

# Update on ERP Project

Presentation for Joint Information Technology Oversight Committee

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Lisa M Gauvin, Contractor, JFO IT Consultant

# Proposed Discussion

- Review of Original Findings
- Project Background
- Overarching Concerns
- Status of the Project
- Key Findings
- Next Steps
- Questions/Comments

# Review of Original Findings

- JFO IT Review presented Nov 2024
- Findings of Review
  - Risk of Functional Gaps Between WorkDay ERP and Business Needs
  - Risks Related to Unclear Project Definition
  - Lack of Adherence to WorkDay Recommendations for Post Go-Live
- Included Oversight Recommendations

# Project Background

The State's business case for the ERP project emphasized the need to replace the following legacy systems:

- Human Resource System (VTHR)
- Budget system (Vantage)
- Statewide accounting and financial system (VISION)
- Department of Labor Finance System (FARS)
- Department of Transportation Finance System (STARS)

# Project Background

The project work is driven by two contracts.

Guidehouse – Provides WorkDay ERP  
Implementation Services.

Attain Partners – Provides Business Transformation  
and support services.

# Overarching Concerns

- Scope of Work of Contracts
  - Implementation of WorkDay
  - Supporting Business Transformation via
    - Documentation of Current State
    - Identifying and Documenting Gaps
    - Change Management

# Overarching Concerns

- Concerns Related to Legacy Systems

In Particular:

- Department of Labor Finance System (FARS)
- Department of Transportation Finance System (STARS)

CIO's Independent Review cited the cost to replace these separately is 25-35 Million (each).

# Overarching Concerns

Contract work is focused on implementing WorkDay ERP.

The business case was focused on replacing the legacy systems – not just the functions that can be met with WorkDay.

We don't know where all the gaps may be – but we know the Project Team identified potential gaps with MATS (Time Tracking System which integrates with STARS )



# Overarching Concerns

No contract language that looks for \*required\* functions in legacy systems that do not align with WorkDay ERP.

This is NOT about hanging on to old technology and old approaches.

It's about meeting current requirements and knowing where gaps exist before testing.

# Overarching Concerns

Additional Concern: Potential gaps to be confirmed during design phase – which extends into testing.

Will these leave enough time to resolve confirmed gaps?

# Implementation Project Status

- Base Camp completed for HCM and AP. FM (Base Camp to Begin in Oct 2026.)
- AP has launched and is currently collecting FY27 Budget.
- Base Camp phase identified potential gaps between state needs and WorkDay ERP. Gaps will be confirmed in the Design Phase.
- State indicates one no cost change order.

# Business Transformation Status

- Original vendor IJA Strategies, was paid \$346,288 of the maximum contract amount of \$2,361,320.
- IJA completed planning phase for AP and HCM.
- Attain Partners is new contractor and has a maximum contract amount of \$2,731,610. Contract ends: 9/30/28.
- Current state analysis is underway.
- Work also includes gap analysis.

# Key Findings

- Risks Identified in Original JFO IT Review Persist
- Summary of Consequential Potential Gaps
  - WorkDay typically integrates with 3<sup>rd</sup> Party Payroll Processors. Team flagged this because VT State Treasurer handles check issuance with their system so it must be examined for gaps.
  - MATS Gaps May Impact STARS
  - Other potential gaps in other separate time tracking systems
  - Potential Gap in Ability to Use Prism Reporting Tool

# Key Findings

- Additional Concerns
  - Gaps and/or Unexpected Findings in FM implementation could impact AP/ HCM.
  - HCM launch will require integration to VISION – then reintegration with FM. It's unclear how this will occur given changes in HCM.
  - There are changes in HCM related to locations and how hierarchies are used that could add complexities to the data migration process. The Guidehouse Contract has limits on data load attempts before change orders are required.
  - Unknown impact of replacement of Willis System on HCM. (Relates to job classifications and employee reviews)

# Next Steps

## Areas to Monitor for Future Oversight

- Gaps
- Change Orders
- Planned Tenants After Go-Live
- MVP Usage and Timelines for Full Launch of Modules
- Fully Developed Plans for Reporting and Data Access to Historical Data.
- Changes to integration requirements that impact systems that are integrated to existing stakeholder systems
- Impact of replacement of Willis System on HCM.

Questions/Discussion