OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: October 12, 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 October 11, 2022

Subject: **GARTNER, INC. HRP PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – SEPTEMBER 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 September 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 September 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:11230044c

HRP Project Quality Assurance Services

Monthly QA Report – September 2022

Prepared for: City of Los Angeles
October 11, 2022

Version 2

Engagement #: 330065784

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Executive Summary

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Monthly Quality Assurance Reporting Methodology
Introduction to September 2022 QA Report

- **This Quality Assurance (QA) report for September 2022 focuses on 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, July and August 2022 QA Reports were transitional reports, focusing on the end of HRP Phase 1 and the beginning of HRP Phase 2.
  - This report focuses solely on Phase 2. There will be references to Phase 1 in this report to the extent that Phase 1 has an impact on risks/issues that affect Phase 2.
  - The Risk Level Ratings used in this report reflect the context of overall Phase 2 project health and they are described on the following page.
  - The observations, risks and recommendations included here refer to Phase 2 activities.

September 2022 QA Report

HRP Phase 1 *HRP Phase 2*

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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***

Minimal Impact On Project Health – 0	No Material Risk 1	Emerging Risk 2	Managed Risk 3	Significant Risk 4	Critical Risk 5

Previous Overall Status (August 2022) ▲

Domain	Risk Category	Risk Level August 2022	Risk Level September 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	5	5
	2.3 Change Management	3	3
	2.4 Resources	5	5
	2.5 Risks and Issues	3	3
	2.6 Quality Assurance	2	3
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 August 2022	Risk Level September 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	3
	4.6 Deployment	3	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	3

▲ = 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)

- **Progress has been made on several Phase 2 integrations.**
  - The HRP Project has moved forward with Phase 2 activities such as requirements gathering and unit testing for Phase 2 integrations. The Phase 2 project schedule includes project plan tasks for all Phase 2 integrations, which will allow visibility and tracking into the status of the development and testing of Phase 2 integrations.

- **To achieve Phase 2 go-live in 2023, all workstreams will require some level of additional staff density.**
  - For most modules (Absence, Benefits, Compensation and Time Tracking), additional staff density required to achieve a 2023 go-live is generally relatively minor and may be achievable within the timeframe in which the additional density is required through staff reassignments and backfilling, assuming qualified staff are available. *Note: This takeaway is based on a variety of critical assumptions about staff availability and the feasibility of task durations.*
  - The additional density required for the Payroll module is unlikely to be achieved within the needed timeframe. A variety of strategies will be needed to increase staff density, address the workload and determine efficiencies in the approach to completing the work. Configuration walkthroughs being conducted with the Payroll Workstream <u>may</u> result in sign-off of work that has been adequately solutioned and configured, reducing go-forward workload.
  - Due to these issues a Phase 2 go-live date has not been agreed upon.

Content contained in this document is as of 10/7/22.

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

- **Efforts to improve and formalize project management processes have begun, but new processes have not yet been fully implemented or adopted.**
  - A new process for using the RIDAC workflow in SNow has been presented, but that process is limited to items that begin as risks and then follow the workflow. It is unclear where non-risk-related decisions or actions should be logged/tracked.
  - A new process for modifying tasks in the Project Plan is being developed but has not yet been communicated to team members.
  - The current Project Plan in SNow is useful for tracking task completion, but does not include accurate task durations or dependencies. As a result, the Project Plan is currently not a useful tool for active schedule management, including looking ahead at tasks that are coming due and determining proactively if they are on track for completion.

- **The Project Plan now contains additional tasks to ensure that the full Phase 2 scope is reflected there, but there may also be tasks in the Project Plan that are out of scope.**
  - New tasks recently added to the Project Plan have helped to ensure that all requirements have tasks associated with them. However, these new tasks, and the scope they represent, are not being managed by the Workstreams.
  - PMO has stated concerns about some tasks in the Plan being out of scope, however, those tasks have not been identified or removed. This has the potential to add to project scope.

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Executive Summary
HRP Monthly QA Report

Key Recommendations

2.1 Scope

- The HRP Project Management Team should:
    - Communicate to the HRP Workstream Leads the project tasks identified as out of scope for Phase 2 prior to removing them from the Phase 2 project plan.
    - Communicate the added Phase 2 requirements to the HRP Workstream Leads and clarify that these will be executed by the Workstreams.

(Continued from August 2022 QA Report)

- 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.

2.2 Schedule

- Align the newly added Project Plan tasks to specific modules to allow better management of those tasks in SNow.

- Add tasks to the Project Plan for the OCM support that will be needed from the Workstream Leads and members.

