

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: February 14, 2023

CAO File No. 0220-05727-0015  
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 February 7, 2023

Subject: **GARTNER, INC. HUMAN RESOURCES AND PAYROLL PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – JANUARY 2023**

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### RECOMMENDATION

That the Council note and file this informational report.

### SUMMARY

At the request of the City Council, attached is the monthly report for January 2023 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.

In accordance with Council action to extend the term of the HRP project (C.F. 20-0313-S10), 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. 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 January 2023.

## **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:ADP:11230084*



# HRP Project Quality Assurance Services

Monthly QA Report —  
January 2023

Prepared for: City of Los Angeles  
February 7, 2023

Version 2

Engagement #: 330065784

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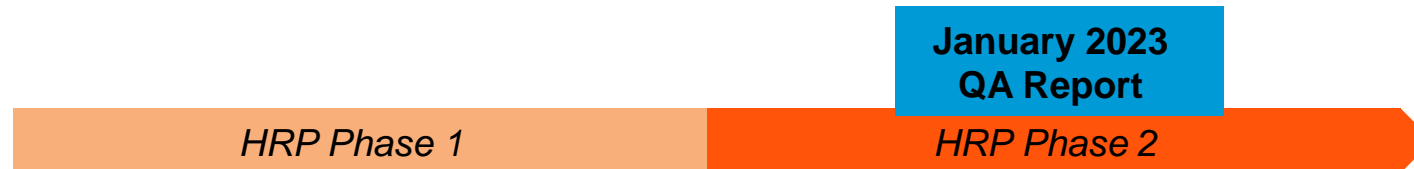
# Executive Summary



# Monthly Quality Assurance Reporting Methodology (1 of 2)

## Introduction to January 2023 QA Report

- **This Quality Assurance (QA) report for January 2023 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 through January 2023 (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 (December 2022) ▲

Domain	Risk Category	Risk Level	
		December 2022	January 2023
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	5	5
	2.3 Change Management	3	2
	2.4 Resources	5	5
	2.5 Risks and Issues	4	4
	2.6 Quality Assurance	3	3
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements		
	3.3 Service Requirements		

Domain	Risk Category	Risk Level	
		December 2022	January 2023
4. Solution Development & Implementation	4.1 Business Processes & Requirements	2	2
	4.2 Architecture & Design		
	4.3 Development & Configuration	5	5
	4.4 Testing	5	5
	4.5 Interfaces & Integrations	3	3
	4.6 Deployment	2	2
5. Data Management	5.1 Data Controls	2	2
	5.2 Data Conversion	2	2
	5.3 Reporting & Analytics	1	2
6. End User Implementation	6.1 Organizational Change Management	1	1
	6.2 Training & Knowledge Transfer	2	2
	6.3 Support	5	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



# Executive Summary

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

- **Unit testing is nearing completion and end-to-end test planning is underway.**
  - The project is completing unit testing, with 5 out of 7 workstreams having passed 100% of tests to be covered during unit testing. A number of tests were moved from unit testing to End to End (E2E) testing when that was appropriate for the test. Payroll has achieved a pass rate of 96% for its unit tests. This has allowed the project to begin E2E test planning while remaining unit testing is continuing.
- **The most significant risk to the project is the Payroll module workload that is in various states of configuration / operational discussion / ready for testing.**
  - There has been substantial discussion among the PM Team and the Controller's Office regarding categorization of the remaining Payroll workload topics and the approach to addressing them. The proposed go forward approach for topics in certain categories may require less time to complete than the time associated with the original approach. A significant reduction in the estimated time to complete this workload is required for the project to go live by December 2023. As the discussions proceed and agreement is reached on next steps, the actual impact on the schedule will become clearer. (Note: Gartner participated in the development of the workload categorization model.)
- **Resource needs should be established for support of ongoing project activities, particularly testing.**
  - Department testers will be critical to the successful completion of E2E testing, particularly for the Payroll module. However, the Project does not yet have a clear estimate of the workload associated with E2E testing by module. This level of estimation is required in order to request the appropriate number of staff from Departments to support the E2E testing effort for each module.
  - Accurate information about available HRP staff members and their assignments will give the PM team good data to use in planning E2E testing, including identifying the number of Department testers needed to augment HRP staff, setting weekly targets for test completion by tester/Department/module, and estimating testing completion dates.

