

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: September 14, 2022

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Council District: All

To: Personnel, Audits, and Animal Welfare Committee

From: Matthew W. Szabo, City Administrative Officer  for

Reference: Gartner Report dated September 12, 2022

Subject: **GARTNER, INC. HRP PROJECT QUALITY ASSURANCE SERVICES MONTHLY
REPORT – AUGUST 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 August 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 August 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:RR 11230033c

HRP Project Quality Assurance Services

Monthly QA Report – August 2022

Prepared for: City of Los Angeles
September 12, 2022

Version 2

Engagement #: 330065784

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Executive Summary

Monthly Quality Assurance Reporting Methodology

Introduction to August 2022 QA Report







- **This Quality Assurance (QA) report for August 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, June and July 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, June and July 2022 Reports, the August 2022 report also spans both Phases 1 and 2. However, this report is more heavily focused on 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*



Previous Overall Status (July 2022) ▲

Domain	Risk Category	Risk Level	
		July 2022	August 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	4	4
	2.2 Schedule	4	5
	2.3 Change Management	2	3
	2.4 Resources	3	5
	2.5 Risks and Issues	2	3
	2.6 Quality Assurance	2	2
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0

Domain	Risk Category	Risk Level	
		July 2022	August 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
	4.6 Deployment	2	3
5. Data Management	5.1 Data Controls	3	3
	5.2 Data Conversion	3	3
	5.3 Reporting & Analytics	2	2
6. End User Implementation	6.1 Organizational Change Management	2	2
	6.2 Training & Knowledge Transfer	2	2
	6.3 Support	4	4