- Identify any Project Plan tasks that relate to operations/functions that are fully outside the scope of Phase 2, and submit those through the change control process (i.e., through Change Control Board) for review and disposition.

2.4 Resources

- Explore a variety of strategies for increasing staff density for the Payroll Workstream in the short term.

- Consider ways to leverage the Grant Thornton project management resources to improve efficiency throughout Payroll Workstream tasks.

(Continued from August 2022 QA Report)

- 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-administrative responsibilities of HRP team members).

Content contained in this document is as of 10/7/22.

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Detailed Findings & Recommendations

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HRP Project Health Assessment Dashboard

▼ **Current Overall HRP Project Health***

Minimal Impact On Project Health – 0	No Material Risk 1	Emerging Risk 2	Managed Risk 3	Significant Risk 4	Critical Risk 5

Previous Overall Status (August 2022) ▲

Domain	Risk Category	Risk Level August 2022	Risk Level September 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
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2. Project Controls	2.1 Scope	4	4
	2.2 Schedule	5	5
	2.3 Change Management	3	3
	2.4 Resources	5	5
	2.5 Risks and Issues	3	3
	2.6 Quality Assurance	2	3
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 August 2022	Risk Level September 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	3
	4.6 Deployment	3	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	3

*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.

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Content contained in this document is as of 10/7/22.

▲ = 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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1. Strategy & Leadership
1.1 Governance

Risk Level

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

Observations	Recommendations

Observations

- The Workstreams recently completed identification of specific project team members assigned to modules and workstreams. Most requests for cross-module participation have been filled at least with a small number of hours per week – only a few remain unfilled.
  - However, Payroll Workstream currently has no Co-Lead. This is a critical role to be filled. Without a Co-Lead, the Workstream may have difficulty continuing to make progress if the Workstream Lead is unavailable.
- As the Workstreams are undertaking solutioning work, it is essential that the individuals that need to make a decision about the output are in attendance at the required meetings. Each Workstream should have a clear agenda for upcoming meetings and communicate with any needed decision-makers about their required attendance.
- During the twice-weekly PMO meetings, the Workday Project Manager continues to lead the meeting without support from the City Project Manager. This does not allow for real-time discussion, decision-making and direction for the participants of the meeting. As KPMG has recently begun work as the City Project Manager for the HRP Project, we would expect that KPMG would begin taking an active role in the PMO meetings.

Continued from August 2022 QA Report

- 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.

Recommendations

- Assign a Co-Lead for the Payroll Workstream.
- Ensure that required decision-makers attend solutioning meetings as needed to maintain progress.

Continued from August 2022 QA Report

- 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.

Content contained in this document is as of 10/7/22.

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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

Observations	Recommendations
Continued from July 2022 QA Report ▪ The HRP Project has a solid foundation of executive support through the HRP Steering Committee.	▪ No recommendations at this time.

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Content contained in this document is as of 10/7/22.

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	Recommendations
▪ A project management team from KPMG joined the HRP Project in late September. Gartner understands KPMG will assume the HRP Project Manager role for the City. ▪ Gartner understands the HRP Project also plans on supplementing Workday PM resources with a new Workday Engagement Manager. ▪ Several Grant Thornton resources also joined the HRP Project in late September, specifically supporting the HRP Controller's Office Team with project management activities.	▪ No recommendations at this time.

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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	**Recommendations**

▪ As mentioned in last month's reporting period, the HRP Project is currently using the Phase 2 project schedule (project plan) to capture the scope for Phase 2. Gartner understands the HRP Project Management Team (ITA PM & Workday PM) reviewed the current project plan to validate alignment between the project tasks added by the HRP Workstream Leads and the current contractual Statement of Work, and some project tasks were determined to be out of the current scope.
 	
▪ The HRP Project Management Team identified additional requirements not previously captured in the Statement of Work but considered necessary for Phase 2 and considered for inclusion into the Phase 2 Project Plan. This assessment has yet to be discussed and validated with the HRP Workstream Leads.
 	
Continued from August 2022 QA Report
 	
▪ 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.
	▪ The HRP Project Management Team should:
	    ▪ Communicate to the HRP Workstream Leads the project tasks identified as out of scope for Phase 2 prior to removing them from the Phase 2 project plan.
	    ▪ Communicate the added Phase 2 requirements to the HRP Workstream Leads and clarify that these will be executed by the Workstreams.
	
	Continued from August 2022 QA Report
	
	▪ 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.

Content contained in this document is as of 10/7/22.

