

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

---

Date: November 23, 2022

CAO File No. 0220-05727-0011  
Council File No. 20-0313  
Council District: All

To: Personnel, Audits, and Animal Welfare Committee

From: Matthew W. Szabo, City Administrative Officer  for

Reference: Gartner Report dated November 10, 2022

Subject: **GARTNER, INC. HUMAN RESOURCES AND PAYROLL PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – OCTOBER 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 October 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. Gartner submitted Phase 1 monthly reports from March 2022 through May 2022 in adherence to the Task Order (TO). The go-live for Phase 1, which included Human Capital Management and Compensation functionality, 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. 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 October 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  
Dana Brown, Personnel Department  
Chris Concepcion, Office of the Controller

*MWS:MAV:11230064*

# HRP Project Quality Assurance Services

## Monthly QA Report – October 2022

Prepared for: City of Los Angeles  
November 10, 2022  
Version 2  
Engagement #: 330065784

**Gartner®**

© 2022 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. or its affiliates. This presentation, including all supporting materials, is proprietary to Gartner, Inc. and/or its affiliates and is for the sole internal use of the intended recipients. Because this presentation may contain information that is confidential, proprietary or otherwise legally protected, it may not be further copied, distributed or publicly displayed without the express written permission of Gartner, Inc. or its affiliates.

# Table of Contents

<b>1</b>	Executive Summary	3
<b>2</b>	Detailed Findings & Recommendations	11
<b>3</b>	Appendix	41

# Executive Summary

RESTRICTED | 330065784

3 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.

# Monthly Quality Assurance Reporting Methodology (1 of 2)

## Introduction to October 2022 QA Report

- **This Quality Assurance (QA) report for October 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.
  - The September 2022 QA Report and the October 2022 QA Report (this document) 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 Phase 2 project health and they are described on the following page.
  - The observations, risks and recommendations included here refer to Phase 2 activities.









- **The term “Project Management Team” and “PM Team” used in this Report refers to the combination of the KPMG team, Workday Engagement Director and Project Managers, the ITA Sponsor, and the City HRP PMO made up of two ITA staff members.**

# Monthly Quality Assurance Reporting Methodology (2 of 2)

## 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
	<b>Minimal Impact on HRP Project Health</b>	The risk category has minimal impact on HRP Project Health.
	<b>No Material Risk</b>	HRP Project execution meets or exceeds best practice standards. The approach presents no significant potential risks to the HRP Project at this time.
	<b>Emerging Risk</b>	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.
	<b>Managed Risk</b>	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.
	<b>Significant Risk</b>	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.
	<b>Critical Risk</b>	HRP Project execution or planned trajectory represents a serious impact to overall HRP Project success, and requires immediate, decisive and effective action, without which HRP Project failure is probable or likely.

# HRP Project Health Assessment Dashboard

Current Overall HRP Project Health ▼



Domain	Risk Category	Risk Level	
		September 2022	October 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	0	1
2. Project Controls	2.1 Scope	4	3
	2.2 Schedule	5	5
	2.3 Change Management	3	3
	2.4 Resources	5	5
	2.5 Risks and Issues	3	3
3. Requirements Management	2.6 Quality Assurance	3	3
	3.1 Functional Requirements	3	3
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0
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	3	3
	4.6 Deployment	3	2
	5.1 Data Controls	3	2
	5.2 Data Conversion	3	3
	5.3 Reporting & Analytics	2	2
	6.1 Organizational Change Management	2	2
6. End User Implementation	6.2 Training & Knowledge Transfer	2	2
	6.3 Support	3	4

= 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

RESTRICTED | 330065784

6 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.

Gartner®

# Executive Summary

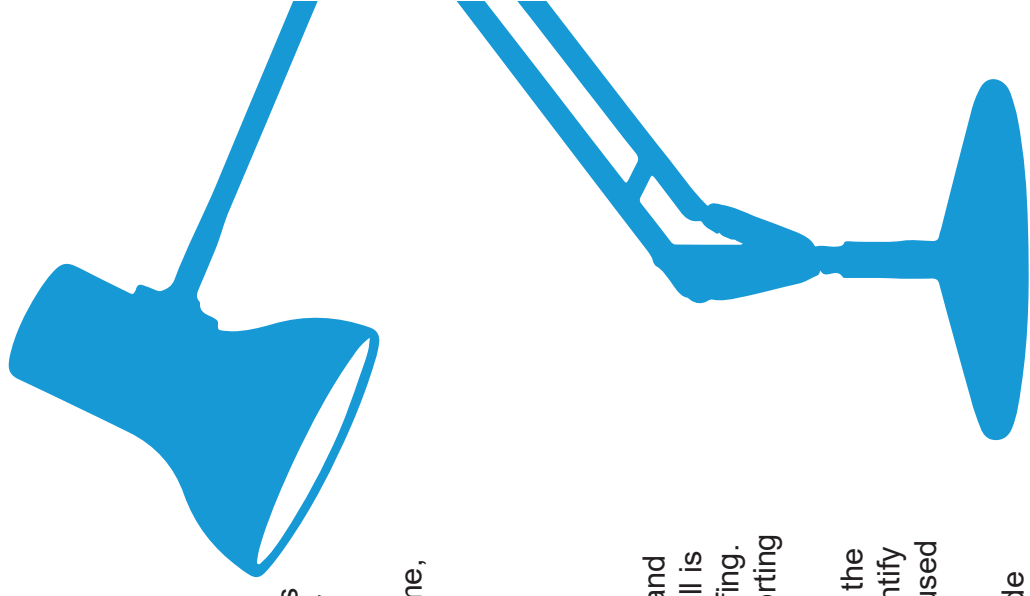
## HRP Monthly QA Report – Key Takeaways (1 of 3)