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



↑ = Increase in rating and risk from last reporting period

↓ = Decrease in rating and risk from last reporting period

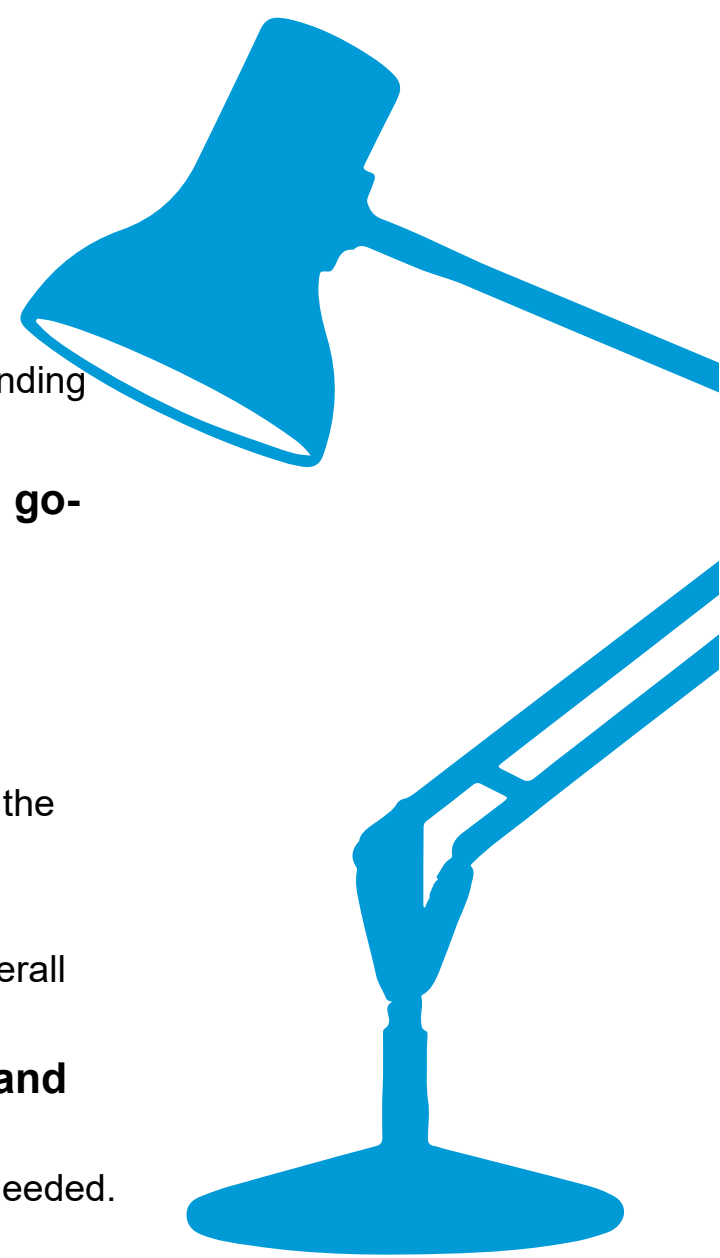


= Risk Categories with Minimal Impact on HRP Project Health

Executive Summary

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

- **The HRP Steering Committee has agreed that Phase 2 go-live will not occur by April 2023.**
 - A new go-live date, given workload and available resources, will need to be developed. Additional funding for the project will be required beyond April 2023.
- **Based on a preliminary analysis of workload needed to complete Phase 2 tasks, the go-live date extends well beyond April 2023 with existing project staffing levels.**
 - Gartner has proposed an approach to derive a Phase 2 go-live date based on:
 - A target high-level schedule that meets overall parameters set by the Steering Committee
 - Validation of remaining workload (estimated work hours) by module
 - Availability of current project staff to complete the workload considering other responsibilities and the need for cross-module collaboration
 - Applying strategies to adjust workload, increase staffing, increase efficiency, etc.
 - Deriving a Phase 2 go-live date based on workload and available resources, and achieves the overall parameters as closely as possible
- **Strong project management processes are needed to manage the workload, speed and complexity of Phase 2.**
 - Consistently used processes around risk/issue management and change control are most urgently needed.
 - These processes are fundamental to effectively managing the cross-module workstreams such as integrations, data conversion, and reporting.



Executive Summary

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

- **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 agreed to by the Workstream Leads, nor has it been approved by the HRP Steering Committee. The governing body for PaySR recently agreed to act as the governing body for HRP until the Sustainability Plan is finalized/approved. The Project Team has continued discussing and revising the Plan recently, but it has not been finalized.
- **The project has begun identifying previous pay period over/underpayments, which will allow for correction through retroactive payments.**
 - The Project has begun to examine pay impacts in previous periods and identify specific impacts (over/underpayments) to employees. This is the foundation for correcting those impacts.
 - The City still requires clear responsibility for consistently validating/analyzing over/underpayments, correcting them, and reporting that the pay impacts have been corrected. It is currently unclear which Department will be responsible for leading/coordinating these efforts.

Executive Summary

HRP Monthly QA Report

Key Recommendations

2.2 Schedule

- Consider and undertake the approach proposed by Gartner to derive a go live date for Phase 2 by starting with a top-down target/hypothesis plan, and then looking at the bottom-up resource estimates and staff availability.

2.4 Resources

- Allocate staff across workstreams/modules with consideration to other responsibilities to determine actual number of staff available to execute the work of Phase 2.
- Consider sources of qualified staff to support Phase 2 work as needed (e.g., borrowing staff from other City Departments to take on some non-project or administrative responsibilities of HRP team members)

Detailed Findings & Recommendations

HRP Project Health Assessment Dashboard

▼ Current Overall HRP Project Health*



Previous Overall Status (July 2022) ▲

		Risk Level	
Domain	Risk Category	July 2022	August 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	4	4
	2.2 Schedule	4	5
	2.3 Change Management	2	3
	2.4 Resources	3	5
	2.5 Risks and Issues	2	3
	2.6 Quality Assurance	2	2
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0

		Risk Level	
Domain	Risk Category	July 2022	August 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
	4.6 Deployment	2	3
5. Data Management	5.1 Data Controls	3	3
	5.2 Data Conversion	3	3
	5.3 Reporting & Analytics	2	2
6. End User Implementation	6.1 Organizational Change Management	2	2
	6.2 Training & Knowledge Transfer	2	2
	6.3 Support	4	4

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

▲ = 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



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

- The HRP Steering Committee continues to be actively engaged in the project and is able to make decisions when provided with information and the results of analysis.
- As noted in Gartner's Phase1 Go-Live Readiness Assessment in February 2022, 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 being defined. The Workstreams recently completed identification of specific project team members assigned to modules and workstreams. Some requests for cross-module support are currently unfilled due to lack of resources. There is a risk that the required level of cross-module collaboration will not occur due to insufficient staffing (See Section 2.4 Resources for more information.)
- During the twice-weekly PMO meetings, the Workday Project Manager has frequently been leading the meeting without support from a member of the City PMO team. This does not allow for real-time discussion, decision-making and direction for the participants of the meeting. Providing decisions and direction asynchronously, after the meeting, is not as effective as real-time communication.