# Executive Summary

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

- **The Project needs better visibility into the details of E2E Testing to remain on schedule and appropriately allocate resources.**
  - Considering unit testing was extended into the month of January, E2E planning activities were initiated in parallel to mitigate risk to the project schedule. The Project Team will continue to experience this overlap in testing and other project activities, which may make it difficult to appropriately allocate resources and prioritize workloads.
  - Clear documentation of detailed E2E tasks, responsibilities and due dates (down to the daily level), along with frequent communication of those items, will be needed to help keep the team focused on the highest priority and time critical tasks.
  - It will be important for the Project Management Team to closely monitor the creation of the E2E testing scope (i.e., set of scenarios), leverage the RTM to ensure all requirements are included and tested, and communicate and monitor this scope regularly to all testers.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (1 of 3)

#### 2.2 Schedule

- See recommendations in the following sections which have an impact on Schedule:
  - 4.4 Testing
  - 4.3 Development & Configuration
  - 2.1 Scope
- Add dependencies to Project Plan tasks where applicable.

#### 2.4 Resources

- Estimate the number of Department testers needed by module based on a variety of inputs, including:
  - Total number of scenarios per module
  - Estimated time to complete each scenario
  - Estimated weekly test completion rate per tester
  - Total number of testers needed
  - Portion of the total scenarios that should be tested by Departments vs. HRP Project staff
- As each E2E testing cycle nears completion, revisit workload and resource estimates for Department testers and proactively adjust the request to Departments (if possible).
- Sponsor Department Project Managers and Workstream Leads should update the Workstream Assignments Google Sheet with staff assigned to HRP Phase 2, their total assigned density per week, and the portion of their total Phase 2 time dedicated to each workstream.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (2 of 3)

#### 4.3 Development & Configuration

- The PM Team and Payroll Workstream should continue prioritizing discussions on the categorization of the Payroll workload until alignment is achieved on all topics.
- The Payroll Workstream should proceed with the determined next steps for items where alignment is achieved.
- The PM Team should ensure prioritized topics are scheduled for discussion and completion accordingly.
- 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).

#### 4.4 Testing

- In advance of E2E testing execution, the Project Management Team should:
  - Validate that any deferred tests are incorporated into E2E testing scenarios, as appropriate. The timing of when each of these tests are actually executed should be tracked within the RTM;
  - Confirm that resource estimates for E2E testing take into consideration the entirety of the E2E testing scope (inclusive of deferred tests);
  - Determine the impact to the Test Stage timeframe and overall project schedule, if any, due to any changes of the E2E testing scope, and determine mitigation steps where necessary.
- As part of the E2E Kickoff, which is scheduled to occur in late February, the PMO should orient all testers to steps, timing, their responsibilities, along with expectations about meeting attendance, monitoring/reporting on activity, and resources available to support testers during the process.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (3 of 3)

#### 4.4 Testing (continued)

- 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).
- 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.



# Detailed Findings & Recommendations





# HRP Project Health Assessment Dashboard

Current Overall HRP Project Health ▼



Previous Overall Status (December 2022) ▲

Domain	Risk Category	Risk Level	
		December 2022	January 2023
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	5	5
	2.3 Change Management	3	2
	2.4 Resources	5	5
	2.5 Risks and Issues	4	4
	2.6 Quality Assurance	3	3
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	3.2 Technical Requirements		
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Domain	Risk Category	Risk Level	
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	4.3 Development & Configuration	5	5
	4.4 Testing	5	5
	4.5 Interfaces & Integrations	3	3
	4.6 Deployment	2	2
5. Data Management	5.1 Data Controls	2	2
	5.2 Data Conversion	2	2
	5.3 Reporting & Analytics	1	2
6. End User Implementation	6.1 Organizational Change Management	1	1
	6.2 Training & Knowledge Transfer	2	2
	6.3 Support	5	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

### 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 Project Management (PM) Team has updated the HRP Phase 2 Project Charter to reflect the purpose, goals and success factors for HRP Phase 2. The draft has been provided to the Workstream Leads for their review and comment. (Note: Gartner reviewed the draft and provided comments.)
- The HRP Steering Committee continues to meet on a weekly basis, alternating between a meeting that includes the Workstream Leads one week, and a meeting that includes only Sponsors the next week. Materials and outcomes from the Sponsors-only meeting are shared by the Sponsors with their staff as determined by the Sponsor. This weekly cadence creates the opportunity for providing the Committee with early visibility into project risks and allows for frequent discussion on time-critical issues that the PM Team and/or Sponsors are working to resolve.
- The ITA Sponsor is planning to retire in Spring 2023. Gartner understands that the City CIO will assume the Sponsor role at that time.
  - In preparation for this Sponsor transition, it will be important to determine and clarify any changes in reporting relationships for the groups and staff members in the Project Management Team (i.e., KPMG team, Workday team, City PMO staff members, etc.).