- **Good progress has been made on reducing and prioritizing Phase 2 reports.**
  - The Reporting Workstream has streamlined the list of Phase 2 reports from over 500 to ~330 reports at four criticality levels. The team has prioritized the reports to identify ~190 Critical and High Priority reports that are needed at or immediately after Phase 2 go-live. Others may be implemented later.
  - In order to complete development and testing of the Critical/High reports within the Phase 2 timeframe, the City is discussing with team Workday to get assistance in developing a portion of those reports.
  - This is a good example of effectively prioritizing scope from a business and project perspective, and taking advantage of available support/assistance to achieve the target timeframe.
- **The Project continues to struggle with a lack of resources.**
  - As noted during the September reporting period, most modules (Absence, Benefits, Compensation and Time Tracking), required relatively minor additional staff density to achieve a December 2023. Payroll is the exception, requiring significant additional density given the existing workload, approach and staffing. Gartner does not see evidence that additional density for Payroll has been achieved during this reporting period.
  - The Workstreams have reported that they do not have sufficient staff to complete Unit Testing within the current timeframe. The issue has been raised to the Steering Committee along with a request to identify staff within the Sponsor Departments who can support this task. City Department staff may also be used for this task.
  - The Project should proactively seek ways to get additional staff density from within the City, or outside sources (e.g., retirees, contractors), to support tasks where that can be done effectively.

RESTRICTED | 330065784

© 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.



**Gartner®**

# Executive Summary

## HRP Monthly QA Report – Key Takeaways (2 of 3)

- **Project completion status may not be accurately reflected in ServiceNow (SNow).**
  - In order to understand the extent of task completion, the Workstream Leads have been asked to update task completion percentages in SNow. It is unclear the degree to which these percentages are accurate.
  - For example, the completion percentages for the Payroll module have not changed significantly since the last reporting period. This may be due to issues experienced by the Lead in entering percentage updates SNow.
  - As a result, it is difficult for the Project Management Team to assess the level of task completion without accurate self-reporting done at least weekly by the Workstreams.
- **It is not clear how the project is tracking completion of solutioning, configuration and unit testing for all Phase 2 functional requirements.**
  - SNow is intended to contain tasks related to all in-scope requirements for Phase 2. Some modules do have clear tasks related to solutioning, configuration and unit testing for each requirement. Other modules either do not separate tasks related to requirements in this way, or the full set of requirements is not apparent in the project plan.
  - Given this variation across modules, it is not clear how the project will consistently track and report on completion of solutioning, configuration and unit testing tasks related to all Phase 2 requirements.
  - Once configuration is completed for a given requirement, it is unclear where that fact is tracked.

# Executive Summary

## HRP Monthly QA Report – Key Takeaways (3 of 3)

- **Some Phase 2 requirements may be missing from the Project Plan, and the Plan may contain tasks for requirements that are not needed in Phase 2.**
  - In August 2022 Gartner created a consolidated view of the assessed SOW requirements and determined that over 800 requirements were unassessed, and one requirement had a discrepancy in assessment (one module indicated the requirement as needed, another module indicated the same requirement as optional).
  - It is not clear if any of these 800 unassessed requirements have been added to the Phase 2 project plan. If they have not been added, the Project Plan may be missing a significant number of tasks.
  - More importantly, if they have been added to the Phase 2 project plan without assessment, some of these tasks may not be needed. In this case, there is a risk that the Project is doing work related to requirements that are no longer needed.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations

#### 2.1 Scope

- The HRP Project Management Team should work with the Workstream Leads to confirm if any of the 800 unassessed requirements need to be added to the scope of Phase 2 and into the Phase 2 project plan, and if any of those unassessed requirements are not needed for Phase 2 and should be removed from the plan (if they are currently in the plan).

#### 2.2 Schedule

- Workstream leads should update percentage complete for tasks in the Project Plan at least weekly on a specific day. More frequent updates should be used to reflect meaningful changes in completion as needed.
- Implement a schedule review meeting on a regular cadence to focus on overdue/upcoming tasks and validate completion percentages.
- Determine additional approaches and strategies for reducing Payroll Workstream workload, increasing efficiency of meetings, adding staff density, and giving the Workstream priority over other Workstreams in the case of conflicts over staff availability.

#### 2.4 Resources

- Ensure staff assigned to each workstream are aware of the assignment and actively engaged in the project up to their assigned density.
- Assign a Co-Lead for the Payroll Workstream at a density that is sufficient to allow work/meetings to continue during the Lead's absence.

# Detailed Findings & Recommendations

RESTRICTED | 330065784

11 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.