Recommendations

- Refine and finalize the Workstream Assignments to **authorize decision makers and** ensure cross-module requests are filled or identified as unfilled. Consider ways to address unfilled cross-module collaboration requirements.
- Ensure that a City PMO resource is paired with the Workday Project Manager during PMO meetings to make decisions and provide direction to the City team.

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.

1. Strategy & Leadership

1.2 Executive Support

Risk Level



Observations

Continued from July 2020 QA Report

- The HRP Project has a solid foundation of executive support through the HRP Steering Committee.

Recommendations

- No recommendations at this time.

1. Strategy & Leadership

1.3 Vendor Management



Observations	Recommendations
<ul style="list-style-type: none">Gartner understands ITA has engaged KPMG to provide project management services for the HRP Project. This new resource is expected to onboard in late September.Gartner understands the Controller’s Office has selected Grant Thornton to provide support for the HRP project in a project management support role.	<ul style="list-style-type: none">No recommendations at this time.



2. Project Controls

2.1 Scope



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

- Several activities were completed during this reporting period to define the scope for Phase 2:
 - The HRP Workstream Leads created a project plan that included all of the tasks that need to be completed for Phase 2 for their respective modules. The tasks reflected solutioning, configuration and unit testing activities, and were supplemented with business process mapping, data conversion, integration and reporting activities that are meant to be executed across all workstreams. It was assumed any project task added to the project plan was required to be completed for a Phase 2 go-live, hence creating boundaries for a Phase 2 scope. **The HRP Project is currently using the Phase 2 project schedule (project plan) to capture the scope for Phase 2.**
 - The HRP Workstream Leads reviewed Exhibit C of the Workday Contract and reassessed the need of the requirements for their respective modules for Phase 2. This resulted in an updated determination by the Workstream Leads on the SOW requirements required for Phase 2 go-live, and those requirements that are now optional/no longer needed. Gartner understands the PMO team is in the process of mapping the requirements determined as needed for Phase 2 to the tasks within the working Phase 2 project plan to ensure all are accounted for in the scope of Phase 2.
 - Gartner created a consolidated view of the assessed SOW requirements and determined that over 800 requirements unassessed, and one requirement had a discrepancy in assessment (one module indicated the requirement as needed, another module indicated the same requirement as optional).
- Although the definition of scope for Phase 2 has improved since last month's reporting period, the HRP Project team may be faced with a decision to eliminate or defer Phase 2 scope in order to implement Phase 2 within a given timeframe and/or the resources available. However, Gartner does not see this as a feasible option as eliminating scope could potentially reduce the quality and value of the end product and create additional risks.

Recommendations

- Ensure all Exhibit C SOW requirements have been assessed by the appropriate Workstream Lead for Phase 2 scope determination.
 - Additional assessment should also be performed to identify which requirements were implemented with Phase 1 (versus those no longer applicable to the City's needs). This assessment will provide insight into the number of requirements addressed during Phase 1.
- The scope for Phase 2 should be agreed to and formally accepted by the HRP Steering Committee and considered "baselined" against which future changes can be evaluated. This is a critical step to moving forward with the project.

2. Project Controls
2.2 Schedule



Observations	Recommendations
<ul style="list-style-type: none">The restructured project schedule allows each module (i.e., Payroll, Absence, Time Tracking, Benefits, and Compensation) to have its own set of tasks for solutioning/architect/configuration through unit test. This gives the modules the ability to update their tasks as needed, including adding % completion.<ul style="list-style-type: none">Tasks for some requirements are not currently included in the plan and are being added. This will increase the workload associated with Phase 2 compared to what is currently in the plan.Dependencies between the tasks cited above and other key tasks (e.g., integrations, reports) have not yet been established.The Workstreams completed an effort to estimate the number of work hours needed to complete the tasks that are currently in the Phase 2 Project Plan in SNow. The total estimated work hours needed were aggregated by module by the Workday team. (This aggregation has not yet been explicitly validated by the Workstreams.) When applying the current level of staffing (~35 FTE HRP Project staff) to the estimated aggregated work hours through a very preliminary analysis conducted by the Gartner team, the Phase 2 go-live date extends well beyond April 2023.Gartner has proposed an approach to determining a Phase 2 go-live date based on :<ul style="list-style-type: none">A target high-level schedule that meets overall parameters set by the Steering CommitteeValidation of remaining workload (estimated work hours) by moduleAvailability of current project staff to complete the workload considering other responsibilities and the need for cross-module collaborationApplying strategies to adjust workload, increase staffing, increase efficiency, etc.Deriving a Phase 2 go-live date based on workload and available resources, and achieves the overall parameters as closely as possible	<ul style="list-style-type: none">Consider and undertake the approach proposed by Gartner to derive a go live date for Phase 2 by starting with a top-down target/hypothesis plan, and then looking at the bottom-up resource estimates and staff availability.

