

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: January 25, 2023

CAO File No. 0220-05727-0014  
Council File No. 20-0313  
Council District: All

To: Personnel, Audits, and Hiring Committee

From: Matthew W. Szabo, City Administrative Officer  for

Reference: Gartner Report dated January 9, 2023

Subject: **GARTNER, INC. HUMAN RESOURCES AND PAYROLL PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – DECEMBER 2022**

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### 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 December 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 continued to provide monthly QA status reports through November 2022 in accordance with the TO.

As the original TO assumed a Phase 2 go-live in December 2022, in January 2023 the CAO executed an Amendment to the TO to extend the term of Gartner's QA services through the new go-live date of December 2023 in accordance with Council action to extend the term of the HRP project (C.F. 20-0313-S10). Gartner must continue to provide monthly QA reports on the status of the project per the amended TO. Attached is Gartner's report on the project status through the end of December 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  
Rick Cole, Office of the Controller

*MWS:MAV:11230077*



# HRP Project Quality Assurance Services

Monthly QA Report —  
December 2022

Prepared for: City of Los Angeles  
January 9, 2023

Version 2

Engagement #: 330065784

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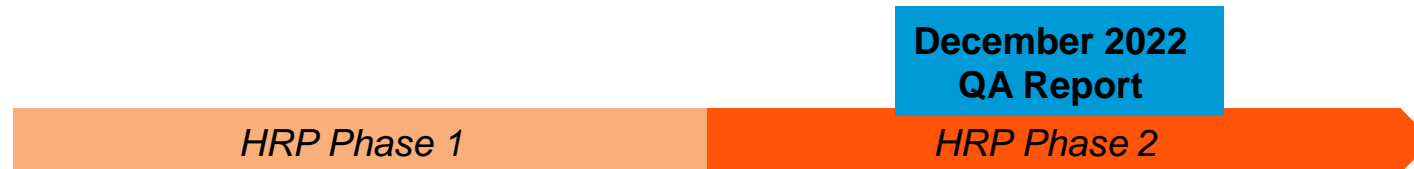
# Executive Summary



# Monthly Quality Assurance Reporting Methodology (1 of 2)

## Introduction to December 2022 QA Report

- **This Quality Assurance (QA) report for December 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, October, November and December 2022 (this document) QA Reports focus solely on Phase 2. There may 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 ▼



Previous Overall Status (November 2022) ▲

Domain	Risk Category	Risk Level	
		November 2022	December 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	1	1
2. Project Controls	2.1 Scope	3	3
	2.2 Schedule	4	5
	2.3 Change Management	3	3
	2.4 Resources	5	5
	2.5 Risks and Issues	3	4
	2.6 Quality Assurance	3	3
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements	0	
	3.3 Service Requirements	0	

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



↑ = Increase in rating and risk from last reporting period

↓ = Decrease in rating and risk from last reporting period



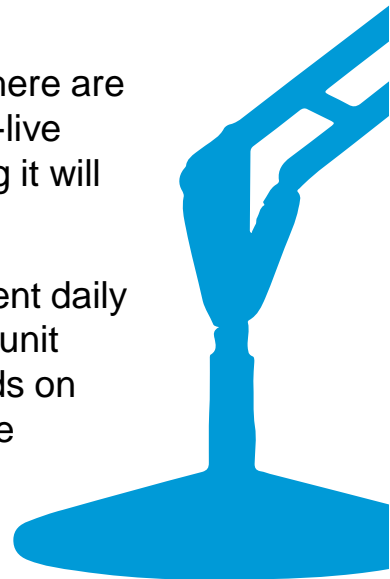
☐ = Risk Categories with Minimal Impact on HRP Project Health



# Executive Summary

## HRP Monthly QA Report — Key Takeaways (1 of 2)

- **Three workstreams have passed 90% or more of their unit tests.**
  - Security (97%), Absence (92%), and Time Tracking (90%) have all achieved a 90% or greater pass rate on unit testing. Benefits has achieved an 83% pass rate. Integrations (73%), Compensation (64%) and Payroll (35%) have a pass rate lower than 80%. (Note: These figures are from 1/6/23)
- **The Payroll module is facing four critical risks:**
  - **Production Support Model for Payroll Operations:** This topic is time critical, as the decision about the support model will drive an upcoming budget request, and it is critical to get future payroll operations resources involved in testing as soon as possible for knowledge transfer. *(See Section 6.3 Support)*
  - **Payroll Topics Still to be Solutioned:** This is a significant risk to the project as the Payroll workstream has indicated there are still ~130 topics that need to be solutioned, configured and unit tested. That current approach will not result in a 2023 go-live and will likely require several years to complete. A thorough review of this work and alternative approaches to addressing it will be required. *(See Section 4.3 Development & Configuration)*
  - **Completion of Payroll Unit Testing:** The Payroll module will require ~38 days (7 weeks) to finish unit testing at its current daily throughput rate. This is due primarily to Department testers not completing assigned tests. Payroll will need to complete unit testing before the End to End testing tenant can be built (which is currently scheduled to begin January 16). An “all hands on deck” approach will be needed for a short, dense period in order to increase Payroll testing daily throughput and increase progress in executing and passing unit tests. *(See Section 4.4 Testing)*
  - **Resources for End to End Testing and Parallel Testing:** While this testing has not begun yet, Gartner expects the same resource issues that have challenged the Payroll module during Unit Testing will continue in End to End and Parallel Testing. Getting additional resources on board in advance of these testing phases will allow greater throughput from the beginning, increasing the likelihood of completing the work closer to the target schedule. *(See Section 2.4 Resources)*



