

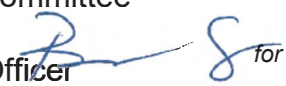
REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: August 9, 2022

CAO File No. 0220-05727-0007
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 August 5, 2022

Subject: **GARTNER, INC. HRP PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – JULY 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 July 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 July 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:11230014c

HRP Project Quality Assurance Services

Monthly QA Report – July 2022

Prepared for: City of Los Angeles
August 5, 2022
Version 1
Engagement #: 330065784

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Executive Summary

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Monthly Quality Assurance Reporting Methodology

Introduction to July 2022 QA Report







- **This Quality Assurance (QA) report for July 2022 spans the end of HRP Phase 1 and the beginning of HRP Phase 2.**
 - Gartner's 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 and June 2022 QA Reports were transitional reports, 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 and June 2022 Reports, the July 2022 report also spans both Phases 1 and 2. However, the focus of the report has begun to shift more heavily toward Phase 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.

HRP Project Health Assessment Dashboard

Current Overall HRP Project Health*



Domain	Risk Category	June 2022	July 2022	Risk Level
1. Strategy & Leadership	1.1 Governance	2	2	
	1.2 Executive Support	1	1	
	1.3 Vendor Management	0	0	
2. Project Controls	2.1 Scope	3	4	
	2.2 Schedule	4	4	
	2.3 Change Management	2	2	
	2.4 Resources	3	3	
3. Requirements Management	2.5 Risks and Issues	2	2	
	2.6 Quality Assurance	2	2	
	3.1 Functional Requirements	3	3	
	3.2 Technical Requirements	0	0	
	3.3 Service Requirements	0	0	

Domain	Risk Category	June 2022	July 2022	Risk Level
4. Solution Development & Implementation	4.1 Business Processes & Requirements	3	3	
	4.2 Architecture & Design	0	0	
	4.3 Development & Configuration	3	3	
	4.4 Testing	3	3	
	4.5 Interfaces & Integrations	4	4	
5. Data Management	4.6 Deployment	2	2	
	5.1 Data Controls	2	3	
	5.2 Data Conversion	3	3	
6. End User Implementation	5.3 Reporting & Analytics	1	2	
	6.1 Organizational Change Management	3	2	
	6.2 Training & Knowledge Transfer	3	2	
	6.3 Support	4	4	

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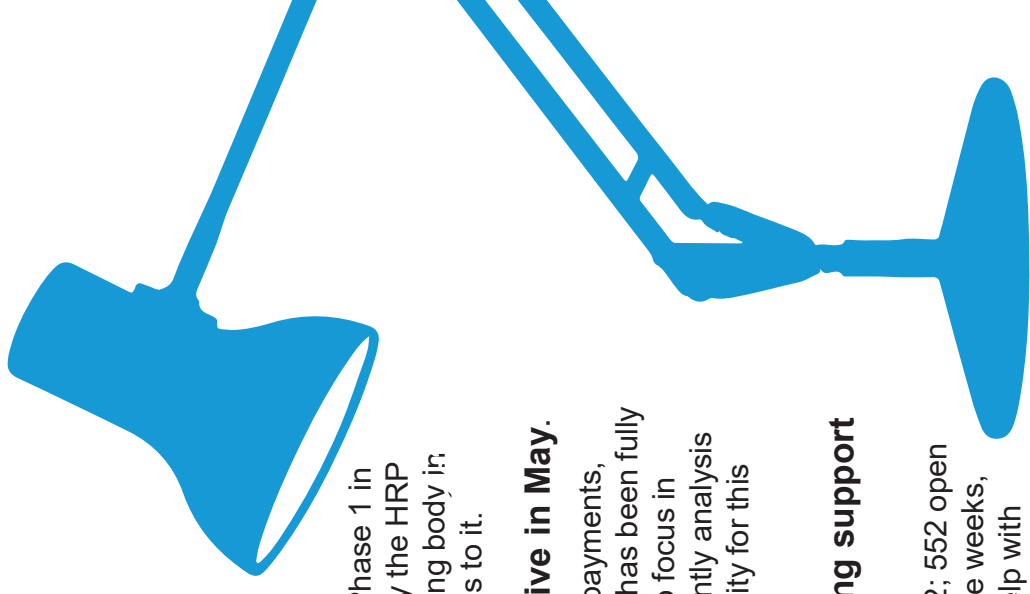
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= Increase in rating and risk from last reporting period
 = Decrease in rating and risk from last reporting period
 = Risk Categories with Minimal Impact on HRP Project Health

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Executive Summary

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



HRP Phase 1 is not yet fully stabilized.

