


REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: July 8, 2022

CAO File No. 0220-05956-0002
Council File No. 20-0313
Council District: All

To: Personnel, Audits, and Animal Welfare Committee

From: Matthew W. Szabo, City Administrative Officer  for

Reference: Gartner Report dated July 7, 2022

Subject: **GARTNER, INC. HRP PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – JUNE 2022**

RECOMMENDATION

That the Council note and file this informational report.

SUMMARY

At the request of the Personnel, Audits, and Animal Welfare Committee, attached is the monthly report for June 2022 as submitted by the Human Resources and Payroll (HRP) Quality Assurance (QA) consultant, Gartner, Inc. (Gartner).

In November 2021, this Office 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 for the duration of the engagement as part of the Project Health Checks for Phases 1 and 2. On March 3, 2022, Gartner submitted the Phase 1 Go-Live Readiness Assessment Report. The Readiness Assessment Report provided an independent evaluation for Phase 1 (Human Capital Management and Compensation) of the overall project in terms of adherence to best practices in large system implementations. Following the Readiness Report, Gartner must provide monthly QA reports on the status of the project including improvements or deficiencies identified from their initial assessment. Gartner submitted Phase 1 monthly reports from March 2022 through May 2022 in adherence to the Task Order (TO). The go-live date for Phase 1 occurred on May 23, 2022. On June 21, 2022, Gartner submitted a written report of the lessons learned from the Phase 1 implementation that can be considered and leveraged for the Phase 2 deployment. As the project moves in to Phase 2, Gartner must continue to provide monthly QA reports on the status of the project per the TO. Attached is Gartner's report on the project status through the end of June 2022.

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
Chris Concepcion, Office of the Controller

MWS:MGR:11230003c

HRP Project Quality Assurance Services

Monthly QA Report – June 2022

Prepared for: City of Los Angeles

July 7, 2022

Version 2

Engagement #: 330065784

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Executive Summary

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Monthly Quality Assurance Reporting Methodology

Introduction to June 2022 QA Report







- **This Quality Assurance (QA) report for June 2022 spans the end of HRP Phase 1 and the beginning of HRP Phase 2.**
 - Gartner's previous monthly Quality Assurance (QA) Reports, for the months of February, March and April 2022, focused on the City's readiness for going live with HRP Phase 1.
 - The May 2022 QA Report was a transitional report, focusing on the end of HRP Phase 1 and the beginning of HRP Phase 2.
 - While Gartner intended to begin focusing solely on Phase 2 in the June 2022 report, substantial work is still underway on Phase 1. Therefore, similar to May 2022 Report, the June 2022 report also spans both Phases 1 and 2.
 - The Risk Level Ratings used in this report reflect the context of overall project health and they are described on the following page.
 - The observations, risks and recommendations included here may refer to Phase 1 or Phase 2 activities. Gartner has identified the project phase in the text when a distinction is required.



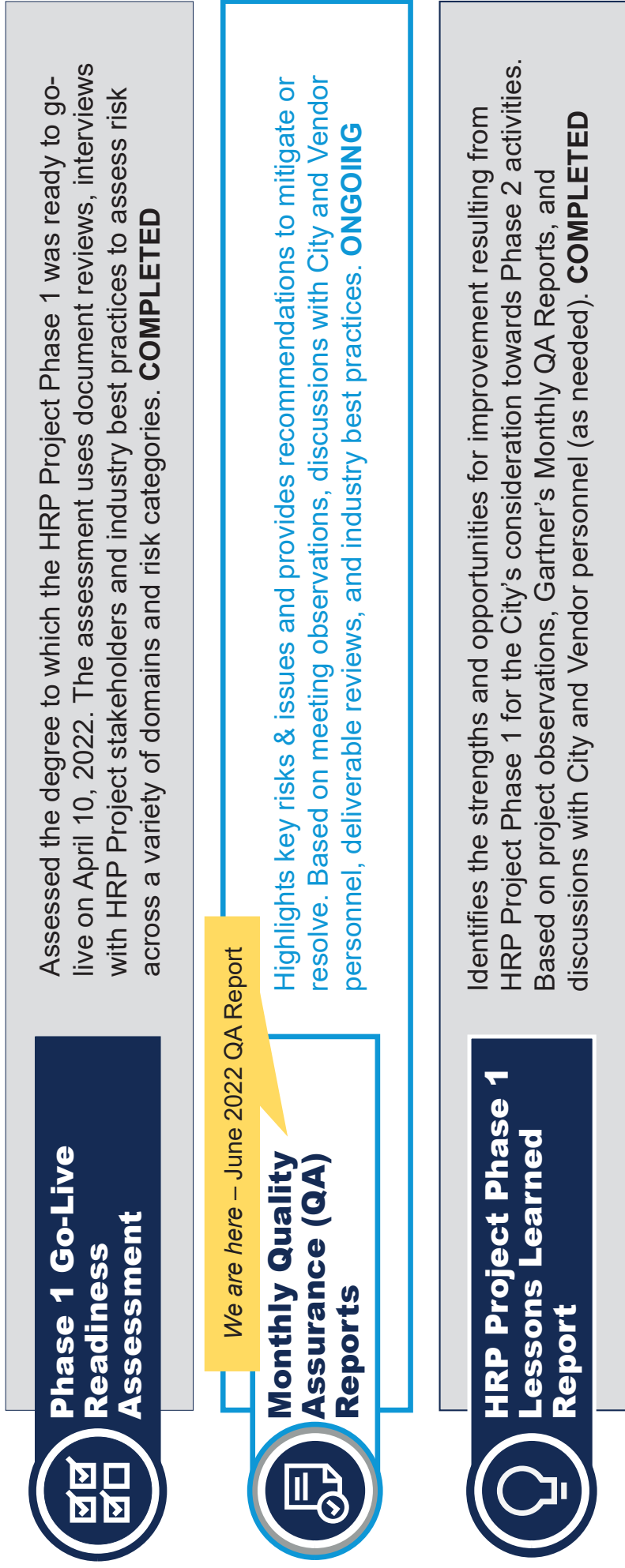
Monthly Quality Assurance Reporting Methodology (continued)

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 (Considering both Phase 1 and 2 for the June 2022 reporting period)
	Minimal Impact on HRP Project Health	The risk category has minimal impact on HRP Project Health.
	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.

The HRP Project Phase 1 Lessons Learned Report was delivered separately in June 2022



HRP Project Health Assessment Dashboard

Current Overall HRP Project Health*



Previous Overall Status (May 2022)

Domain	Risk Category	Risk Level	
		May 2022	June 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	0	0
	2.1 Scope	2	3
2. Project Controls	2.2 Schedule	4	4
	2.3 Change Management	3	2
	2.4 Resources	3	3
	2.5 Risks and Issues	3	2
	2.6 Quality Assurance	0	2
3. Requirements Management	3.1 Functional Requirements	2	3
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0
Domain	Risk Category	Risk Level	
		May 2022	June 2022
4. Solution Development & Implementation	4.1 Business Processes & Requirements	2	3
	4.2 Architecture & Design	0	0
	4.3 Development & Configuration	3	3
	4.4 Testing	4	3
5. Data Management	4.5 Interfaces & Integrations	3	4
	4.6 Deployment	1	2
	5.1 Data Controls	1	2
	5.2 Data Conversion	4	3
6. End User Implementation	5.3 Reporting & Analytics	1	1
	6.1 Organizational Change Management	1	3
	6.2 Training & Knowledge Transfer	2	3
	6.3 Support	2	4

*The June 2022 QA Report spans the end of HRP Phase 1 and beginning of HRP Phase 2, with the focus on overall project health.