# Executive Summary

## HRP Monthly QA Report — Key Takeaways (2 of 2)

- **There is a significant number of past due risks and issues in the RIDAC.**
  - As of 1/9/23, there are 57 past due Risks, 32 past due Issues, 38 past due Decisions, and 3 past due Actions. Gartner understands the PMO requests to meet with the Workstream Leads individually to review all open RIDACs assigned to that workstream; however, it is unclear how often this is done.
- **The Project Plan does not include dependencies between tasks.**
  - Currently, there are no dependencies in the Project Plan. This creates a risk that, when the tasks are executed in sequence, they will not be completed by the planned go-live date, or that existing task durations will need to be reduced in order to achieve the go-live date.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (3 of 3)

#### 2.2 Schedule

- Add dependencies to Project Plan tasks where applicable.
- See Section 4.4 Testing for recommendations related to achieving the schedule for unit testing.
- See 4.3 Development & Configuration for recommendations related to addressing the “unsolutioned workload” for Payroll.

#### 2.4 Resources

- Reiterate to Department staff and their management that participating in unit testing is a fundamental element in staff becoming more familiar and comfortable with the system prior to go-live.
- Institute a brief “all hands on deck” approach to supporting Payroll module in completion of unit testing.
- The Payroll Workstream should identify specific meetings/tasks that the Co-Lead can take over from the Lead prepare the Co-Lead to take on those responsibilities.
- Explore a variety of strategies for increasing staff density for the Payroll Workstream in the short term.
- 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).

#### 2.5 Risks & Issues

- The PMO should validate the priority/impact assigned to RIDACs follow an established, consistent process as documented in the RIDAC management process.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (2 of 3)

#### 4.3 Development & Configuration

- Analyze the remaining Payroll topics to be solutioned to determine different approaches that can be taken to address it within the current project schedule.
- The Project's RTM should be updated to associate each workstream's requirements with completed configuration. The same RTM should be used to associate completed configuration with a test scenario.
- The completion of configuration for all requirements to be met for each workstream should be added as an exit criteria to the Configure & Prototype Stage.

#### 4.4. Testing

- As a way to further prioritize the remaining unit tests for the Payroll workstream, Gartner recommends the following:
  - Consider a communication sent from the CTR HRP Sponsor to the Department Heads of the payroll testers who have a significant amount of unit tests remaining (Departments listed above). An escalation of this sort can put further emphasis on department involvement.
  - The Payroll testers should focus on executing unit tests that have not yet been executed. It is beneficial to get as many unit tests executed at least once to determine the completeness of configuration prior to E2E.
  - Reevaluate the failed test scenarios and the severity of the fails. Defects that have a large impact should be addressed prior to E2E. For example, defects that impact a large number of City employees or prevent other functional areas from moving forward should be addressed first.
- The City should determine if the previously completed Kainos tests could satisfy any of the remaining unit tests, and should also determine if Kainos can be used to complete any remaining unit tests.
- The same RTM used to associate each workstream's requirements with completed configuration should be used to associate completed configuration with a test scenario.
- 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.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (1 of 3)

#### 6.3 Support

- The Project Management Team should support the Controller's Office in deciding upon a post-go-live payroll operation approach by providing any information/analysis of the options if requested by the Controller's Office.
- 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.



# Detailed Findings & Recommendations





# HRP Project Health Assessment Dashboard

Current Overall HRP Project Health ▼



Previous Overall Status (November 2022) ▲

Domain	Risk Category	Risk Level	
		November 2022	December 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	1	1
2. Project Controls	2.1 Scope	3	3
	2.2 Schedule	4	5
	2.3 Change Management	3	3
	2.4 Resources	5	5
	2.5 Risks and Issues	3	4
	2.6 Quality Assurance	3	3
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements	0	
	3.3 Service Requirements	0	

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



↑ = Increase in rating and risk from last reporting period

↓ = Decrease in rating and risk from last reporting period



☐ = Risk Categories with Minimal Impact on HRP Project Health

# 1. Strategy & Leadership

## 1.1 Governance

### Risk Level



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

*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.*

- The PM Team has worked with the Workstream Leads to update the RIDAC to ensure that all items have the required data (e.g., due date, assignee, workstream tag, etc.). As a result, the PM Team has been able to identify key risks/issues and consistently bring them to the Steering Committee for resolution and decisions. (See Section 2.5 Risks & Issues for additional discussion.)
- A new Sponsor from the Controller’s Office has joined the HRP Steering Committee as of 12/12/22. The process undertaken to transition and onboard the new Sponsor has been effective, and there has been continuous participation and engagement from the Controller’s office on the Steering Committee.
- The PM Team is working on revising the Project Charter to reflect the purpose, goals and success factors for HRP Phase 2.

*Continued from October 2022 QA Report*

- To allow Steering 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.

*Continued from August 2022 QA Report*

- As noted in Gartner’s Phase 1 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

*Continued from Phase 1 Go-Live Readiness Assessment*

- Update the Project Charter to reflect project goals and success metrics specifically for Phase 1 and separately for Phase 2, and include key decision-making criteria.