- **The management and governance structure for ongoing management of Phase 1 functions is not yet in place.**
 - The Sustainability Plan, which defines the governing body, roles, and responsibilities for managing Phase 1 in production has not been discussed/agreed to by the Workstream Leads, nor has it been approved by the HRP Steering Committee. When issues do occur with Phase 1 functions in production, there is no governing body in place to address them. The Project Team has recently begun to discuss the Plan and make revisions to it.
- **Pay impacts (i.e., over/underpayments) have occurred in each pay period since go-live in May.**
 - The City will need a process and clear responsibility for consistently validating/analyzing over/underpayments, correcting them, and reporting that the pay impacts have been corrected. Because the Project team has been fully engaged in preventing potential pay impacts prior to payroll being run, the team has not been able to focus in depth on identifying and correcting pay impacts post-payroll. Gartner understands that there is currently analysis underway related to specific known impacts. However, a consistent process and ongoing responsibility for this effort will be required.
- **Support ticket backlog has grown since last month, however, the number of incoming support tickets appears to be decreasing.**

- The backlog of open SNow tickets has grown since the last QA Report (420 open tickets as of 7/6/22; 552 open tickets as of 8/5/22). The number of incoming SNow tickets per day has decreased over the last three weeks, from 47/day from go-live and through July 15, to ~25/day from (7/18/22 through 8/5/22). This may help with reducing the backlog.

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Executive Summary

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

Elements that are fundamental to the success of Phase 2 are still in development.

- **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. While the requirements originally defined for Phase 2 have been shared with the Workstream Leads, there has not been a clear, recent, explicit agreement to the full set of Phase 2 requirements.
- **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.**
 - The team is working to develop two versions of the project schedule – one with a December 2022 go-live date, and one with an April 2023 go-live date. The April 2023 go-live date has been discussed as the last potential go-live date that would not incur additional cost for extended Workday support. Some Workstreams have indicated that the April date is not feasible. Continued work on the schedule is underway.
- **The HRP Project organization structure for Phase 2 has not yet been solidified.**
 - While the workstream structure is in place, participation by specific staff members in the workstream has not been fully determined. Workstreams have begun to meet, but may not have the needed team members assigned to participate. The Phase 2 project organization structure has not been discussed/agreed to by the workstream leads nor has it been approved by the HRP Steering Committee. Work to identify Project team members is actively underway and should be approved by the HRP Steering Committee.

Executive Summary

HRP Monthly QA Report

Key Recommendations

2.2 Scope

- The HRP Steering Committee needs to agree on the objective of Phase 2 and the scope required to meet this objective. This includes:
 - Updating the Project Charter (see section 1.1. Governance)
 - Leverage both Exhibit C of the Workday Contract and the project scope initially defined in the SOW to determine the scope that meets the objective of Phase 2
 - 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.

2.2 Schedule

- When developing the alternative project schedules:
 - Consider the full Phase 2 scope (including deferred Phase 1 functionality)
 - Clearly define assumptions about resources (e.g., existing resources or expanded resources)
 - Establish realistic task durations given the scope and available resources

4.5 Interfaces & Integrations

- Identify and address the root causes of integration-related issues and document the solution for future reference
- 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.

6.3 Support

- Finalize the Sustainability Plan by reaching agreement with the Workstream Leads and gaining approval from the Steering Committee.
- Implement the Phase 1 management organization.