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= Increase in rating and risk from last reporting period
 = Decrease in rating and risk from last reporting period
 = Risk Categories with Minimal Impact on HRP Project Health

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Executive Summary

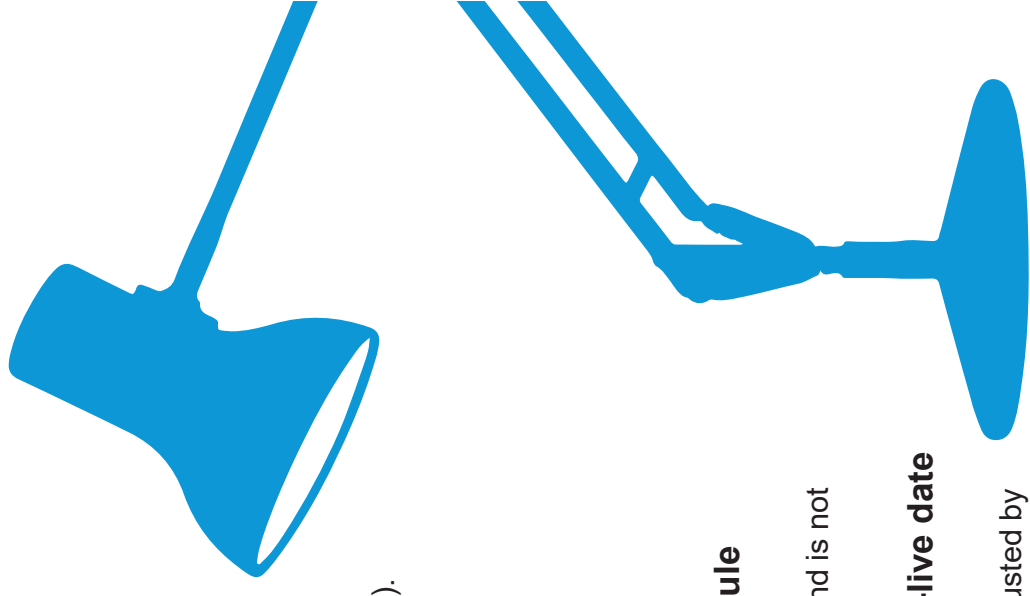
HRP Monthly QA Report – Key Takeaways (1 of 2)

- **HRP Phase 1 stabilization and user support are still heavily underway.**
 - Critical Phase 1 activities include ongoing user support and resolving issues with significant, persistent pay impacts associated with bonuses, step increases and mass raises.
 - Additionally, the HRP Project continues to experience critical issues with INT5000 post Phase 1 go-live which has posed a serious risk to payroll operations (i.e., payroll processing and accuracy).
 - It is not clear that City staff, at current levels, will be able to successfully handle these support activities after Workday hyper care period ends on July 15.
 - The City should consider approaches for additional Workday Phase 1 support, including extended, targeted support under the current Statement of Work to fulfill contractual obligations, or through a change order.
 - The continued, yet critical, focus on Phase 1 affects the HRP Team's ability to turn their attention to Phase 2. This will likely have an impact on the Phase 2 schedule.
- **A full set of agreed upon Phase 2 requirements is needed to set the stage for schedule development/ management, change control and entry/exit criteria.**
 - The current set of Phase 2 requirements does not yet include deferred functionality from Phase 1, and is not mapped to business processes that are being documented.
- **The Phase 2 schedule is being developed. Task durations and resulting Phase 2 go-live date should align with the required workload and available staffing.**
 - If the derived Phase 2 go-live date is not acceptable to the Steering Committee, the date can be adjusted by modifying scope or staffing as needed.

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HRP Monthly QA Report – Key Takeaways (2 of 2)

- The ServiceNow ticket backlog is growing. Departments should receive targeted support to reduce ticket backlog before the end of Workday hyper care.

- Some City Departments have multiple outstanding tickets and their HR processes are being impacted. User Support Labs scheduled proactively with Departments with higher open ticket counts will help prevent further operational impacts.
- The PMO should monitor open tickets by Department on a regular basis to continue targeted Departmental outreach as ticket numbers change.

- Departments require closer involvement with the project throughout Phase 2 to facilitate business process work, support testing, build knowledgeable staff within the Department and create a base for in-Department post-go-live support.

- A Department Core Team within each large/Tier 1 Department, made up of subject matter experts covering all domains in Phase 2, would create a solid foundation for departmental participation throughout all stages of Phase 2.
- Members of the Department Core Team would include Department Liaisons, Payroll Liaisons, and relevant SMEs for time keeping, benefits, compensation, and absence.
- This would be a formal role within each Department, with some number of hours dedicated to the project each week.

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Open SNow Tickets by Department and User Support Labs Conducted/Scheduled

Rank	Department	Open Tickets	USL Conducted/Scheduled
1	Personnel	109	
2	Airports	46	
3	Police	31	4 conducted
4	Harbor	27	2 conducted
5	Information Technology Agency	18	
6	Recreation and Parks	15	
7	City Employees Retirement System	15	1 conducted 1 scheduled
8	Public Works - Sanitation	13	
9	Controller	13	
10	Library	13	
11	Fire	12	
12	City Attorney	12	
13	City Planning	5	1 conducted 1 scheduled
14	Transportation	4	1 conducted 1 scheduled
	Total Open Tickets for Depts listed above	333	5 Depts 12 Sessions
	Total Open Tickets	420	
	Percentage of all open tickets in Depts listed above	82%	
	= Opportunity for targeted USL outreach		

As of 7-6-22

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Executive Summary

HRP Monthly QA Report

Key Recommendations

2.2 Schedule

- Establish the Phase 2 schedule assuming existing resources and derive the Phase 2 go-live date based on aggregation of task durations. If the resulting go-live date is not acceptable, determine additional resources needed to modify the go-live date.

4.5 Interfaces & Integrations

- Although support for Phase 1 integrations fully transitioned from Workday to ITA, the City of LA should consider extending hyper care support and/or transitioning full support for Phase 1 integrations to Workday or another contracting service. Otherwise, the HRP Project will continue to experience a delay to Phase 2 activities and the implementation timeline will need to be adjusted accordingly.

6.3 Support

- Determine opportunities and methods for continued support from Workday beyond the current scheduled hyper care period for Phase 1.
- Augment HRP Support Dashboard in SNow to include key metrics for ticket and backlog management.
- The PMO should actively monitor the tickets assigned to Department resolver groups, monitoring and communicating ticket backlog and aging, and prompting Department resolver groups to minimize both.
- Proactively schedule USLs with the Departments with the highest number of open tickets, starting with Departments with 10 or more tickets. Include representatives from all resolver groups assigned to the tickets, including Departmental resolver groups.
- The PMO should monitor open tickets by Department on a regular basis to continue targeted Departmental outreach as ticket numbers change.
- The PMO should implement proactive SNow ticket management, including daily review of SNow tickets for appropriate statuses, assignments, and categorization, and modification of these elements as needed to drive effective ticket closure.
- The PMO should consult with HRP Team members to gather accurate ticket information, particularly priorities and assignments.

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Detailed Findings & Recommendations

HRP Project Health Assessment Dashboard

Current Overall HRP Project Health*



Previous Overall Status (May 2022)

Domain	Risk Category	Risk Level	
		May 2022	June 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	0	0
	2.1 Scope	2	3
2. Project Controls	2.2 Schedule	4	4
	2.3 Change Management	3	2
	2.4 Resources	3	3
	2.5 Risks and Issues	3	2
	2.6 Quality Assurance	0	2
3. Requirements Management	3.1 Functional Requirements	2	3
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0
Domain	Risk Category	Risk Level	
		May 2022	June 2022
4. Solution Development & Implementation	4.1 Business Processes & Requirements	2	3
	4.2 Architecture & Design	0	0
	4.3 Development & Configuration	3	3
	4.4 Testing	4	3
5. Data Management	4.5 Interfaces & Integrations	3	4
	4.6 Deployment	1	2
	5.1 Data Controls	1	2
6. End User Implementation	5.2 Data Conversion	4	3
	5.3 Reporting & Analytics	1	1
	6.1 Organizational Change Management	1	3
	6.2 Training & Knowledge Transfer	2	3
	6.3 Support	2	4

*The June 2022 QA Report spans the end of HRP Phase 1 and beginning of HRP Phase 2, with the focus on overall project health.