2. Project Controls
2.2 Schedule

Risk Level

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

Observations	Recommendations
- The Project Team completed a process to determine potential Phase 2 go-live dates based on the workload associated with solutioning, configuration and unit testing for each module/workstream, and the number of FTEs assigned to each workstream. Several go-live scenarios were provided to the Steering Committee for their consideration. (Note: Gartner assisted in this process.) - These scenarios identified the amount of FTE density required to achieve various Phase 2 go-live dates. The scenarios were based on some critical assumptions that were also provided to the Committee. To achieve a go-live date in 2023, additional FTE density was needed for all workstreams. - The Steering Committee has further discussions planned in order to determine and agree upon a suitable go-live date. - Tasks were added into the Project Plan in order to ensure that all in-scope Phase 2 requirements were addressed in the plan. These tasks are currently separate from the other module tasks and have no resource plans associated with them. This makes it difficult for the Workstream Leads to manage these tasks in the Plan, and ultimately assign dependencies to them, as they are not aligned with modules in SNow. - We understand there may be tasks in the Project Plan that are not within the scope of Phase 2. It is unclear whether these tasks are outside the scope of Workday's contract, and are activities that the City team need to undertake, or if these tasks are related to functions/operations that are fully outside the scope of Phase 2. - Dependencies between tasks do not yet exist in the Project Plan in SNow. These dependencies will need to be created once a Phase 2 go-live date is determined. - There are currently no tasks or resource plans in the Project Plan for the OCM support needed from the Workstream Leads and members. The timing of this support will depend on the Phase 2 go-live date, but the tasks should be identified in the Project Plan. - Because the Project Plan currently does not have task duration yet, the Plan cannot be used to look ahead at tasks coming due and track their progress toward timely completion. Gartner understands those durations will be established once the Phase 2 go-live date is determined.	- Align the newly added Project Plan tasks to specific modules to allow better management of those tasks in SNow. - Add tasks to the Project Plan for the OCM support that will be needed from the Workstream Leads and members. - Identify any Project Plan tasks that relate to operations/functions that are fully outside the scope of Phase 2, and submit those through the change control process (i.e., through Change Control Board) for review and disposition.

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Risk Level

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

Observations

- As mentioned in the August 2022 QA Report, it is critical that the HRP Project has an established change control process in place that is documented and socialized with the Workstream Leads, especially as the HRP Project moves closer to finalizing the Phase 2 scope and schedule and the workstreams begin to execute the tasks in the Phase 2 project plan. This includes defining any variations in how change requests related to Phase 1 and Phase 2 are evaluated, approved and implemented.

  - It is unclear if any new change requests related to Phase 2 have been logged since Phase 1 go-live.

Continued from July 2022 QA Report

- 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.

Recommendations

Continued from July 2022 QA Report

- 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 (e.g., what change requests can be approved by the Change Control Board, and what change requests will require Steering Committee approval)

  - Clearly defining when a change request should be logged

  - The information to include in the change request, such as: 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, and the priority and planned implementation of the change

Content contained in this document is as of 10/7/22.

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Risk Level

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

Observations	Recommendations

Observations

- Gartner understands any change requests that were identified during Phase 1 and were still outstanding post Phase 1 go-live were migrated into SNow as open change requests and continue to be discussed during the ongoing Change Control Board meetings.
    - Any change requests that will result in a change to Workday Production configuration should only be approved if critically needed for Production operations. Any changes to Production 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.
    - It is unclear if the tasks required to identify a permanent solution for a workaround identified to address a change request in Phase 1 have been incorporated into the working version of the Phase 2 scope and schedule or reopened for discussion during the ongoing Change Control Board meetings.

Recommendations

- The Workstream Leads should reassess any change requests outstanding from Phase 1 for updates in status and priority/impact and determine if discussion is still required for the Change Control Board. This includes the change requests approved for Phase 1 but were not implemented in Phase 1, change requests approved for backlog (i.e., to be implemented post Phase 1 go-live), and change requests proposed for Phase 2 that were identified during Phase 1.

Continued from August 2022 QA Report

- 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.

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2. Project Controls
2.4 Resources

Risk Level

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

Observations

- During last month's reporting period, the Workstreams assigned specific project team members to modules and workstreams. This resulted in a list of the members of each workstream along with their roles (e.g., Lead, Co-Lead, Analyst, SME), and is the basis for the current HRP Project Organization Chart.