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Detailed Findings & Recommendations

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HRP Project Health Assessment Dashboard

Current Overall HRP Project Health*



Previous Overall Status (June 2022)

Domain	Risk Category	Risk Level	
		June 2022	July 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	0	0
2. Project Controls	2.1 Scope	3	4
	2.2 Schedule	4	4
	2.3 Change Management	2	2
	2.4 Resources	3	3
3. Requirements Management	2.5 Risks and Issues	2	2
	2.6 Quality Assurance	2	2
	3.1 Functional Requirements	3	3
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0

Domain	Risk Category	Risk Level	
		June 2022	July 2022
4. Solution Development & Implementation	4.1 Business Processes & Requirements	3	3
	4.2 Architecture & Design	0	0
	4.3 Development & Configuration	3	3
	4.4 Testing	3	3
	4.5 Interfaces & Integrations	4	4
5. Data Management	4.6 Deployment	2	2
	5.1 Data Controls	2	3
	5.2 Data Conversion	3	3
6. End User Implementation	5.3 Reporting & Analytics	1	2
	6.1 Organizational Change Management	3	2
	6.2 Training & Knowledge Transfer	3	2
	6.3 Support	4	4

*The July 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

Risk Level



Observations

- The HRP PMO is engaging with Steering Committee members even outside the scheduled Committee meetings. This engagement should be beneficial for the project, as the Committee members will be better informed and have another avenue for communication with the PMO and with each other, which should help with decision-making.
- The project continues to lack a useful Project Charter. The Charter is not just a document - it represents the agreement of key project stakeholders about the purpose and goals of the project. Having clear agreement early in Phase 2, and documenting it, will help prevent divergent views of success for Phase 2.
- The Project organization structure for Phase 2 is currently being defined. This is an urgent matter, since critical elements for Phase 2 are now being defined/refined, including the schedule and scope.
 - Typically, in other complex projects, a draft project organization structure (without individual names) would be presented to the Steering Committee for approval. That structure would then be populated by the PMO, or by a core team, or both. The proposed individuals would then be reviewed and modified by the Steering Committee to establish the final project organization structure.
 - Similarly, the Phase 1 management structure should have been established using the approach described above prior to Phase 1 go-live. Even though it is later than planned, this is still an HRP Project Team/Steering Committee responsibility.

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

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1. Strategy & Leadership

1.2 Executive Support

Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Risk Level

<<

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

- Gartner understands ITA has engaged KPMG to provide project management services for the HRP Project. This new resource is expected to onboard in early August.

Recommendations

- No recommendations at this time.

2. Project Controls

2.1 Scope

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- There is misalignment among the HRP Project Team on the scope and objectives of Phase 2. While the Project Charter (last updated in June 2020) indicates the scope of the HRP Project is the direct replacement and decommissioning of PaySR, the project as a whole needs to come to an agreement on 1) the objective of Phase 2, and 2) the scope required to meet this objective.
- As noted in last month's QA report, 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 prior to the phasing of the implementation of the new HRP solution. **However, without a previously established scope to define the boundaries of the functionality to be implemented, it will be difficult for the Project to ascertain the scope that remains to be achieved for Phase 2.**
- Per the most recently executed SOW (#314612), the Phase 2 go-live is scheduled to occur in December 2022. Working within the boundary of this timeframe may require the Project Team to forego a certain amount of scope to be achieved, which could impact the quality and value of the new HRP system. If required, these kinds of tradeoff decisions should be reviewed and made by the Steering Committee.
- The Statement of Work (SOW #314612) defines a project scope for each functional component of the system. Gartner understands the established scope was initially defined through discussions with the City of LA and is based on several assumptions, with the final scope to be determined during the Plan and Architect Stages of the project. Gartner has seen no evidence that an agreed upon scope was established during the initial Plan and Architect Stages of the project prior to the determination of a phased implementation schedule.

[Continued from June 2022 QA Report](#)

- 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.