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= Increase in rating and risk from last reporting period
 = Decrease in rating and risk from last reporting period
 = Risk Categories with Minimal Impact on HRP Project Health

1. Strategy & Leadership

1.1 Governance (1 of 2)

Risk Level



Observations

- The HRP Steering Committee is now scheduled to meet every other week. Since the meeting frequency has decreased, it is now even more important that Steering Committee members are fully prepared prior to the meetings so they can effectively make decisions at that time. It is essential that members are fully briefed by their staff (Workstream Leads) prior to each meeting on any topic that will be discussed in the meeting. This will help prevent misunderstandings about information being presented and will allow Committee members to make well-informed decisions.
 - Steering Committee members are engaged, and information is shared on the day before a Steering Committee meeting allowing pre-meeting review.
 - Committee members are able to vote on urgent items outside of a meeting setting when needed (e.g., the Committee considered the possibility of a soft launch for Phase 1 and provided their direction outside of a meeting setting within the timeframe needed for the decision).
- The HRP Project plans to start leveraging the biweekly PMO meetings to review outstanding decisions and will only escalate to SC when a decision cannot be reached. This will help make both the PMO and the Steering Committee meetings more effective.
- The Project would benefit from implementing additional best practices as described below (in March 2022 QA Report).

[Continued from March 2022 QA Report](#)

- Steering Committee meetings on other large, complex projects typically focus on effective executive decision-making, and have the following **best practice characteristics**:
 - The nature/type of information presented at the Steering Committee meeting is clear, for example:
 - *Project Status*: This provides an update on key project milestones/activities. No action or decision is required.
 - *Preparation for Future Decision Making*: This information is presented for understanding and consideration. At a future meeting, and after consultation with staff, the Committee may be asked to make a decision on the topic.
 - *Request for Decision*: This is an explicit request for a decision by the Steering Committee. Members would have received information prior to the meeting, including any options for consideration, with sufficient time allowed for discussion with their staff members prior to the meeting.
 - *Request for Removal of Obstacles*: This is an explicit request for action by some or all Steering Committee Members for assistance in removing obstacles to project progress. After the meeting, Members would be expected to take the actions within their control to address the identified obstacles.

Recommendations

- The PMO should send meeting materials to the Steering Committee no later than noon on the business day prior to the meeting to allow for review and discussion among Committee members and their staff.
- Workstream Leads should have standing meetings with their Committee Member on the afternoon prior to the meeting to brief the member on all topics on the agenda.

[Continued from March 2022 QA Report](#)

- Implement in the HRP Steering Committee the best practice characteristics of effective Steering Committees for large, complex projects.

1. Strategy & Leadership

1.1 Governance (2 of 2)



Observations

- (Continued from previous page) Steering Committee meetings on other large, complex projects typically focus on effective executive decision-making, and have the following **best practice characteristics**:
 - Materials to be used in decision-making are provided well in advance of the meeting, providing the Committee members with time to discuss it with staff members prior to the meeting. (For example, end to end testing exit criteria was provided to the Steering Committee for review well prior to being asked to approve it.)
 - The Steering Committee may hold meetings, or portions of meetings, during which Implementation Partners are not in attendance (as needed).

Continued from Phase 1 Go-Live Readiness Assessment

- The HRP Project Charter includes the **governance structure and project goals and success metrics, but it is not up to date**.
 - 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.

Continued from Phase 1 Go-Live Readiness Assessment

- 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.

Recommendations

1. Strategy & Leadership

1.2 Executive Support



Observations	Recommendations
<ul style="list-style-type: none">The HRP Project has a solid foundation of executive support through the HRP Steering Committee.	<ul style="list-style-type: none">No recommendations at this time.

1. Strategy & Leadership

1.3 Vendor Management

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- As reported in Gartner's March 2022 QA Report, the HRP Project Team will be utilizing Kainos, an automated testing tool, to provide testing support services for Phase 2. Gartner understands the services to be provided will validate that specific features, scenarios or end-to-end business processes operate as expected.

Recommendations

- No recommendations at this time.

2. Project Controls

2.1 Scope

Risk Level



Observations

- Prior to the phasing of the implementation of the new HRP solution (decided in December 2021), Gartner understands a certain amount of scope and functionality related to the functional areas now within Phase 2 (Benefits, Time Tracking, Absence and Payroll) had already been solutioned, configured and tested. However, an assessment of the scope that remained to be achieved for Phase 2 functionality was not performed and documented prior to the focus of the Project shifting to Phase 1 activities. The assessment of the scope that remained to be achieved for Phase 2 functionality would have been difficult to do due to the lack of agreement and documentation of detailed project requirements.
- In addition to determining the remaining scope for Phase 2, the HRP Project Team will also need to consider the remaining Phase 1 functionality to be implemented (i.e., deferred functionality, change request backlog) as well as any changes to functionality implemented for Phase 1 that will be needed to accommodate Phase 2 scope. Additionally, the HRP Project Team will need to consider the process and criteria by which any scope that does not fall within Phase 2 (e.g., “nice to have” requirements or enhancements) will be addressed post Phase 2 go-live.

Recommendations

- The planning discussions for Phase 2 should begin with re-evaluating Phase 2 scope, formalizing a process by which project requirements are captured and documented, and baselining the scope against which future changes can be evaluated. This includes receiving formal acceptance on the scope by all Sponsor Departments before baselining.

2. Project Controls

2.2 Schedule

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- The PMO has drafted an initial starting point for the Phase 2 Project Schedule and is beginning a collaborative process with the Workstream Leads to modify that schedule.
 - The schedule is being developed in Service Now (SNow), which is a new platform for the HRP team members. They will need to become proficient in this tool in order to effectively update and manage the schedule going forward.
 - The schedule is high level at this point, requiring significant input from the Workstreams to add detail for required tasks. While this process does allow significant Workstream participation in schedule development, it will take some time to add needed tasks, organize them appropriately, add dependencies and then determine durations. Multiple iterations of the schedule will likely be required to create an agreed upon baseline schedule.
- Task durations will need to be set with consideration to the resources available. The first pass at the schedule should assume resources stay at their current level, and the go-live date for Phase 2 would be set using the aggregation of task durations. If the Phase 2 go-live date derived in this manner is not acceptable to the City, additional resources should be assumed and then an alternate go-live date can be derived.
- When developing the Phase 2 schedule, the following items should be considered:
 - Incorporate activities remaining from Phase 1 (ongoing Phase 2 user support, deferred functionality, approved/unresolved change requests)
 - Include sufficient time for sequential completion of tasks when that is required (e.g., completing a testing stage before moving on to subsequent stages)
 - Consider actual past task completion rates for Phase 1 in setting durations
- A significant impact on the Phase 2 schedule is the ongoing work related to Phase 1 stabilization and user support. While a significant level of Phase 1 work continues, the team will not be able to fully turn its attentions to Phase 2 work. This work on Phase 1 is essential to the overall success of the project and will likely elongate the Phase 2 schedule.

Recommendations

- Establish the Phase 2 schedule assuming existing resources and derive the Phase 2 go-live date based on aggregation of task durations. If the resulting go-live date is not acceptable, determine additional resources needed to modify the go-live date.