2. Project Controls

2.3 Change Management



Observations	Recommendations
<ul style="list-style-type: none"> As the HRP Project moves closer to finalizing the Phase 2 scope and schedule, and as the workstreams begin to execute the tasks in the Phase 2 project plan, it is critical the Project has an established change control process in place that is documented and socialized with the Workstream Leads. Gartner assumes any change requests that were approved for backlog or were identified but not resolved prior to Phase 1 go-live were incorporated into the working version of the Phase 2 scope and schedule. Additionally, if a workaround was identified to address a change request in Phase 1, the tasks required to identify a permanent solution were also incorporated into the working version of the Phase 2 scope and schedule. <p><i>Continued from July 2022 QA Report</i></p> <ul style="list-style-type: none"> 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 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. 	<ul style="list-style-type: none"> As part of refining the Phase 2 scope and schedule, the HRP PMO team should confirm any open change requests from Phase 1 or change requests that were approved for backlog (i.e., to be addressed in Phase 2) are still part of the current Change Control Board discussions. Additionally, the HRP PMO team should confirm the tasks required to identify a permanent solution to any identified Phase 1 workaround is an open item to be discussed with the Change Control Board and/or incorporated into the working version of the Phase 2 scope and schedule. <p><i>Continued from July 2022 QA Report</i></p> <ul style="list-style-type: none"> Define and document a unified change request process that incorporates the ITA operational procedure for testing and migrating changes to Workday/PaySR Production. <p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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

2. Project Controls

2.4 Resources (1 of 2)



Observations

- The Workstreams recently completed identification of specific project team members assigned to modules and workstreams. The next step in understanding the actual availability of the project team members to execute the work of Phase 2 is to allocate staff across modules/workstreams, considering their other responsibilities (e.g., support for Phase 1). *(Note: Gartner will be supporting the team in doing this work.)*
- As stated in Section 2.2 Schedule, the Workstreams also completed an effort to estimate the number of work hours needed to complete the tasks that are currently in the Phase 2 Project Plan in SNow. The total estimated work hours needed were aggregated by module by the Workday team. (This aggregation has not yet been explicitly validated by the Workstreams.) When applying the current level of staffing (~35 FTE HRP Project staff) to the estimated aggregated work hours through a very preliminary analysis conducted by the Gartner team, the Phase 2 go-live date extends well beyond April 2023.
- Additional work is required to clearly understand:
 - The actual time available from HRP Project staff members to complete the work of each module given their other responsibilities
 - The potential Phase 2 go-live date given the workload and staff availability
 - Strategies for reducing the timeframe required to complete the work (e.g., modifying workload, improving efficiency in approaches/methodologies, adding qualified staff members, others)
 - *(See Section 2.2 Schedule for more information.)*
- The Project will be receiving new contractor resources to assume the Project Manager role. Those resources have not yet begun work.
- Personnel Department had temporary assistance from three DWP staff members beginning in early June, but that temporary assignment ended at the end of July. One Personnel Department team member is on leave until November.
- The Workday Absence Lead will be leaving the project. The replacement lead from Workday will require ramp-up time.

Recommendations

- Allocate staff across workstreams/modules with consideration to other responsibilities to determine actual number of staff available to execute the work of Phase 2.
- Consider sources of qualified staff to support Phase 2 work as needed (e.g., borrowing staff from other City Departments to take on some non-project or administrative responsibilities of HRP team members)

2. Project Controls

2.4 Resources (2 of 2)

Minimal
Impact on
Project Health

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

Recommendations

Continued from July 2022 QA Report

- 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.