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Recommendations

- The HRP Steering Committee needs to agree on the objective of Phase 2 and the scope required to meet this objective. This includes:
 - Updating the Project Charter (see section 1.1. Governance)
 - Leverage both Exhibit C of the Workday Contract and the project scope initially defined in the SOW to determine the scope that meets the objective of Phase 2

[Continued from June 2022 QA Report](#)

- 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



Observations	Recommendations
<ul style="list-style-type: none"> The PMO restructured the project schedule to focus on modules instead of stages. This means that each module (i.e., Payroll, Absence, Time Tracking, Benefits, and Compensation) will have its own set of tasks for all Workday project stages. Workstream Leads responsible for the modules will have the ability to set the duration of tasks for their modules. (Note: Gartner was involved in the discussions that led to this approach.) The team is working to develop two versions of the project schedule – one with a December 2022 go-live date, and one with an April 2023 go-live date. The April 2023 go-live date has been discussed as the last potential go-live date that would not incur additional cost for extended Workday support. Some Workstreams have indicated that the April date is not feasible. Continued work on the schedule is underway. <p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"> When developing the Phase 2 schedule, the following items should be considered: <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> When developing the alternative project schedules: <ul style="list-style-type: none"> Consider the full Phase 2 scope (including deferred Phase 1 functionality) Clearly define assumptions about resources (e.g., existing resources or expanded resources) Establish realistic task durations given the scope and available resources

2. Project Controls

2.3 Change Management



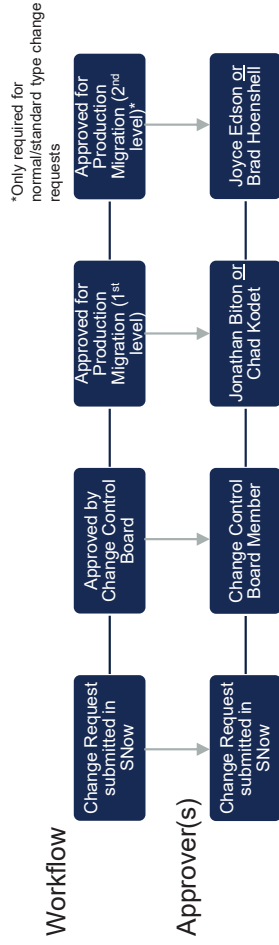
Observations

- The HRP PMO created a document to outline the change request approval and production implementation process for the HRP Project (HRP Change Request Approval Testing Results). The process outlined is at a high-level and does not contain the criteria by which changes will be evaluated and approved (see below for Gartner's interpretation of the defined process) for either production implementation or changes to Phase 2 scope. It is also not clear how this process supplements the ITA operational procedure for testing and migrating changes to Workday/PaySR Production.

[Continued from June 2022 QA Report](#)

- 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.

Workflow



Approver(s)

Recommendations

- Define and document a unified change request process that incorporates the ITA operational procedure for testing and migrating changes to Workday/PaySR Production.

[Continued from June 2022 QA Report](#)

- 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.

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

- Because the Sustainability Plan for Phase 1 has not yet been agreed to, the resources that will be used to staff the various roles needed to support Phase 1 functionality in Workday production have not yet been assigned. The resource density defined in the Plan has not been realized. As a result, the current level of density applied during Phase 1 implementation is not a good proxy for the level of density that will be required once the Phase 1 support organization is fully realized. This should be considered when planning timeframes for phase 2 tasks and making assumptions about resource availability.
- Resources have not yet been fully assigned to the Phase 2 project organization. This process of identifying staff members to fill specific roles on Workstreams is underway. The density of staff members to be assigned to the Phase 2 project organization is not yet known.
- The Project will be receiving new contractor resources to assume the Project Manager role. It is not clear to Gartner whether the new Project Manager will be made up of a single contract resource or a team. Gartner would expect the new Project Manager/Project Management Team to bring a renewed rigor to essential project management functions such as risk/issue management, scope management and schedule management.