# HRP Project Health Assessment Dashboard

Current Overall HRP Project Health ▼



Domain	Risk Category	Risk Level	
		September 2022	October 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	0	1
2. Project Controls	2.1 Scope	4	3
	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	3	3
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0
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	3	3
	4.6 Deployment	3	2
	5.1 Data Controls	3	2
5. Data Management	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	3	4

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

# 1. Strategy & Leadership

## 1.1 Governance (1 of 2)



### Observations

*Note: The term “Project Management Team” and “PM Team” used in this Report refers to the combination of the KPMG team, Workday Engagement Director and Project Managers, the ITA Sponsor, and the City HRP PMO made up of two ITA staff members.*

- Now that the RIDAC is in place, the project is beginning to bring issues/requests to the Steering Committee for resolution and decisions. To allow the Committee members to make informed decisions during the meeting, issues or requests that are brought to them should be accompanied by a discussion of the pros, cons, and impacts of the different approaches being presented. The Project Management Team should also provide recommendations and associated rationale.
- KPMG team members have begun taking an active role in the twice-weekly PMO meetings, coordinating changes to the project schedule, and working to revise the Project Charter.
  - Typically, in large projects, the Project Manager would lead meetings with the project team and with executive sponsors. We would expect that the KPMG team will begin leading the PMO meeting and the Steering Committee meetings at some point as part of their role (currently scheduled for mid-November 2022).

[Continued from September 2022 QA Report](#)

- 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.

### Recommendations

- Provide the Steering Committee with the pros/cons/impacts the questions or approaches brought to them for decision. Provide recommendations and associated rationale.  
[Continued from September 2022 QA Report](#)
- 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.

# 1. Strategy & Leadership

## 1.1 Governance (2 of 2)

⏪

Risk Level

Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations	Recommendations
<div>Continued from August 2022 QA Report</div> <ul style="list-style-type: none"><li>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.</li></ul>	<div>Continued from Phase 1 Go-Live Readiness Assessment</div> <ul style="list-style-type: none"><li>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.</li></ul>

# 1. Strategy & Leadership

## 1.2 Executive Support

Risk Level



### Observations

- The HRP Steering Committee is meeting regularly and is now on a weekly meeting cadence. This provides the Committee with more frequent updates on project status, creates an opportunity to address issues, clear obstacles and provide decisions more quickly, and ensures more frequent discussion/communication among the Committee members.

### Recommendations

- No recommendations at this time.

# 1. Strategy & Leadership

## 1.3 Vendor Management

### Risk Level



Minimal  
Impact on  
Project Health

No Material  
Risk

Emerging  
Risk

Managed  
Risk

Significant  
Risk

Critical  
Risk

### Observations

- The KPMG project management team and new Workday PM resources have joined the project and have begun participating and facilitating project management activities.
- Several Grant Thornton resources also joined the HRP Project in late September, specifically supporting the HRP Controller's Office Team with project management activities. It is not clear to what extent these resources will be providing direct support to the Payroll and Time Tracking Workstreams.
  - Given the need for significant staff density in the Payroll workflow, it would benefit the project to increase the involvement of the Grant Thornton resources to be responsible for the administration work currently being performed by the Payroll Workstream Lead.
  - There may be additional opportunity to have these resources help support Unit Testing. This may entail communicating with potential unit testers, ensuring they are trained and ready to participate effectively, coordinating unit test activities, ensuring that unit test results are accurately logged and tracked, and potentially conducting some unit testing if needed.
- Note: The observations above do not indicate a risk to the project, hence the Risk Level Rating of "No Material Risk". However, these observations do indicate a lost opportunity to leverage existing resources to support an area of critical need in the project.

### Recommendations

- The Controller's Office should consider increasing the scope of Grant Thornton resources to assume the administrative tasks currently being performed by the Payroll Workstream Lead, and to support in other critical workflow tasks such as unit testing.

## 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

- The HRP Project Management Team continues to work to finalize the Phase 2 scope as captured within the Phase 2 schedule (project plan) and are reviewing any changes with the Workstream Leads to confirm all project tasks in the Phase 2 schedule.
- In August 2022 Gartner created a consolidated view of the assessed SOW requirements and determined that over 800 requirements were unassessed, and one requirement had a discrepancy in assessment (one module indicated the requirement as needed, another module indicated the same requirement as optional).
  - It is not clear if any of these 800 unassessed requirements have been added to the Phase 2 project plan. If they have not been added, the Project Plan may be missing a significant number of tasks.
  - More importantly, if they have been added to the Phase 2 project plan without assessment, some of these tasks may not be needed. In this case, there is a risk that the Project is doing work related to requirements that are no longer needed.

[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.

#### Recommendations

- The HRP Project Management Team should work with the Workstream Leads to confirm if any of the 800 unassessed requirements need to be added to the scope of Phase 2 and into the Phase 2 project plan, and if any of those unassessed requirements are not needed for Phase 2 and should be removed from the plan (if they are currently in the plan).