### Recommendations

- Clarify reporting relationships for the groups and City staff members in the Project Management Team in advance of the ITA Sponsor transition.

# 1. Strategy & Leadership

## 1.2 Executive Support

Risk Level



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The HRP Steering Committee continues to be actively engaged in the project. The Steering Committee sent a joint communication to all City Department executives advising them of the importance of their staff's participation in the Champion Network and providing insight into responsibilities and associated time requirements. Having this communication signed by all Project Sponsors shows a strong, collective executive commitment to the HRP Project.</li><li>▪ The City Council's new Personnel, Audits and Hiring Committee has been established and the HRP Project will be under its purview. The HRP Project and Gartner's QA Report is on the agenda for the Committee's 2/7/23 meeting.</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

- Both KPMG and Workday have onboarded several new resources to support a variety of project activities including project management, report development, and testing. This is timely given that report development and testing are ramping up in intensity at this point in the project.

### Recommendations

- No recommendations at this time.

## 2. Project Controls

### 2.1 Scope



#### Observations

- Of the 852 requirements listed in Exhibit C Workday Contract that were not initially assessed by the Workstream Leads, the Workday Team identified 132 that need to be reviewed by the Workstream Leads to determine if they are still needed in Phase 2.
  - The Workday analysis identified the other 720 requirements as either out of scope or met in Phase 1. Gartner understands that the Workstream Leads will have the opportunity to review and request that any requirements identified as out of scope by Workday instead be included in Phase 2 scope if justified as critical to the success of the Phase 2 implementation.
- The City Project Management Team is aiming to baseline the Phase 2 scope by the end of February.

#### Recommendations

*Continued from December 2022 QA Report*

- The HRP Project Management Team should:
  - Work with the Workstream Leads to confirm if any of the remaining unassessed requirements need to be added to the scope of Phase 2 and into the Phase 2 project plan;
  - If the Workstream Leads confirm any of the 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;
  - 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;
  - (added January 2023)* Give the Workstream Leads the opportunity to review the requirements deemed out of scope by Workday to justify if any are critical to the success of Phase 2.

*Continued from August 2022 QA Report*

- 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

#### Risk Level

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

- The project is completing unit testing, with 5 out of 7 workstreams having passed 100% of tests to be covered during unit testing. Some number of tests have been moved to End to End (E2E) testing when that was appropriate. Payroll has achieved a pass rate of 95% for its unit tests. (See Section 4.4 Testing for further detail.)
  - This has allowed the project to begin E2E test planning, even while some unit testing is continuing. Beginning E2E test planning is good for the overall project schedule and lowers schedule risk.
- The most significant risk to the schedule and to the project at this time is the Payroll module workload (~148 topics) that is in various states of configuration/operations discussions/ready for testing. (Note: This workload was previously referred to by Gartner as “unsolutioned workload”.) There has been substantial discussion among the PM Team and the Controller's Office regarding categorization of these topics and the approach to addressing them. (Note: Gartner participated in the development of the workload categorization model.)
  - The proposed approach for work in certain categories may require less time to complete than originally expected. This is good for the schedule and has the potential to reduce schedule risk. As the discussions proceed and agreement is reached on next steps, the impact on the schedule will be clearer. (See Section 4.3 Development & Configuration for more detail.)
- In previous reporting periods, it was noted there were 852 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. After PM Team review of the unassessed requirements, there are ~132 items remaining for Workstream review.
  - Due to the reduction in the number of unassessed requirements, and the process underway to complete this assessment, the schedule risk has been significantly reduced. However, there still remains a potential schedule risk as long as those ~132 items remain unassessed. (See Section 2.1 Scope for more detail.)

*Continued from December 2022 QA Report*

- 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.

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#### Recommendations

- See recommendations in the following sections which have an impact on Schedule:
  - 4.4 Testing
  - 4.3 Development & Configuration
  - 2.1 Scope
- Add dependencies to Project Plan tasks where applicable.