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2. Project Controls

2.5 Risks and Issues

Risk Level



Observations

- The HRP PMO created a crosswalk document that maps the legacy RAIDQ ID (previously captured in Smartsheet) to a RIDAC ID (now captured in Service Now). This should help the Workstream Leads orient to the new tool being used to manage RIDACs as well as help identify any old RAIDQs that were not migrated to SNow that should have been.
- The HRP PMO has yet to begin leveraging SNow to review and manage RIDACs during cross-workstream discussions. It is currently unclear how the RIDACs are being reviewed and managed for the Project.
- As the HRP Project moves closer to finalizing the Phase 2 scope and schedule, and as the workstreams begin to execute the tasks in the Phase 2 project plan, it is critical the Project has an established RIDAC management process in place that is documented and socialized with the Workstream Leads.

Continued from July 2022 QA Report

- 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).

Recommendations

Continued from June 2022 QA Report

- 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:
 - Distribution of RIDACs by status (open, closed, etc.), distribution of open RIDACs by priority and planned resolution date, distribution of open RAIDCs 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.

Continued from Phase 1 go-live Readiness Assessment

- Document a Risk and Issue Management Process that defines the procedures for evaluating and managing RIDACs. This includes:
 - Clearly defining and communicating the values utilized for RIDAC States, Priority and Impact levels.
 - 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"> The current version of the Phase 2 project plan was designed to ensure each of the modules remain integrated while achieving the objectives of their respective functional areas. (Note: Gartner was involved in the discussions that led to this approach). Quality measures were embedded into the project plan, such as: <ul style="list-style-type: none"> Stage Gates: Each module needs to achieve the stage gate as planned/scheduled. Some may get there earlier, but all must get there before being able to move on. The new project plan structure will give visibility into any modules that are struggling reaching the stage gate on time, which can trigger support/obstacle removal/etc. Cross-Module Workstreams: The tasks of Workstreams such as Integrations and Data Conversion occur within each modules. They will work with each module to meet the needs of the module and will have some tasks of their own, but they could be considered as “service providers” to the modules in that they serve all modules individually. Continued Cross-Module Communication: Ongoing meetings like PMO and Cross-Apps, which allow cross-module communication/collaboration will be essential. Central Role of the PMO: The PMO will be the central point of connection of the modules – monitoring module execution of tasks relative to the stage gate gates, providing guidance/resources/obstacle removal, ensuring cross-module communication and coordination, etc. Gartner assumes all project tasks within the Plan and Architect & Configure stages of the project plan for each module need to be 100% complete prior to moving to the Testing stage / entering end-to-end testing, which is the point where all module activity will converge. Gartner does not see any evidence that entry and exit criteria have been established for the Testing and Deploy stages of the project. 	<ul style="list-style-type: none"> As noted in Gartner’s Phase 1 Lessons Learned Report, the determination of entry and exit criteria for the Test and Deploy (i.e., “Critical Launch Criteria”) stages of the project should be established in advance of entering these project stages and should be reviewed and agreed to by the Steering Committee. This criteria should be used for stage gate acceptance/sign-off.

3. Requirements Management

3.1 Functional Requirements



Observations	Recommendations
<ul style="list-style-type: none">▪ The PMO has reviewed the baseline requirements to determine if all have been included in the Phase 2 project plan. Based on this analysis, some baseline requirements were missing from the plan. These requirements are being added to the Phase 2 plan.<ul style="list-style-type: none">▪ Once the missing requirements are added, the resources required to address these new requirements will need to be identified.▪ It is unclear whether deferred functionality from Phase 1 has been incorporated into the Phase 2 project plan.	<ul style="list-style-type: none">▪ Ensure that all requirements in the Requirement Traceability Document are reflected in the Phase 2 project plan, including:<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.▪ Update the resource estimates in the Phase 2 project plan once the missing requirements are added to the project plan.

3. Requirements Management

3.2 Technical Requirements



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

3. Requirements Management

3.3 Service Requirements



Observations	Recommendations
<ul style="list-style-type: none">The City’s contract with Workday expires in December 2022. If the schedule for Phase 2 extends beyond that, the contract will need to be extended through the new go-live date and hypercare support.	<ul style="list-style-type: none">No recommendations at this time.