# 1. Strategy & Leadership

## 1.2 Executive Support

Risk Level



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The new Sponsor from the Controller’s Office has been attending Steering Committee meetings as well as other transition/onboarding discussions and is actively engaged in the project.</li><li>▪ The HRP Steering Committee continues to meet weekly, alternating between meetings that include the Workstream Leads and meetings that are Sponsors Only.</li><li>▪ Councilmember leadership of the PAAW Committee has changed. The impact of this change is unknown at this time.</li></ul>	<ul style="list-style-type: none"><li>▪ No recommendations at this time.</li></ul>

# 1. Strategy & Leadership

## 1.3 Vendor Management

Risk Level



### Observations

- There is a weekly meeting cadence with the HRP Project Management Team that includes Workday, KPMG, Gartner, and the City PMO. This meeting is used for visibility into high priority action items and has been a good forum for collaboration.

### Recommendations

- No recommendations at this time.

## 2. Project Controls

### 2.1 Scope

#### Risk Level



Minimal Impact on Project Health	No Material Risk	Emerging Risk	Managed Risk	Significant Risk	Critical Risk
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Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The Workday Team reviewed the 852 Exhibit C Workday Contract requirements that were not assessed by the Workstream Leads. This review has resulted in a categorization of each requirement. The majority of the unassessed requirements fall into two categories:<ul style="list-style-type: none"><li>▪ System Requirements met in Phase 1 (237 requirements)</li><li>▪ Out of Scope (483 requirements related to Talent Management)</li></ul></li><li>▪ The remaining 132 requirements should be reviewed by the workstreams to determine if they are still needed in Phase 2, or if they are not needed. Since the 132 requirements span several workstreams (including non-module workstreams such as Reporting), the number of requirements for each workstream to review is small. The review of the remaining requirements by each workstream should be a relatively straightforward task.</li></ul> <p><i>Continued from August - October 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ In August 2022, 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.<ul style="list-style-type: none"><li>▪ Gartner created a consolidated view of the assessed SOW requirements assessed by the HRP Workstream Leads 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).</li><li>▪ 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.</li><li>▪ 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.</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ The HRP Project Management Team should:<ul style="list-style-type: none"><li>▪ Work with the Workstream Leads to confirm if any of the remaining 132 unassessed requirements need to be added to the scope of Phase 2 and into the Phase 2 project plan;</li><li>▪ If the Workstream Leads confirm any of the 132 requirements are still needed for Phase 2, verify those requirements are part of the Phase 2 scope and incorporated into the Phase 2 project plan;</li><li>▪ Verify any of the requirements deemed by Workday to be out of scope or met in Phase 1 are not part of the Phase 2 scope/Phase 2 plan.</li></ul></li></ul> <p><i>Continued from August 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ 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.</li></ul>

## 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
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#### Observations

- The PM Team has worked with the Workstream Leads to update the task durations in the Project Plan to reflect the December 2023 go-live date. Key overdue tasks are now brought to the attention of the Workstream Leads during the weekly PMO Meetings.
- In previous reporting periods, it was noted there were 852 Exhibit C Workday Contract requirements that were not assessed by the Workstream Leads to determine if they were still needed as part of Phase 2. This created a risk that there were either requirements needed in Phase 2 that were not yet reflected in the Project Plan, or tasks in the Project Plan for requirements that were no longer needed, both which would either understate or overstate the Phase 2 project schedule. This risk has been significantly reduced, resulting in lower risk of having missing/extra tasks in the Project Plan. (See Section 2.1 Scope for more detail.)
- Currently, there are no dependencies in the Project Plan. This creates a risk that, when the tasks are executed in sequence, they will not be finished by the planned go-live date, or that existing task durations will need to be reduced in order to achieve the go-live date.
- Unit testing activities for the Payroll, Compensation and Integrations Workstreams have not yet reached the threshold of 80% of tests passed.
  - Using the currently rate of daily throughput, the number of days needed for each Workstream to reach 80% passed and 100% passed is shown in the graphic.
  - Note that the target for Payroll should be 100% as Workday has indicated that earnings and deductions unit tests (which make up all of Payroll's unit tests) should pass prior to the end to end tenant build
  - If unit testing is extended beyond 1/16/23, it may affect the project's ability to begin the end to end tenant build and, ultimately, to achieve the target go-live schedule.

#### Recommendations

- Add dependencies to Project Plan tasks where applicable.
- See Section 4.4 Testing for recommendations related to achieving the schedule for unit testing.

#### Unit Test Completion Projections

As of 1-6-23 11:15 a.m.

Workstream	Pass %	Daily Throughput* (PMO Data)	Days to 80% Pass (Gartner Data)	Days to 100% Pass (Gartner Data)
Security	97%	10	NA	1
Absence	92%	57	NA	1
Time Tracking	90%	22	NA	4
Benefits	83%	8	1	2
Integrations	73%	4	8	14
Compensation	64%	9	4	9
Payroll	35%	27	38	49

\*Based on a 9-day average

= 80% or better pass rate



# 2. Project Controls

## 2.2 Schedule (2 of 2)



Observations

- The most significant risk to the schedule at this time is the “unsolutioned workload” within the Payroll module that has yet to be solutioned/configured/unit tested. Completing the work related to these topics as currently planned, with current staffing levels, will cause the project to not achieve the December 2023 go-live date, potentially extending the project by several years. (See Section 4.3 Development & Configuration for more detail.)

