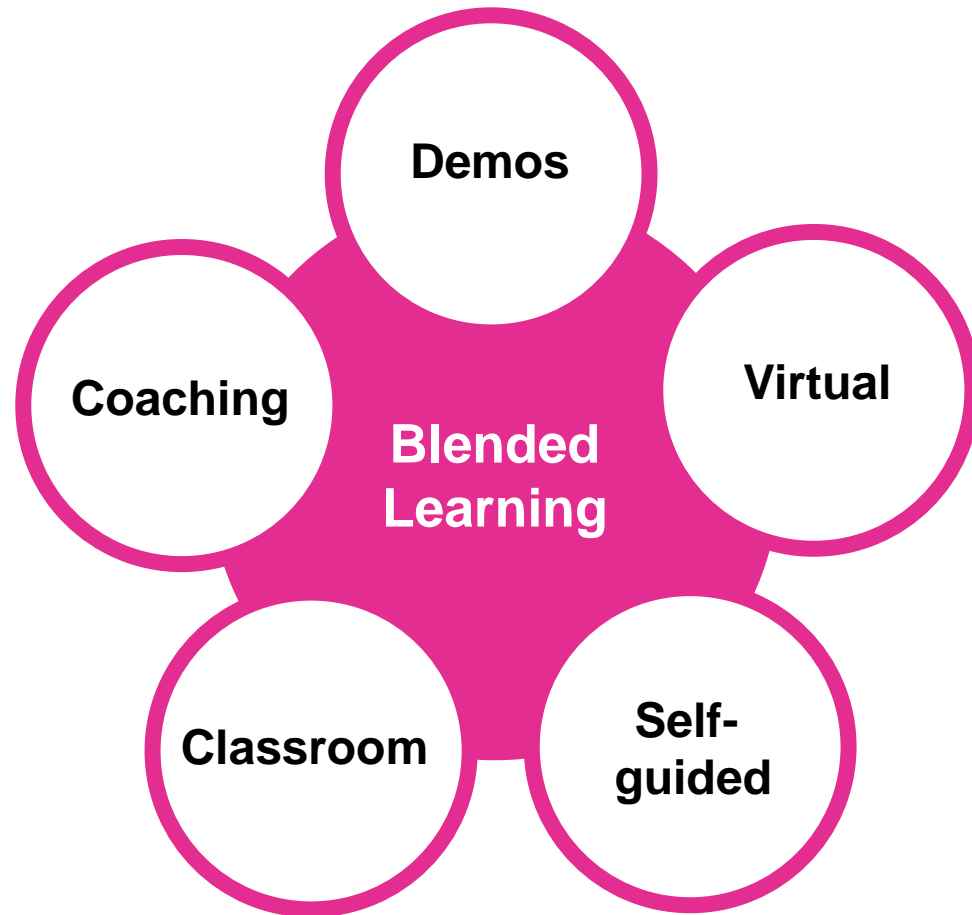
- **Blended Learning –** multiple methods of training

- **Course Curriculum** – designed by user type

- **Just in Time** – available when needed to eliminate gap between learning and using the system

- **Tracked and Measured** – learning checks and completion rates

NextGen Website

1 Read and sign up to receive monthly newsletters

2 Find Frequently Asked Questions

3 View a list of agency Points of Contact

https://sao.georgia.gov/nextgen

Up Next

NEXTGEN PANEL DISCUSSION

A Closer Look at NextGen Benefits
Workday Foundation Model
Q&A Session with SAO and Workday
What's Next

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Questions about NextGen
www.sao.ga.gov/NextGen
NextGen@sao.ga.gov

