


REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: March 8, 2022

CAO File No. 0220-05727-0004
Council File No. 20-0313
Council District: All

To: Personnel, Audits, and Animal Welfare Committee

From: Matthew W. Szabo, City Administrative Officer 

Reference: Gartner Report dated March 3, 2022

Subject: **GARTNER, INC. PHASE 1 GO-LIVE READINESS ASSESSMENT REPORT**

RECOMMENDATIONS

That the Council note and file this informational report.

SUMMARY

At the request of the Personnel, Audits, and Animal Welfare (PAAW) Committee, attached is the Phase 1 Go-Live Readiness Assessment Report (Report) as submitted by the Human Resources and Payroll (HRP) Quality Assurance (QA) consultant, Gartner, Inc. (Gartner).

In November 2021, the Office of the City Administrative Officer (CAO) issued a Task Order Solicitation seeking proposals from firms experienced in enterprise software implementation to provide QA services for the HRP project. The vendor Gartner was selected and began work in February 2022. As part of the agreement, Gartner must report regularly on the status of the HRP project, beginning with the attached Report which provides an analysis of the City's readiness to go-live with Phase 1 implementation.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund. This is an informational report with no financial recommendations.

FINANCIAL POLICIES STATEMENT

This report is in compliance with the City's Financial Policies as this is an informational item with no fiscal impact.

Attachment

Cc: Ted Ross, Information Technology Agency
Joyce Edson, Information Technology Agency
Raelynn Napper, Information Technology Agency
Dana Brown, Personnel Department
Leticia Ortiz, Personnel Department
Crista Binder, Office of the Controller



HRP Project Quality Assurance Services

Phase 1 Go-Live Readiness Assessment Report

Prepared for: City of Los Angeles
March 3, 2022
Version 4
Engagement #: 330065784

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Executive Summary

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Gartner Engagement Overview

HRP Project Background

- The HRP Project is the comprehensive replacement of the City's existing PaySR payroll system with a modern human resources and payroll system implemented by the vendor Workday, Inc.
- Project goals also include establishing a system of record for the employee civil service life-cycle journey and modernizing associated HR practices Citywide.
- The original full system go-live date was January 2022. The HRP Steering Committee has recently received Council approval to instead implement a phased approach for system go-live:
 - Phase 1: Human Capital Management and Compensation in April 2022
 - Phase 2: Benefits, Time Tracking, Absence and Payroll in December 2022
- Of the program stages in Workday's methodology, the Plan, Architect and Configure & Prototype activities are complete, with the current focus being on Test activities.

Gartner Engagement Objectives

- Provide independent oversight to ensure Phases 1 and 2 of the HRP Project will meet the City's requirements and implementation activities are executed based on industry best practices.
 - February-April 2022: Oversight efforts will focus on readiness for HRP Phase 1 go-live (February – April)
 - May-December: Oversight efforts will focus on HRP Phase 2 overall health and go-live
- Document Lessons Learned from Phase 1 of the HRP Project for the City's consideration to address in Phase 2.

This HRP Phase 1 Go-Live Readiness Assessment is the first Quality Assurance deliverable for the HRP Project



Phase 1 Go-Live Readiness Assessment

Assesses the degree to which the HRP Project Phase 1 is ready to go-live on April 10, 2022. The assessment uses document reviews, interviews with HRP Project stakeholders and industry best practices to assess risk across a variety of domains and risk categories.



Monthly Quality Assurance (QA) Reports

Highlights key risks & issues and provides recommendations to mitigate or resolve. Based on meeting observations, discussions with City and Vendor personnel, deliverable reviews, and industry best practices.



HRP Project Phase 1 Lessons Learned Report

Identifies the strengths and opportunities for improvement resulting from HRP Project Phase 1. Based on project observations, Gartner's Monthly QA Reports, and discussions with City and Vendor personnel (as needed).

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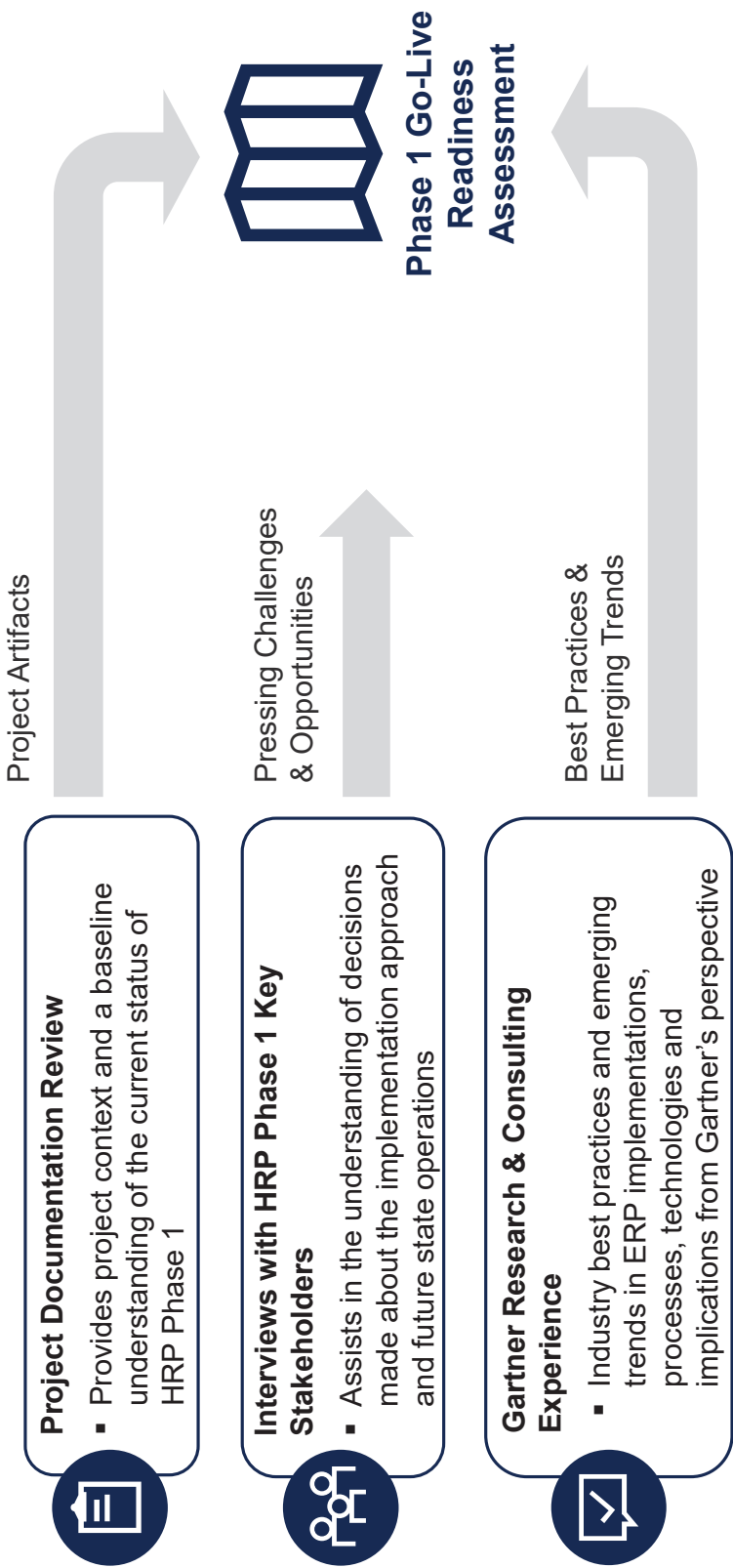
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See Appendix for Gartner's Quality Assurance Services Project Schedule

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Phase 1 Go-Live Readiness Assessment Methodology

- Gartner leveraged multiple inputs to assess the City of LA's HRP Phase 1 Go-Live readiness across various domains and risk categories



- The HRP Project environment is rapidly changing due to the Project Team making progress each day. The observations and associated recommendations contained in this report are as of 3/3/22.