[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. Project Controls

### 2.2 Schedule (1 of 2)

#### Risk Level



Minimal  
Impact on  
Project Health

No Material  
Risk

Emerging  
Risk

Managed  
Risk

Significant  
Risk

Critical  
Risk

#### Observations

- The tasks that were added into the Project Plan based on Workday's review of Phase 2 requirements have been moved into the appropriate module to allow the Workstream Leads to manage these tasks.
- While the Steering Committee has not formally approved a Phase 2 go-live date, the Project Team has been instructed to proceed toward a December 2023 go-live pending Committee approval. The workstreams are actively engaged in solutioning and configuration, and some are preparing for unit testing.
  - The Workstream Leads will be working with their Workday Lead counterparts to modify the task durations in the Project Plan to reflect the December 2023 go-live date. Once the task durations are in place, dependencies between the tasks will be added.
  - When the Project Plan includes task durations and dependencies, the project should have a regular schedule review meeting to highlight overdue tasks and determine ways to address them, look ahead to upcoming tasks to ensure that they are on track for timely completion, and the validate the accuracy of completion percentages where needed.
- In order to understand the extent of task completion, the Workstream Leads have been asked to update task completion percentages in SNow. It is unclear the degree to which these percentages are accurate. For example, the completion percentages for the Payroll module have not changed significantly since the last reporting period. This may be due to issues experienced by the Lead in entering percentage updates SNow. As a result, it is difficult for the PM Team to assess the level of task completion without accurate self-reporting done at least weekly by the Workstreams.
- The workload/resource analysis conducted in September 2022 to help determine a Phase 2 go-live date highlighted the need for significant additional staff density for the Payroll workstream to conduct solutioning, configuration and unit testing tasks. The additional staff density has not yet been added to the project. This will impact the workstream's ability to achieve the planned December 2023 go-live date. Additional strategies and approaches will be needed to help reduce workload, increase efficiency and add staff density to the Payroll workstream.
  - This may include giving the Payroll Workstream priority over other workstreams in access to resources and support. This should be coupled with other strategies to ensure that workstream meeting time is fully efficient and is using staff time effectively.

#### Recommendations

- Workstream leads should update percentage complete for tasks in the Project Plan at least weekly on a specific day. More frequent updates should be used to reflect meaningful changes in completion as needed.
- Implement a schedule review meeting on a regular cadence to focus on overdue/upcoming tasks and validate completion percentages.
- Determine additional approaches and strategies for reducing Payroll Workstream workload, increasing efficiency of meetings, adding staff density, and giving the Workstream priority over other Workstreams in the case of conflicts over staff availability.



## 2. Project Controls

### 2.2 Schedule (2 of 2)

#### Risk Level



Minimal  
Impact on  
Project Health

No Material  
Risk

Emerging  
Risk

Managed  
Risk

Significant  
Risk

Critical  
Risk

#### Observations

#### Recommendations

*Continued from September 2022 QA Report*

- 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.

*Continued from September 2022  
QA Report*

- 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.

RESTRICTED | 330065784

19 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.

Gartner®

## 2. Project Controls

### 2.3 Change Management



#### Risk Level



#### Observations

- Gartner understands there is interest in requiring Steering Committee approval for any change requests that impact Phase 2 scope, schedule, or cost. This would constitute a change to the existing HRP change management / Change Control Board process. Gartner has previously reported the existing HRP change management process has not been documented (see *recommendations from June 2022 QA report*). This process should be documented with the proposed change to the approval process and brought to the Steering Committee for approval.
- The HRP Project Management Team released a change control guidance document to the HRP Project Team that defines the process for requesting, approving and making any change to the Phase 2 project plan tasks, durations or resources. (Note: Gartner provided revisions to the initial version of this process and participated in iterations of the document with the larger PM Team)
  - Gartner believes this document provides the necessary clarity and governance to the HRP Project Team for managing changes to the project plan.
  - This process, however, does not contain the criteria by which changes to Phase 2 scope, schedule or cost will be evaluated and approved.

*Continued from September 2022 QA Report*

- 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

- Document the change management process, including the recently proposed changes, and bring it to the Steering Committee for approval.
- Upload the project plan change control guidance document to a central repository accessible to all members of the HRP Project.
 

*Continued from September 2022 QA Report*
- The Workstream Leads should reassess any change requests identified during Phase 1 that were proposed for Phase 2 for updates in status and priority/impact and determine if discussion is still required for the Change Control Board.
 

*Continued from August 2022 QA Report*
- The HRP Project Management Team and Workstream Leads 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.
 

*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
  - 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

## 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

- Additional Workday resources have joined the project, bringing additional project management capacity and an additional Workday Consultant assigned to the Payroll Workstream. Both of these resources have recent Workday implementation experience.
- Although during the month of September the Workstreams assigned specific project team members to modules and workstreams, it is unclear if staff members are working in the workstreams as assigned. For example, the Absence workstream was missing a resource expected to work 10 hours per week. While this was quickly resolved recently by the responsible Department sponsor, this may be occurring in other Workstreams.
- Some key roles remain unfilled. For example, the Payroll workstream continues to not have a Co-Lead. This results in the team's inability to continue with meetings while the Lead is absent.

*Continued from August 2022 QA Report*

- The sufficiency of the workstream FTEs is dependent upon the workload and timeframe within which that workload must be completed. 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.

RESTRICTED | 330065784

21 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.

#### Recommendations

- Ensure staff assigned to each workstream are aware of the assignment and actively engaged in the project up to their assigned density.
- Assign a Co-Lead for the Payroll Workstream at a density that is sufficient to allow work/meetings to continue during the Lead's absence.

*Continued from September 2022 QA Report*

- 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).