Recommendations

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

2. Project Controls

2.5 Risks and Issues



Observations	Recommendations
<ul style="list-style-type: none">The HRP PMO created a document that describes the use of SNow for viewing and creating RIDACs for the HRP Project (HRP RIDAC Guide). It does not however define the process by which RIDACs will be evaluated and managed, how to build traceability between project components (e.g., map a RIDAC to a project plan task), or how they will be utilized to document business requirement decisions (i.e., solutioning).	<p><i>Continued from June 2022 QA Report</i></p> <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

Risk Level



Observations	Recommendations
<ul style="list-style-type: none"> As part of the effort to develop the Phase 2 schedule, the Workstream Leads have been asked to identify the project tasks that 1) should be considered project milestones, or “stage gates”, to be used as quality assurance checkpoints before proceeding with subsequent project tasks, and 2) should be considered as “Critical Launch Criteria” to be used for the final checkpoint prior to go-live. The process by which each of these were determined provides visibility into what is most important for each functional area, and collaboratively creates a comprehensive view into what is required to achieve a quality and successful implementation of the new HRP solution. <ul style="list-style-type: none"> Gartner assumes the Workstream Leads will together review the tasks each has identified as a project milestone and/or critical launch criteria and the Steering Committee will agree on these tasks and the criteria for each prior to finalizing the Phase 2 schedule. It’s important to note that the assessment of quality is also dependent on the scope to be achieved. As noted in Section 2.1 Scope, the HRP Project has yet to define and agree on the scope for Phase 2. 	<ul style="list-style-type: none"> The determination of project milestones and critical launch criteria should be reviewed and agreed to by the Steering Committee.

Continued from June 2022 QA Report

- 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.

3. Requirements Management

3.1 Functional Requirements



Observations	Recommendations
<ul style="list-style-type: none"> There is no recent, explicit agreement among the Workstream leads or the Steering Committee that the Phase 2 requirements in the Phase 1 HCM Requirement Traceability Document fully reflect the scope of Phase 2. <i>Continued from June 2022 QA Report</i> 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. 	<p><i>Continued from June 2022 QA Report</i></p> <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



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

3. Requirements Management

3.3 Service 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">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



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- Gartner understands a program called PerformLA will be established to assist departments with business process improvements and business process/operational documentation that align to a new way of working within the new HRP system. Gartner believes this program will be extremely beneficial to the support and organizational change management of the new HRP system city-wide and could be leveraged as input to design decisions for Phase 2 functionality. It will be especially important for the PerformLA program to work collaboratively with the work of Phase 2 and the HRP Project Team.

Continued from June 2022 QA Report

- 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.

- 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 and leverage the PerformLA program with Phase 2 business process development work to avoid duplicative efforts and further support department involvement and outreach in Phase 2 activities.
- Incorporate PerformLA activities into the Phase 2 schedule, as appropriate, for transparency across the HRP Project Team.

Continued from June 2022 QA Report

- Review and update workaround inventory for outstanding items that require further solutioning and incorporate into design discussions for Phase 2.

4. Solution Development & Implementation

4.2 Architecture & Design

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

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



Critical Risk

Observations

- As the Project pivots to designing and configuring Phase 2 functionality, any configuration updates should be assessed against its impact to Phase 1 functionality. It will be especially important for the tenants to maintain version control, and the tenants used for Phase 2 configuration contain the most up-to-date configuration in Workday Production.

Continued from June 2022 QA Report

- 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.
 - July 2022 QA Update:** The process by which configuration is documented and tracked against needs to be defined as soon as possible considering some of the workstreams may shift to configuration tasks immediately after the Phase 2 schedule and scope are defined.

Recommendations

- Utilize the configuration workbooks provided by Workday to document configuration design for project requirements.

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

Observations

Continued from June 2022 QA Report

- As noted in Gartner's May 2022 QA Report, any configuration changes made to Workday Production 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 2.3 Change Management 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. 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 deferred tests and failed tests w/ Medium or Low priority defects, should be incorporated and considered into the scope of testing for Phase 2.

- 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

Continued from June 2022 QA Report

- 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 (1 of 2)

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 issues with Phase 1 integrations, including INT5000. Some of these issues have impacted and continue to impact payroll operations as well as downstream operational processes, such as outbound integrations to external vendors (e.g., benefit providers). Gartner understands the root causes of these issues can vary from incorrect data inputs to issues with the integration requirements themselves.
 - These continued issues with Phase 1 integrations 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.
- Pay impacts (i.e., over/underpayments) have occurred in each pay period since go-live in May.
 - The City will need a process and clear responsibility for consistently validating/analyzing over/underpayments, correcting them, and reporting that the pay impacts have been corrected. Because the Project team has been fully engaged in preventing potential pay impacts prior to payroll being run, the team has not been able to focus in depth on identifying and correcting pay impacts post-payroll. Gartner understands that there is currently analysis underway related to specific known impacts. However, a consistent process and ongoing responsibility for this effort will be required.