NextGen FMC Panel

Fiscal Management Conference

September 11, 2023
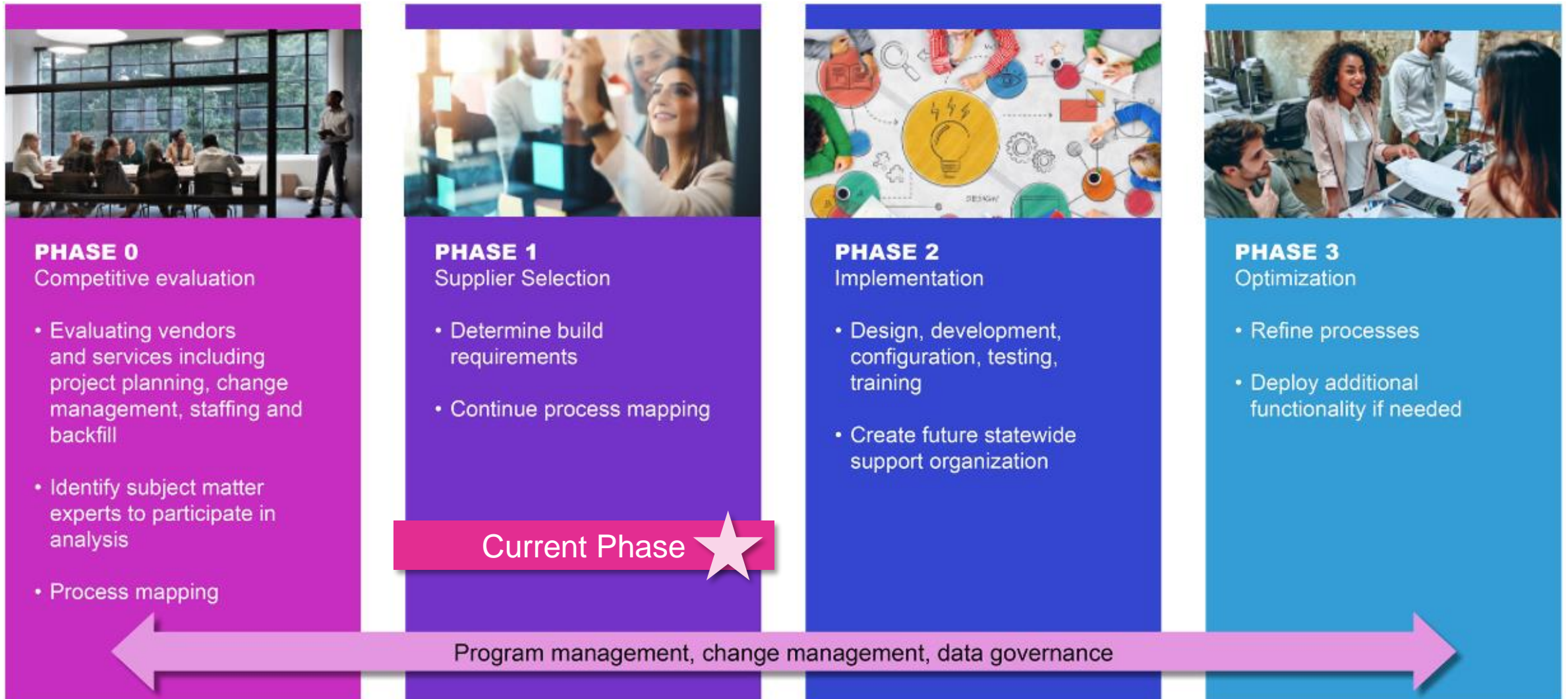
Myra Guy | Chief Information Officer | SAO

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NextGen Team

Subject Matter Experts

Project Managers

Workstream Leads

Change Champions

Points of Contact

Stakeholders

NextGen Phases

PHASE 0
Competitive evaluation

- Evaluating vendors and services including project planning, change management, staffing and backfill

- Identify subject matter experts to participate in analysis

- Process mapping

PHASE 1
Supplier Selection

- Determine build requirements

- Continue process mapping

PHASE 2
Implementation

- Design, development, configuration, testing, training

- Create future statewide support organization

PHASE 3
Optimization

- Refine processes

- Deploy additional functionality if needed

Current Phase

Program management, change management, data governance

Implementation Project Approach

Initial Planning and Foundation Decisions (Foundation Data Model)

Two waves of Workday implementation
- Wave 1: HCM and Payroll
- **Wave 2: Finance and Procurement**

Each wave will have the following phases:
- Design
- Build (Configure)
  - Conversion
  - Validation
- Test
- Train
- Deploy

Overview of TeamWorks

Administrative applications that deliver back-office tools for statewide organizations

Human Capital Management

HR transactions (Transfers, Promotions, Leaves, Termination, etc.)