**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
<b>TOTAL PHASE 2 FTEs</b>	<b>25.5</b>

## 2. Project Controls

### 2.5 Risks and Issues

#### Risk Level



#### Observations

- Open and new risks are starting to be discussed during the bi-weekly PMO meetings. Specific risks are discussed as individual items on the PMO agenda; however, Gartner believes RIDAC discussions would be better facilitated by the robust dashboard created in SNow. This dashboard provides visibility into the status of RIDACs, their priorities, assignments and due dates and would provide a more comprehensive discussion around the progress of RIDACs.
- As of 11/7, there are **18 open Risks, 60 open Issues, 54 pending Decisions, and 55 open Actions.**
  - Of the open RIDACs, a RIDAC has remained open for an average of 35 days.**

*Continued from September 2022 QA Report*

- 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 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.

#### Recommendations

*Continued from September 2022 QA Report*

- 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.

## 2. Project Controls

### 2.6 Quality Assurance

#### Risk Level



#### Observations

*Continued from September 2022 QA Report*

- 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 workflow. However, it is important that the City and Workday Workflow Leads agree on the process and criteria by which their module will document the completion of these Stages for their respective workflows. 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 Workflow 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.

#### Recommendations

*Continued from September 2022 QA Report*

- Each Workflow 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.

# 3. Requirements Management

## 3.1 Functional Requirements

### Risk Level



### Observations

- It is not clear how the project is tracking completion of solutioning, configuration and unit testing for all Phase 2 functional requirements.
  - SNOW is intended to contain tasks related to all in-scope requirements for Phase 2. Some modules do have clear tasks related to solutioning, configuration and unit testing for each requirement. Other modules either do not separate tasks related to requirements in this way, or the full set of requirements is not apparent in the project plan.
  - Given this variation across modules, it is not clear how the project will consistently track and report on completion of solutioning, configuration and unit testing tasks related to all Phase 2 requirements.
  - Once configuration is completed for a given requirement, it is unclear where that fact is tracked.

[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

- Ensure that the Project Plan provides visibility into the status of solutioning, configuration and unit testing for all Phase 2 functional requirements.

[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.

# 3. Requirements Management

## 3.2 Technical Requirements

Minimal Impact on Project Health

Risk Level

Managed Risk

Emerging Risk

No Material Risk

Significant Risk

Critical Risk

<<

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

# 3. Requirements Management

## 3.3 Service Requirements

Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Risk Level

<<

Observations	Recommendations
<ul style="list-style-type: none"><li>The City's contract with Workday expires will be extended to cover the extension in the project through a December 2023 deployment and 8 weeks of post-go-live hypercare support.</li></ul>	<ul style="list-style-type: none"><li>No recommendations at this time.</li></ul>

## 4. Solution Development & Implementation

### 4.1 Business Processes & Requirements

#### Risk Level



Minimal  
Impact on  
Project Health

No Material  
Risk

Emerging  
Risk

Managed  
Risk

Significant  
Risk

Critical  
Risk

#### Observations

- As mentioned in Section 2.6 Quality Assurance, each module is using a Design Decision Guide (DDG) that documents what will be configured in the new HRP system. These DDGs should be leveraged to assess the completeness of met requirements, and act as a baseline against which downstream activities can be assessed. For example, unit test configurations should be validated and cross-referenced against the approved DDGs.
  - Gartner has proposed that as the modules review and update their DDGs, that the Workstream Leads begin to identify requirements that have been fully solutioned and/or configured and update the corresponding project tasks appropriately. This will provide real-time updates and visibility into the progress of the project activities.

[Continued from September 2022 QA Report](#)

- Accenture and the HRP Controller Workstream Lead are in the process of aligning on the scope and priority of business 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.

#### Recommendations

- The HRP Project Management Team should instruct the Workstream Leads to use DDGs as a mechanism for confirming requirements are met and the corresponding configuration is completed within the appropriate tenant(s). Project tasks should be updated timely based on this review.
  - DDGs for each module should be approved prior to beginning unit testing. At the very least, design decisions around a single requirement should be approved prior to that requirement being unit tested. DDGs not approved before unit testing begins should be logged as a Risk in the RIDAC.
- The Controller's Office should consider leveraging Grant Thornton resources for documenting and tracking follow-up items identified during business process mapping discussions.

# 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

*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.

### Recommendations

*Continued from Phase 1 Go-Live Readiness Assessment*

- No recommendations at this time.

## 4. Solution Development & Implementation

### 4.3 Development & Configuration

#### Risk Level



#### Observations

- It is unclear if the modules are reviewing completed configuration of Phase 2 functionality to-date and/or validating configuration in the tenant(s) as they confirm solutioning and design decisions. Gartner sees no evidence that the progress of configuration being confirmed in the tenant(s) and ready for unit testing is accurately and consistently being tracked, in the project plan or elsewhere.
  - With unit testing scheduled to begin in mid-November, most of the modules still have many of their configuration review project tasks at 0% complete. These modules will be unable to begin unit testing as scheduled if their configuration is not yet complete.
  - As part of Workday methodology, Gartner understands configuration is typically captured in configuration workbooks. However, Gartner has seen no evidence these configuration workbooks are being utilized by the modules for Phase 2.

#### Recommendations

- The Workday Workstream Leads should provide a mechanism for tracking the completion of configuration for each functional requirement and when the configuration is ready for City validation.