Recommendations

See 4.3 Development & Configuration for recommendations related to addressing the “unsolutioned workload” for Payroll.

## 2. Project Controls

### 2.3 Change Management



#### Observations

- There continues to be open design decisions across various Workstreams which could lead to potential changes in scope once decisions are made. For example, new integrations may be needed for Phase 2 to accommodate design decisions still pending in the Payroll workstream. It will be important for the HRP Project to have an established change management process that specifically addresses Phase 2 change requests, should they arise.

*Continued from October 2022 QA Report*

- 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.

#### Recommendations

*Continued from October 2022 QA Report*

- 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 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
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Observations	Recommendations
<ul style="list-style-type: none"> <li>The Controller's Office is actively pursuing getting administrative support for the Payroll Workstream.</li> <li>The Payroll Workstream now has an assigned Co-Lead. It is unclear the degree to which the Co-Lead is able to/being asked to act in a back-up capacity for the Lead when the Lead is out. <ul style="list-style-type: none"> <li>The Payroll Workstream should be actively exploring opportunities to leverage the Co-Lead to support simultaneous meetings (i.e., the Workstream Lead is leading one meeting at the same time the Co-Lead is leading another meeting), and/or to delegate some of the Lead's responsibilities to the Co-Lead. This would result in better leverage of the Workstream Lead's and give the Co-Lead the ability to act in a back-up capacity when the Lead is out.</li> </ul> </li> <li>The Controller's Office reported that the two Grant Thornton resources assigned to support the HRP project will not be able to support the Payroll Workstream with project management-related activities as their role is solely related to HRP risk management for the Controller's Office.</li> <li>For the Payroll module, Department testers have not been able to complete their unit testing activities within the scheduled timeframe. This causes issues with not only completing the testing task itself, but also does not allow Department staff to become familiar with the system. <ul style="list-style-type: none"> <li>If Department testers are not available to participate within the required timeframe, the HRP Project Team members will need to complete the tests that would otherwise be assigned to the Department Staff. Department Staff will need to use Demos and Practice Labs to become familiar with the system. This should continue to be communicated to the Departments.</li> </ul> </li> <li>To complete unit testing within a timeframe that achieves the December 2023 go-live date, Payroll module will require additional testers for a short dense period. An "all hands on deck" approach could significantly improve the daily throughput rate.</li> <li>Without changes, the resource issues related to unit testing will likely have similar impacts on end to end testing and parallel testing.</li> </ul>	<ul style="list-style-type: none"> <li>Reiterate to Department staff and their management that participating in unit testing is a fundamental element in staff becoming more familiar and comfortable with the system prior to go-live.</li> <li>Institute a brief "all hands on deck" approach to supporting Payroll module in completion of unit testing.</li> </ul> <p><i>Continued from November 2022 QA Report</i></p> <ul style="list-style-type: none"> <li>The Payroll Workstream should identify specific meetings/tasks that the Co-Lead can take over from the Lead prepare the Co-Lead to take on those responsibilities.</li> </ul> <p><i>Continued from September 2022 QA Report</i></p> <ul style="list-style-type: none"> <li>Explore a variety of strategies for increasing staff density for the Payroll Workstream in the short term.</li> </ul> <p><i>Continued from August 2022 QA Report</i></p> <ul style="list-style-type: none"> <li>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).</li> </ul>

## 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
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Observations	Recommendations
<ul style="list-style-type: none"> <li>As of 1/9/23, there are 57 past due Risks, 32 past due Issues, 38 past due Decisions, and 3 past due Actions. Gartner understands the PMO requests to meet with the Workstream Leads individually to review all open RIDACs assigned to that workstream; however, it is unclear how often this is done.</li> <li>In every bi-weekly PMO meeting, the PMO highlights specific risks and issues that are open for each workstream. Gartner understands the PMO determines the RIDACs that are of high criticality/impact to the Project to discuss during the PMO meeting, regardless of the priority/impact determined by the Workstream Lead. The priority/impact assigned to all RIDACs should follow an established process that is validated by the PMO to ensure all high priority/impact items are raised in a consistent matter.</li> </ul> <p><i>Continued from September 2022 QA Report</i></p> <ul style="list-style-type: none"> <li>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).</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>The PMO should validate the priority/impact assigned to RIDACs follow an established, consistent process as documented in the RIDAC management process.</li> </ul> <p><i>Continued from September 2022 QA Report</i></p> <ul style="list-style-type: none"> <li>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.</li> <li>Begin leveraging the SNow RIDAC dashboard to review and manage RIDACs during PM/cross-workstream discussions.</li> <li>Augment the RIDAC management process documentation to include additional details on:             <ul style="list-style-type: none"> <li>The roles and responsibilities of those involved in the RIDAC process (e.g., who is responsible for closing/resolving a RIDAC, converting a RIDAC, etc.),</li> <li>The criteria by which a RIDAC evolves throughout the RIDAC process (e.g., when a Risk will be converted to an Issue),</li> <li>The distinction between a Request for Change in the RIDAC and a Change Request in SNow, and</li> <li>The criteria by which a RIDAC item results in a change request to be submitted to the Change Control Board, and vice versa.</li> </ul> </li> <li>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.</li> </ul>

## 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
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#### Observations

- Gartner understands stage gate criteria is being established by both Workday and the City PMO, and will have the opportunity to review prior to being finalized.