Benefits Deduction Management

Compensation

Performance Management

Payroll

Labor Distribution

Employee Self Service

Manager Self Service

New features in future system:

Talent Acquisition / Recruiting

Learning Management

Financial Management

General Ledger

Asset Management

Cash Management and Cost Allocation

Accounts Receivable and Billing

Budgeting/Planning/Forecasting

Accounts Payable

Purchasing

Project Costing

Vendor Management

Purchasing Card

Travel and Expense

New features in future system:

Grants Management

Contract Management

Benefits of NextGen

Adaptable to the modern workforce with access from any device

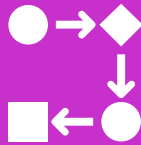**End-user friendly** interfaces for quicker views and analysis

Embedded efficiencies to reduce data entry

Real-time data analytics and dashboard reporting

Streamlined workflow for paperless approvals and controls

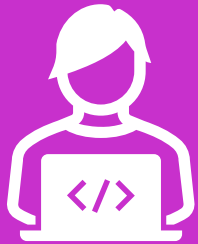**Consistent processing** of like tasks between agencies

Engaged staff with inherent learning & training tools

Enhanced recruitment with simplified onboarding

Flexible Work Model

Adaptable to the modern workforce with access from any device

End-user friendly interfaces for quicker views and analysis

How Workday Helps

Adaptable Architecture
- Agility built into the core
- Changes automatically documented for audit purposes

Easily Configurable
- Single graphical design tool for business process changes
- Process flow diagram for easy viewing
- No programming skills required

Native Mobile
- Simple, intuitive, and always up to date
- Same look, feel, and security model as the rest of Workday

Outcomes

Greater Agility

Empowered End Users

Anytime, Anywhere Access

Management Reporting & Analysis

Embedded efficiencies to reduce data entry

Real-time data analytics and dashboard reporting

How Workday Helps

Robust Reporting
- Multi-basis reporting (cash, modified accrual)
- Regulatory reporting
- Budget book / annual reports
- Project reporting

Rich Insights
- Metrics and scorecards to track KPIs
- Unlimited dimensionality and detail
- Analyze across every dimension (cost center, project, grant, etc.)
- Pull data in from external sources

Secure and Easy to Use
- Role-based security for safe collaboration and distribution
- Persona-driven dashboards
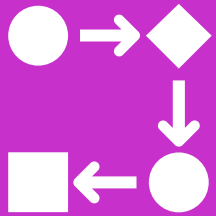
Outcomes

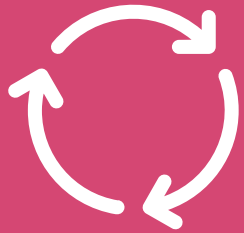**Improved Reporting Accuracy**

Faster Report Generation

Increased Leadership Visibility and Usage

Expense Management

Consistent processing
of like tasks between agencies

Streamlined workflow for paperless
approvals and controls

How Workday Helps

Validations and Controls
- Visibility into out-of-policy spend
- Always-on audit
- Alerts and notifications

Comprehensive Automation
- Custom validations
- Native mobile apps
- Automated approvals
- Seamless workflows

Action from Anywhere
- Mobile submissions
- Mobile approvals
- Delegate approvals

Outcomes

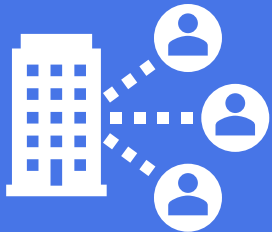**Better Spend Control**

**More Efficient
Business Processes**

**Increased User Adoption
and Satisfaction**

Recruit & Onboard

Engaged staff with inherent learning & training tools

Enhanced recruitment with simplified onboarding

How Workday Helps

Built-In Automation
- Dynamic candidate workflow
- Consolidated candidate history
- Contract builder
- Automated onboarding with guided journeys