2. Project Controls

2.3 Change Management



Observations

- With Phase 1 now live, it will be important for the Project to manage two types of change requests: 1) changes to Workday Production and 2) changes to Phase 2 scope. Gartner understands both kinds of change requests will be tracked in Service Now (SNow); however, the process by which each kind of change request is reviewed and approved will differ. Gartner understands the processes to be as follows:
 - Changes that need to be made to Workday Production (e.g., as a result of a reported issue) will be reviewed and approved by the HRP Workstream Leads and ITA. The process and timing by which changes are tested and implemented to Workday Production will mimic the process followed for changes made to PaySR Production (bi-weekly or ad-hoc, for emergency changes only).
 - Once the Phase 2 scope is established, changes to Phase 2 scope will follow the HRP Project Change Control Board process, which involves a weekly review and approval by the PMO and HRP Workstream Leads. Outside of the new method by which these change requests will be tracked (SNow vs. Google Sheets), this process will be the same as the process followed during Phase 1. Should a Phase 2 change request result in the need to implement a change in Workday Production prior to Phase 2 go-live, the above process will be followed.
- In the month of June, the HRP PMO Team migrated all open change requests from Google Sheets to SNow. Gartner understands this will provide better visibility into the management of change requests through the use of dashboards and reporting. It will also provide better traceability between project components to track the source of the change request and to verify the resulting action is followed up on and resolved.
- Change requests that were approved for backlog or were identified but not resolved prior to Phase 1 go-live will need to be considered and incorporated into the planning of Phase 2 scope and schedule.

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Recommendations

- Document the change control review, approval, and implementation processes for the various types of project change requests and formalize as a project artifact for the HRP Project Team to reference. This should include the criteria by which the various types of project change requests will be evaluated and approved, and the information that should be included with each change request logged in SNow, such as:
 - Clearly defining when a change request should be logged
 - The source of the change request (e.g., testing, architect workshop, reported incident) and how to link change requests with other project components such as a RIDAC or Incident
 - Workstreams impacted by the change
 - If the change would result in an impact to scope, schedule and/or cost
 - Priority and planned implementation of the change
- Incorporate backlog change requests from Phase 1 into planning of Phase 2
[Continued from May 2022 QA Report](#)
- If a workaround was identified to address a change request, identify the next steps for addressing the workaround (i.e., determining a permanent solution), including assigning a priority, timing for resolution, and resources required, incorporating this effort with Phase 2 activities appropriately.

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2. Project Controls

2.4 Resources

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- The City's Data Conversion Lead has left the Project. While a replacement has recently joined the project, this resource will have ramp-up time.
- The Personnel team will be losing three resources, which will need to be replaced quickly. Replacement staff will also have ramp-up time when assuming their roles.
- Workday's Compensation Lead has left the project. The replacement is in place and is in a ram-up period. During this time, the project no longer has the benefit of the previous Lead's depth of knowledge. This is an impact to the small City Compensation team.
- The Controller's Office is working to secure additional staff members to support phase 2.
- The size of the team needed in Phase 2 depends on the workload and time frame expected in Phase 2. As discussed in Section 2.2 Schedule, the first pass at the schedule should assume resources stay at their current level, and the go-live date for Phase 2 would be set using the aggregation of task durations. If the Phase 2 go-live date derived in this manner is not acceptable to the City, additional resources should be assumed and then an alternate go-live date can be derived.
- City HRP Team resource capacity is not sufficient to support Phase 1 demands and begin Phase 2 with any significant level of density. Additional resources will be needed, either through Workday, or the City, to sustain the needed level of support after Workday's Phase 1 hyper care period ends and allow City staff to begin focusing on Phase 2.

[Continued from April 2022 QA Report](#)

- Better forecasting and facilitating proactive staffing discussions by the PMO would be helpful for the Sponsor Departments to secure the necessary resources and prioritize time and effort of those resources most efficiently.

Recommendations

- Secure the required staffing, or contractor support, for Sponsor Departments to achieve the agreed upon Phase 2 implementation schedule.

2. Project Controls

2.5 Risks and Issues



Observations	Recommendations
<ul style="list-style-type: none">In the month of June, the HRP PMO Team migrated all RAIDQ items identified during Phase 1 from Smartsheet to SNow. Gartner understands this will provide better visibility into the management of RAIDQs (now known as RIDAC for Risks, Issues, Decisions, Actions, and Changes) through the use of dashboards and reporting. This will also provide the better traceability between project components. While some basic analytics have already been created (e.g., number of open Issues and Actions), a more robust dashboard of RIDAC metrics should be created to provide the PMO and HRP Workstream Leads better visibility into the progress of the RIDAC lifecycle, and better facilitation of RIDAC discussions during PMO meetings.As part of Phase 2 planning, and with the establishment of a new tracking mechanism for RIDACs, the HRP Project should take this opportunity to document a RIDAC management process that defines the procedures for evaluating and managing RIDACs.<ul style="list-style-type: none">Gartner understands the RIDAC in SNow will also be utilized to document business requirement decisions (i.e., solutioning). This should also be documented as part of the overall RIDAC management process.	<ul style="list-style-type: none">Create a robust and informative dashboard in SNow that is accessible to both the PMO and HRP Workstream Leads for monitoring RIDACs that includes, at minimum, the following information:<ul style="list-style-type: none">Distribution of RIDACs by status (open, closed, etc.), distribution of open RIDACs by priority and planned resolution date, distribution of open RAIDQs by assignee, aging of open RIDACs. Reassess the current impact of the open Phase 1 RAIDQ items for any change in impact. Determine and document next steps as appropriate, including performing an assessment on the effort (time and resources) required to resolve the RAIDQ items and incorporate into the Phase 2 scope and schedule as appropriate. <p><i>Continued from Phase 1 go-live Readiness Assessment</i></p> <ul style="list-style-type: none">Identify a single owner for managing RIDAC items who will be responsible for maintaining it daily with impact assessments and RIDAC owners identified immediately.Document a Risk and Issue Management Process that defines the procedures for evaluating and managing RIDACs. This includes:<ul style="list-style-type: none">Clearly defining and communicating the values utilized for RIDAC States and Impact levels.Establishing service level agreements for each RIDAC type and impact level.Following the decision making and escalation process as defined in the Project Charter to ensure RIDAC items are resolved by the appropriate authority and in a timely manner.Defining the criteria by which a RIDAC item results in a project change and/or a change request to be submitted to the Change Control Board. This includes linking the SNow change request to the associated RIDAC.Clearly documenting the resolution or mitigating action for RIDAC items that are Closed.Meeting on a regular basis with PMO and Workstream Leads to focus solely on the progress and of RIDAC items and to keep all impacted parties informed and involved on the resolution.

2. Project Controls

2.6 Quality Assurance



Observations	Recommendations
<ul style="list-style-type: none">As part of Workday's Deployment Methodology, several Delivery Assurance checkpoints are built into the project schedule. Gartner understands these Delivery Assurance checkpoints were provided during Phase 1 and will continue to occur during Phase 2.As part of Phase 2 planning, the HRP Project Team should align on the acceptance criteria for milestones and Project Stages and utilize these criteria to proceed through the Project. This not only increases the quality of the work performed but ensures all work critical to the success of the new HRP solution is completed as planned.	<ul style="list-style-type: none">Document predefined acceptance criteria for each milestone and the entry/exit criteria for each Project Stage. Deliverables or milestones should not be formally accepted, or a Project Stage should not be entered/exited, without meeting all criteria.

3. Requirements Management

3.1 Functional Requirements



Observations	Recommendations
<ul style="list-style-type: none">▪ The City has developed a Phase 1 HCM Requirement Traceability Document with the intent to distinguish Phase 1 and Phase 2 requirements and trace these requirements to configuration and testing.▪ The Phase 1 HCM Requirement Traceability Document contains Phase 2 requirements for:<ul style="list-style-type: none">– Payroll (Core)– Security & Access (Core)– Benefits Administration (Core and Optional)– Time & Attendance (Core and Optional)▪ The document indicates that a specific number of test scenarios exist for each domain, but it is unclear where the actual test scenarios are located.▪ It is not clear how the requirements in the document map to the business processes currently being developed for Payroll.▪ As Gartner did not see evidence of these requirements being used in the change control process during Phase 1, it is not clear how these requirements will be used going forward in the change control process for Phase 2.▪ The document has not yet been modified to include Phase 1 functionality that was deferred to Phase 2.▪ The functional requirements to be implemented during Phase 2 will need to be clear and agreed upon by the Project Team and Steering Committee prior to configuration and testing.	<ul style="list-style-type: none">▪ Review and update the Requirement Traceability Document to include:<ul style="list-style-type: none">– Requirements for Phase 1 functionality deferred to Phase 2– Location of test scenarios and test results– Mapping of requirements to business process documentation▪ Gain agreement from the Workstreams and Steering Committee on the updated Requirement Traceability Document prior to configuration and testing.