## 4. Solution Development & Implementation

### 4.4 Testing (1 of 2)

#### Risk Level



Minimal  
Impact on  
Project Health

No Material  
Risk

Emerging  
Risk

Managed  
Risk

Significant  
Risk

Critical  
Risk

#### Observations

- The Unit Test portion of the HRP Test Plan has been drafted and is being reviewed with the HRP Project Management Team and Workstream Leads. *(Note: Gartner provided feedback on the draft plan.)*
  - Gartner understands the remainder of the HRP Test Plan (e.g., approach to End to End Testing, User Acceptance Testing, and Payroll Parallel Testing) is in progress. Other critical elements of a test plan are still not yet defined for the HRP Project, such as defect management. It is critical the defect management process is finalized and socialized with the Workstream Leads prior to the start of testing cycles.
- The HRP Project is scheduled to begin Unit Testing mid-November. Kickoff meetings are starting to be held with each module that clarify the purpose and process of the unit testing cycle. Workstream Leads have been asked to identify unit testers and begin review and customization of unit test scenarios provided by Workday.
  - Workday provided a total of ~4000 unit test scenarios for the City Workstream Leads to review for their respective modules. While this provides a great baseline inventory, the City will need to prioritize the most complex and critical scenarios for unit testing to identify any potential defects or design gaps earlier in the Project. That will provide opportunity for the team to have ample time to make corrections as needed and in time for Phase 2 go-live. (Note: This was a lessons learned from Phase 1.)
- Workstream Leads have already expressed that there is a lack of sufficient resources required for unit testing. City Workstream Leads have performed their own outreach to other workstreams and departments for resource requests; however, many are unable to provide the requested resources. Workstream Leads have logged this as Risks in the RIDAC for Steering Committee review.
- The HRP Project needs established entry and exit criteria for Unit Testing. While a draft of this criteria has been included in the HRP Test Plan, it is unclear if this has been approved and/or socialized with the Workstream Leads. The entry criteria for unit testing at minimum should include the approval of the DDGs. *(see Section 4.1 Business Processes & Requirements for related recommendations)*

#### Recommendations

- Define, document and review the defect management process with the Workstream Leads prior to the start of Unit Testing.
- Workstream Leads should confirm all complex and critical functionality are prioritized for unit testing.
- Workstream Leads should confirm negative testing and security role testing are added as unit test scenarios.
- The Steering Committee should prioritize the mitigation and resolution of the risks related to the insufficient resources required for unit testing and should consider sources of qualified staff to support unit testing as needed (e.g., department users in Tier 1 departments).
- Define, document and review the entry and exit criteria for Unit Testing with the Workstream Leads prior to the start of Unit Testing

## 4. Solution Development & Implementation

### 4.4 Testing (2 of 2)

#### Risk Level

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



#### Observations

- Gartner understands the Project Management Team has confirmed Workday Advanced Testing scenarios for the HRP Project. While Gartner does not have the full insight into the scope of these services, Gartner understands Workday will assist with data staging and drafting test scenarios. It is unclear for what testing cycle(s) these services will be provided.
  - 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 [September 2022 QA Report](#)*

- 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.

*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.

RESTRICTED | 330065784

31 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.

#### Recommendations

- Leverage Workday Advanced Testing services starting with the Unit Testing cycle and all other subsequent testing cycles in order to free up HRP project team members for other project activities requiring City SMEs.

*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.
- Create a test management plan that includes all testing cycles and the tools to be utilized for each cycle, including prioritizing (timeline for completion) and determining the staffing resources needed.

## 4. Solution Development & Implementation

### 4.5 Interfaces & Integrations

#### Risk Level



#### Observations

- As of the end of October 2022, the design, configuration and unit test of all Phase 2 integrations was only 20% complete. Considering there are 90+ integrations to be implemented for Phase 2, and End to End Testing is scheduled to begin February 2023, there is a risk the Integrations Team may not have all Phase 2 integrations fully designed, configured and unit tested prior to the start of the E2E testing cycle.
    - The Integrations Team is making limited progress mainly due to resource constraints and project resource turnover. Not only are the same City resources working on Phase 2 integrations and are also involved in Production support, but some of the key ITA resources also have other HRP responsibilities like report development.
    - Considering lessons learned from Phase 1, the most complex and critical items should be prioritized for unit testing to identify any potential defects or design gaps earlier in the Project. That will provide opportunity for the team to have ample time to make corrections as needed and in time for Phase 2 go-live.
  - The Integrations Workstream is working with departments to finalize and receive approval on the Integration Design Documents (IDDs) and are aiming to receive sign-off on all IDDs prior to the start of unit testing.
  - Knowledge transfer sessions conducted by Workday for the City's Integrations Team have begun.
- [Continued from September 2022 QA Report](#)
- 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.
  - 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.

Content contained in this document is as of 11/7/22.

#### Recommendations

- The City Integration Workstream Lead should prioritize for completion the most complex/critical Phase 2 integrations to be unit tested during the Unit Testing cycle.
  - The City Integration Workstream Lead should confirm all Phase 2 integrations have a corresponding IDD that is approved by the appropriate stakeholders.
  - IDDs should be approved prior to the integration being unit tested. Any integrations that do not have an approved IDD by the time unit test is scheduled to begin should be logged as a risk on the RIDAC.
- [Continued from September 2022 QA Report](#)
- 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.

## 4. Solution Development & Implementation

### 4.6 Deployment

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 activities into the Phase 2 project schedule.