*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 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.

#### Recommendations

*Continued from September 2022 QA Report*

- 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.



# 3. Requirements Management

## 3.1 Functional Requirements



### Observations

*Continued from November 2022 QA Report*

- To validate the completeness of configuration for the Phase 2 functional requirements, the Project must be able to track the completion of configuration for each Phase 2. The Project will need a requirements traceability matrix, or other document accomplishing the same thing, that ties each requirement to its configuration and to the test of that configuration (either completed during unit testing or to be completed during end-to-end testing). This mapping will act as the validation for the Project to exit the Configure & Prototype stage and enter the Testing stage.

*Continued from October 2022 QA Report*

- 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

*Continued from November 2022 QA Report*

- The Project's RTM should be updated to associate each workstream's requirements with completed configuration. The same RTM should be used to associate completed configuration with a test scenario (see section 4.3 Development & Configuration, and section 4.4 Testing for related observations and recommendations).

*Continued from October 2022 QA Report*

- 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

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations	Recommendations
<p><i>Continued from Phase 1 Go-Live Readiness Assessment</i></p> <ul style="list-style-type: none"><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 the project.</li></ul></li></ul>	<p><i>Continued from Phase 1 Go-Live Readiness Assessment</i></p> <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

Observations	Recommendations
<ul style="list-style-type: none"><li>The City’s contract with Workday has been extended to cover the extension of 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



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ Accenture and the respective workstreams continue to progress on the development and documentation of Phase 2 future state business processes that will ultimately be provided to end users of the Workday system.</li><li>▪ Currently the completion of business process documentation for the Payroll workstream is dependent on finalizing design decisions. (See Section 4.3 Development &amp; Configuration for more details.)</li><li>▪ Gartner understands the Controller’s Office is in the process of recruiting an additional resource to provide administrative support for the HRP Controller Team. It would benefit the HRP Controller’s Team to have this resource assist with documenting and tracking follow-up items identified during business process mapping discussions.</li></ul>	<ul style="list-style-type: none"><li>▪ The Controller’s Office should consider leveraging the new administrative resource to document and track follow-up items identified during business process mapping discussions.</li></ul>

# 4. Solution Development & Implementation

## 4.2 Architecture & Design

Risk Level



Observations	Recommendations
<ul style="list-style-type: none"><li>The City of LA HRP Workday team is working with the Workday product development team to address a variety of product gaps. These are areas in which the current Workday product does not meet the City's needs. There continues to be positive progress in addressing these gaps and blockers.</li></ul>	<ul style="list-style-type: none"><li>No recommendations at this time.</li></ul>

# 4. Solution Development & Implementation

## 4.3 Development & Configuration

### Risk Level



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The Payroll Workstream has indicated that there remains a large amount of workload that remains to be designed (referred to elsewhere in this report as “unsolutioned workload”). Based on Gartner’s workload/staffing analysis conducted in September 2022, proceeding with this workload using the approach currently planned would require multiple years to complete.<ul style="list-style-type: none"><li>▪ Gartner does not have a clear understanding of the amount of work that remains to be designed, the time and effort required to design this remaining workload, or if design of this workload at this time is actually required.</li><li>▪ Earlier in the project, the Payroll configuration was determined to be complete and was signed off by the City as ready for unit testing. Some of the items in the “unsolutioned workload” may overlap with the items already configured for Payroll, raising the question as to why solutioning would be occurring after a topic has been previously solutioned and configured.</li><li>▪ This workload requires a thorough analysis to determine different approaches that can be taken to address it within the current project schedule.</li></ul></li></ul> <p><i>Continued from November 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ To validate the completeness of configuration for each workstream’s requirements, it will be important for the City to be able to track the completion of configuration for each Phase 2 functional requirement. Each Workstream Lead was tasked with validating the scope of unit test scenarios prior to unit test beginning; Gartner assumes the Workstream Leads validated the scope of scenarios to include all Phase 2 requirements that will be tested through unit test (acknowledging that some Phase 2 requirements will only be tested through E2E testing). If this was not done, it is critical to understand what requirements will be tested through unit test, E2E testing or both, and tie the requirements to be unit tested to their configuration and to a unit test scenario. Completing unit testing will then act as validation for the Project to exit the Configure &amp; Prototype stage and enter the Testing stage.</li></ul>	<ul style="list-style-type: none"><li>▪ Analyze the remaining Payroll topics to be solutioned to determine different approaches that can be taken to address it within the current project schedule.</li></ul> <p><i>Continued from November 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ The Project’s RTM should be updated to associate each workstream’s requirements with completed configuration. The same RTM should be used to associate completed configuration with a test scenario (see section 3.1 Functional Requirements and 4.4 Testing for related recommendations).</li><li>▪ The completion of configuration for all requirements to be met for each workstream should be added as an exit criteria to the Configure &amp; Prototype Stage.</li></ul>

# 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
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#### Observations