3. Requirements Management

3.2 Technical Requirements

Minimal Impact on Project Health

Risk Level

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

<<

Observations	Recommendations
<div>Continued from Phase 1 Go-Live Readiness Assessment</div> <ul style="list-style-type: none">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.<ul style="list-style-type: none">Gartner has not seen evidence of risks or issues related to the City's technical requirements not being met.This area has minimal impact on Phase 1 go-live.	<div>Continued from Phase 1 Go-Live Readiness Assessment</div> <ul style="list-style-type: none">No recommendations at this time.

3. Requirements Management

3.3 Service Requirements



Observations	Recommendations
<div>Continued from Phase 1 Go-Live Readiness Assessment</div> <ul style="list-style-type: none">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.<ul style="list-style-type: none">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.	<div>Continued from Phase 1 Go-Live Readiness Assessment</div> <ul style="list-style-type: none">No recommendations at this time.

4. Solution Development & Implementation

4.1 Business Processes & Requirements

Risk Level



Observations

- As part of a Workday contract Change Order (#267269) to add business process development and documentation deliverables to the Phase 2 project scope, Gartner understands Workday will be responsible for developing and documenting detailed business processes for all Phase 2 functional areas (Payroll, Absence, Time Tracking, and Benefits) based on the City's requirements and configuration design decisions. As part of this business process development and documentation effort, Workday will also be providing support with department outreach, including supporting discovery of department-specific exceptions to the business processes, solutioning those exceptions, and supporting training and OCM activities in preparing the departments for the new business processes to be implemented.
 - Gartner understands business process development and documentation for the Payroll workflow continued throughout Phase 1 and is still in progress. Gartner does not have evidence of progress on business process development and documentation for other Phase 2 functional areas.
 - Gartner believes the above deliverable(s) will be critical to the success of Phase 2, considering that the HRP Project team experienced a level of resistance to the new HRP system from several departments that did not appear to be comfortable with or fully aware of the changes to their business processes (see Section 6.3 Support for more details). Gartner would like to see the activities associated with business process development and documentation incorporated into the Phase 2 project schedule, so resources can be allocated and communications to departments completed to the degree needed.
- The HRP Project Team established a workaround identification, documentation and delivery process prior to Phase 1 go-live and continues to update this workaround inventory. This inventory should be referenced as part of the design activities for Phase 2 to ensure permanent solutions are identified and the necessary OCM and training materials are updated.

Recommendations

- Incorporate business process development, documentation and process-related departmental outreach into the Phase 2 project schedule.
- Review and update workaround inventory for outstanding items that require further solutioning and incorporate into design discussions for Phase 2.

Continued from Phase 1 [Go-Live Readiness Assessment](#)

- 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.

4. Solution Development & Implementation

4.2 Architecture & Design

Risk Level



Observations	Recommendations
<p><i>Continued from Phase 1 Go-Live Readiness Assessment</i></p> <ul style="list-style-type: none">Architecture and design are within the footprint of the Workday product.<ul style="list-style-type: none">This area has minimal impact on Phase 1 go-live.	<p><i>Continued from Phase 1 Go-Live Readiness Assessment</i></p> <ul style="list-style-type: none">No recommendations at this time.

4. Solution Development & Implementation

4.3 Development & Configuration

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- Gartner understands that as part of Workday's deployment methodology, the Project will utilize configuration workbooks to capture configuration, business process, integration and reporting requirements. Gartner has not seen any evidence these workbooks are being utilized and leveraged for the Project. These workbooks would be beneficial in determining what requirements remain to be solutioned and configured for Phase 2, and subsequently to ensure all Phase 2 requirements that have been configured are addressed in testing.

Continued from May 2022 QA Report

- Considering Phase 1 is now live, it will be important for the Project to focus on the stability of Phase 1 functionality, and to avoid any significant configuration updates related to Phase 1. Configuration changes for Phase 1 functionality must follow a strict development approach, including the configuration and testing in the Workday & PaySR sandbox environments prior to being implemented in Production. This development approach should clearly define:
 - Who will be responsible for coordinating configuration and testing efforts in the sandbox environments?
 - What process will be followed to configure, test and implement configuration changes to Production?
 - What schedule will be followed to migrate any configuration changes to Production?
- It is important to clearly outline a Production development approach to ensure each functional area gets their business needs addressed in a timely manner. The existing process(es) in place for making updates to PaySR Production should be leveraged; however, with two systems now in Production for the City (Workday & PaySR), Gartner assumes these processes will need to be modified and communicated accordingly. Gartner understands the HRP Sustainability Plan outlines this process to an extent, but outside of identifying the responsible Configurators for each functional area, it is unclear what process will be followed when making configuration changes to Workday Production.
- As the Project pivots to configuring Phase 2 functionality, any configuration updates should be assessed against its impact to Phase 1 functionality.

Recommendations

- Utilize the configuration workbooks provided by Workday to document configuration design for project requirements.
Continued from May 2022 QA Report
- Define and communicate a development approach for addressing and migrating configuration changes to Workday Production (i.e., configuration related to Phase 1).

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4. Solution Development & Implementation

4.4 Testing

Risk Level

Minimal Impact on Project Health	No Material Risk	Emerging Risk	Managed Risk	Significant Risk	Critical Risk
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Observations

- The HRP Project continues to experience a significant amount of critical issues post Phase 1 go-live. This is requiring a concerted effort from the HRP Project Team to review and resolve. Additionally, and as noted in Gartner's May 2022 QA Report, any configuration changes made to Workday Production to resolve these issues pose a significant risk to the stability of the system design to-date. Changes must be thoroughly tested and regression tested in the Workday sandbox environment prior to making the change in Production. See Section 4.3 Development & Configuration for more details.
- As reported in Gartner's Phase 1 go-live Readiness Assessment, Gartner understands unit testing was initially performed in late 2020 prior to the establishment of the two-phased implementation approach. However, it is unclear what Phase 2 requirements were sufficiently unit tested and what remains to be unit tested prior to entering E2E testing for Phase 2. Considering the significant length of time spent on testing in Phase 1 and the delays encountered, it will be critical for the HRP Project to execute and complete testing cycles sequentially and abide by entry & exit criteria defined at the appropriate level (e.g., stage, milestone, etc.). (Refer to Gartner's Phase 1 Lessons Learned Report for more details).
- The scope of testing for Phase 2 will be dependent on the HRP Project defining a baseline scope of project requirements (refer to Section 2.1 Scope for more details). **Gartner strongly recommends any form of testing is not considered complete until the scope of requirements is determined and agreed upon up front, and all requirements have been solutioned and configured.** Additionally, any outstanding tests from Phase 1, such as such as deferred tests and failed tests w/ Medium or Low priority defects, should be incorporated and considered into the scope of testing for Phase 2.
- As noted in Section 1.3 Vendor Management, Gartner understands the HRP Project will be utilizing the Kainos automated testing tool to support testing efforts for Phase 2. While a high-level approach for the utilization of this tool has been discussed with the HRP Workstream Leads, Gartner has yet to see a test management plan that details the execution of Kainos testing and how it will be used to supplement unit, E2E, regression and payroll parallel testing during Phase 2.