[Continued from June 2022 QA Report](#)

- 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.

Content contained in this document is as of 8/5/22.

Recommendations

- Identify and address the root causes of integration-related issues and document the solution for future reference.
- Identify Departmental responsibility for validating/analyzing over/underpayments, correcting them, and for tracking/reporting pay impact corrections.

[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

4.5 Interfaces & Integrations (2 of 2)



Observations	Recommendations
<p><i>Continued from May 2022 QA Report</i></p> <ul style="list-style-type: none">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.	

4. Solution Development & Implementation

4.6 Deployment



Observations	Recommendations
<ul style="list-style-type: none">As noted in Section 2.6 Quality Assurance, the HRP Project Team is in the process of defining the project tasks considered as “Critical Launch Criteria”. Continued from June 2022 QA ReportAs 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 schedule	<p>Continued from June 2022 QA Report</p> <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



Observations	Recommendations
<ul style="list-style-type: none"> Since the PaySR system will be retired with the implementation of Phase 2, there should be a heightened focus on building the same/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. Continued from June 2022 QA Report 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: <ul style="list-style-type: none"> 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. Gartner assumes the City can and will leverage existing data management processes utilized for PaySR and other legacy systems; however, Gartner also understands PaySR has hundreds of validations that prevent the entry of bad or unwanted data. 	<ul style="list-style-type: none"> Consider the functionality PaySR currently has to control the integrity of data and incorporate the same and/or additional necessary data controls into the scope of Phase 2. Continued from June 2022 QA Report 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)



Observations	Recommendations
<p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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. 	<p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"> Prepare data gathering workbooks and/or data conversion documentation to capture data conversion requirements based on functional design decisions. <p><i>Continued from Phase 1 Go Live Readiness Assessment</i></p> <ul style="list-style-type: none"> 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.

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">A very large number of reports has been identified for development in Phase 2 (~550 reports). Given the time required for developing ~200 reports for Phase 1, the current set of 500+ reports cannot be completed by a December go-live date. It is unclear to the Gartner team whether these reports can be completed by an April 2023 go-live date.Working closely with the Departments and applying a guiding principle of using standard reports instead of custom may help Department staff to understand how standard reports meet their needs but potentially in a different format/look/feel.	<ul style="list-style-type: none">Gain agreement among the Workstream Leads that a guiding principle for reporting is the use of standard reports wherever possible/practical to avoid custom report development.Appl the “standard reports” guiding principle in working with Departments to determine whether a standard report can meet their needs, or whether a custom report is absolutely required.

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 has defined a revised Change Network, which will include all HR staff and all Payroll staff in the City as mandatory participants. Other City staff may join the Change Network if they choose (optional participation). The new structure of the Change Network was approved by the Steering Committee. The new Change Network should result in a higher level of participation by Department staff than was the case in Phase 1. This will create a base of knowledgeable staff members in each Department who can help support testing and support end users after go-live.
 - There is a risk that the Departments will not want to devote time of HR and Payroll staff to the Change Network, which will reduce the benefits of the revised Network. The Steering Committee members may be to encourage Departmental participation.

[Continued from June 2022 QA Report](#)

- 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.

Recommendations

- The HRP Steering Committee should communicate with General Managers, particularly those of the Tier 1 Departments, to encourage full participation in the Network

[Continued from June 2022 QA Report](#)

- 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.