## 5. Data Management

### 5.1 Data Controls



Observations	Recommendations
<p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"> <li>Considering Phase 2 will result in the replacement of PaySR as the City's sole payroll engine and a significant amount of integrations to external systems, it will be important for the City to identify and document: <ul style="list-style-type: none"> <li>Who the owners of data will be for each functional area within the new HRP system</li> <li>How data will be governed and maintained within the new HRP system</li> </ul> </li> <li>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.</li> </ul>	<p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"> <li>Establish a data management and governance process for identifying, managing and protecting master data in the new HRP system.</li> </ul>

## 5. Data Management

### 5.2 Data Conversion (1 of 2)

#### Risk Level



#### Observations

*Continued from September 2022 QA Report*

- 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 August 2022 QA Report*

- 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.
  - 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.

*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.

#### Recommendations

*Continued from September 2022 QA Report*

- Use rigorous tenant management to ensure all Phase 2 implementation tenants contain the most up-to-date Workday Production configuration.
- 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.

*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)

#### Risk Level



#### Observations

- (**continued from previous page**) 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 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).

#### Recommendations

## 5. Data Management

### 5.3 Reporting & Analytics



#### Observations

- By working with the Workstream Leads, the Reporting Workstream has streamlined the list of Phase 2 reports from over 500 to ~330 reports at four criticality levels. The team has prioritized the reports to identify ~190 Critical and High Priority reports that are needed at or immediately after Phase 2 go-live. Others may be implemented later.
- In order to complete development and testing of the Critical/High reports within the Phase 2 timeframe, the City is discussing with team Workday to get assistance in developing a portion of those reports.
- This is a good example of effectively prioritizing scope from a business and project perspective, and taking advantage of available support/assistance to achieve the target timeframe.

*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

*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.

## 6. End User Implementation

### 6.1 Organizational Change Management



#### Observations

- The project continues to meet with the Tier 1 Departments on a monthly basis to keep them apprised of project progress and, more recently, to let the Departments know there is an opportunity and a need for them to participate in unit testing.
- Other activities related to OCM have been moved out in the timeframe to better align with the target December 2023 go-live date.

*Continued from September 2022 QA Report*

- 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.
  - 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.
  - 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.
  - 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

*Continued from September 2022 QA Report*

- Add OCM tasks related to Departmental Outreach to the Project Plan and assign project team roles as appropriate using resource plans within each task.
- Continued from August 2022 QA Report*
- Consider time required from Project Team staff for outreach to Departments when determining the staff time available to complete other Phase 2 tasks.

## 6. End User Implementation

### 6.2 Training & Knowledge Transfer



#### Observations

- The Training Workstream has drafted a Training Strategy and Training Curriculum. These will be reviewed with the Workstream Leads in early 2023, once the Phase 2 work has progressed further through solutioning, configuration and unit testing.
- Other activities related to training have been moved out in the timeframe to better align with the target December 2023 go-live date.

*Continued from September 2022 QA Report*

- 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

*Continued from September 2022 QA Report*

- 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.

## 6. End User Implementation

### 6.3 Support

#### Risk Level



Minimal  
Impact on  
Project Health

No Material  
Risk

Emerging  
Risk

Managed  
Risk

Significant  
Risk

Critical  
Risk

#### Observations

*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 Sustainability Plan has had some proposed revisions, and was provided to the Workstream Leads on 10/19/22, but the Workstream Leads have not yet met to discuss the revisions.
- Gartner understands that the post-go-live responsibility for some payroll-related tasks is still not clear among the Sponsor Departments, and that this lack clarity is affecting the project's ability to assign security roles in preparation for unit testing. This is an issue as it could slow the progress of unit testing for Payroll.

[Continued from September 2022 QA Report](#)

- 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.

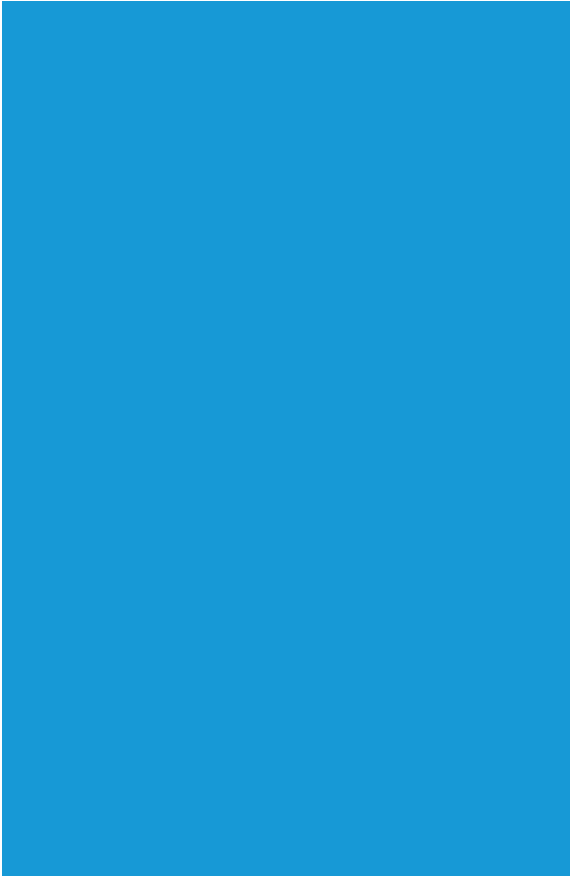
#### Recommendations

- Clearly identify the specific open issues that are preventing finalization of the Sustainability Plan.
- Identify resolutions to the open issues through discussions with the Workstream Leads, facilitated by the Project Management Team.
- Escalate to the Steering Committee any open issues that cannot be resolved at the Workstream level.