Recommendations

- Baseline Phase 2 project scope prior to defining Phase 2 testing scope and confirm all requirements have been solutioned and configured prior to creating test scenarios and beginning test execution.
- Follow a sequential testing cycle that begins with unit testing, followed by E2E and payroll parallel testing.
- Create a test management plan that includes all testing cycles and the tools to be utilized for each cycle, including prioritizing (timeline for completion) and determining the staffing resources needed.

4. Solution Development & Implementation

4.5 Interfaces & Integrations

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- The HRP Project continues to experience critical issues with INT5000 post Phase 1 go-live. Not only do these continued issues with INT5000 pose a serious risk to payroll operations (i.e., payroll processing and accuracy), they pose a risk to advancing the Project towards the implementation of Phase 2 due to the concerted effort by both technical and functional resources to resolve the current Production issues.
- Gartner understands there are 90+ integrations to be implemented for Phase 2, which is a significant increase in scope from Phase 1.
- Gartner understands the HRP Project Team is still in the process of migrating all integration related tracking from Smartsheet & Google Sheets into SNow. Until this is done, Gartner is unable to have clear insight into the status of the Project's integrations and the level of effort that remains to design, configure and test Phase 2 integrations is unclear. This poses a significant risk to the completeness and accuracy of Phase 2 planning and makes it difficult to ascertain the time required to meet all Phase 2 integration requirements.
- The root causes of the current Production issues with INT5000 and any other Phase 1 integration now in Production should be considered as part of design considerations for Phase 2 integrations. Assessing the root causes may provide insight into gaps within the decision-making, design, and/or testing processes for integrations.

Continued from May 2022 QA Report

- Any configuration changes made at this point in the project poses a significant risk to the stability of the integrations to-date, particularly INT5000, and should be controlled and monitored carefully over the next couple of months.

Recommendations

- With support for Phase 1 integrations expected to fully transition from Workday to ITA, the City of LA should consider extending hyper care support until the City of LA has established a sustainable support model.

Continued from April 2022 QA Report

- Any updates to integration design must be documented and tested in a development/testing tenant prior to being executed in the Production Tenant. Testing should be validated by both technical and functional owners.

4. Solution Development & Implementation

4.6 Deployment



Observations	Recommendations
<ul style="list-style-type: none">As part of Phase 2 planning activities, the HRP Project Team should:<ul style="list-style-type: none">Update the Phase 2 Cutover Plan and Cutover Checklist using Phase 1 cutover activities as a baselineIncorporate cutover activities into the Phase 2 project scheduleBegin documenting the go-live criteria to be used for future go/no-go checkpoints and cutover decision. This criteria should be used to inform the go-live date, as well as alternative go-live dates with a detailed impact analysis of each option if the criteria is not met by go/no go decision.	<ul style="list-style-type: none">Update Cutover Plan, Cutover Checklist, and Go/No Go Criteria for Phase 2 using Phase 1 cutover as a reference.Incorporate Cutover activities into the Phase 2 project schedule.

5. Data Management

5.1 Data Controls

Risk Level



Observations

- Considering Phase 2 will result in the replacement of PaySR as the City's sole payroll engine and a significant amount of integrations to external systems, it will be important for the City to identify and document:
 - The source of master data
 - Who the owners of data will be for each functional area within the new HRP system
 - How data will be governed and maintained within the new HRP system.
- Garthner assumes the City can and will leverage existing data management processes utilized for PaySR and other legacy systems; however, Garthner also understands PaySR has hundreds of validations that prevent the entry of bad or unwanted data.
 - Since the PaySR system will be retired with the implementation of Phase 2, there should be a heightened focus on building the necessary security rules and validations into the integrations and design of the new HRP system to prevent the flow of bad data in and out of Workday.

Recommendations

- Establish a data management and governance process for identifying, managing and protecting master data in the new HRP system.
[Continued from May 2022 QA Report](#)
- The HRP Project Team should monitor incoming HRP SNOW tickets for issues that could have been prevented with data validators or other data controls.

5. Data Management

5.2 Data Conversion (1 of 2)

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- It is unclear how data conversion efforts will be tracked and managed for Phase 2. Many project artifacts are moving away from SmartSheets and Google Sheets and into SNow, but Gartner does not yet have visibility into the planning, design and execution of data conversion for Phase 2.
- Compared to Phase 1, Gartner assumes the amount of data to be converted for Phase 2 will increase significantly due to the amount of functional areas to be implemented, and the criticality of converting quality data will be especially important considering Phase 2 will result in the replacement of PaySR as the City's sole payroll engine. Gartner anticipates a thorough understanding of data conversion requirements will need to be re-evaluated and data conversion documentation will need to be created/updated once business process functionality and requirements have been defined.
- The HRP Project Team should leverage Phase 2 planning as an opportunity to update the Data Conversion Strategy, which was written in 2020 and accommodated a big-bang go-live deployment approach. The Phase 2 project schedule should include data conversion activities for each tenant build, including the ETL process, smoke testing of the tenant, and tenant sign-off by the HRP Workstream Leads.
- In addition to updating the Data Conversion Strategy to align with the phased deployment approach, the Data Conversion Strategy should consider the following **best practice characteristics for data conversion**:
 - Migrate only data that is truly needed in the new environment to meet business process and legal requirements.
 - Identify data that can be decommissioned because it is redundant or no longer needed and holds no value for the organization, or that can be archived because it may be needed but not necessarily in the new environment.
 - Create a cross-functional and interdisciplinary team to work on the data migration effort. Most importantly, engage SMEs representing the key business processes that are affected.
 - Analyze the quality of legacy data early and address quality issues proactively. Engage SMEs to determine which issues are important enough to address, and how.
 - Establish policies for quality, security, privacy, retention and disposal, and standards for in-scope data. Plan to expand these policies to other data after the migration.

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Recommendations

- Incorporate data conversion activities and milestones into the Phase 2 project schedule, providing ample time for data conversion tasks based on the scope and resources available.
- Prepare data gathering workbooks and/or data conversion documentation to capture data conversion requirements based on functional design decisions.

[Continued from Phase 1 Go Live Readiness Assessment](#)

- Update the Data Conversion Strategy to reflect the Phased go-live approach and best practice characteristics. This should include the process for managing data conversion efforts.

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5. Data Management

5.2 Data Conversion (2 of 2)



Observations	Recommendations
<ul style="list-style-type: none"> – (continued from previous page) Establish metrics that track the progress and quality of data migration efforts to assess whether quality-level expectations are being met for the target environment. Define and track metrics showing the status of the data workflow — for example, the number of data components successfully migrated, the number of iterations, and the run-rate of time and resources spent on execution and testing. This will help inform subsequent data conversion activities, particularly for cutover. – Incorporate multiple levels of testing of data migration processes (validating outputs by comparison with inputs, reviews of data quality metric, etc.) and SME auditing and review of data including reconciliations of migrated data back to sources by using sampling techniques. Include in the scope of data migration testing all critical points of integration between the new environment and other systems (for example, apply the same level of testing detail to interfaces with other applications and downstream points of data consumption). – Identify and analyze the various data sources (formats, semantics, quality levels, etc.) to design processes for mapping and transforming legacy data for a new environment. Document these mapping/transforming requirements and processes in a way that can be used by the data conversion team (for testing and validation) and by the broader end-user community (e.g., change impacts documented in training materials). 	<p>Continued from May 2022 QA Report</p> <ul style="list-style-type: none"> ▪ Include a category on HRP SNow tickets to be able to report on data conversion related issues for future reference.

5. Data Management

5.3 Reporting & Analytics



Observations	Recommendations
<ul style="list-style-type: none">No issues have been observed during this reporting period.	<ul style="list-style-type: none">No recommendations at this time.