Phase 1 Go-Live Readiness Assessment Methodology (continued)

Interview Participants

Department	Interview Participant(s)	HRP Role
City Council	Paul Koretz	Councilmember
	David Hersch William Weeks	Deputy Chief of Staff Legislative Consultant
CAO	Ben Ceja	Assistant CAO
	Isophine Atkinson	Compensation Workstream Lead
ITA	Ted Ross	General Manager
	Joyce Edson	Executive Officer / Dep CIO
	Raelyn Napper	HRP Project Manager
	Chris Yang	Data Conversion Lead
	Jonathan Biton	ITA Technical Lead
	Nigel Chan	Integration Lead
Controller	Crista Binder	Chief Deputy
	Janet Laszlo	Project Manager
	Daniel Quach	Technical Lead
	Rosemary Go	Payroll Workstream Lead
	Wendy Macy	General Manager
Personnel	Grayce Liu	Assistant General Manager
	Leticia Ortiz	Assistant General Manager
	Fatima de Mesa	Project Manager
	Marvin Avila	HCM Workstream Lead

Department	Interview Participant(s)	HRP Role
Workday	Steve O'Donnell Eric Warshower Kenneth Chambers	Workday Executive Workday Executive Workday Engagement Mgr.
	Brad Hoenshell	Project Director
	Robin Murphy (Accenture)	OCM/Training Lead
	Chad Kodet	Technical Lead
	Sonja Chappell Eunice Jung Tracy Ryan	Functional Leads
	Anthony Wang	Testing Lead
Hess & Associates	Bob Hess	PaySR Administrator
LAWA	Valerie Hunter Tatiana Starostina	Director, Financial Systems CFO
Harbor	Maria Bleavins Jennifer Lustado	Deputy Executive Director & CFO
Recreation & Parks	Erick Kurimoto	Chief Clerk

Thank you!



Go-live Readiness Assessment Methodology (continued)

- Gartner's Readiness Assessment Report includes Gartner's observations across a wide variety of domains and assessment categories. Observations may include:
 - **Risks:** Events or situations that have not yet occurred but, if they do, may have a negative impact on the HRP Project. Because the Readiness Assessment Report is not a Risk Log, it will not contain all known potential risks to the HRP Project (as a Risk Log might).
- The Readiness Assessment Report is not a substitute for a Risk Log or an Issue Log
 - The City may choose to take observations from the Readiness Assessment Report and include them as appropriate in the RAIDQ Log or in any other risk/issue tracking mechanisms used by the HRP Project. Through this process, the City would categorize issues and risks based on probability, potential impact, or other factors.



Issues: Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.

Statements of Fact: Statements are typically related to HRP Project activities, status or progress. These statements may, for example, highlight that expected milestones have been achieved, or that progress was made to address an issue/risk. Statements of fact are most often neutral or positive in tone, as any concerns included in the assessment or report would typically be considered a risk or issue.

Go-live Readiness Assessment Methodology (continued)

Domains & Risk Categories

- Readiness for Phase 1 Go-Live was assessed across the following domains and risk categories.
 - The 19 Risk Categories in white were assessed and given a risk level rating.
 - The 5 Risk Categories in gray were assessed and determined to have minimal impact to Phase 1 go-live at this time. Gartner provided observations for each and, in some cases, recommendations, but these categories were not given risk ratings due to their minimal impact on risk related to Phase 1 go-live.

Domain	Risk Category	Risk Level
1. Strategy & Leadership	1.1 Governance	
	1.2 Executive Support	
	1.3 Vendor Management	
2. Project Controls	2.1 Scope	
	2.2 Schedule	
	2.3 Change Management	
	2.4 Resources	
3. Requirements Management	2.5 Risks and Issues	
	2.6 Quality Assurance	
	3.1 Functional Requirements	
	3.2 Technical Requirements	
	3.3 Service Requirements	




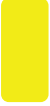


Domain	Risk Category	Risk Level
4. Solution Development & Implementation	4.1 Business Processes & Requirements	
	4.2 Architecture & Design	
	4.3 Development & Configuration	
	4.4 Testing	
	4.5 Interfaces & Integrations	
	4.6 Deployment	
5. Data Management	5.1 Data Controls	
	5.2 Data Conversion	
	5.3 Reporting & Analytics	
6. End User Implementation	6.1 Organizational Change Management	
	6.2 Training & Knowledge Transfer	
	6.3 Support	

= Risk Categories with Minimal Impact on Phase 1 go-live

Go-live Readiness Assessment Methodology (continued)

Risk Level Ratings

- Gartner uses a color-coded rating to describe the potential or realized negative impact to the HRP Project for each category assessed.
 - The rating takes into consideration all the observations, collectively, within each category to indicate the potential/realized negative impact to the HRP Project associated with the category.
 - The Risk Rating Criteria defines the level of urgency related to the rating. The greater the risk to the HRP Project, the greater the urgency management should place on taking action to mitigate the risk.

Rating	Risk Definition	Criteria
	Minimal Impact on Go-Live	The risk category has minimal impact on Phase 1 go-live.
	No Material Risk	HRP Project execution meets or exceeds best practice standards. The approach presents no significant potential risks to the HRP Project at this time.
	Emerging Risk	HRP Project execution generally meets best practice standards, but there are early warning signs of potential risks. Risk to the HRP Project is not yet clear, but management awareness is in order.
	Managed Risk	HRP Project execution or planned trajectory does not meet best practice standards or is not clearly defined, and/or presents a potential material impact to the HRP Project which will become real or get worse if not addressed proactively. Following recommendations for categories assigned this rating is important to ensure optimal HRP Project operation and avoid Significant or Critical Risk.
	Significant Risk	Same as Managed Risk except impact to the HRP Project is actual, not potential, and/or the risk to the HRP Project is significant in terms of schedule slippage, cost or quality. Recommendations for categories assigned this rating need to be addressed immediately and decisively.
	Critical Risk	HRP Project execution or planned trajectory represents a serious impact to overall HRP Project success, and requires immediate, decisive and effective action, without which HRP Project failure is probable or likely.

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HRP Phase 1 Go-Live Readiness Assessment Dashboard

Current Overall Phase 1 Go-Live Readiness 



Domain	Risk Category	Risk Level
1. Strategy & Leadership	1.1 Governance	4
	1.2 Executive Support	2
	1.3 Vendor Management	0
2. Project Controls	2.1 Scope	5
	2.2 Schedule	5
	2.3 Change Management	4
	2.4 Resources	4
	2.5 Risks and Issues	4
3. Requirements Management	2.6 Quality Assurance	0
	3.1 Functional Requirements	5
	3.2 Technical Requirements	0
	3.3 Service Requirements	0

Domain	Risk Category	Risk Level
4. Solution Development & Implementation	4.1 Business Processes & Requirements	4
	4.2 Architecture & Design	0
	4.3 Development & Configuration	3
	4.4 Testing	4
	4.5 Interfaces & Integrations	5
5. Data Management	4.6 Deployment	2
	5.1 Data Controls	4
	5.2 Data Conversion	4
6. End User Implementation	5.3 Reporting & Analytics	1
	6.1 Organizational Change Management	1
	6.2 Training & Knowledge Transfer	3
	6.3 Support	4

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 = Risk Categories with Minimal Impact on Phase 1 go-live



HRP Phase 1 Go-Live Readiness Summary

- An April 10, 2022 Phase 1 go-live with currently configured scope is still possible, with a go/no go decision planned for March 4. However, that may not fully meet Departments’ critical business needs at go-live, and essential integrations must be functioning accurately.
 - Sponsor Departments must decide on a set of functionality that is operationally critical at Phase 1 go-live vs. functionality that can be deferred.
 - The Steering Committee should agree upon criteria for departments to use in making those decisions. The criteria should include specific costs/risks that will be incurred by the Project/City resulting from incremental delays past April 10.
 - Integrations between Workday and PaySR must be built, tested and operating accurately and consistently to ensure accurate payroll.
- If the April 10 date is delayed, Gartner recommends a concerted effort to implement the following recommendations in order to meet a target go-live of April 24, with go/no go decision for cutover tasks made by approximately March 12.