*Continued from December 2022 QA Report*



## 2. Project Controls

### 2.3 Change Management

Risk Level



#### Observations

- The Change Control Board meeting previously used for Phase 1 was repurposed to discuss Production change requests only. The HRP Project should re-establish a forum for the Change Control Board to discuss change requests specific to Phase 2. For example, a portion of the existing Change Control Board meeting currently being used to discuss Production change requests can be dedicated to Phase 2 change requests. Attendee and decision expectations should be communicated once this forum is established.
- The Change Control Guidance for the HRP Project Phase 2 is available on the HRP Project Website and accessible to all members of the HRP Project.

#### Recommendations

- The HRP Project Management Team should re-establish a forum for the Change Control Board to discuss change requests specific to Phase 2.

## 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. This role is expected to be filled by mid-February. In addition, Gartner understands that the Controller's Office will be brining on ~4 additional staff members to support E2E testing. These staff members have not been onboarded yet.</li> <li>The Payroll Workstream Co-Lead has begun to lead some Payroll-related meetings.</li> <li>Having Department testers participate in unit testing was essential to not only completing the testing effort, but also to allowing key Department staff to become familiar with the system. There were delays in completing some unit tests due to Departments not being able to assign testers at the needed level of density.</li> <li>Department testers will be critical to the successful completion of E2E testing, particularly for the Payroll module. However, the Project does not yet have a clear estimate of the workload associated with E2E testing by module. This level of estimation is required in order to request the appropriate number of staff from Departments to support the E2E testing effort for each module. <ul style="list-style-type: none"> <li>This issue is time critical, as the request to Departments for testing resources must go out very quickly in order for those resources to be identified, assigned, onboarded, trained and ready to begin testing in March.</li> </ul> </li> <li>There is a lack of visibility into the actual number of staff members that are assigned to HRP Phase 2, the density at which they are assigned to the Phase, and the workstreams that they are supporting. Accurate information about available HRP staff members and their assignments will give the PM team good data to use in planning E2E testing, including identifying the number of Department testers needed to augment HRP staff, setting weekly targets for test completion by tester/Department/module, and estimating testing completion dates. <ul style="list-style-type: none"> <li>The Workstreams completed a Workstreams Assignments Google Sheet in September 2022 to document this information, but it is likely no longer be up to date.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Estimate the number of Department testers needed by module based on a variety of inputs, including: <ul style="list-style-type: none"> <li>Total number of scenarios per module</li> <li>Estimated time to complete each scenario</li> <li>Estimated weekly test completion rate per tester</li> <li>Total number of testers needed</li> <li>Portion of the total scenarios that should be tested by Departments vs. HRP Project staff</li> </ul> </li> <li>As each E2E testing cycle nears completion, revisit workload and resource estimates for Department testers and proactively adjust the request to Departments (if possible).</li> <li>Sponsor Department Project Managers and Workstream Leads should update the Workstream Assignments Google Sheet with staff assigned to HRP Phase 2, their total assigned density per week, and the portion of their total Phase 2 time dedicated to each workstream.</li> </ul>

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## 2. Project Controls

### 2.5 Risks and Issues

#### Risk Level



#### Observations

- As of 2/7/23, there are 64 past due Risks, 44 past due Issues, 37 past due Decisions, 3 past due Actions, and 1 past due Change Requests. Many of these items have due dates that go back to November/December 2022, with others dating back to 2021. The number of open RIDAC items appear to be growing week over week. It is unclear what is being done on a regular basis to address this backlog of RIDACs.

*Continued from December 2022 QA Report*

- 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.

*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. The documented process could benefit from additional details (see recommendations).

#### Recommendations

*Continued from December 2022 QA Report*

- The PMO should validate the priority/impact assigned to RIDACs follow an established, consistent process as documented in the RIDAC management process, and ensure all high priority/impact items are raised in a consistent matter.

*Continued from September 2022 QA Report*

- 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, including a review of the legacy RAIDQ.
- 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.
- 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 closing/resolving a RIDAC, converting a RIDAC, etc.),
  - 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.