- During this reporting period (September), the Sponsor Departments identified the number of hours each person in the organization chart is assigned to Phase 2 on a weekly basis. A portion of each team member's Phase 2 time was then allocated to the workstreams to which they are assigned. This resulted in a total number of FTEs assigned to each workstream, as shown in Table 1. Phase 2 FTEs Assigned to Workstreams. *(Note: Gartner supported the team in doing this work.)*
    - A significant portion of time of the ITA and Personnel Department project team members is devoted to Phase 1 work. While this is not the case for Controller's Office or CAO, the time spent on Phase 1 comes from key individual resources (i.e., Compensation Workstream Lead and Payroll Workstream Lead)

- The sufficiency of the workstream FTEs is dependent upon the workload and timeframe within which that workload must be completed. As stated in Section 2.3 Schedule, additional FTE density will be needed within all workstreams to achieve a Phase 2 go-live date in 2023.
    - The additional FTE density needed is greatest for the Payroll workstream. Depending on the potential go-live date, the amount of additional FTE density is significant and will be very difficult to achieve in the short term, which is when the resources are needed.
    - Additional strategies will be needed in order to find additional Payroll resource density quickly (e.g., borrowing skilled payroll staff members from City Departments).
    - Additional project management resources from Grant Thornton have begun work with the Controller's Office. There may be an opportunity to use these resources to help the Payroll Workstream increase efficiency/throughput in the work ahead.

- KPMG has recently begun work as the City's HRP Project Management team.

Content contained in this document is as of 10/7/22.

Table 1. Phase 2 FTEs Assigned to Workstreams

Workstream	Phase 2 FTEs
1. HCM Core	0.9
2. Change Management Business/Ops Process	1.9
3. Change Management - Technical	0.5
4. Compensation	0.8
5. Data Conversion	1.6
6. Integrations	3.9
7. Absence	2.1
8. Benefits	1.1
9. Payroll	3.0
10. PRISM	0.8
11. Reporting	4.3
12. Security	0.7
13. Testing	1.6
14. Time Tracking	2.2
TOTAL PHASE 2 FTEs	**25.5**

Recommendations

- Explore a variety of strategies for increasing staff density for the Payroll Workstream in the short term.

- Consider ways to leverage the Grant Thornton project management resources to improve efficiency throughout Payroll Workstream tasks.

Continued from August 2022 QA Report

- 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
2.5 Risks and Issues

Risk Level

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

Observations

- During the 9/29 PMO Meeting, an overview of the RIDAC management process for the HRP Project was reviewed. This overview provided information on the workflow and progression of RIDACs within the RIDAC tool (SNow), as well as information on how RIDACs will be managed and overseen.
    - While this discussion is a positive step towards strengthening the Project's risk and issue management capability, the documented process could benefit from additional details (see recommendations).
- The HRP Project Management Team created a RIDAC dashboard in SNow that provides visibility into the status of RIDACs and their priorities. Gartner understands this dashboard will be used to review and manage RIDACs during cross-workstream discussions.
- As mentioned in the August 2022 QA Report, it is currently unclear how RIDACs have been reviewed and managed for the HRP Project since the Phase 1 go-live. 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, the HRP Project Team should consider performing a reassessment of open RIDACs for updates in status and/or priority/impact and confirm that any outstanding RIDACs from Phase 1 that still require discussion are in SNow.
    - Gartner will begin reporting on RIDAC metrics during the next reporting period. To avoid a misrepresentation of RIDAC counts, the assessment above should be completed as soon as possible.

Recommendations

- Augment the RIDAC management process documentation to include additional details on:
    - The roles and responsibilities of those involved in the RIDAC process (e.g., who is responsible for converting a RIDAC),
    - The criteria by which a RIDAC evolves throughout the RIDAC process (e.g., when a Risk will be converted to an Issue),
    - The distinction between a Request for Change in the RIDAC and a Change Request in SNow, and
    - The criteria by which a RIDAC item results in a change request to be submitted to the Change Control Board, and vice versa.
- The crosswalk document that maps the legacy RAIDQ ID (previously captured in Smartsheet) to a RIDAC ID (now captured in Service Now) should be reviewed by both the Workstream Leads and Project Management Team to confirm current mapping and status. This exercise should also help identify any old RAIDQs that were not migrated to SNow that should have been as well as the reassessment of open RIDACs, particularly those leftover from Phase 1.
- Consider a forum outside of the PMO meetings to have a focused discussion on the review and progress of RIDACs. A portion of the Weekly Cross Applications Meeting could be repurposed for RIDAC discussion considering many RIDACs require cross workstream visibility and collaboration.
- Begin leveraging the SNow RIDAC dashboard to review and manage RIDACs during PM/cross-workstream discussions.

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Content contained in this document is as of 10/7/22.