Recommendations	
3.1 Functional Requirements	<ul style="list-style-type: none">▪ HRP Steering Committee to agree upon a set of functionality that is required to meet business needs at Phase 1 go-live.▪ HRP Steering Committee to establish a set criteria to decide what functionality is required at go-live and what can be deferred configuration.▪ Develop an artifact that ties requirements to design documents, tests and test results. This does not have to be an RTM but should accomplish the same objectives.
2.1 Scope	<ul style="list-style-type: none">▪ Define specific costs and risks associated with delayed go-live to allow the HRP Steering Committee to make fully informed scope tradeoff decisions between operational impacts of deferred configuration vs. costs/risks of delayed Phase 1 implementation.▪ Define criteria that will be used by the Change Control Board during/after the Gold Tenant Build to review requests to undertake fixes and deferred configuration.
2.2 Schedule	<ul style="list-style-type: none">▪ PMO to develop a Contingency Plan to detail the alternatives to April 10 go-live, and the associated impacts (e.g., costs, staffing, contractual implications, impacts on Phase 2, etc.). Provide the Contingency Plan to the Steering Committee well before the date by which the next go/no go decision must be made to proceed with the Gold Tenant Build. Gartner estimates this date to be ~3/12/22.
4.5 Interfaces & Integrations	<ul style="list-style-type: none">▪ All critical Phase 1 Go-Live priority integrations should successfully pass E2E testing prior to exiting the Test Stage and entering the Deploy stage. This includes all go-live priority integrations being successfully tested prior to building the Gold Tenant to avoid the possibility of high impact configuration changes during Deploy stage activities.

Content contained in this document is as of 3/3/22.

Executive Summary

HRP Phase 1 Go-Live Readiness – Summary Observations (1 of 2)

High Risk Areas

3.1 Functional Requirements

- The set of functionality currently being tested may not meet Department business needs at Phase 1 go-live. Gartner has not seen evidence that the Steering Committee has agreed to a required set of functionality that must be in place at Phase 1 go-live.
- Gartner does not have evidence of an agreed upon set of criteria that the Steering Committee uses to determine what functionality must be in place at Phase 1 go-live and what can be deferred configuration.
- Gartner has not seen a requirements traceability matrix (RTM) which documents the relationship between requirements and other project artifacts (such as design documents, tests and test results).

2.1 Scope

- Gartner has seen no evidence that the Steering Committee members understand the specific costs and risks associated with delayed go-live. While the impacts of delaying Phase 1 go-live have been discussed generally, specifics related to additional costs per time period, impacts on City staff time, enumeration of risks to Departments and to the City as a whole, have not been documented.
- Sponsor Departments have expressed concerns that they will have difficulty getting approval from the Change Control Board to address deferred configuration post-Gold Tenant Build due to the effort, and associated cost, involved to make changes at that time.

2.2 Schedule

- Achieving Phase 1 go-live on April 10 is still possible if the go/no go to the Gold Tenant Build is made on 3/4/22. April 24 is the next potential go-live date. The potential go-live dates have not been defined and are influenced by other City processes (e.g., fiscal year end).
- Gartner has not seen evidence of a Contingency Plan detailing the alternatives and impacts to the Project of missing the April 10 go-live date and adjusting to a subsequent date.

4.5 Interfaces & Integrations

- While the development of all 17 Phase 1 Go-Live priority integrations has been completed, the majority of these remain to be end-to-end tested as of 3/2/2022 (13 of the 17).
- Gartner understands that 8 of the 13 outstanding integrations are related to the integration from Workday to PaySR. These integrations are critical to production operations of HR and Payroll post Phase 1 go-live.

Content contained in this document is as of 3/3/22.

Executive Summary

HRP Phase 1 Go-Live Readiness – Summary Observations (2 of 2)

Low Risk Areas

6.1 Organizational Change Management

- The HRP Project has implemented a comprehensive approach to organizational change management and communication. There is evidence that ~95% of Departments are aware and supportive of the project.
- A third change readiness survey is scheduled for prior to go-live to identify Departments that may need additional assistance immediately post go-live.

5.3 Reporting & Analytics

- A required set of reports has been identified and are being developed. Gartner has seen no evidence of issues or risks related to HCM reporting.

Detailed Findings & Recommendations

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HRP Phase 1 Go-Live Readiness Assessment Dashboard

Current Overall Phase 1 Go-Live Readiness 



Domain	Risk Category	Risk Level
1. Strategy & Leadership	1.1 Governance	4
	1.2 Executive Support	2
	1.3 Vendor Management	0
2. Project Controls	2.1 Scope	5
	2.2 Schedule	5
	2.3 Change Management	4
	2.4 Resources	4
	2.5 Risks and Issues	4
3. Requirements Management	2.6 Quality Assurance	0
	3.1 Functional Requirements	5
	3.2 Technical Requirements	0
	3.3 Service Requirements	0

Domain	Risk Category	Risk Level
4. Solution Development & Implementation	4.1 Business Processes & Requirements	4
	4.2 Architecture & Design	0
	4.3 Development & Configuration	3
	4.4 Testing	4
	4.5 Interfaces & Integrations	5
5. Data Management	4.6 Deployment	2
	5.1 Data Controls	4
	5.2 Data Conversion	4
6. End User Implementation	5.3 Reporting & Analytics	1
	6.1 Organizational Change Management	1
	6.2 Training & Knowledge Transfer	3
	6.3 Support	4

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 = Risk Categories with Minimal Impact on Phase 1 go-live



1. Strategy & Leadership

1.1 Governance (1 of 2)

Risk Level



Observations	Recommendations
<p>A. The HRP Executive Steering Committee (Steering Committee) does not seem to exercise their decision-making authority to reach consensus and resolve conflict between the needs of the City at large and the needs of the individual sponsor departments. Alignment on a shared set of guiding principles, project goals and project success metrics for Phase 1 would not only help Steering Committee members make decisions about policies, business processes and business rules, but will also help Steering Committee members balance individual department needs with overall benefit to the City.</p> <p>B. The HRP Project Charter includes the governance structure and project goals and success metrics, but it is not up to date.</p> <ul style="list-style-type: none">▪ The Charter has not been updated for a phased implementation approach. This could result in unclear guidance towards decision-making and escalation related to the unique characteristics of the Phase 1 implementation.▪ The Charter does not include the Change Control Board that reviews and approves change requests. <p>C. Some important project milestones do not have criteria that is pre-defined and agreed upon by the Steering Committee well in advance of when it is needed.</p> <ul style="list-style-type: none">▪ Gartner raised this issue with the City Project Team on 2/14 and the Team responded by developing End-to-End Testing exit criteria and Gold Build Entry Criteria, and sharing those with the Steering Committee. The existing criteria are a good starting point for further definition as to what constitutes completion of each element.▪ The Steering Committee has been shown, but has not yet been asked to comment on, revise or agree to Phase 1 go/no go criteria. That criteria should be in place at the beginning of cutover activities. The Steering Committee will have difficulty leading staff to completion of milestones if “completion” is not explicitly defined.	<p>A. Realign the Steering Committee on project goals and project success metrics specifically for Phase 1, using the Project Charter as a starting point, to help guide Steering Committee decision-making.</p> <p>B. Update the Project Charter to reflect project goals and success metrics specifically for Phase 1 and separately for Phase 2, and include key decision-making criteria.</p> <p>C. Establish milestone completion criteria that is agreed upon by the Steering Committee in advance of, or at the start of, the work to be completed. Communicate this to all HRP Project Team members to help drive consistent effort toward the shared completion target.</p>

1. Strategy & Leadership

1.1 Governance (2 of 2)

Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Risk Level

<<

Observations	Recommendations
<p>D. While the current Steering Committee includes the key business process owners for HCM and Payroll, it does not include representation from some of the City's other major departments such as LA World Airports (LAWA), Los Angeles Harbor Department, Department of Recreation and Parks, Los Angeles Police Department (LAPD), and Board of Public Works. Because of their large employee populations, these departments should have a voice at the Steering Committee level to ensure alignment on approaches and key decisions.</p> <ul style="list-style-type: none">Gartner raised this issue to the City Project Team on 2/21/22. The Project Team responded by planning additional meetings with large departments to help ensure that those departments have an opportunity to share their views and voice their thoughts on key project decisions.	<p>D. Engage decision-makers from the City's major departments (outside of the Sponsor Departments) to ensure these departments have a voice at the HRP Steering Committee level and can weigh in on impacts, provide support of key decisions that affect all departments, and/or escalate conflicts as appropriate.</p>