## 2. Project Controls

### 2.6 Quality Assurance



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The City PMO and Workday established milestone sign-off criteria for the Configure &amp; Prototype Stage of Phase 2 (Note: Gartner provided input into this criteria). Although Test Stage planning activities have already begun, the Project Management Team will present the Configure &amp; Prototype Stage milestone criteria to the Steering Committee and request their review and approval.</li><li>▪ It is important to note the approval of the Configure &amp; Prototype Stage should take into consideration the remaining Payroll workload to be prioritized and addressed (See Section 4.3 Development &amp; Configuration for additional details).</li></ul> <p><i>Continued from August 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ Gartner assumes all project tasks within the Plan and Architect &amp; 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.</li></ul>	<ul style="list-style-type: none"><li>▪ The Steering Committee should review and approve the Configure &amp; Prototype Stage milestone prior to the Project formally entering the Test Stage.</li></ul> <p><i>Continued from August 2022 QA Report</i></p> <ul style="list-style-type: none"><li>▪ 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.</li></ul>

# 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



Observations	Recommendations
<p><i>Continued from December 2022 QA Report</i></p> <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>	<p><i>Continued from December 2022 QA Report</i></p> <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>As part of the effort to prioritize the remaining workload for the Payroll workstream (see Section 4.3 Development &amp; Configuration for additional details), the City and Workday Payroll Workstream Leads and the PM Team agreed the completion of business process documentation for several payroll topics is not dependent on finalizing design decisions. This has helped bring clarity to the items the Payroll team can test in parallel to completing business process documentation as well as items that are independent of Workday configuration altogether.</li><li>It will be important to closely monitor the progress of business process documentation as conflicting priorities and activities continue to arise for the Payroll workstream (e.g., E2E planning and testing). Accenture regularly reports on outstanding business process items and decisions, and the PMO continues to track the progress of this effort in the Project Plan.</li><li>Gartner understands the Controller's Office has hired and will be onboarding an additional resource to provide administrative support for the HRP Controller Team. This resource is expected to join the Project in mid-February. 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>See Section 4.3 Development &amp; Configuration for related recommendations.</li></ul> <p><i>Continued from December 2022 QA Report</i></p> <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

*Continued from December 2022 QA Report*

- 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.

### Recommendations

*Continued from December 2022 QA Report*

- No recommendations at this time.

# 4. Solution Development & Implementation

## 4.3 Development & Configuration



Observations	Recommendations
<ul style="list-style-type: none"><li>As noted in Section 2.2 Schedule, there has been substantial discussion among the PM Team and the Controller’s Office regarding categorization of the remaining workload for the Payroll Workstream and the approach to addressing it. (Note: Gartner participated in the development of the workload categorization model.) This categorization effort determined the remaining workload for Payroll consists of ~148 payroll topics in various states of configuration/operations discussions/ready for testing and has brought clarity to topics that should be prioritized/have time sensitive next steps (e.g., testing).</li><li>The PM Team and the Controller’s Office continue to align on the categorization of these topics and prioritize next steps accordingly. There is early agreement on the categorization of many of the topics in question, but it remains to be seen what the final amount of work is that still requires solutioning, and what amount of work is already configured and ready to be tested (i.e., does not require solutioning). Until agreement is reached, the determination of the time/effort/resources required to address the remaining workload for the Payroll workstream remains to be determined.</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>The PM Team and Payroll Workstream should continue prioritizing discussions on the categorization of the Payroll workload until alignment is achieved on all topics.</li><li>The Payroll Workstream should proceed with the determined next steps for items where alignment is achieved.</li><li>The PM Team should ensure prioritized topics are scheduled for discussion and completion accordingly.</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></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

- Unit Testing was extended into the month of January. All workstreams with the exception of Payroll were required to meet an 80% unit testing pass rate; this was achieved by the anticipated (albeit extended) due date of 1/12. The threshold for the Payroll workstream is 100% pass rate due to the nature and priority of its tests. Unit testing for all workstreams continued into the month of February, with a focus on resolving failed tests and all reaching a 100% pass rate. See screenshot for the pass and execution rate of unit tests for each workstream as of 2/6.

Workstream	Total Scenarios	Total Passed as 2/6/23		Total Executed as 2/6/23	
Absences	878	878	100.00%	878	100.00%
Benefits	42	42	100.00%	42	100.00%
Compensation	210	210	100.00%	210	100.00%
Integrations	101	94	93.07%	100	99.01%
Payroll	1182	1132	95.77%	1176	99.49%
Security	107	107	100.00%	107	100.00%
Time Tracking	911	911	100.00%	911	100.00%

Source: HRP PM Team. As of 2/6/23.