6. End User Implementation

6.1 Organizational Change Management

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- The project team will be conducting stakeholder analysis interviews with all Departments to identify Departments that may have unique business processes, systems or staffing. An updated list of Tier 1 Departments will be generated from these interviews.
 - The questions will include a general question about Phase 1 but will be focused primarily on Phase 2. The input on Phase 1 can inform needs for targeted Departmental support. However, after Workday hyper care ends, there will be little opportunity for City staff to conduct targeted Departmental support due to resource constraints.
- The project team conducted a hyper care mid-point survey (which is approximately one month after go-live) with HR Staff throughout the City. The survey had a small number of respondents (44). The survey indicated that staff were approximately evenly split between confident and not confident about their ability to perform their job functions in Workday with the support available. While this is a very small sample size, the results are in line with the feedback gained from Departments through other sources (i.e., HRP team members, SNow tickets, etc.). Unfortunately this survey did not request the respondent's Department, so there is no opportunity to see if these Departments have a high number of tickets, are being served through USLs, and/or would benefit from targeted Departmental support.
- As it has become clear that some Departments were not fully prepared to use new business processes associated with Workday, it is evident that Departments, especially large/Tier 1 Departments, need closer involvement with the project from the beginning of Phase 2. This closer, consistent involvement will benefit the project all along the way, while mitigating post-go live support risks for Phase 2.
 - A Department Core Team within each large/Tier 1 Department, made up of subject matter experts covering all domains in Phase 2, would create a solid foundation for departmental participation throughout all stages of Phase 2. This includes being involved in testing, ensuring departmental business processes are defined, communicating with affected staff in their Departments, helping to ensure preparedness for go-live, and ultimately being part of first-line support after go-live.
 - Members of the Department Core Team would include Department Liaisons, Payroll Liaisons, and relevant SMEs for time keeping, benefits, compensation, and absence.
 - This would be a formal role within each Department, with some number of hours dedicated to the project each week.

Recommendations

- Use the outcomes of upcoming Departmental interviews regarding their experience with Phase 1, cross reference with number of open tickets by Department and USL participation to drive targeted Departmental support. Resources (either from Workday or City) will be required to conduct this targeted support.
- Plan and initiate an HRP Department Core Team program, including Liaison/SME representation across all Phase 2 domains in all large/Tier 1 Departments.

6. End User Implementation

6.2 Training & Knowledge Transfer



Observations

- Now that City HR staff have been using Workday for approximately 6 weeks, it has become clear that HR staff in some departments were not fully prepared to execute their functions within Workday.
 - Gartner is aware of four departments that have indicated a level of frustration with their ability to effectively use the Workday system and to get support from the command center in a timely manner.
 - This indicates that the combination of instructor LED training and job aids that were provided to HR throughout the City was not sufficient for staff in these departments to operate effectively in Workday.
 - The HRP Team is providing user support labs for any department that requires additional help to work in Workday. This is similar to a hands-on training opportunity that occurs post-go-live and focuses on department-specific issues.
 - It appears that a number of HR staff in the departments did not fully understand how Workday business processes would operate within their environment.
- It has also become apparent that many managers in the City did not understand, and were not prepared for, the new steps that would be required of them in business processes conducted using Workday.
 - Managers were not required to attend any training prior to Phase 1 go-live that would have helped them understand their role, tasks for which they would be responsible, and timing of those tasks.
- Going forward in Phase 2, clear documentation of departmental business processes, and communication of those processes to both domain staff and business staff/management in the departments will be needed in order for those staff to function effectively in Workday.
 - This will require department domain staff as well as business staff/management to be trained, to some degree, on business processes within their department.
 - This training could be instructor-led training (ILT) or computer-based training (CBT), depending on the audience/topic, but the training would need to be mandatory in order to ensure that staff does, in fact have the ability to function in Workday.
 - Job Aids would be used as a supplementary source of post-training support, not the primary method of communicating business processes in Workday.

Recommendations

- Begin planning for an expanded training program for Phase 2, to include some degree of mandatory training (ILT or CBT) for domain staff and business staff/manager who will be working in or conducting steps/transactions in Workday.

6. End User Implementation

6.3 Support (1 of 3)

Risk Level

Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations

- The HRP Team remains focused on Phase 1 user support.
 - As discussed in Section 6.2 Training & Knowledge Transfer, a number of Departments have expressed the need for additional support in understanding how to use the system and in completing business processes. It appears that some HR staff and business managers in the Departments were not aware of the changes to business processes and HR operations are being impacted in those Departments.
 - The continued, yet critical, focus on Phase 1 affects the HRP Team's ability to turn their attention to Phase 2. This will likely have an impact on the Phase 2 schedule.
- Workday Team hyper care support ends on July 15, 2022. At that time, demands on the City team will increase.
 - It will be important for the City to maintain sufficient support resources to continue to support Phase 1 users. Continued assistance from Workday will likely be required if City staff is expected to reduce the SNow ticket backlog, while also planning for and beginning Phase 2 tasks.
 - Additional Workday support may be the result of Workday extending support under the current Statement of Work to fulfill contractual obligations, or it may be the result of a change order.
- There is a significant backlog of open SNow tickets and the backlog is growing. As of 7/6/22, there are 420 open tickets. The average age of open SNow tickets (as of 6/30/22) was 15 calendar days. Given the time criticality of HR functions, waiting approximately two weeks for an issue to be resolved will likely have operational impacts on the Departments.
 - We understand that some tickets have been assigned back to Department resolver groups (e.g., for Active Directory issues). Gartner does not see that these tickets are being actively monitored by the HRP project to help ensure their resolution.

- There is a variety of ticket data included in an easily-consumable HRP Support Dashboard in SNow. The dashboard has progressed to respond to needs for additional visibility into the data. The dashboard could be expanded to include key metrics related to ticket backlog, including:
 - Open Ticket Aging by Department and by resolver group (including Departmental resolver groups)
 - Number of tickets submitted by week and closed by week (including past weeks) to show trends over time
- Content contained in this document is as of 7/6/22.

Recommendations

- Determine opportunities and methods for continued support from Workday beyond the current scheduled hyper care period for Phase 1.
- Augment HRP Support Dashboard in SNow to include key metrics for ticket and backlog management.
- The PMO should actively monitor the tickets assigned to Department resolver groups, monitoring and communicating ticket backlog and aging, and prompting Department resolver groups to minimize both.

6. End User Implementation

6.3 Support (2 of 3)

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- The User Support Labs (USLs) have been available, and Departments have received communication about them, but as of 7/6/22, only 5 Departments have either had a session or have one scheduled. A total of 12 sessions have been held or are currently scheduled.
 - There is significant opportunity to take a “push” approach to USLs to the Departments with the highest number of open tickets (i.e., 10 or more open tickets). This means proactively scheduling USLs with these departments. This will help address the Departments’ issues and reduce the ticket backlog.
 - Any groups assigned a ticket for that Department, including the Department’s own resolver groups, should attend the USL to resolve as many issues as possible.
 - Research into the tickets submitted by the Personnel Department will be required to understand the operational department associated with the tickets.

Open SNow Tickets by Department and User Support Labs Conducted/Scheduled

Rank	Department	Open Tickets	USL Conducted/ Scheduled
1	Personnel	109	
2	Airports	46	
3	Police	31	4 conducted
4	Harbor	27	2 conducted
5	Information Technology Agency	18	
6	Recreation and Parks	15	
7	City Employees Retirement System	15	1 conducted 1 scheduled
8	Public Works - Sanitation	13	
9	Controller	13	
10	Library	13	
11	Fire	12	
12	City Attorney	12	
13	City Planning	5	1 conducted 1 scheduled
14	Transportation	4	1 conducted 1 scheduled
	Total Open Tickets for Depts listed above	333	5 Depts 12 Sessions
	Total Open Tickets	420	
	Percentage of all open tickets in Depts listed above	82%	
	= Opportunity for targeted USL outreach		

As of 7-6-22

Recommendations

- Proactively schedule USLs with the Departments with the highest number of open tickets, starting with Departments with 10 or more tickets. Include representatives from all resolver groups assigned to the tickets, including Departmental resolver groups.
- The PMO should monitor open tickets by Department on a regular basis to continue targeted Departmental outreach as ticket numbers change.