End-to-End Talent Acquisition
- Internal and external sourcing
- Collaborative interview management
- Proactive candidate management
- Seamless connection to compensation
- Masked candidate screening

Consumer-Grade Experience
- Mobile-driven
- Configurable job applications
- Referral leaderboard
- Social media connectors
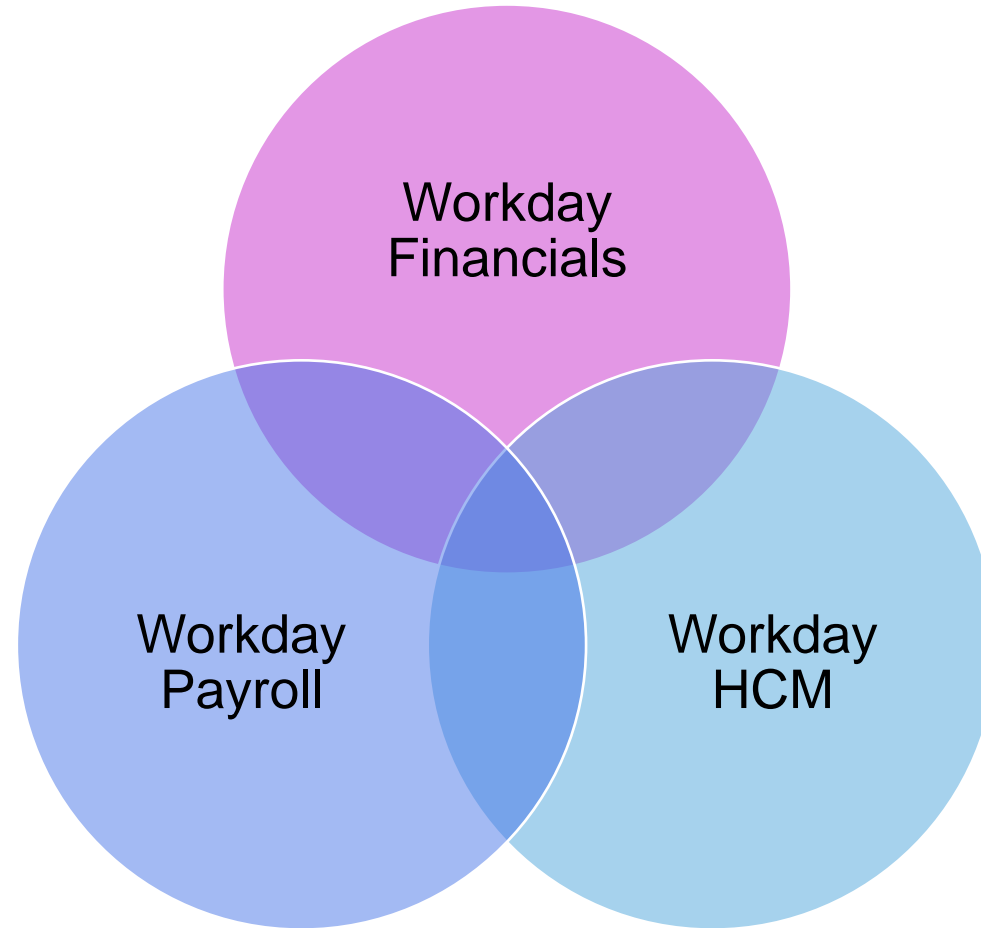
Outcomes

Streamlined Recruitment Processes

Faster Time to Hire

Improved User Adoption and Engagement

Workday Foundation Data Model

Foundation Data Model Approach

The foundation is the start of a journey not the end…
- It is truly the foundation of how transactions will be processed and reported
- It sets the stage for the build and subsequent phases of the project
- It will take several sessions to build the data model for the State's needs
- Decisions will continue to be made as the project progresses

Start simple
- Focus on understanding the basic concepts and build from there
- The approach to design will be iterative
- More complex elements can be discussed in further detail in a dedicated session later