- As part of meeting the unit testing exit criteria, the PM Team facilitated discussions with each workstream regarding the deferral of unit tests to the E2E or Payroll Parallel testing cycles, if deemed appropriate. Deferring unit tests to a subsequent testing cycle may increase the workload of these testing cycles and could impact the time previously allotted to completing the next testing cycles. At the very least, resources may need to be adjusted to accommodate the increase in E2E and/or Payroll Parallel testing scope and the incorporation of these deferred tests into subsequent testing cycles should be done in a way that does not elongate the project schedule.
  - Additionally, Gartner understands any outstanding tests from Phase 1, such as deferred tests and failed tests w/ Medium or Low priority defects, will also be incorporated and considered into the scope of E2E testing for Phase 2 as appropriate.
- Considering unit testing was extended into the month of January, E2E planning activities were initiated in parallel to mitigate risk to the project schedule. The Workstreams began reviewing E2E test scenarios provided by Workday while simultaneously completing unit testing. The Project Team will continue to experience this overlap in testing and other project activities, which may make it difficult to appropriately allocate resources and prioritize workloads.

### Recommendations

- In advance of E2E testing execution, the Project Management Team should:
  - Validate that any deferred tests are incorporated into E2E testing scenarios, as appropriate. The timing of when each of these tests are actually executed should be tracked within the RTM;
  - Confirm that resource estimates for E2E testing take into consideration the entirety of the E2E testing scope (inclusive of deferred tests);
  - Determine the impact to the Test Stage timeframe and overall project schedule, if any, due to any changes of the E2E testing scope, and determine mitigation steps where necessary.
- As part of the E2E Kickoff, which is scheduled to occur in late February, the PMO should orient all testers to steps, timing, their responsibilities, along with expectations about meeting attendance, monitoring/reporting on activity, and resources available to support testers during the process.

# 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

- During Unit Testing, some unit tests initially assigned to Department testers needed to be reallocated to the HRP Project Team for timely completion. This is not ideal considering the importance of department involvement in the validation of Workday configuration against the City's requirements. This should be incorporated as a lesson learned into the planning for E2E Testing.
- Currently, the timing and details for Departmental Tester participation during E2E Testing is not clear to the Gartner Team. As planning for E2E testing begins, it will be essential to get improved participation from the Department testers, including the appropriate number of testers, density of each tester, and consistent participation from beginning to end of the E2E process. (See Section 2.4 Resources for more detail.)
- Gartner expects the same resource issues that have challenged the Payroll module during Unit Testing will continue in End to End and Parallel Testing. Identifying the totality of the testing workload, and the full complement of HRP team members assigned to the project (and at what density) will help the PM Team plan more accurately, increasing the likelihood of completing testing closer to the target schedule. (See Section 2.4 Resources for more detail.)
- Gartner understands the use of Kainos is restricted to a defined scope. There is still benefit to leveraging this tool to assist with the completion of and/or validation of E2E or Payroll Parallel testing scenarios, if scope allows. The use of this tool and the remaining scope to be utilized should be discussed with the Project Management Team, ultimately with feedback from the Workstream Leads, and incorporated into the test management plan as appropriate.

*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.

#### Recommendations

- See Section 2.4 Resources for recommendations related to Department testers.

*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

Risk Level



### Observations

- Department sign-off on Integration Design Documents (IDDs) remains low. The Integrations Workstream aimed to receive sign-off on all Phase 2 IDD by the end of January. However, only 35% of all Phase 2 IDDs received sign-off.
  - Not receiving timely approval by the respective City departments on integration design and requirements poses a risk to the integrations already developed and/or pending development. Department review could determine a need for rework and/or retest and ultimately cause a project delay. As part of the effort to baseline the Phase 2 scope by the end of February, the PMO is working with the Integrations Workstream to achieve sign-off on all remaining Phase 2 IDD.
- Additional integrations were recently added to Phase 2 scope as a result of recent design decisions. As noted in the December 2022 QA Report, outstanding design decisions being made in other workstreams 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).