6. End User Implementation

6.3 Support (3 of 3)



Risk Level

Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- Hyper care Check-ins with the Change Champions have wrapped up. These meetings were well attended (~100 participants each meeting) and provided information, updates, references to helpful materials, and live support for specific issues that more than one Department may be experiencing.
- Gartner has not seen evidence of active grooming of open HRP SNow tickets.
 - There are tickets that are multiple days old that have not yet been assigned to a resolver group. This includes tickets with Critical and High priority.
 - It is not clear that the Priority level is set appropriately for the nature of the ticket (e.g., security issues, role assignments and payroll impacts coded as 5-Planning).
 - Gartner understands some tickets are resolved but not marked as such. This artificially inflates the ticket backlog and assignments to staff.
 - Some tickets do not have a submitting Department.
- The HRP Team is in the process of reviewing and finalizing the HRP Sustainability Plan in preparation for the end of Workday hyper care.

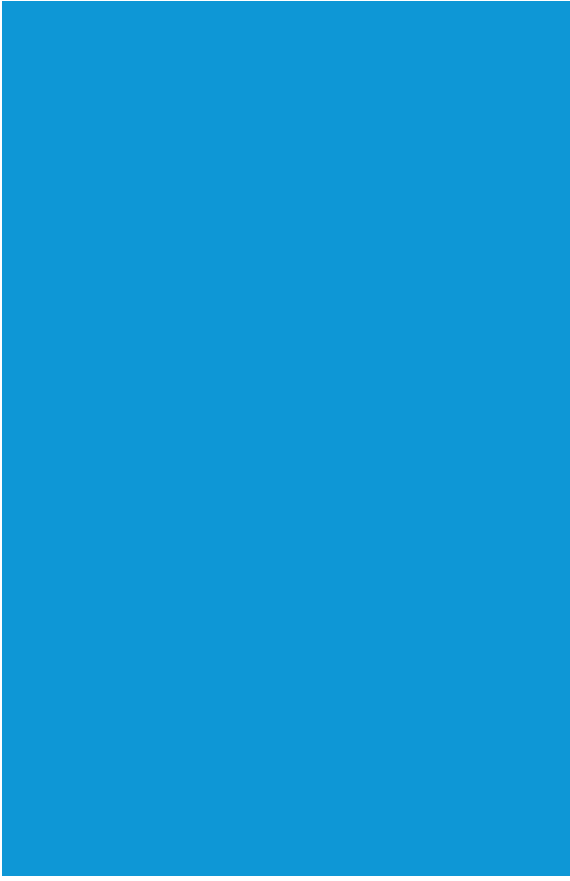
Recommendations

- The PMO should implement proactive SNow ticket management, including daily review of SNow tickets for appropriate statuses, assignments, and categorization, and modification of these elements as needed to drive effective ticket closure.
- The PMO should consult with HRP Team members to gather accurate ticket information, particularly priorities and assignments.

[Continued from April 2022 QA Report](#)

- Begin to operationalize (i.e., trial run) the HRP Sustainability Plan during the hyper-care period to refine the process as needed prior to the end of hyper-care. This would include communicating the Plan to stakeholders, identifying the resources for each of the roles identified, and mobilizing the roles/structures that will need to be in place following hyper-care.

Appendix



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 received Council approval to instead implement a phased approach for system go-live:
 - Phase 1: Human Capital Management and Compensation in April 2022 May 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 and Deploy 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 2022: 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.

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Content contained in this document is as of 7/6/22.

Monthly Quality Assurance Reporting Methodology

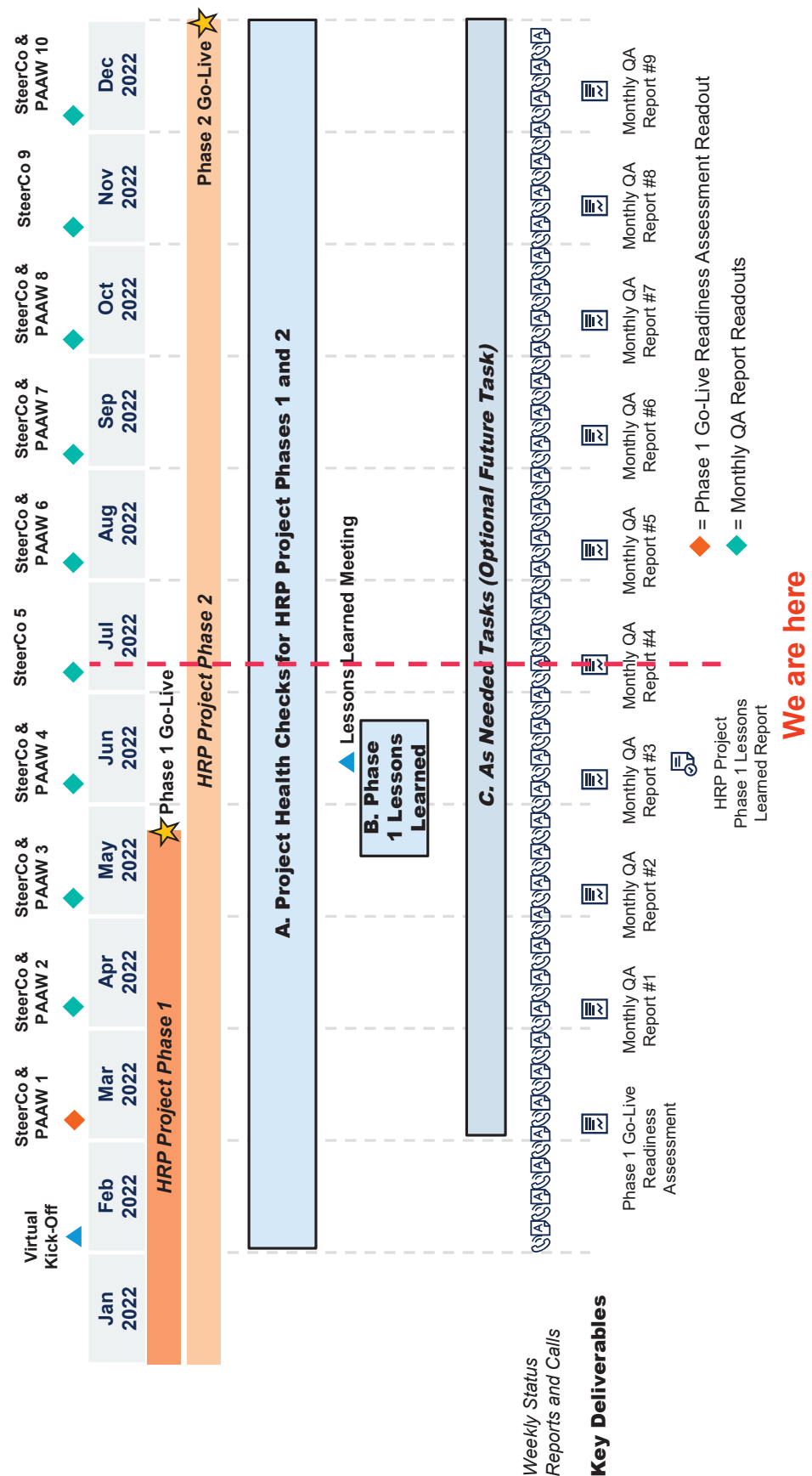
- Gartner's Monthly Quality Assurance (QA) Report includes Gartner's observations across a wide variety of domains and assessment categories. Observations may include:
 - Risks:** Events or situations that have not yet occurred but, if they do, may have a negative impact on the HRP Project. Because the 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 Quality Assurance Report is not a substitute for a Risk Log or an Issue Log
 - The City may choose to take observations from the QA 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.

Gartner's Quality Assurance Services Project Schedule



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