2. Project Controls
2.6 Quality Assurance

Risk Level

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

Observations	Recommendations
▪ As noted in the August 2022 QA Report, 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. 　▪ For example, the process by which each module progresses through the Plan and Architect & Configure Stages of the project will vary to accommodate the unique needs and capabilities of each workstream. However, it is important that the City and Workday Workstream Leads agree on the process and criteria by which their module will document the completion of these Stages for their respective workstreams. The established process should be communicated to the Project Management Team. 　▪ This process for each module should include, at a minimum: 　　▪ Design Decision Guide (DDG) that documents what will be configured 　　▪ Explicit sign-off from the Workstream Lead on the elements of the DDG 　　▪ Successful unit testing (i.e., all unit test scenarios pass) 　　▪ DDGs are updated based on unit testing results *Continued from August 2022 QA Report* ▪ 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.	▪ Each Workstream should establish the process and criteria by which their respective Plan and Architect & Configure Stages receive sign-off. *Continued from August 2022 QA Report* ▪ 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.

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3. Requirements Management
3.1 Functional Requirements

Risk Level

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

Observations

- The PMO reviewed the baseline requirements to determine if all had been included in the Phase 2 project plan. Based on this analysis, some baseline requirements were missing from the plan. Tasks associated with these requirements have been added to the Phase 2 project plan.
    - The new tasks have not yet been aligned with the existing module-related tasks in the Project Plan. Gartner understands that the workstreams have not yet been asked to undertake or manage those tasks. As a result, it appears that no activity is being done on those tasks at this time.
    - The new tasks do not yet have resource plans associated with them. Gartner understands the PMO plans to ask the Workstreams to identify the resource allocations for these tasks.
- The Design Decision Guides (DDGs) used in solutioning sessions with the workstreams should be a referenceable document that acts as a checklist for downstream activities such as configuration review, unit testing and end to end testing.
    - The DDG for Payroll has been in flux and will require revision and improved organization to be a solid foundation for the Payroll configuration walkthrough discussions. These discussions are an essential step in determining the current level of completion of Payroll workload. Gartner understands the Workday team is working on revising this DDG.

Continued from August 2022 QA Report

- It is unclear whether deferred functionality from Phase 1 has been incorporated into the Phase 2 project plan.

Recommendations

- Align newly added tasks in the Project Plan with Workstream activities to ensure that a Workstream is responsible for, executing, and tracking completion of the new tasks.
- Identify resources needed to complete the tasks newly added to the Project Plan.

Continued from August 2022 QA Report

- Ensure that all requirements in the Requirement Traceability Document are reflected in the Phase 2 project plan, including:
    - 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.

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Content contained in this document is as of 10/7/22.

3. Requirements Management
3.2 Technical Requirements

Risk Level

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

Observations	Recommendations
Continued from Phase 1 Go-Live Readiness Assessment	*Continued from Phase 1 Go-Live Readiness Assessment*

Continued from Phase 1 Go-Live Readiness Assessment

- 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.

  – 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.

Continued from Phase 1 Go-Live Readiness Assessment

- No recommendations at this time.

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3. Requirements Management
3.3 Service Requirements

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

Observations	Recommendations
Continued from August 2022 QA Report ▪ 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.	▪ No recommendations at this time.

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Content contained in this document is as of 10/7/22.

Risk Level

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

Observations

- Recently there has been disagreement between the City and Vendor teams on the scope of business process workshops and documentation for the Payroll Workstream. This has prevented the timely progress of this effort. Additionally, this effort continues to uncover functional decisions that remain to be made before business process mapping can be completed.
  - Accenture and the HRP Controller Workstream Lead are in the process of aligning on the scope and priority of processes to be documented. This may or may not result in the need for additional funding and/or time to complete this business process effort.
  - Gartner understands Grant Thornton will be supporting the HRP Controller's Team with project management tasks; these resources could be leveraged for documenting and tracking follow-up items identified during business process mapping discussions.

Continued from August 2022 QA Report

- 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

Continued from August 2022 QA Report

- The City Project Management 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

Risk Level

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

Observations	Recommendations
Continued from Phase 1 Go-Live Readiness Assessment ▪ Architecture and design are within the footprint of the Workday product. – This area has minimal impact on Phase 1 go-live.	*Continued from Phase 1 Go-Live Readiness Assessment* ▪ No recommendations at this time.

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Content contained in this document is as of 10/7/22.

4. Solution Development & Implementation
4.3 Development & Configuration

Risk Level

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

Observations	Recommendations

▪ The Payroll Workstream is conducting configuration walkthrough sessions to review completed configuration of Phase 2 functionality to-date, uncover any gaps in design decisions and/or hidden requirements and, more importantly, to identify the Phase 2 requirements that are already solutioned, configured and/or unit tested and ready for E2E testing.
 	