4. Solution Development & Implementation

4.1 Business Processes & Requirements



Observations

- As noted in last month’s reporting period, Gartner understands as part of added scope to the Workday contract, 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. Business process documentation have been added as project tasks for each module within the project plan; however, it is unclear if Workday will take ownership for the completion of these tasks (of course with significant collaboration with/input from City team).
 - 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.

Continued from July 2022 QA Report

- 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.

Recommendations

- The City PMO Team should confirm with Workday the ownership and execution of the business process related deliverables for each of the modules for Phase 2 and set this expectation with each of the Workstream Leads.

Continued from July 2022 QA Report

- 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.

4. Solution Development & Implementation

4.2 Architecture & Design



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



Observations	Recommendations
<ul style="list-style-type: none">▪ The process by which configuration is documented and tracked varies across workstreams, including integrations and reporting. Although Gartner encourages a standardized process where feasible, Gartner understands each workstream has varying needs and capabilities. It is important that the City and Workday Workstream Leads agree on the process by which their module will document their configuration approach and ability to track progress on configuration related activities. This process should be communicated to the PMO.▪ As noted in last month’s reporting period, it will be especially important for the tenant(s) used for configuration review and unit testing to contain the most up-to-date configuration in Workday Production.<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 system to-date and should be controlled and monitored carefully while the Project works on the solutioning and configuration of Phase 2 functionality.	<ul style="list-style-type: none">▪ Each workstream should establish their configuration process and approach to tracking progress on configuration related activities.

4. Solution Development & Implementation

4.4 Testing



Observations	Recommendations
<ul style="list-style-type: none">It has been communicated by the HRP PMO Team that the facilitation and oversight of testing activities, particularly end-to-end and payroll parallel testing, will be owned by the HRP PMO Team. The HRP PMO team plans to ensure the inclusion of RIDAC acknowledged decisions and resolutions into testing processes, as well as ensure the inclusion of business and operational processes into the appropriate test scenarios. Gartner understands the HRP PMO Team is working to establish the test management approach for Phase 2 and plans to review and discuss this approach with the larger HRP Project Team. <p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none">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.	<p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none">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.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



Observations

- The HRP Project continues to experience issues with Phase 1 integrations, including INT5000. These continued issues with Phase 1 integrations have prevented the HRP Integrations Team from progressing on the development and testing of Phase 2 integrations due to the concerted effort by both technical and functional resources to resolve the current Production issues.
- Gartner understands the HRP Project Team is still in the process of migrating all integration related tracking from Smartsheet & Google Sheets into SNow. It is important to establish this soon to avoid duplicative efforts and confusion among the Project Team.
- The project has begun identifying previous pay period over/underpayments, which will allow for correction through retroactive payments.
 - The Project has begun to examine pay impacts in previous periods and identify specific impacts (over/underpayments) to employees. This is the foundation for correcting those impacts.
 - The City still requires clear responsibility for consistently validating/analyzing over/underpayments, correcting them, and reporting that the pay impacts have been corrected. It is currently unclear which Department will be responsible for leading/coordinating these efforts.

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.
- 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.

Recommendations

Continued from July 2022 QA Report

- 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.

4. Solution Development & Implementation

4.6 Deployment



Observations	Recommendations
<ul style="list-style-type: none">ITA has expressed concern over the sustainability of the two currently operating Production environments (the “split system”): Workday and PaySR.<ul style="list-style-type: none">PaySR as the acting payroll system for the City cannot be fully decommissioned until Phase 2 is implemented which will continue to require maintenance and support from City resources (in most cases, the same City resources working on Phase 2 activities).Since the “split system” will need to extend past ~December 2022, the City will need to invest in upgraded hardware for PaySR. This looks to be an unavoidable cost. There is risk to the sustainability of the “split system” if the needed funding is not approved.<ul style="list-style-type: none">As the <p><i>Continued from June 2022 QA Report</i></p> <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 schedule	<ul style="list-style-type: none">Prepare the required budget requests to include funding for continued PaySR maintenance through the Phase 2 go-live date (date TBD). <p><i>Continued from June 2022 QA Report</i></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

Continued from July 2022 QA Report

- 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:
 - 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.

Recommendations

Continued from July 2022 QA Report

- 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

Continued from July 2022 QA Report

- 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.