1. Strategy & Leadership

1.2 Executive Support

Risk Level



Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations	Recommendations
<p>A. Two of the four Steering Committee members have transitioned, or will soon be transitioning, out of the Committee.</p> <ul style="list-style-type: none">▪ The previous Personnel GM has transitioned, a new GM and Steering Committee member has been identified, and the new member is now engaged in the Steering Committee.▪ The Controller's Office Steering Committee member will be transitioning in June 2022.▪ This directly impacts the HRP project executive sponsorship provided by the Personnel Department and Office of the Controller. In addition, the loss of this executive sponsorship results in losing important knowledge and history of the project that could assist in the understanding of decisions made about the implementation approach and future state operations.	<p>A. The PMO and the Leads in Personnel and the Controller's Office should provide a transition briefing to each new member of the Steering Committee, giving them historical perspective and helping them become familiar with critical milestones and deadlines, as well as the guiding principles, goals and success metrics for the HRP project described above.</p>

1. Strategy & Leadership

1.3 Vendor Management

Risk Level



Observations	Recommendations
<p>A. Recognizing the need to prioritize department engagement and support the HRP Core Project Team with organizational change management activities, the HRP Project subcontracted with Accenture to provide dedicated Change Management and Training services. Subsequently, Accenture was tasked to support business process documentation.</p> <ul style="list-style-type: none">Overall, Gartner has perceived this to be a positive and productive relationship between Accenture & the HRP Project Team for Phase 1 implementation.Considering the revised SOW reflects the two-phased implementation approach that the HRP Project Team is working towards, Gartner believes this risk area has minimal impact to the Phase 1 go-live.	<p>A. No recommendations at this time.</p>

2. Project Controls

2.1 Scope

Risk Level

Minimal Impact on Go-Live	No Material Risk	Emerging Risk	Managed Risk	Significant Risk	Critical Risk
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Observations

- A. The scope of functionality to be included in Phase 1 has not been agreed to by the Steering Committee and continues to change, impacting completion of tasks critical to go-live.
- There is ongoing disagreement between ITA and the Sponsor Departments on the scope of functionality that must be included in Phase 1. Gartner has seen no established criteria for determining what functionality is critical for Phase 1 vs. acceptable as deferred configuration.
 - Gartner has seen no evidence that the Steering Committee members understand the specific costs and risks associated with a delayed go-live. While the impacts of delaying Phase 1 go-live have been discussed generally, specifics related to additional costs per time period, impacts on City staff time, enumeration of risks to Departments and to the City as a whole, have not been documented. Without this level of detail, Sponsor Departments are being asked to make tradeoffs between clear, highly probable operational impacts to their staff resulting from unconfigured functionality vs. general potential risks/costs to the City as a whole. Sponsor Departments, and the Steering Committee as a whole, need the ability to make fully informed tradeoff decisions.
- B. While ITA and Workday have indicated that testing can continue during the Gold Tenant Build and deferred configuration can be addressed post Gold Tenant Build, Workday has also communicated that the process to fix defects and to address deferred configuration once the Gold Tenant Build has begun is considerably more resource intensive than pre-Gold Tenant Build. Sponsor Departments have expressed concerns that they will have difficulty getting approval from the Change Control Board to address deferred configuration post-Gold Tenant Build due to the effort, and associated cost, involved to make changes at that time.

Recommendations

- A. Define specific costs and risks associated with a delayed go-live to allow the Steering Committee to make fully informed scope tradeoff decisions between operational impacts of deferred configuration vs. costs/risks of a delayed Phase 1 implementation.
- These could include additional vendor costs, additional workload for City resources, timing considerations (e.g., fiscal/calendar year end), contractual implications, specific increased risks, etc.
 - While Payroll is not in scope for Phase 1, functionality that impacts employee pay is in scope, such as Position Control and Compensation, hence downstream impacts must be fully validated before the Gold Tenant Build
- B. Define criteria that will be used by the Change Control Board during/after the Gold Tenant Build to review requests to undertake fixes and deferred configuration.

2. Project Controls

2.2 Schedule

Risk Level

Minimal Impact on Go-Live	No Material Risk	Emerging Risk	Managed Risk	Significant Risk	Critical Risk
---------------------------------	---------------------	------------------	-----------------	---------------------	------------------



Observations	Recommendations
<p>A. Achieving Phase 1 go-live on April 10 is still possible if the go/no go to the Gold Tenant Build is made on 3/4/22. April 24 is the next potential go-live date, which is prior to the end of the City's fiscal year. The potential go-live dates have not been defined and are influenced by other City processes (e.g., fiscal year end). Decision timeframes associated with these go/no go decisions have not yet been established.</p> <ul style="list-style-type: none">Gartner has not seen evidence of a Contingency Plan detailing the alternatives and impacts to the Project of missing the April 10 go-live date and adjusting to a subsequent date. Without clarity around the alternatives and impacts, the Steering Committee will not make fully informed decisions about whether a certain function is a must-have for Phase 1 go-live or can be deferred configuration. <p>B. The set of requirements that must be tested has been changing as business needs are clarified. Until there is Steering Committee agreement on the set of functionality that must be in place at Phase 1 go-live, the Project will continue to have significant difficulty establishing a realistic schedule and achieving it. (See Section 3.1 Functional Requirements)</p> <p>C. Timeframes allotted for task completion may not always take into consideration that Project staff has other assigned responsibilities that impact their availability. This leads to unmet deadlines and the need to adjust the schedule.</p>	<p>A. Develop a Contingency Plan to detail the alternatives to April 10 go-live, decision timing, and the associated impacts (e.g., costs, staffing, contractual implications, impacts on Phase 2, etc.).</p> <ul style="list-style-type: none">Provide the Contingency Plan to the Steering Committee well before the date by which the next go/no go decision must be made to proceed with the Gold Tenant Build. Gartner estimates this date to be sometime prior to 3/12/22. <p>B. See Section 3.1 Functional Requirements for recommendations.</p> <p>C. Use input from the HRP Leads on staff availability in order to establish deadlines for task completion. Once that availability is established, HRP Leads should actively ensure that staff are dedicated to the project during the available time.</p>

2. Project Controls

2.3 Change Management (1 of 2)

Risk Level



Observations	Recommendations
<p>A. The HRP Project Charter dated July 25, 2020 indicates change order requests will be accepted by the Executive Steering Committee, or escalated to the ITOC and City Council if needed. However, the Project Charter does not define where project changes (requested or not) will be tracked and managed.</p> <ul style="list-style-type: none">While not formally defined, Gartner understands the HRP Project to be utilizing the google sheet <i>HRP – Change Request Log</i> to document change requests.In addition, Gartner understands there to be an HRP Change Control Board that is responsible for reviewing and approving change requests. However, Gartner has no evidence that the Change Control Board membership, and the process and criteria used by this Board to review/approve change requests is formally defined and/or documented in any project artifact. <p>B. It is unclear what constitutes a change request versus a defect as there does not appear to be an established set of functional requirements against which this determination can be made. This makes it difficult to hold the vendor accountable for delivering against agreed upon requirements, and ensuring the City does not experience increased costs due to unsupported change requests. See Section 3.1 Functional Requirements for more details.</p>	<p>A. Document a Change Control Process that defines the procedures for evaluating and managing changes in the project. This includes:</p> <ul style="list-style-type: none">Defining Change Control Board membershipDocumenting the level of authority assigned to the Change Control BoardFormalizing a Change Log that captures all project changes (requested or not)Defining the criteria by which change requests are reviewed and approvedDocumenting the level of authority assigned to the Change Control Board <p>B. Formally define the “baselined” scope and quality against which change requests are evaluated for each stage of the project within each project Phase.</p>

2. Project Controls

2.3 Change Management (2 of 2)



Observations	Recommendations
<p>C. Gartner also observed a lack of traceability between certain project artifacts and the HRP Project Change Request Log, making it unclear if all changes identified throughout the project have been reviewed, approved and implemented following a defined change control process:</p> <ul style="list-style-type: none"> ▪ <i>RAIDQ Log</i> – It is unclear if any of the resolutions identified for a RAIDQ item resulted in a change request, and were subsequently logged on the <i>HRP – Change Request Log</i> ▪ <i>HCM Configuration Changes</i> workbook – It is unclear if the configuration changes identified as requiring a change request within the <i>HCM Configuration Changes</i> workbook were logged on the <i>HRP – Change Request Log</i> ▪ <i>HRP Phase 1 Testing</i> workbook – It is unclear if the configuration changes identified during testing requiring a change request were logged on the <i>HRP – Change Request Log</i> 	<p>C. Document clear traceability between the source of identified changes and the HRP Change Request Log.</p> <ul style="list-style-type: none"> ▪ For example, the Change Request ID should be indicated on the HCM Configuration Changes workbook for the identified configuration change.