    ▪ These sessions <u>may</u> result in sign-off of work that has been adequately solutioned, configured, and/or unit tested, thereby reducing go-forward workload for the Payroll Workstream.
 	
    ▪ Since Payroll has the largest workload of any module, and has the biggest impact on the project schedule, these configuration walkthroughs are critical to potentially reducing the overall duration of Phase 2. These sessions should take precedence over other conflicting meetings and should be accelerated through longer duration and increased frequency.
 	
Continued from August 2022 QA Report
 	
▪ 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.
	▪ Prioritize the completion of the Payroll configuration walkthrough sessions, by giving these sessions precedence over other conflicting meetings, increasing the duration of these meetings, and increasing the frequency of the meetings in order to speed their completion.
	
	▪ Use rigorous tenant management to ensure all Phase 2 implementation tenants contain the most up-to-date Workday Production configuration.

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4. Solution Development & Implementation
4.4 Testing

Risk Level

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

Observations	Recommendations
▪ Gartner understands the Project Management Team is considering adding Workday services to support the HRP Project with testing activities, such as test scenario creation and data staging. If the Workday team is able to complete this work effectively with its existing level of knowledge of City processes, this would be beneficial to the HRP Project so the City Workstream resources could focus on testing execution and validation.	*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.
▪ In the August 2022 QA Report, it was noted the HRP Project Management Team would be responsible for facilitating and providing oversight of testing activities, particularly end-to-end and payroll parallel testing. Additionally, it was communicated that the HRP Project Management Team would 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. With the onboarding of KPMG this month as the new City Project Manager, it will be important to clarify if this responsibility will be passed on to KPMG.	▪ 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.

Continued from August 2022 QA Report

▪ Gartner understands the HRP Project Management 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.

Continued from June 2022 QA Report

▪ 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.

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Content contained in this document is as of 10/7/22.

Risk Level

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

Observations

- Although there continues to be a concerted effort by both technical and functional resources to resolve current Workday Production integration issues, the HRP Project has moved forward with Phase 2 activities such as requirements gathering and unit testing for Phase 2 integrations. It is still worth mentioning the same City resources working on Phase 2 integrations are involved in Production support, which prevents timely progression with Phase 2 activities.

- Recent workstream updates have indicated City departments are uncomfortable with proceeding with integration-related activities such as unit testing until a Phase 2 schedule has been established. The Integrations Workstream should establish a testing schedule specific to integrations that can be shared with City department testers as soon as a Phase 2 go-live date is established.

- Gartner understands there are 90+ integrations to be implemented for Phase 2, which is a significant increase in scope from Phase 1. The functional Workstream Leads should be in tune with regular integration status updates and aware of the Phase 2 integrations specific to their workstream to assist with the progression of integration development and testing.

- The Phase 2 project schedule includes project plan tasks for all Phase 2 integrations. This will allow visibility and tracking into the status of the development and testing of Phase 2 integrations.

Continued from August 2022 QA Report

- 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.

Recommendations

- Once a Phase 2 go-live date is established, create a unit and E2E testing schedule specific to Phase 2 integrations that can be shared with all City department testers and external vendors, as appropriate.

- Staff from each Workstream assigned to support the Integrations Workstream should consistently attend the weekly Integrations Workstream meeting in order to keep updated on, and provide input on, their workstream's integrations.

Continued from July 2022 QA Report

- Identify Departmental responsibility for validating/analyzing over/underpayments, correcting them, and for tracking/reporting pay impact corrections.

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Risk Level

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

Observations

Continued from August 2022 QA Report

- ITA has expressed concern over the sustainability of the two currently operating Production environments (the "split system"): Workday and PaySR.
  - 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.

Continued from June 2022 QA Report

- As part of Phase 2 planning activities, the HRP Project Team should:
  - Update the Phase 2 Cutover Plan and Cutover Checklist using Phase 1 cutover activities as a baseline
  - Incorporate cutover activities into the Phase 2 project schedule

Recommendations

Continued from August 2022 QA Report

- Prepare the required budget requests to include funding for continued PaySR maintenance through the Phase 2 go-live date (date TBD).

Continued from June 2022 QA Report

- Update Cutover Plan, Cutover Checklist, and Go/No Go Criteria for Phase 2 using Phase 1 cutover as a reference.

- Incorporate Cutover activies into the Phase 2 project schedule.

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5. Data Management
5.1 Data Controls

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

Observations

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:

  – 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 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.

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Content contained in this document is as of 10/7/22.

Risk Level

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

Observations

- As the workstreams begin to execute the tasks in the Phase 2 project plan, particularly as they complete solutioning and configuration activities, data conversion requirements should be re-evaluated, and data conversion documentation should be created/updated in preparation for future tenant builds.