6. End User Implementation

6.2 Training & Knowledge Transfer



Observations	Recommendations
<ul style="list-style-type: none"> The Project has started planning for Phase 2 training by conducting a Training Needs Assessment. This assessment considers a variety of City roles (e.g., all City staff, immediate manager/supervisor, Payroll Partners, Benefits Partners, etc.) and identifies at a high level the learning objectives for each role and for each module (i.e., Payroll, Compensation, Benefits, Absence, Time Tracking). Given the current status of Phase 2, completing the Training Needs Assessment is an appropriate focus for the Project. The Training Needs Assessment also identifies the training method (e.g., instructor led training, self-service materials, etc.). As Phase 1 could have benefitted from some level of mandatory training for domain staff and business staff/managers, it will be important that the Workstream Leads and the Steering Committee are in agreement about the level of mandatory vs. optional training to be provided, and the training methods (e.g., instructor led training, computer based training, self-service materials). Gartner understands that the Training team has a target to begin training in approximately 11 weeks from now. Given the current status of Phase 2, developing City-specific training materials within that time will be very difficult, as a large portion of the design decisions are still ahead. 	<ul style="list-style-type: none"> Gain agreement and approval from the Workstream Leads and Steering Committee on the level of mandatory vs. optional training required for each role, and the training method that will be used. Continued from June 2022 QA Report 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

Risk Level



Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- The management and governance structure for ongoing management of Phase 1 functions is not yet in place. This is a significant obstacle to Phase 1 stabilization.
 - The Sustainability Plan, which defines the governing body, roles, and responsibilities for managing Phase 1 in production has not been discussed/agreed to by the Workstream Leads, nor has it been approved by the HRP Steering Committee. When issues do occur with Phase 1 functions in production, there is no official governing body in place to address them in a coordinated way.
 - The PMO conducted a session with the Workstream Leads to discuss the Sustainability Plan on 8/4/22. Changes to the Plan are underway, and additional discussion will likely be needed to reach agreement on the Plan.
- The backlog of open SNow tickets has grown since the last QA Report (420 open tickets as of 7/6/22; 552 open tickets as of 8/5/22). While proactive monitoring and resolution of SNow tickets for Phase 1 should be the responsibility of the Phase 1 management organization, there is no organization currently in place to do this.
 - The number of incoming SNow tickets per day has decreased over the last three weeks. During the weeks after Phase 1 go-live and through July 15, there was an average of 47 incoming SNow tickets per day. During the last three weeks (7/18/22 through 8/5/22), there was an average of ~25 incoming SNow tickets per day. If this trend continues, it may help the team reduce the overall ticket backlog.

[Continued from June 2022 QA Report](#)

- 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

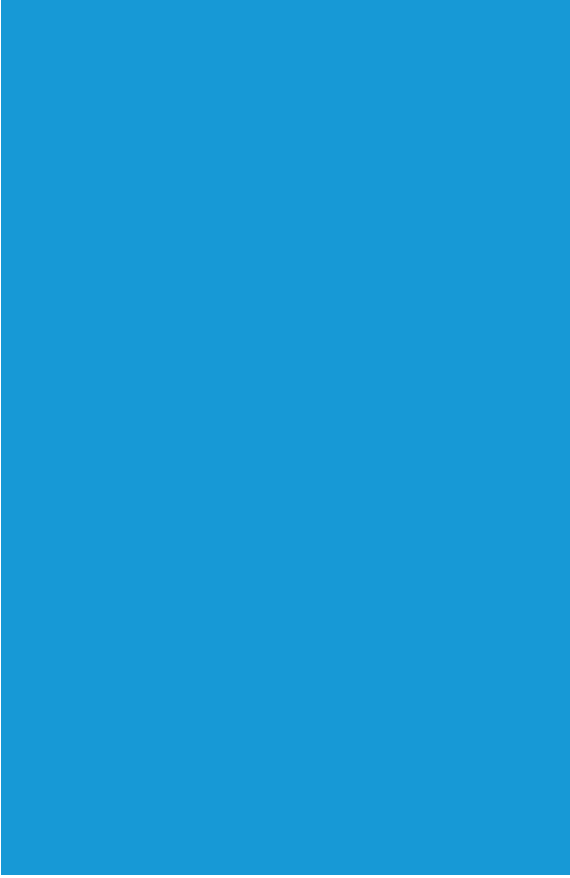
Recommendations

- Finalize the Sustainability Plan by reaching agreement with the Workstream Leads and gaining approval from the Steering Committee.
- Implement the Phase 1 management organization.

[Continued from June 2022 QA Report](#)

- The Phase 1 management organization should augment HRP Support Dashboard in SNow to include key metrics for ticket and backlog management.
- The Phase 1 management organization 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.