2. Project Controls

2.4 Resources

Risk Level



Observations	Recommendations
<p>A. It has been reported to Gartner that there is insufficient staff time available to complete some project tasks within the assigned timeframes (e.g., testing).</p> <ul style="list-style-type: none">In recent months, the time City resources have been able to dedicate to the HRP Project has been impacted by a variety of factors, including other critical responsibilities. The Separation Incentive Program (SIP) and more recent staff turnover resulted in loss of project team members. City mandates, such as COVID-19 response, have affected the amount of time that project team members have available to spend on HRP tasks. Timeframes set for completion of HRP tasks may not take into consideration the above impacts, including team members' other responsibilities such as support to legacy production systems and processes. <p>B. At this time, the City staff that are expected to support the integration between Workday and PaySR are not prepared to do so. While knowledge transfer sessions have been conducted, those sessions cannot cover the breadth of potential issues that could ultimately affect payroll accuracy. Additional support from Workday will likely be required for longer than the planned 30-day period to provide support to City after go-live.</p> <p>C. As a longer-term solution for increasing staffing capacity, Personnel Department has requested and is awaiting approval for 10 additional staff members to be added to the HRP Project. These positions will be filled with staff currently in the Personnel Department, backfilling the positions previously held. Approval for these positions is expected to be granted in the coming weeks. It is unclear whether current CAO and Controller's Office staffing will be sufficient for future responsibilities and timeframes.</p>	<p>A. Each Sponsor Department should identify the number of HRP team members and density required to complete assigned tasks that are critical to go-live within the timeframe required to achieve go-live. To create staff capacity if needed:</p> <ul style="list-style-type: none">Temporarily and aggressively reassign non-HRP responsibilities of HRP team members to other, non-project staff to free up time for project tasks that are critical to go-live.Temporarily borrow staff from other Departments to either backfill on non-HRP tasks or to take on HRP tasks as appropriate. <p>B. Before the end of the planned 30-day post go-live Workday support period, determine if continued Workday staffing is needed to support City staff who are maintaining integrations.</p> <p>C. Plan for and provide post-go-live support for Workday/PaySR integrations to augment the City integrations team until the City team can support those integrations independently.</p>



2. Project Controls

2.5 Risks and Issues



Observations	Recommendations
<p>A. The HRP Project has established a RAIDQ Log in Smartsheet to track and manage all risks, actions, issues, decisions and questions. However, as of 3/2/2022, there are 10 RAIDQ items designated for Phase 1 that are not <i>Closed Complete</i> and do not have an impact assessment (i.e., Impact is blank). At such a late stage in the project, all RAIDQ items should already have an impact designated, or if a recent RAIDQ item is logged, it should be evaluated immediately to determine any potential impact on Phase 1 go-live.</p> <p>B. Of the 44 open RAIDQ items as of 3/2/2022 (not <i>Closed Complete</i> or <i>Closed Incomplete</i>), these items have remained open for an average of 23 weeks. Thirteen of the 44 open RAIDQ items have an impact level of <i>High</i> or <i>Blank</i>, which have remained open for an average of 8 weeks. This indicates some RAIDQ items are not being resolved in a timely manner, resulting in what could initially be a low impact RAIDQ item escalating to a High impact over time.</p> <ul style="list-style-type: none">There is not a clear distinction between the states <i>Open</i>, <i>Work In Progress</i>, and <i>Closed Incomplete</i>. All of these states imply a mitigation or resolution has not yet been determined, but it is not clear what level of progress is associated with each of these states.Gartner understands that outstanding and recently made decisions from the RAIDQ are being shared with the HRP Project Team at least twice a week. However, it is unclear whether they are meeting cross-functionally on a regular basis to discuss and resolve outstanding items in a timely manner.In addition, there is potential for any open High impact RAIDQ to result in a configuration change, which could result in an impact to go-live depending on the level of effort required for the configuration change.	<p>A. Identify a single owner of the RAIDQ Log who will be responsible for maintaining it daily with impact assessments and RAIDQ ID owners identified immediately.</p> <p>B. Document a Risk and Issue Management Process that defines the procedures for evaluating and managing RAIDQs. This includes:</p> <ul style="list-style-type: none">Clearly defining and communicating the values utilized for RAIDQ States and Impact levels.Establishing service level agreements for each RAIDQ type and impact level.Following the decision making and escalation process as defined in the Project Charter to ensure RAIDQ items are resolved by the appropriate authority and in a timely manner.Defining the criteria by which a RAIDQ item results in a project change and/or a change request to be submitted to the Change Control Board. This includes documenting the Change Request ID to the associated RAIDQ item on the RAIDQ Log.Clearly documenting the resolution or mitigating action for RAIDQ items that are Closed.Meeting on a regular basis with PMO and Workstream Leads to focus solely on the progress and resolution of RAIDQ items.

REF ID: A671000007/01

2. Project Controls

2.6 Quality Assurance

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations	Recommendations
<p>A. The City and Vendor team have implemented a comprehensive dashboard to track status of tasks to be completed for Phase 1 go-live and are communicating regularly, with updates to the dashboard issued weekly.</p> <ul style="list-style-type: none">▪ In Gartner's assessment this provides adequate measures to ensure a focus on quality in the system upon go-live.▪ This area has minimal impact on Phase 1 go-live.	<p>A. No recommendations at this time.</p>

3. Requirements Management

3.1 Functional Requirements

Risk Level



Observations	Recommendations
<p>A. The set of functionality currently being tested may not meet Department business needs at Phase 1 go-live. Gartner has not seen evidence that the Steering Committee has agreed to a required set of functionality that must be in place at Phase 1 go-live. This would essentially establish a baseline set of functional requirements by which change requests can be evaluated and decisions can be made. The lack of documented agreement on what functionality is required from a business perspective at Phase 1 go-live results in a variety of impacts:</p> <ul style="list-style-type: none">▪ The set of requirements that must be tested has been changing as business needs are clarified. The time allotted for testing did not anticipate these changes, which results in the need to extend the testing period. This has a direct impact on the Project's ability to manage the schedule and achieve target milestone dates leading up to, and including, Phase 1 go-live.▪ It is difficult to distinguish defects from change requests without a baseline set of requirements.▪ It is difficult to hold the vendor accountable for delivering against requirements if the set of requirements is changing.▪ It is difficult to accurately assess percentage completion of configuration and testing if some required business functions have not yet been solutioned, configured or prepped for testing. <p>B. Gartner does not have evidence of an agreed upon set of criteria that the Steering Committee uses to determine what functionality must be in place at Phase 1 go-live and what can be deferred configuration.</p> <p>C. Gartner has not seen a requirements traceability matrix (RTM) which documents the relationship between requirements and other project artifacts (such as design documents, tests and test results). A document, or set of documents, that accomplishes this is needed in order to know that all required functionality has been successfully tested.</p>	<p>A. The Steering Committee should agree upon a set of functionality that is required to meet business needs at Phase 1 go-live.</p> <p>B. The Steering Committee should establish criteria to use in making decisions about what functionality is required at go-live and what can be deferred configuration. This criteria could include:</p> <ul style="list-style-type: none">▪ The Project's Guiding principles, adjusted as needed for the phased approach▪ Business/operational impact▪ Impact on accuracy of payroll runs▪ Specific impact on HRP Phase 1 go-live and associated impacts▪ Impact on HRP Phase 2 activities, timing, go-live and associated impacts▪ Other factors as appropriate <p>C. Develop an artifact that ties requirements to design documents, tests and test results. This does not have to be an RTM but should accomplish the same objectives.</p>



3. Requirements Management

3.2 Technical Requirements

Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Risk Level

<<

Observations	Recommendations
<div><div>A. Workday is a SaaS product. The City will be using the Workday SaaS product and tools for its implementation. By developing and agreeing to the contract with Workday, which includes technical specifications, the City redefined and stated its technical requirements.</div><div><div><div>▪ Gartner has not seen evidence of risks or issues related to the City's technical requirements not being met.</div><div>▪ This area has minimal impact on Phase 1 go-live.</div></div></div></div>	<div>A. No recommendations at this time.</div>

3. Requirements Management

3.3 Service Requirements

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations

- A. The City's contract with Workday redefined the City's service requirements. The Vendor's roles and responsibilities are defined for project, deployment and post-production periods.
- Performance targets are defined in the Contract (Exhibit F) for incident response times.
 - Gartner has not seen evidence of risks or issues related to the City's service requirements not being met.
 - This area has minimal impact on Phase 1 go-live.