### 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.

# 4. Solution Development & Implementation

## 4.6 Deployment

### Risk Level



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ In early January, the HRP Steering Committee agreed to begin the E2E tenant build while unit testing continued. Since the E2E tenant build began, the Workday Team is responsible for tracking any configuration changes made in the unit testing tenant and manually entering those changes into the E2E tenant to ensure tenant synchronization. Gartner understands the Data Conversion Team will also utilize audit reports to compare configuration between the two testing tenants.</li><li>▪ Workday and the City are also monitoring any changes being made to the City's Workday Production configuration during this time and will move high impact items into the E2E tenant build.</li></ul> <p><i>Continued from December 2022 QA Report</i></p> <ul style="list-style-type: none"><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>	<p><i>Continued from December 2022 QA Report</i></p> <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

### Risk Level



### Observations

- Data conversion activities for building the Phase 2 E2E testing tenant began in January. Gartner understands the Workstreams reviewed the data extracted from PaySR prior to being loaded into the E2E tenant and will also have the opportunity to validate the that data was loaded correctly prior to E2E testing beginning. These are critical steps to ensuring the accuracy of the data upon which E2E tests will be executed.
- Data conversion activities for the E2E build are on a tight schedule and these activities are typically labor-intensive. Considering many project activities are being completed in parallel (e.g., unit test execution, E2E scenario review, data validation), it will be crucial for the Workstreams to dedicate the appropriate resources to completing these activities within the time allotted to avoid any delays to E2E test execution. These activities are reported to the Workstreams on a regular basis during the twice weekly PMO meetings.

*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

- The PMO should confirm the level of effort and resources required to conduct functional data validation of the E2E tenant are sufficient and expectations are established with the Workteams in advance in order to remain on schedule with E2E planning activities.

*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 started creating design documents for reports.</li><li>▪ The Workstream has requested samples of current reports from City report owners, but the Workstream is not receiving the needed response from the report owners.</li><li>▪ Similarly, the Workstream has been encountering issues with getting City report owner availability for requirements gathering sessions.</li><li>▪ These issues have been escalated to the PM Team for assistance in resolution. Communication to the supervisors/managers of the report owners regarding the need to prioritize report owner participation for the benefit of their Department may help improve response timeliness. Communication from HRP Sponsors to the appropriate GMs could be considered if report owners continue to be unresponsive to initial outreach.</li></ul>	<ul style="list-style-type: none"><li>▪ Communicate with the supervisor/manager of the non-responsive City report owners regarding the importance of this effort to the future reporting capabilities of their Department and reiterate needed information and timelines.</li></ul>

# 6. End User Implementation

## 6.1 Organizational Change Management



### Observations

- The Communications Workstream has begun executing against the Communications Plan, including a recent communication signed by all HRP Sponsors informing General Managers about the roles, responsibilities, expectations and benefits of their staff’s participation in the Change Network.
- The first Phase 2 Town Hall is scheduled for early March.
- The Workstream is continuing to conduct ongoing check-ins with the 24 Tier 1 Departments. These offer a frequent opportunity for the project, including specific modules, to communicate with those Departments.

### Recommendations

- No recommendations at this time.

# 6. End User Implementation

## 6.2 Training & Knowledge Transfer



### Observations

- The Training Workstream is working on an approach and curriculum for training Department testers to perform basic functions in Workday that will be needed to execute E2E tests. Actual training materials and job aids are scheduled to be complete by 2/27 in preparation for delivering training to Departmental testers as needed in March.
- Training should also cover any topics/tasks in the testing process that are needed in all modules. For example, where to find test scenarios, how to report results, where to go for support, what meetings they are expected to attend, etc. If these topics that are standard across all modules can be covered in training, that removes those training responsibilities from the Workstream Leads.
- Ideally, in addition to basic Workday functions, the training would cover any topics/tasks that are specific to each functional area. This would ensure training for E2E testers is comprehensive enough to adequately support E2E test execution. Training should be coordinated in alignment with the E2E scenarios pertaining to each workstream and should be conducted in advance of when department tester participation is scheduled for each functional area. Again, this would provide support for Workstream Leads who must do this task and improve the outcomes for Departmental tester participation through high quality, repeatable training.

*Continued from December 2022 QA Report*

- 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.

Content contained in this document is as of 2/7/23.

### Recommendations

- Consider including in E2E Department Tester Training additional topics that are applicable to all modules (e.g., steps in the testing process, tracking progress, where to get support, etc.)
- The OCM Team in collaboration with the City Workstream SMEs should consider developing/coordinating training for E2E testers that is module-specific and in alignment with the workload assigned to Department Testers.
- Ensure that E2E Department Tester Training is held in advance of when tester participation is required for their assigned tests.