Strive for a consistent and standardized design for foundation and beyond

Build in a way that moves us forward with flexibility and compliance

Foundation Data Model Participation

Leadership

- Project Leaders (including Executive Sponsors, Project Owner and Project Managers), Deputy State Accounting Officer

HCM

- Core HCM SMEs
- Non-FDM discovery work with Time Tracking, Absence, Benefits, Recruiting, Compensation may occur in parallel

Financials

- Financial SME/Financial Accounting SMEs
- Select business focal points
- Non-FDM discovery work in Procurement, Supplier Accounts, Customer Accounts, and other functional areas may occur in parallel

Payroll

- Payroll SMEs
- Non-FDM payroll discovery may occur in parallel

Meet Our Panelists

Kris Martins
Deputy State Accounting Officer
Georgia's State Accounting Office

David White
Implementation Strategy Director
Workday

Lynn Hurley
Principal Managing Partner
Workday

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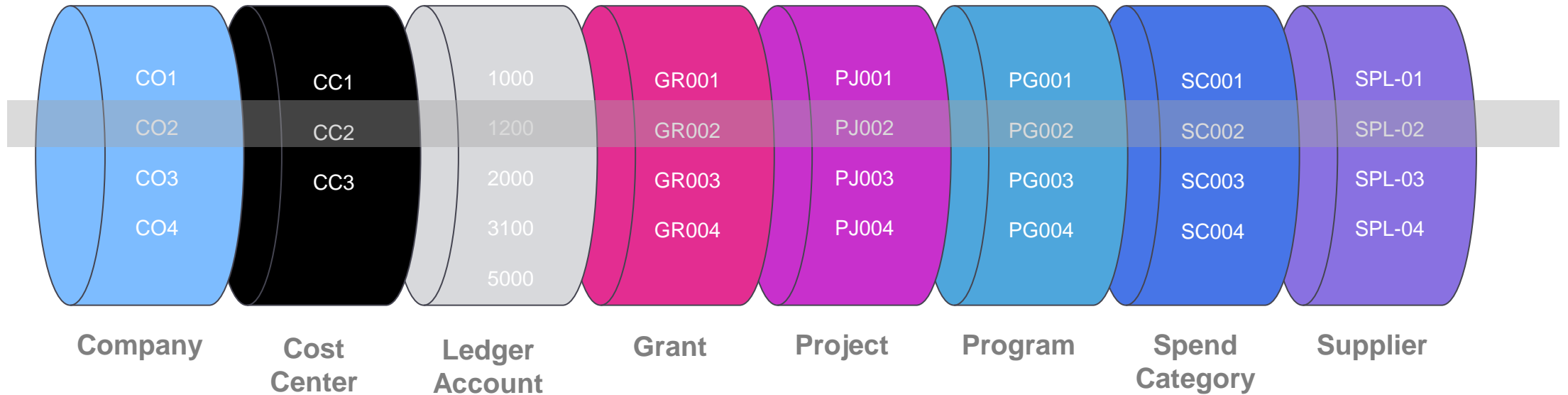**Describe how the chart of accounts correlates between HCM/Payroll and Finance.**

Foundational Data Elements

This list is an example and not exhaustive…

Workday Financials	Workday HCM	Workday Payroll
Company	Supervisory organization	Company
Cost center	Location	Pay group
Fund	Job profile	Run Category
Program	Job family	Period schedule
Project	ID types	Payment Election Rules
Grant	Compensation Grades/Grade Profiles	Company Fed, State and Local tax setup
Appropriation	Custom Organizations	Location
Location	Security Groups & Assignments	Security Groups & Assignments
Ledger account		
Spend category		
Revenue category		
Security Groups & Assignments		

FDM for Financials

Company	Cost Center	Ledger Account	Grant	Project	Program	Spend Category	Supplier
CO1	CC1	1000	GR001	PJ001	PG001	SC001	SPL-01
CO2	CC2	1200	GR002	PJ002	PG002	SC002	SPL-02
CO3	CC3	2000	GR003	PJ003	PG003	SC003	SPL-03
CO4		3100	GR004	PJ004	PG004	SC004	SPL-04
		5000					

Benefits

- Creates flexibility by utilizing combinations of worktag values

- Ability to easily report on any (or multiple) dimensions

- Multi-purpose legacy dimensions replaced by a combination of a smaller number of values in each dimension

It sounds like the number of accounts are going to decrease. If so, how am I going to get the data I am used to seeing if there are less accounts?