Recommendations

- A. No recommendations at this time.

4. Solution Development & Implementation

4.1 Business Processes & Requirements

Risk Level



Observations	Recommendations
<p>A. There does not seem to be a single project artifact that documents the most up-to-date configuration design decisions.</p> <ul style="list-style-type: none"> To Gartner's knowledge, the HRP Project is utilizing two main project artifacts to document configuration design: 1) <i>City of LA HCM_Design Decision Guide</i>, and 2) <i>HCM Configuration Changes</i>. Not all of the configuration changes documented in the <i>HCM Configuration Changes</i> workbook seem to be incorporated into the <i>City of LA HCM_Design Decision Guide</i>, or vice versa, resulting in a lack of version control and the absence of a single source of truth for complete configuration designs. <p>B. It is not clear to some Departments how new business processes will work in their environment end to end. This makes it difficult for Departments to prepare staff for changes to their business operations resulting from the implementation of Workday.</p> <ul style="list-style-type: none"> Gartner understands business process development has been discussed as additional scope to be added as part of the SOW revision, but has not officially agreed to be included. It is unclear whether this deliverable would be an extension of the Future State Business Process documentation already underway, or if it is focused on Workday-only functionality. In addition, it is unclear when this deliverable would be completed. <p>C. As requirements continue to be solutioned and clarified during testing, business processes will need to be adjusted. This may have an impact on training materials, even though training is already underway.</p>	<p>A. Prior to Phase 1 go-live, develop a single project artifact containing the latest configuration design for all Phase 1 functionality, including setup values, event reasons, and business processes. Particularly, Gartner recommends a final design document for each of the aforementioned items (e.g., a design workbook for each HCM business process). This includes updating Phase 1 integration design documents and report design documents with the latest configuration decisions.</p> <ul style="list-style-type: none"> The City of LA Workstream Leads should review and approve the final design documentation. This effort will not only assist with validating all critical functionality & requirements have been captured for Phase 1 (i.e., may uncover hidden requirements), but can also be leveraged to verify all in-scope configuration has been migrated and applied in the Gold Tenant prior to Cutover. <p>B. Work with Departments to fully document end-to-end business processes related to Workday, including identification of steps that will be done outside of Workday.</p> <p>C. Communicate changes in business processes to the Training team daily to allow any significant process changes to be reflected in training materials provided to department end users as soon as those changes are known.</p>

4. Solution Development & Implementation

4.2 Architecture & Design

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations	Recommendations
<p>A. Architecture and design are within the footprint of the Workday product.</p> <ul style="list-style-type: none">This area has minimal impact on Phase 1 go-live.	<p>A. None at this time.</p>

4. Solution Development & Implementation

4.3 Development & Configuration



Observations	Recommendations
<div><div>A. Gartner has seen no evidence a development approach to configuration standards has been defined (i.e., field naming conventions, report & integration field calculations, business process configuration, etc.). Defining a development approach in this manner ensures consistency in support of the new system across all City departments and maintains the integrity of the data in Workday.</div><div>B. In addition, progress of development and configuration for Phase 1 has been volatile due to its dependency on design/solution and testing completion, which is largely caused by a lack of an agreed upon set of functionality required for Phase 1. There is substantial risk that configuration essential to Phase 1 go-live will not be designed, developed and tested in time for go-live.</div></div>	<div><div>A. Create a configuration management plan that can be utilized for knowledge transfer and as a support document for City resources responsible for configuration maintenance following Phase 1 go-live.</div><div>B. Evaluate pending design decisions for impact to configuration and determine the necessity for the configuration against the Steering Committee's agreed upon set of functionality.</div></div>

4. Solution Development & Implementation

4.4 Testing

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations

- A. Unit testing was initially performed in late 2020 prior to the establishment of the two-phased implementation approach. However, there is no clear evidence that unit testing addressed all existing and any new configuration requirements identified between the time unit testing was initially performed in 2020 up until the establishment of the newly defined Phase 1 scope in late 2021 and the second End-to-End (E2E) testing cycle began.
- This has resulted in compounding testing efforts, with the HRP Project Team executing both unit and E2E tests simultaneously. This creates significant risk to the stability of design and development as defects and/or hidden requirements typically uncovered by unit testing earlier in the project are only being addressed now, and will most likely result in the need for repeating E2E/regression tests.
- B. The scope of E2E testing does not appear to have included all business process tests applicable to Phase 1.
- This was due in part to certain configuration and RAIDQ items not being addressed in time for E2E testing, resulting in a delay to design, development and ultimately testing. In addition, there continues to be requests for configuration changes which, made this late in the project lifecycle, could cause significant risk to functionality that has already been validated and tested.
- C. There appears to be misalignment between Workday and the City on the assignment of defect priorities (e.g., Workday has updated defect priorities without consultation from City Workstream Leads), resulting in disagreement on defect resolution and Gold Tenant impacts.

Recommendations

- A. Reevaluate open defects and test scenarios against the Steering Committee's agreed upon set of functionality and incorporate into the tests required to meet E2E testing exit criteria.
- B. Evaluate existing and new change requests against the Steering Committee's agreed upon set of functionality and incorporate into the tests required to meet E2E testing exit criteria.
- C. Workday and the City Project Team should work collaboratively and agree on defect priorities based on the Steering Committee's agreed upon set of functionality.

4. Solution Development & Implementation

4.5 Interfaces & Integrations

Risk Level



Observations	Recommendations
<p>A. The design, development, and testing of integrations for Phase 1 have been managed daily. However, while the development of all 17 Phase 1 Go-Live priority integrations has been completed, the majority of these remain to be end-to-end tested as of 3/3/2022 (13 of the 17).</p> <ul style="list-style-type: none">▪ Gartner understands the majority of the 13 outstanding integrations are related to the integration from Workday to PaySR (INT5000). These integrations in particular are critical to production operations of HR and Payroll post Phase 1 go-live. The HRP project team has reported that, up until the week of 2/28, INT5000 has not been executed successfully on a consistent basis. As a result, critical data integrity and data conversion issues have been recently uncovered which could significantly impact the start of the Gold Tenant Build. See 5.1 Data Controls and 5.2 Data Conversion for more details.▪ As of 3/3/2022, critical integrations were 86.81% testing complete. There were also a total of 1 Blocker and 4 High open defects across all 30 integrations being tested (metrics taken from the HRP Phase 1 Testing Google Sheet). <p>B. Per the SOW, the integration development effort has been divided between Workday and City developers. It is unclear whether development standards were defined to ensure a consistent development approach across all integrations.</p>	<p>A. All critical Phase 1 Go-Live priority integrations should successfully pass E2E testing prior to exiting the Test Stage and entering the Deploy stage. This includes all go-live priority integrations being successfully tested prior to building the Gold Tenant to avoid the possibility of high impact configuration changes during Deploy stage activities.</p> <p>B. Utilize a knowledge transfer and developer transition checklist to confirm all integration-related design and development decisions made during implementation have been transitioned to the appropriate post go-live City support resources.</p>