*Continued from December 2022 QA Report*

- 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 Controller's Office has determined an overall approach for executing the more technical aspects of post-go-live payroll operations. It is in the process of onboarding partner support for these activities.
- The staff who will be responsible for these tasks after go-live are expected to support testing as a method of knowledge transfer. It is expected that new staff members will be available to support E2E testing, but it is unclear to the Gartner team at this time when the full complement of additional partner staff members will be onboarded and in place.
- There is a need for the Controller's Office, ITA and CAO to get to a greater level of clarity around responsibility for specific post-go-live payroll operation tasks. Because the Workday system is new to the City, the Workday Team will need to be involved in identifying tasks as input into this discussion. A responsibility matrix containing key tasks and responsible/supporting parties would provide a straightforward structure for capturing agreements among the Departments.
- The revision of the Draft Sustainability Plan has remained on hold while discussions regarding post go live responsibility and operations are underway.

### Recommendations

- Create a responsibility matrix showing key post-go-live payroll operation tasks and responsible vs. supporting Departments/units.
- 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

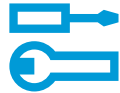


# Monthly Quality Assurance Reporting Methodology

- 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).



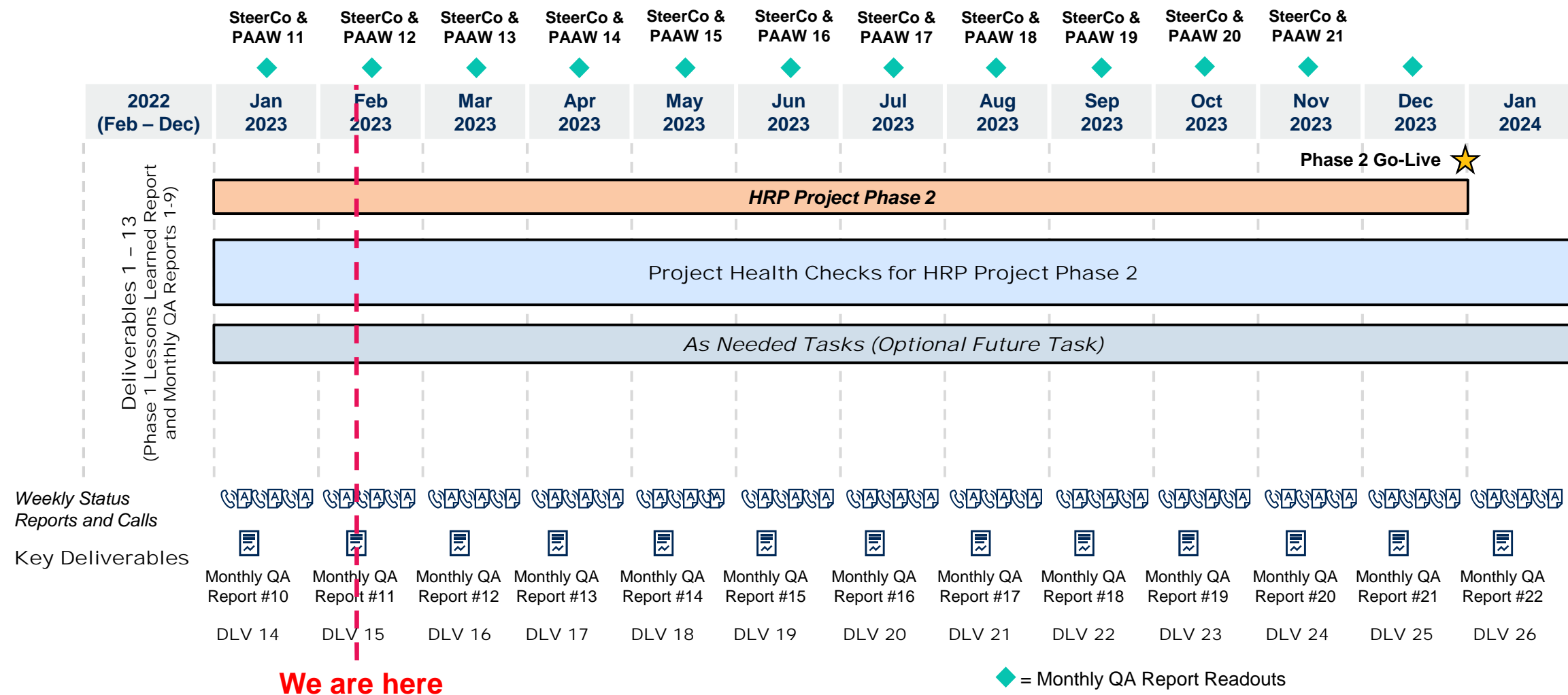
**Issues:** Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.



**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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