- Although several strategies were employed throughout the month of December to increase the execution rate of unit testing, the HRP Project Team was unable to meet the 12/30/22 deadline.
- Resource availability and time dedicated to unit test execution continued to be a major issue for the Project. Test execution by some Department testers, who work only part time on the HRP project on a volunteer basis, struggled to make progress. Of note, 87% of the remaining Payroll unit tests are assigned across five departments. Additionally, progress on unit testing slowed during the holiday weeks due to testers being out of office. The issue of having insufficient resources to complete unit testing in a timely manner maintains high visibility at both the Project Management Team and Steering Committee levels and continues to be discussed on a regular basis. (See Section 2.4 Resources for more detail.)
- Several communications from the HRP Sponsors were delivered to Department Heads and Supervisors to encourage the prioritization of unit testing, and the importance of department involvement in the validation of Workday configuration against the City's requirements. On-site testing was also requested.
- The HRP Sponsors agreed to extend unit testing from 12/30/22 to 1/13/23. Additionally, unit testing exit criteria was established to consist of "80% passed tests or fails that are imminently passable with identified mitigation strategies" for each workstream.
- As of the writing of this report, the Compensation, Integrations and Payroll workstreams are below the 80% threshold. If unit testing is extended beyond 1/16/23, it may affect the project's ability to begin the end-to-end tenant build and, ultimately, to achieve the target go-live schedule. (See Section 2.2 Schedule for more detail.)
- For each of the workstreams currently below the 80% threshold, Workday identified the unit tests that need to be completed before the E2E tenant could be built. Earnings and deductions were payroll categories identified as part of this prioritization. It should be noted that 100% of payroll unit tests are related to earnings and deductions, so the unit testing threshold for the Payroll workstream is 100% passed unit tests.
- The PMO should work directly with these workstream leads on a daily basis to promptly remove roadblocks and ensure consistent progress. Particularly for the Payroll workstream, an "all hands on deck" approach will be needed for a short, dense period in order to increase Payroll testing daily throughput and increase progress in executing and passing unit tests.

#### Recommendations

- As a way to further prioritize the remaining unit tests for the Payroll workstream, Gartner recommends the following:
  - Consider a communication sent from the CTR HRP Sponsor to the Department Heads of the payroll testers who have a significant amount of unit tests remaining (Departments listed above). An escalation of this sort can put further emphasis on department involvement.
  - Begin to plan for the HRP Team to take over some Departmental tester workload.
  - The Payroll testers should focus on executing unit tests that have not yet been executed. It is beneficial to get as many unit tests executed at least once to determine the completeness of configuration prior to E2E.
  - Reevaluate the failed test scenarios and the severity of the fails. Defects that have a large impact should be addressed prior to E2E. For example, defects that impact a large number of City employees or prevent other functional areas from moving forward should be addressed first.



# 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
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#### Observations

- The expectation is for the remaining 20% of unit tests to be tested during a later testing phase (e.g., E2E, Parallel). Workday should begin now to determine how to incorporate those remaining unit tests into the end to end or parallel testing approach and schedule in a way that does not elongate the schedule.
  - Gartner understands a certain level of testing has been conducted using the Kainos automated testing tool. Gartner understands there is potential for this tool to assist with the completion of unit testing but does not have visibility into the extent of its capability and/or scope.
- While E2E and Payroll Parallel testing has not begun yet, Gartner expects the same resource issues that have challenged the Payroll module during Unit Testing will continue in End to End and Parallel Testing. Getting additional resources on board in advance of these testing phases will allow greater throughput from the beginning, increasing the likelihood of completing the work closer to the target schedule. (See Section 2.4 Resources for more detail.)

*Continued from October-November 2022 QA Report*

- Entry and exit criteria for End-to-End Testing remains to be established as well as the remainder of the HRP Test Plan (e.g., approach to End to End Testing, User Acceptance Testing, and Payroll Parallel Testing).
- Prior to beginning unit testing, each Workstream Lead was tasked with validating the scope of unit test scenarios. Gartner assumes that all Phase 2 requirements will be tested through unit testing, end-to-end testing, or both. The requirements traceability matrix should tie requirements to configuration and to associated unit test scenarios (and later to E2E test scenarios). Successfully completing unit testing will show that the requirements tied to the unit tested configuration have been met. This will indicate that the Project is ready to exit the Configure & Prototype stage and enter the Testing stage.

*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.

Content contained in this document is as of 1/9/23.

#### Recommendations

- The City should determine if the previously completed Kainos tests could satisfy any of the remaining unit tests, and should also determine if Kainos can be used to complete any remaining unit tests.

*Continued from November 2022 QA Report*

- The same RTM used to associate each workstream's requirements with completed configuration should be used to associate completed configuration with a test scenario (see section 4.3 Development & Configuration for related recommendations).

*Continued from June 2022 QA Report*

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

# 4. Solution Development & Implementation

## 4.5 Interfaces & Integrations



### Observations

- The design, configuration and unit test of all Phase 2 integrations continues to make progress. However, as of the end of December, the Integrations workstream was currently below the 80% pass threshold for unit testing.
- The Integrations Workstream have logged RIDACs for those Phase 2 integrations dependent on outstanding design decisions being made in other workstreams. These open design decisions could pose a risk to some of the Phase 2 integrations being completed on time and/or potential changes in the scope of Phase 2 integrations (e.g., new integrations may need to be added to the Phase 2 scope).