Continued from June 2022 QA Report

- 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.

Recommendations

Continued from June 2022 QA Report

- Prepare data gathering workbooks and/or data conversion documentation to capture data conversion requirements based on updated 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.

5. Data Management

5.2 Data Conversion (2 of 2)



Observations

Recommendations

- **(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).

Continued from May 2022 QA Report

- Although Gartner understands all issues are being logged in SNow, it is unclear how many issues were a result of the data conversion effort prior to go-live. Insight into this information could help identify changes in approach or design for future data conversion efforts for Phase 2.

Continued from May 2022 QA Report

- 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). The project team has identified the resource hours needed to complete the reports.<ul style="list-style-type: none">The resource hours for reporting need to be separated from other resource hours in Snow to provide a clear understanding of the level of effort required.The team has recently completed assigning staff members to the Reporting Workstream.<ul style="list-style-type: none">The team will need to clearly identify the portion of staff time dedicated to the Reporting Workstream in order to determine the FTEs available to complete the reports. <p><i>Continued from July 2022 QA Report</i></p> <ul style="list-style-type: none">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">Identify the work hours associated with the current set of planned reports, and calculate the actual number of FTEs available in the Reporting Workstream to determine the feasibility of completing planned reports. <p><i>Continued from July 2022 QA Report</i></p> <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



Observations

- The project team has conducted stakeholder analysis interviews with all Departments. These interviews resulted in valuable input from the Departments on their experience in Phase 1 and their needs/suggestions for Phase 2.
 - This input was used to identify an updated list of Tier 1 Departments. These are the large, complex Departments that typically have the most unique needs.
- The Project Team has planned an approach for outreach to Tier 1 Departments. This outreach is planned to begin in the October timeframe.
- Project Team members have been asked to participate in outreach efforts to get better engagement and information sharing with the Departments throughout Phase 2. This will require time from the team members, which should be visible as part of the staffing allocation effort. As with any project task, if resources are insufficient to complete the task within the planned timeframe, there is a risk that the outreach may not be conducted as expected.

Recommendations

- Consider time required from Project Team staff for outreach to Departments when determining the staff time available to complete other Phase 2 tasks.
Continued from July 2022 QA Report
- The HRP Steering Committee should communicate with General Managers, particularly those of the Tier 1 Departments, to encourage full participation in the Network

6. End User Implementation

6.2 Training & Knowledge Transfer



Observations	Recommendations
<ul style="list-style-type: none">Work on the Phase 2 Training Needs Assessment is continuing. Development of the learning objectives for all modules and all stakeholders are underway.Plans for engaging with the Tier 1 Departments throughout Phase 2 includes some amount of training to be developed/delivered by the Workstream Leads. This work effort must be included in the allocation of staff resources to specific workstreams. <p><i>Continued from July 2022 QA Report</i></p> <ul style="list-style-type: none">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).	<ul style="list-style-type: none">Ensure that the time required by project team members to support training efforts is included in staff allocation plans for the purposes of Phase 2 schedule planning. <p><i>Continued from July 2022 QA Report</i></p> <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.

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
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Observations	Recommendations
<ul style="list-style-type: none">The primary issue facing the project with respect to Phase 1 is that 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.<ul style="list-style-type: none">Because the Sustainability Plan, which defines the governing body, roles, and responsibilities for managing Phase 1 in production, has not been finalized, there is no official governing body in place to address Phase 1 changes and issues in a coordinated way.The PMO recently got agreement from the PaySR Governance Body to act more broadly and include Workday production along with PaySR in its scope. It is unclear how this will work in practice, but the PaySR Governance Body is willing to fill that role temporarily, until a permanent governing structure for Phase 1 Workday is put in place.Since the Phase 1 support activities are undertaken by the same group of staff that are implementing Phase 2, ongoing Phase 1 work takes staff away from Phase 2 responsibilities. Existing staff is spread thinly across both types of responsibilities.	<p><i>Continued from July 2022 QA Report</i></p> <ul style="list-style-type: none">Finalize the Sustainability Plan by reaching agreement with the Workstream Leads and gaining approval from the Steering Committee.Implement the Phase 1 management organization.