- The Phase 2 project schedule includes data conversion activities for each tenant build. It is unclear however if the HRP Workstream Leads will have the opportunity to validate the tenant once data has been converted.

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.

- 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.

  - 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 workstream — 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.

Recommendations

- Include tasks in the project plan for functional HRP Workstream Lead tenant validation after data has been converted, particularly to assist with addressing conversion errors (i.e., data defects) and to validate the accuracy of data against pre-established metrics.

- Workstream Leads should remain diligent in informing the Data Conversion Team of updating functional design decisions and data conversion requirements. Data Conversion Team should remain diligent in maintaining data gathering workbooks prior to each tenant build.

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.

Risk Level

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

Observations	Recommendations

Observations

- *(continued from previous page)* 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.

Recommendations

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.

Content contained in this document is as of 10/7/22.

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5. Data Management
5.3 Reporting & Analytics

Risk Level

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

Observations

- The project team has completed a process to identify any additional reports currently not included in the Reporting Workstream's reports inventory. The team is now conducting a thorough analysis to identify and eliminate any duplications. This effort will help ensure that needed reports are included in the inventory and can be prioritized.

- As a result of the team's analysis, there are approximately 300+ reports in the inventory. This is down from ~500+ as reported in July. This is a significant improvement in the workload associated with report development.

- The project team has determined that they will be able to develop only the Critical and High Priority reports within the scope of Phase 2.
  - Medium and Low priority reports will need to wait until after Phase 2.

- A thorough prioritization process conducted with the functional Workstream Leads will be essential to having the needed set of reports available upon Phase 2 go-live.

Continued from July 2022 QA Report

- 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.

Recommendations

- Ensure full participation by the functional Workstream Leads in prioritizing reports to be developed prior to Phase 2 go-live.

Continued from July 2022 QA Report

- 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.

- Apply 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.

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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	Recommendations
▪ Project Team members have been asked to participate in outreach efforts to Tier 1 Departments get better engagement and information sharing with the Departments throughout Phase 2. This will require time from the team members.	▪ Add OCM tasks related to Departmental Outreach to the Project Plan and assign project team roles as appropriate using resource plans within each task.
▪ The tasks associated with this outreach effort have been defined and described to the project team, but they have not been included in the Project Plan beyond a high-level task.	*Continued from August 2022 QA Report*
▪ The time required from project team members has not yet been included in the Project Plan. Identifying the roles required and the time required from them will allow the team to plan for how to use scarce resources.	▪ Consider time required from Project Team staff for outreach to Departments when determining the staff time available to complete other Phase 2 tasks.
▪ 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.	

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6. End User Implementation
6.2 Training & Knowledge Transfer

Risk Level

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

Observations

- The Time Tracking Workstream is developing a curriculum to be delivered to selected City Departments to engage them earlier in the configuration process and develop deeper knowledge across a broader set of staff within the Departments well before go-live.
    - This effort is a very positive step in growing a cadre of staff in the Departments who are very knowledgeable about the system.
    - This effort also requires a significant amount of time on the part of key resources in the Time Tracking Workstream in order to create and deliver the curriculum. This time needs to be recognized by including appropriate tasks in the Project Plan along with the resources required to complete the work.

Continued from July 2022 QA Report

- 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).

Recommendations

- Include tasks in the Project Plan for planned outreach to/training for Departments to participate in Time Tracking configuration and testing tasks. These tasks should include a resource plan.

Continued from July 2022 QA Report

- 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.

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Risk Level

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

Observations	**Recommendations**

Observations

- *Note: As this report focuses on HRP Phase 2, the Risk Level for this section is within the context of support for Phase 2 functionality once it is in production. The Risk Level has reduced from last reporting period as there is a longer timeframe for resolving this for Phase 2 functionality than there is for Phase 1 functionality, which is already in production.*

- The management and governance structure for ongoing management of Phase 1 functions will also be the structure for governing Phase 2 functions once they are implemented.

  - 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. If this is not resolved, there is a risk that Phase 2 will also not have a solid governance structure.

  - The PaySR Governance Body is currently acting more broadly to include Workday production along with PaySR in its scope. So far, this body has been effective at prioritizing changes to production PaySR and Workday that have been brought to the group for a decision.

  - This body, however, should be considered a temporary approach until a permanent governing structure for Workday is put in place.

Recommendations

Continued from July 2022 QA Report

- Finalize the Sustainability Plan by reaching agreement with the Workstream Leads and gaining approval from the Steering Committee.

- Implement the Workday governance and management organization.