*Continued from November 2022 QA Report*

- Gartner understands there was previous agreement earlier in the Project within the Integrations Workstream to begin development of Phase 2 integrations even though the corresponding Integration Design Documents (IDDs) were not yet completed and/or approved by the respective City departments. Although the Integrations Workstream continues to work with departments to complete and receive approval on the remaining Integration Design Documents (IDDs), and unit testing on these integrations have already begun, there is a risk some of the integrations already developed without an approved IDD may require rework and/or retest.
- The Integrations Workstream should consider communicating an E2E testing schedule to departments and external vendors as soon as possible to confirm availability in advance and avoid any delays once E2E begins.

*Continued from October 2022 QA Report*

- 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.

### Recommendations

*Continued from November 2022 QA Report*

- The City Integration Workstream Lead should confirm all Phase 2 integrations have a corresponding IDD that is approved by the appropriate stakeholders prior to E2E testing beginning. Any integrations that do not have an approved IDD by the time E2E test is scheduled to begin should be logged as a risk on the RIDAC.

*Continued from October 2022 QA Report*

- 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.

*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.

# 4. Solution Development & Implementation

## 4.6 Deployment

### Risk Level



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The HRP Steering Committee agreed to not begin the E2E tenant build until the unit testing exit criteria was met. Workday also confirmed the City's Workday Production configuration will be moved into the E2E tenant build.</li><li>▪ As noted in last month's reporting period, the tenant currently being utilized to conduct Phase 2 unit testing does not contain the most up to date configuration from the City's Workday Production environment. This could impact the results of unit testing since what could be considered a successful unit test may not be accurate against up-to-date Production configuration. The extent to which this could result in a rework of Phase 2 design, configuration, and testing would be dependent on the type of changes made to Workday Production to-date, and whether or not they would have any impact to Phase 2 functionality and testing.</li></ul> <p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ As part of Phase 2 planning activities, the HRP Project Team should:<ul style="list-style-type: none"><li>▪ Update the Phase 2 Cutover Plan and Cutover Checklist using Phase 1 cutover activities as a baseline</li><li>▪ Incorporate cutover activities into the Phase 2 project schedule</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ The PMO Team should confirm in advance of E2E testing if any configuration changes made to Workday Production since unit testing began could have an impact on unit testing results.</li></ul> <p><i>Continued from June 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ Update Cutover Plan, Cutover Checklist, and Go/No Go Criteria for Phase 2 using Phase 1 cutover as a reference.</li><li>▪ Incorporate Cutover activities into the Phase 2 project schedule.</li></ul>

# 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



### Observations

- Data conversion planning activities for building the Phase 2 E2E testing tenant were adjusted to accommodate the extension of unit testing. This should mitigate the risk of building an E2E tenant that is not aligned with the completion of unit testing and configuration results.
- The Data Conversion Workstream continues to work on a regular basis with each individual Workstream to gather and validate Phase 2 data conversion requirements. As noted in last month's reporting period, careful planning and management of ongoing design and configuration activities in coordination with data conversion activities will need to be implemented to ensure the E2E tenant will include all necessary data requirements for E2E testing.

*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** (see June 2022 QA report for a list of best practice characteristics).

### Recommendations

*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

## 5.3 Reporting & Analytics



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The Reporting Workstream has finalized the Phase 2 Reports Inventory.</li><li>▪ The team is working to finalize the list of 100 reports that will be assigned to Workday to develop. The team is considering the complexity of the reports in this selection process. The Workday team will begin working on a sub-set of reports while the full list is being finalized.</li><li>▪ The Workstream will be developing a communication template for the report development teams to use in communicating with the functional owners. This will help consistently describe the requirements gathering approach for the functional owners who will be involved.</li><li>▪ The Workstream is still considering how to track an ongoing completion percentage for each report and include that in the Project Plan to accurately reflect report completion.</li><li>▪ As part of the development process, the Workday Team and City Team will review existing standard Workday reports to determine if these can be used as is to meet City reporting requirements, or if they can be used as a foundation and then modified as needed. As a general guideline, the Reporting Workstream would like to use standard reports in this way wherever possible.</li></ul>	<ul style="list-style-type: none"><li>▪ No recommendations at this time.</li></ul>

## 6. End User Implementation

### 6.1 Organizational Change Management

#### Risk Level



#### Observations

- The Communications Workstream has developed a comprehensive Phase 2 Communications Plan. It incorporates communications activities related to:
  - Change Network (including Payroll Liaisons and Champions, and HR Liaisons and Champions)
  - Town Halls
  - Change Readiness Surveys (in March and September 2023)
  - Training
  - Pre-Go-Live
  - Cutover
  - Hypercare
- The approach provides ample opportunity for two-way communication with affected stakeholders through the Change Network, Town Halls and Surveys.

#### Recommendations

- None at this time.