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

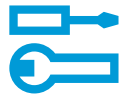
- Provide independent oversight to ensure Phases 1 and 2 of the HRP Project will meet the City's requirements and implementation activities are executed based on industry best practices.
 - February-April 2022: Oversight efforts will focus on readiness for HRP Phase 1 go-live (February – April)
 - May-December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

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).



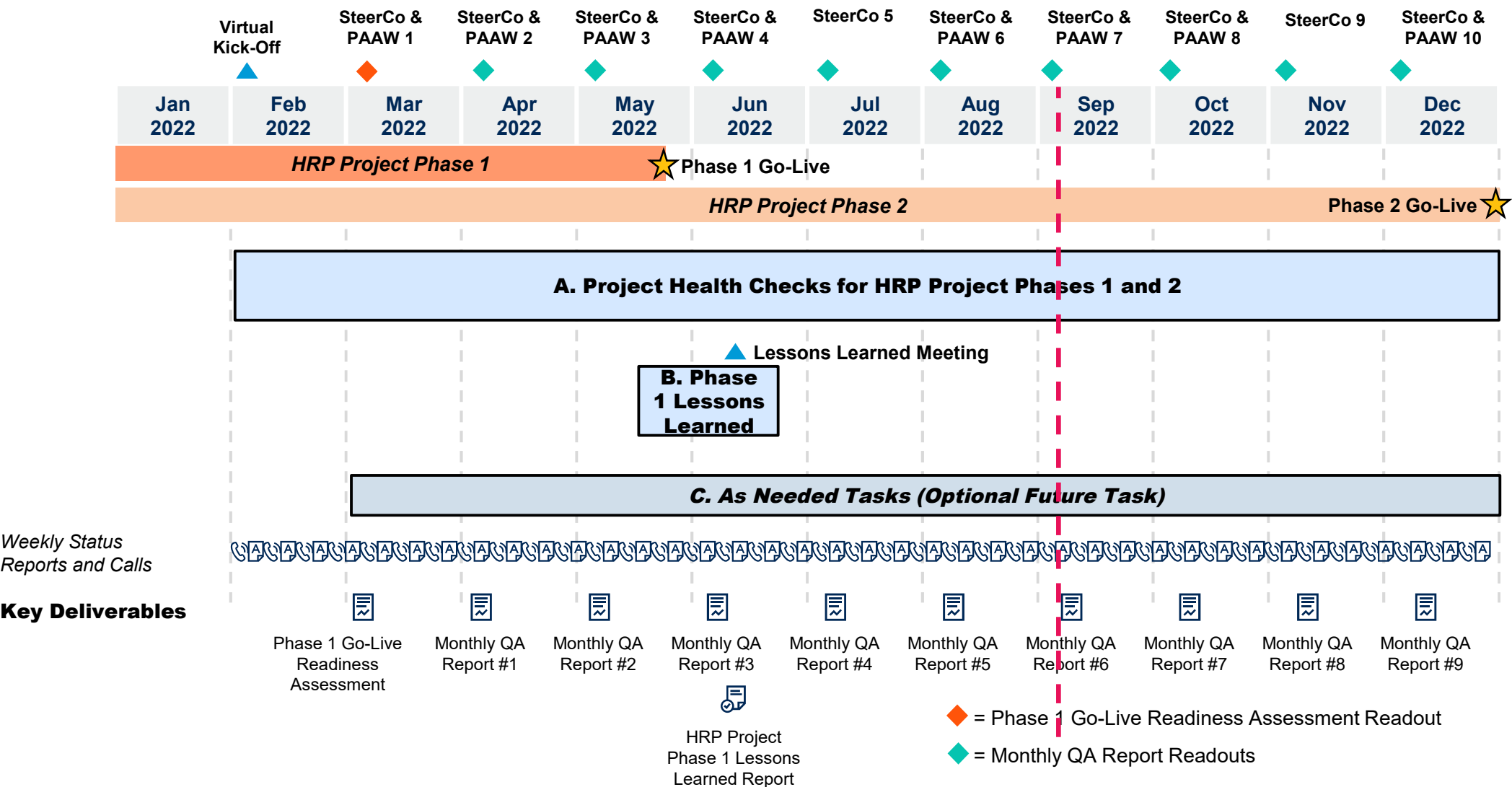
Issues: Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.



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.

- 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.

Gartner's Quality Assurance Services Project Schedule



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