4. Solution Development & Implementation

4.6 Deployment

Risk Level



Observations	Recommendations
<p>A. Upon review of the HRP Cutover Plan, Gartner's assessment is that the provided Cutover Plan contains all the tasks we would expect to find in a comprehensive Deployment/Cutover checklist. The provided Cutover Plan outlines the tasks needed to successfully cutover / deploy the solution. If the list is followed and the activities documented in the schedule are executed to completion, there is low risk associated with cutover. The risks comes in to play in the detailed execution of the tasks. Frequent communication among key team members is critical to ensuring tasks are executed according to plan.</p> <p>B. There are weekly tasks in the Cutover Plan for "Tenant Management" with question marks in the descriptions. Gartner assumes those tasks are for activities to "update" the Gold Tenant with new configuration that has been deemed critical and are being finalized as the Gold Tenant Build is in progress. If that is the case, there is a risk that without a detailed policy documenting the "what, why, and when" of the process, delays in the Gold Tenant Build could occur as new configuration is continually deployed into the Gold Tenant.</p> <p>C. There is a task in the Cutover Plan that directs the development of a Contingency Plan in case of a missed go-live date, but there are no details. Gartner found no evidence that the Contingency Plan exists. Without a Contingency Plan, there is no agreed upon alternative path to follow planned go-live is delayed.</p>	<p>A. Continue daily stand-up meetings to track completion of cutover tasks and identify risks and issue as they arise.</p> <p>B. Develop the policy and procedure to define what, when and how changes to configuration will be allowed during the Gold Tenant Build.</p> <p>C. Develop a detailed Contingency Plan in case of go-live date slippage.</p>

5. Data Management

5.1 Data Controls

Risk Level



Observations	Recommendations
<p>A. In the pivot from a big-bang go-live to a phased implementation, for Phase 1 there does not appear to be a well-defined system of decision rights and accountabilities for what data will continue to be managed in PaySR and what data will now be maintained or updated in the new Workday HRP system.</p> <p>B. Where Workday will now be the system of record instead of PaySR, the same level of data validations must be configured in Workday to ensure seamless integration between the systems.</p> <ul style="list-style-type: none">While macro-level decisions has been made, Gartner has observed that testing is uncovering business rules and dependencies that were unaccounted for due to a lack of thorough planning for data controls up-front. In the short term this is leading to iterations of configuration, integration and testing activities.Upon Phase 1 go-live at best this could lead to users having a steeper learning curve and delays in transactions leading to user frustration thereby damaging system perception or negatively impacting adoption. At worst it could result in transaction errors or integration errors causing bad data to flow from Workday into the City's Payroll system and leading to significant negative exposure for the City.The City team does not appear to have reviewed and documented what repercussions Workday data setup in Phase 1 will have when Payroll processing is enabled in Phase 2.	<p>A. Ensure that HRP training and procedures clearly delineate for department users what tasks are to be completed in HRP and what tasks will remain in PaySR.</p> <p>B. Where Workday is replacing PaySR as the system of record, ensure that the same level of data validations are configured in Workday, prior to the Gold Build Tenant.</p> <ul style="list-style-type: none">There may be certain data that is displayed in both systems. For such individual data elements (i.e., screen fields), users will need to understand what is the system-of-record and should not be able to update data in both systems; users will also need to understand the timing for when updates will be reflected in the other system where the data element may be referenced. Examples of such data elements are likely in the areas of Compensation or Position Control, which Gartner understands are being enabled in HRP, and tie closely to employee Pay and Financial parameters, which remain in PaySR and other legacy systems.

5. Data Management

5.2 Data Conversion

Risk Level



Observations	Recommendations
<p>A. The provided Data Conversion Strategy document is a comprehensive guide for completing the data conversion activities. It contains all of the critical information needed to plan and execute the data conversion activities for a project of HRP's size and complexity.</p> <ul style="list-style-type: none"> Unfortunately, the Data Conversion Strategy was written in 2020 for the big bang go-live and would be of limited use for Phase 1, outside of the approach. The roles and responsibilities, timing and actual data to be migrated identified in the plan are only for the big bang approach. Gartner has not received any further revisions to the Data Conversion Strategy. Lack of updated documentation is a risk to the Project as, if current staff were to leave the project, replacement/backfill staff would have little information/direction for continuing with required tasks. Gartner assumes, based on information gathered during interviews, that the City is iterating the data migration routines for Phase 1 based on the required data that was determined during the phasing scoping and then iterated based on needs coming out of functional testing. <p>B. In Gartner's review of the Data Conversion Defect Log, as outlined in the Data Conversion Strategy, it appears that the Data Conversion Defect Log is not being updated.</p> <ul style="list-style-type: none"> There are Blocker and critical data defects that have not been updated since 2021. In addition, a recent data conversion defect was uncovered as a result of integration testing. Specifically, Gartner understands there to be a disagreement on a major design decision to not convert employee job history into HRP, which could lead to transaction errors that will impact the calculation of employee pay in PaySR. Project scope changes and progress made against the Blocker and critical data defects impacted data conversion requirements. This created a larger than expected amount of rework as the data conversion routines were continually enhanced based on new data requirements. Based on the status reported verbally to Gartner, it appears that the data conversion team will be ready for the Gold Tenant Build, with all remaining test and defects completed. This is assuming no more configuration changes that require additional data to be migrated, are uncovered. 	<p>A. Update the Data Conversion Strategy to reflect the Phased go-live approach.</p> <p>B. Update and maintain the Data Conversion Defect Log to reflect all conversion-related defects and their status.</p> <ul style="list-style-type: none"> Address Blocker Defects as a priority for Phase 1 testing prior to the Gold Tenant Build.

5. Data Management

5.3 Reporting & Analytics



Observations	Recommendations
<div>A. A required set of reports has been identified and are being developed.<ul style="list-style-type: none">Gartner has seen no evidence of issues or risks related to HCM reporting.This area does not pose a material risk to Phase 1 Go-Live at this time.</div>	<div>A. No recommendations at this time.</div>

6. End User Implementation

6.1 Organizational Change Management

Risk Level



Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

A. The Project has implemented a comprehensive approach to organizational change management and communication with evidence that the vast majority of Departments are aware and supportive of the HRP Project.

- Three rounds of interviews were conducted with each department between September 2020 and October 2021 to assess change readiness. In round 3 (October 2021), results showed 95% of Departments self-reported/were rated a Medium or High level of knowledge about the project. Also, 95% of Departments self-reported/were rated as a Supporter or Champion level of support for the project (levels 4 and 5 on a 5-point support scale, 5 being highest). These results indicate that a significant level of HRP project awareness and support exists across City departments.

- The Project has a robust OCM Strategy and Plan that includes key elements such as:
 - Identification and assessment of stakeholders
 - Change impact analysis
 - Change readiness measurement
 - Implementing a Change Champion Network that reaches all City Departments
 - Training planning and execution
 - Others

- The Project also has a robust Communications Plan, including a wide variety of communication vehicles to reach staff across all departments such as:

- Change Champions
- HRP Project Website containing videos, personas, FAQs, etc.
- Live events (All Hands Meetings, Citywide Town Hall Meetings)
- Newsletter and emails
- Others

- A third change readiness survey is scheduled for prior to go-live. The results of that survey will identify Departments that may need additional assistance immediately post go-live.

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Recommendations

- A. Continue with the planned change readiness survey #3 in advance of Phase 1 go-live.
- Use the results of the survey to take rapid action with specific departments or user groups that need additional post go-live support.