# 6. End User Implementation

## 6.2 Training & Knowledge Transfer



### Observations

- The Training Workstream has drafted a Training Strategy and Training Curriculum built around an April 2023 go-live date. These documents will be reviewed with the Workstream Leads in early 2023, once the Phase 2 work has progressed further through solutioning, configuration and unit testing. During this review, they will need to be updated to reflect the December 2023 go-live date.
- If these documents were developed using an assumption that Department staff would participate heavily in testing, thereby gaining valuable familiarity and experience with Workday, this may no longer be an accurate assumption. While there has been Department staff participation in unit testing, the level of engagement in the Payroll and Time Tracking Workstreams has not been at the level desired.
- As the Training Strategy and Training Curriculum are reviewed and revised, this lack of department staff participation and resulting familiarity should be considered and addressed through other training/practice opportunities.

### Recommendations

- When reviewing/revising the Training Strategy and Training Curriculum for Phase 2, incorporate additional training/practice opportunities related to Payroll and Time Tracking to compensate for the lack of Departmental participation in testing for these modules.

# 6. End User Implementation

## 6.3 Support

### Risk Level

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

- The approach to be used by the Controller's Office for the more technical aspects of post-go-live payroll operations has not yet been decided. Several options were presented by the PMO/Workday Team to the Controller's Office for consideration.
- Resolving this issue is now time critical for two primary reasons:
  - The staff who will be responsible for these tasks after go-live are expected to support testing as a method of knowledge transfer. Because staff have not yet been identified, they are not available to support payroll unit testing.
  - The deadline for requesting budget for the City staffing/partner support to run post-go-live payroll operations is very soon (approximately mid-January).

*Continued from October 2022 QA Report*

- 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.

### Recommendations

- The Project Management Team should support the Controller's Office in deciding upon a post-go-live payroll operation approach by providing any information/analysis of the options if requested by the Controller's Office.

*Continued from October 2022 QA Report*

- 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.



# Appendix

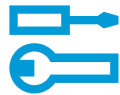


# Monthly Quality Assurance Reporting Methodology

- 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).



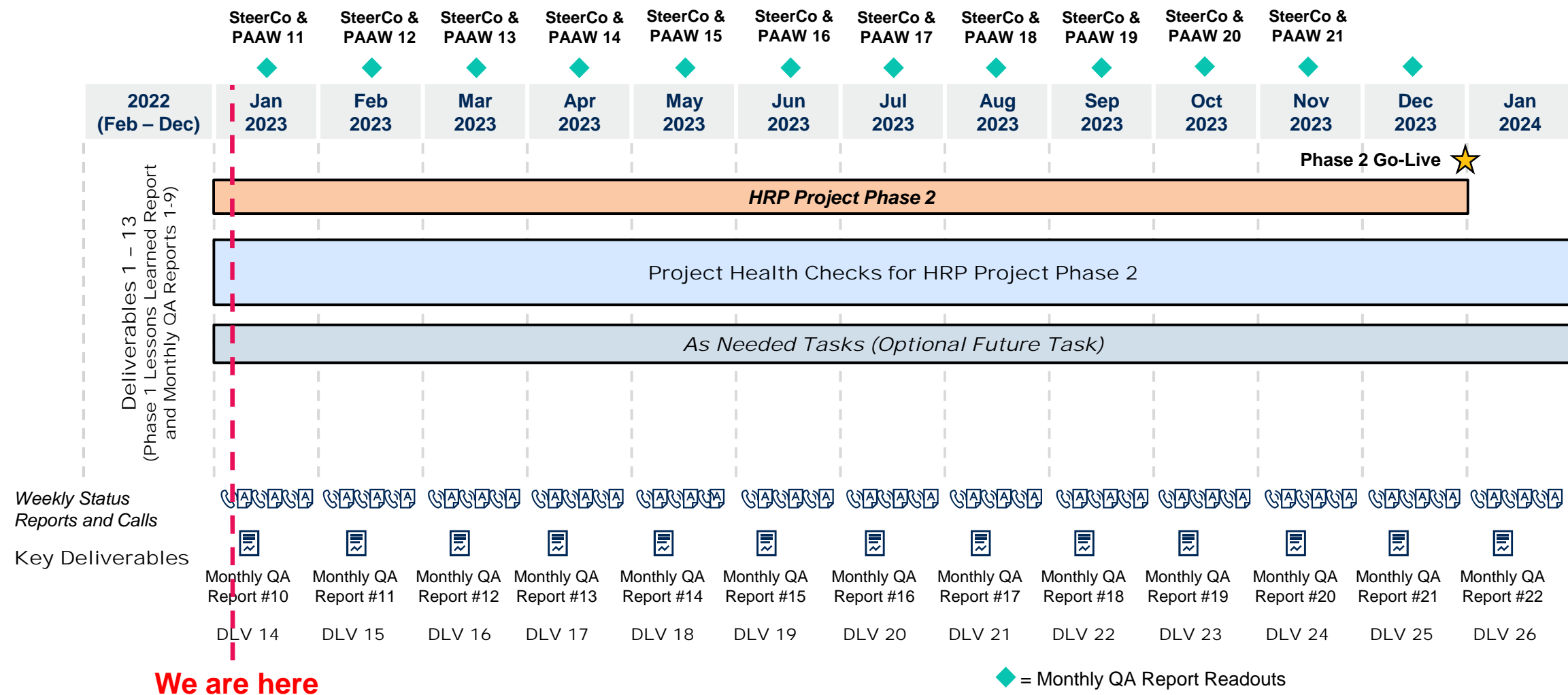
**Issues:** Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.



**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.

# Project Schedule (2023 Updated)



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