[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.

# Appendix



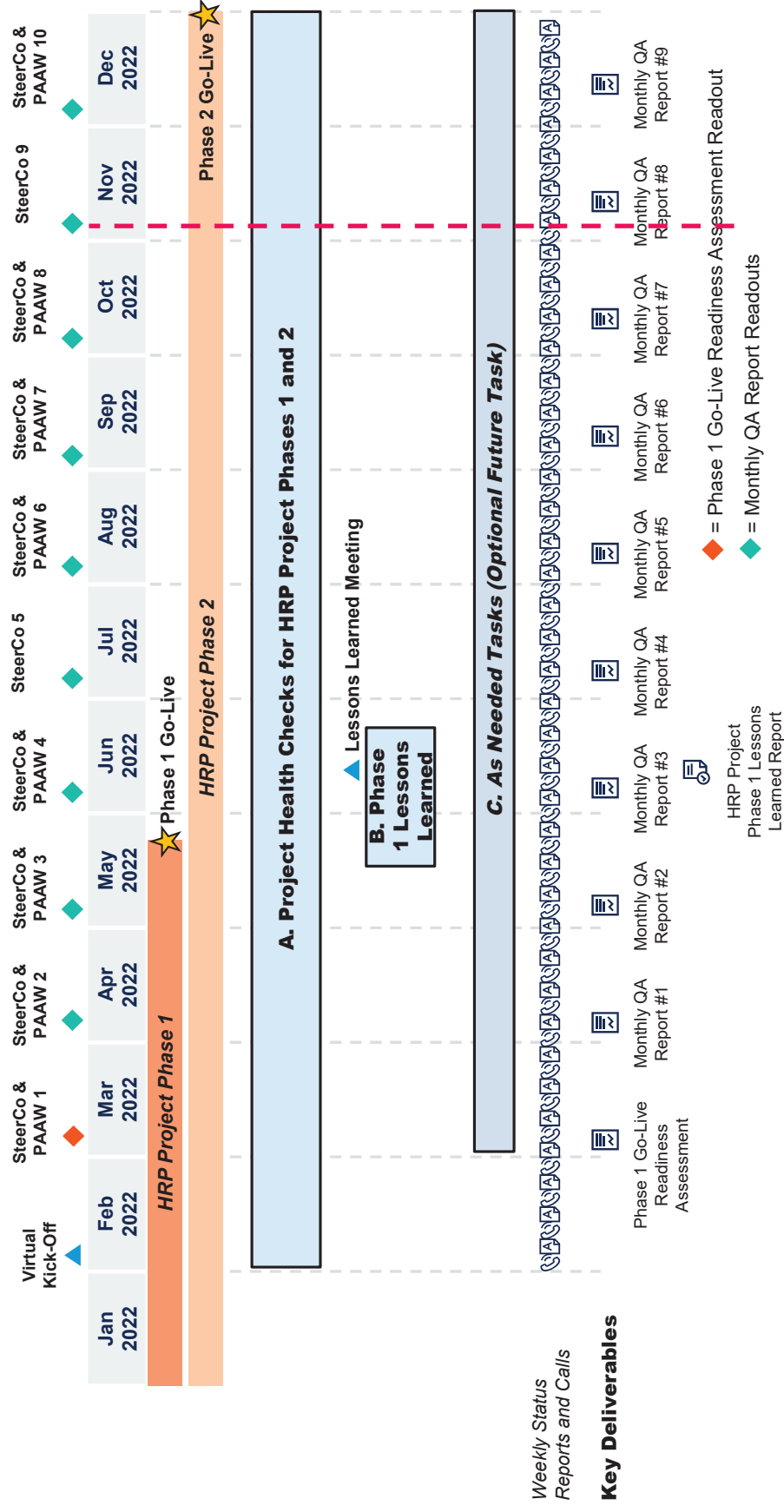
# Monthly Quality Assurance Reporting Methodology

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



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

# Gartner's Quality Assurance Services Project Schedule



RESTRICTED | 330065784

43 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Content contained in this document is as of 11/7/22.

**We are here**

# Contacts

## Gartner

Tim Popoli  
Sr. Managing Partner  
State & Local Government and Education  
Gartner Consulting  
Phone: +1 415 519 5330  
Email: tim.popoli@gartner.com

## Gartner

Christine Wilson  
Senior Director  
Gartner Consulting  
Phone: +1 310 612 1925  
Email: christine.wilson@gartner.com

## Gartner

Pankaj Joshi  
Managing Partner  
State & Local Government and Education  
Gartner Consulting  
Phone: +1 475 685 5630  
Email: pj.joshi@gartner.com

## Gartner

Sarah Maldonado  
Associate Director  
Gartner Consulting  
Phone: +1 626 202 4152  
Email: sarah.maldonado@gartner.com

## Gartner

Mona Kamdjou  
Associate Partner  
State & Local Government and Education  
Gartner Consulting  
Phone: +1 310 770 7233  
Email: mona.kamdjou@gartner.com