Gartner

6. End User Implementation

6.2 Training & Knowledge Transfer



Observations	Recommendations
<p>A. The Project has a robust Training Strategy. A training needs assessment of all training audiences informed the development of the approach to training and the curriculum. The training approach uses a variety of learning modalities to establish baseline ability and reinforce that ability real time as needed. These include self-service/on-demand learning, interactions with others (e.g., Change Champions, User Support Labs), and required learning such as Instructor Led Training/webinars.</p> <ul style="list-style-type: none">▪ The Training Strategy states that training will focus only on tasks undertaken in Workday, and designated City HRP Team members will be invited to training to provide input on City policies and procedures. Gartner has no evidence that staff who will use Workday and PaySR to complete a business process will receive training on which parts of the process are to be completed in Workday vs. PaySR, and how to use both systems to complete the process. The PaySR portion of a process could be covered through a Job Aid, but may not be as effective as training on the end-to-end process.▪ Configuration that is currently being solutioned and tested will not be included in training due to the timing. New configurations could be covered through Job Aids as they arise, but may not be as effective as instructor led training. Gartner acknowledges that, while this may not be ideal, it is a common occurrence in large projects. <p>B. There is some concern among Departments that the 6 hours of Instructor Led Training (ILT) for HCM staff may not be sufficient.</p> <ul style="list-style-type: none">▪ A pilot training program was recently completed and will be a good test of whether the 6 hours of ILT will be sufficient to reach the desired level of trainee competency.	<p>A. Include Workday vs. PaySR tasks in training of processes that will use both systems.</p> <ul style="list-style-type: none">▪ See 4.2 Business Processes & Requirements for additional recommendations related to training. <p>B. Use the results of the pilot Instructor Led Training program to determine if training should be longer than 6 hours and/or if post-training reinforcements are needed for trainees to reach the expected level of competency.</p> <ul style="list-style-type: none">▪ Post-training reinforcements could include completion of post-training required webinars or computer-based training modules.

6. End User Implementation

6.3 Support

Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

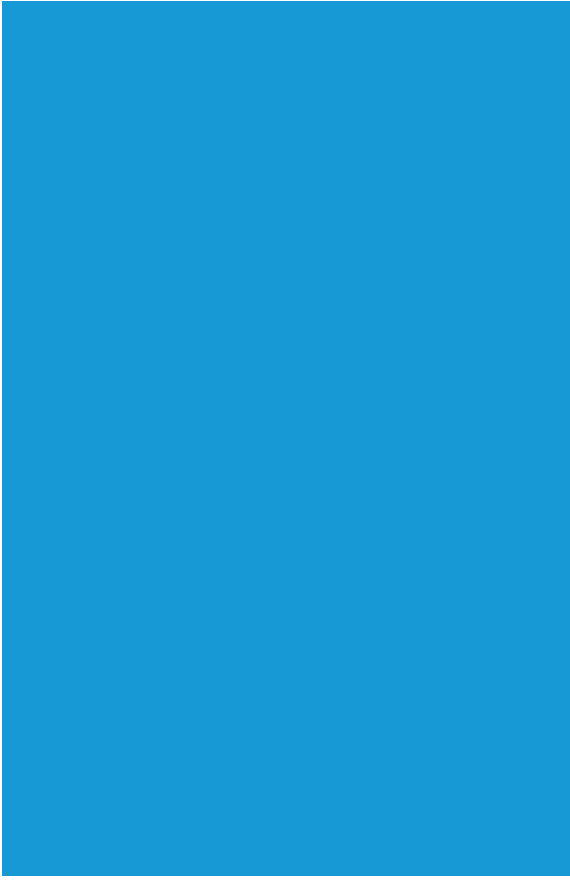
Critical Risk

Risk Level

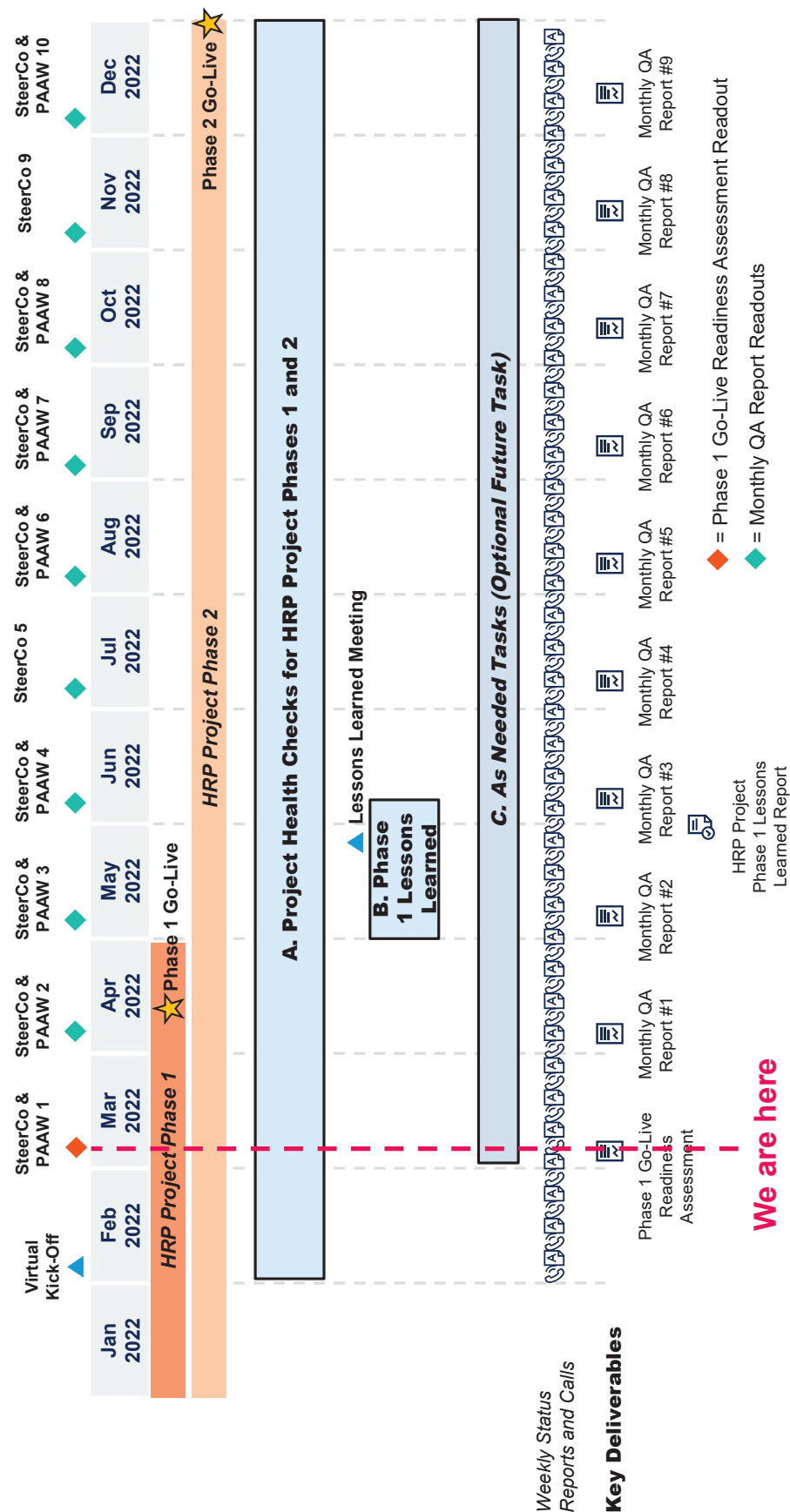
Observations	Recommendations
<p>A. The HRP Sustainability Plan does not appear to have been operationalized. While the HRP Sustainability Plan is meant to define post go-live processes and support, it should be operationalized now to define stakeholder responsibilities and ensure a smooth transition from implementation to post go-live support.</p> <ul style="list-style-type: none"> ▪ The HRP Sustainability Plan does not appear to have been communicated to key stakeholders required for Phase 1 post go-live support. ▪ The resources for the roles and teams outlined in the HRP Sustainability Plan do not seem to be formed or identified yet for Phase 1 post go-live support. ▪ SLAs for tiers of support (City-owned support) have not yet been defined and communicated to HRP stakeholders. <p>B. The initial Workday Contract Exhibit G: Workday Platinum Success Package Order Form describes post go-live support for a single go-live implementation. Gartner does not have evidence of a revision to this exhibit to reflect the levels of post go-live support that will be provided by Workday for Phase 1 and Phase 2 separately.</p>	<p>A. Operationalize the HRP Sustainability Plan prior to go-live by communicating it to stakeholders and mobilizing the roles/structures that will need to be in place post go-live.</p> <p>B. Revise Exhibit G of the Workday contract to reflect the phased implementation approach.</p>

Appendix

Gartner QA Project Schedule



Gartner's Quality Assurance Services Project Schedule



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