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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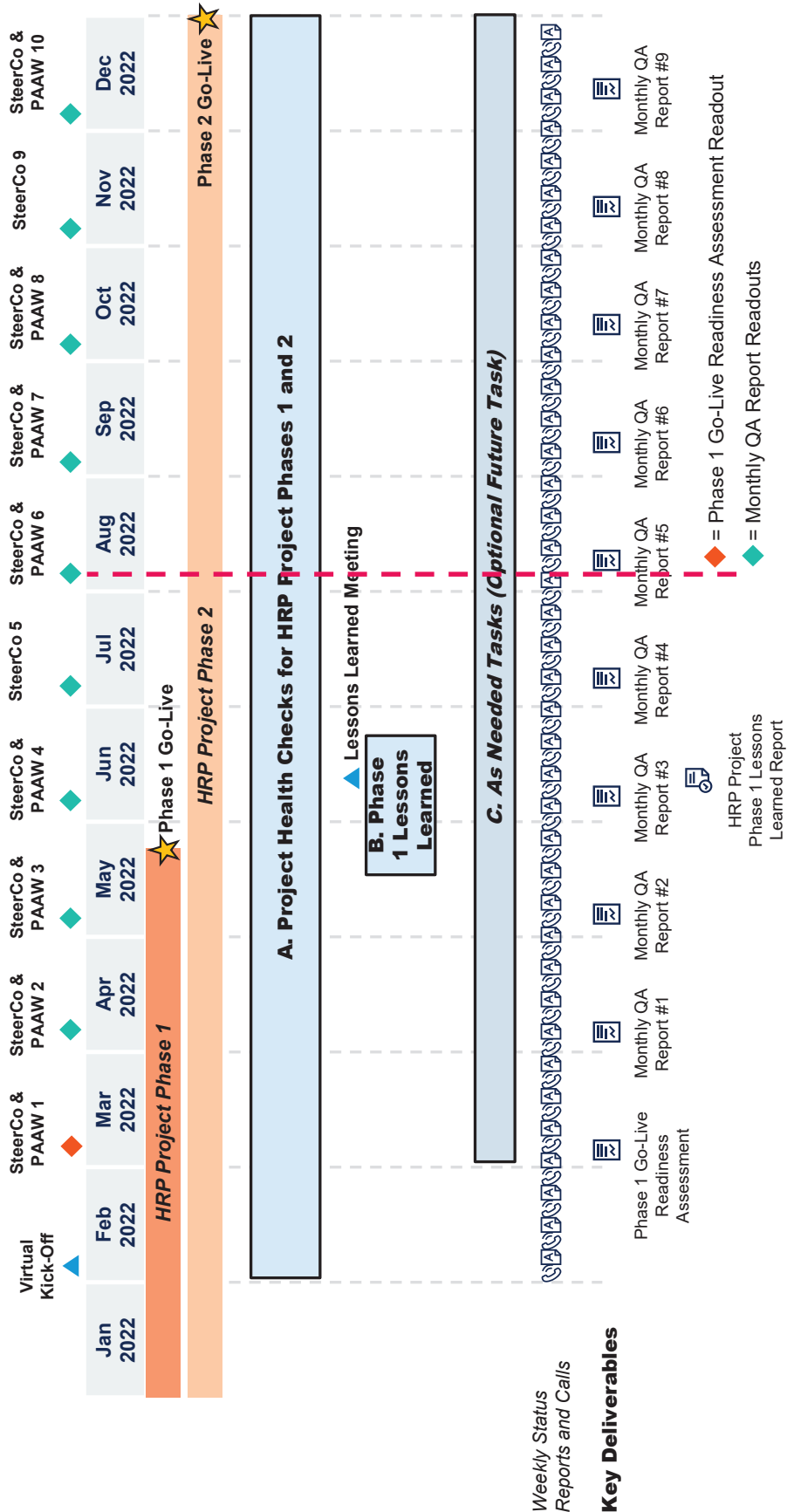
Monthly Quality Assurance Reporting Methodology

- 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.



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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