Key Worktags to Drive Ledger Account

Spend Category

- Classifies spend, irrespective of accounting treatment
- Streamlines the chart of accounts with fewer expense and asset accounts
- Used to derive expense, prepaid asset, and fixed asset ledger accounts
- Tagged on payroll transactions via resulting worktags
- Expense Items, Purchase Items, Catalog Items provide more granular detail and map to spend category

Examples:

Advertising

Office Supplies

Equipment

Salaries Full-Time

Revenue Category

- Classifies revenue
- Streamlines the chart of accounts with fewer revenue accounts
- Used to derive revenue ledger account
- Sales Items provide more granular detail and map to spend category
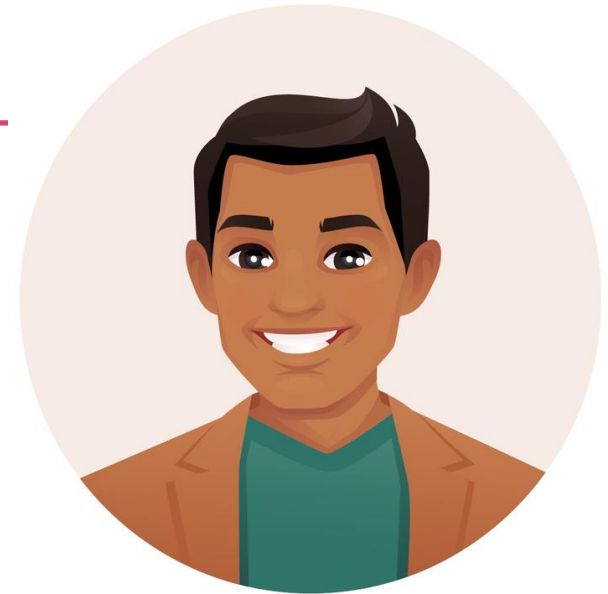
Examples:

Permitting Fees

Income Tax Revenue

Property Tax Revenue

Traffic Fines

When entering a transaction, how do we make sure our users know what to enter and record to ensure accuracy?

What flexibility is there for agencies with different requirements? How is standardization at the statewide level maintained?

Data Governance

- Your FDM will continue to evolve to meet your business needs after deployment

- Need to define criteria and a process to manage this going forward both in latter stages of implementation and once deployed

    - How will requests be created?
    - How will requests be processed and approved?
    - What are the criteria to get a new value?

- This is often an area customers wait too long to address

- Recommend identifying small number of individuals responsible for updates based on decentralized requests and resulting approval

- Updates can have downstream/upstream impacts beyond Workday

If I prepare my own GAAP statements (ex: SRTA, GPTC, DCH, DOAA) how does the FDM fit in to preparing financial statements on multiple different bases of accounting?

What's Next

Identify the team to build out FDM structure

Clean up data
- Open requisitions
- Open purchase orders
- Missing chart values
- Bank reconciliations
- Error/Suspense Account (monthly)
- Address open time requests (A/L, SL, etc.)
- Address unfunded positions (goal is to migrate funded positions)

NextGen Team

Subject Matter Experts

Project Managers

Workstream Leads

Change Champions

Points of Contact

Stakeholders

NEXTGEN

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Stay in the Know!

- Send questions to NextGen inbox NextGen@sao.ga.gov

- Questions may inform FAQs

- Connect with your POCs

- Review our website https://sao.georgia.gov/nextgen

- Subscribe and read our monthly Newsletter

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Questions about NextGen
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NextGen@sao.ga.gov