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Appendix

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Gartner Engagement Overview

HRP Project Background

- The HRP Project is the comprehensive replacement of the City's existing PaySR payroll system with a modern human resources and payroll system implemented by the vendor Workday, Inc.

- Project goals also include establishing a system of record for the employee civil service life-cycle journey and modernizing associated HR practices Citywide.

- The original full system go-live date was January 2022. The HRP Steering Committee 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~~ (TBD)

- 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.

Content contained in this document is as of 10/7/22.

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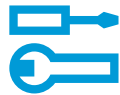
Issues: Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.

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.

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Gartner's Quality Assurance Services Project Schedule

Content contained in this document is as of 10/7/22.
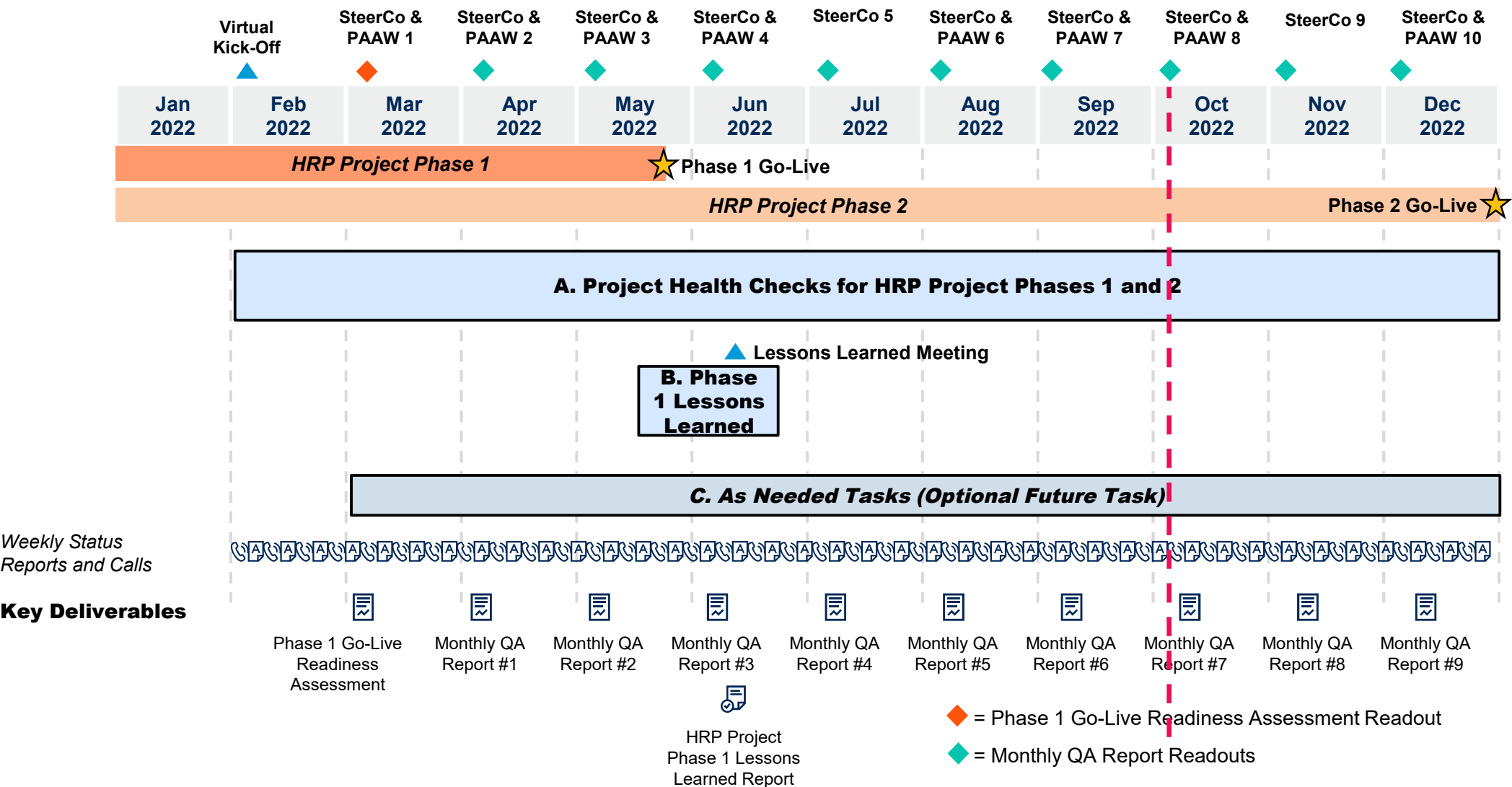
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