

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: March 17, 2023

CAO File No. 0220-05727-0016  
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 March 7, 2023

Subject: **GARTNER, INC. HUMAN RESOURCES AND PAYROLL PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – FEBRUARY 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 February 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 projected 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 February 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:11230094*

# HRP Project Quality Assurance Services

## Monthly QA Report — February 2023

Prepared for: City of Los Angeles  
March 7, 2023

Version 2

Engagement #: 330065784

Deliverable #16: Monthly QA Status Report #12

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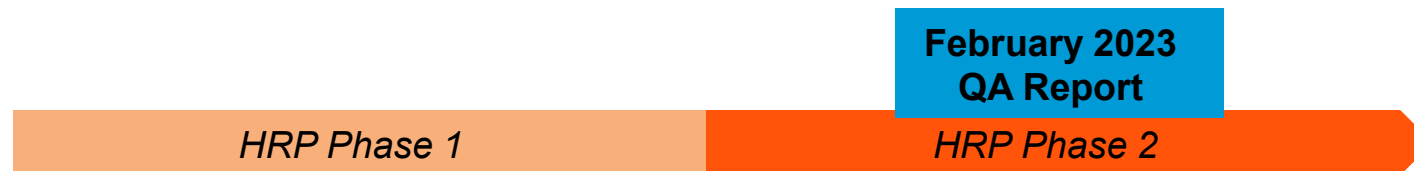
# Executive Summary



# Monthly Quality Assurance Reporting Methodology (1 of 2)

## Introduction to February 2023 QA Report

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

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

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

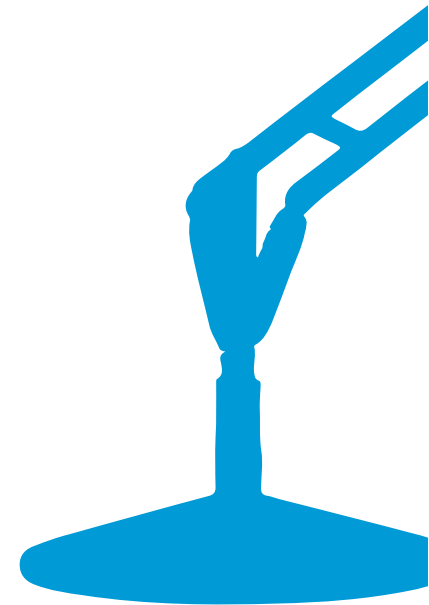
▲ = Increase in rating and risk from last reporting period  
▼ = Decrease in rating and risk from last reporting period  
■ = Risk Categories with Minimal Impact on HRP Project Health



# Executive Summary

## HRP Monthly QA Report — Key Takeaways

- **The HRP Executive Steering Committee formally approved completion of the Configure & Prototype Stage and the Project has entered the Test Stage.**
  - This is a significant milestone for the Project. The signoff of the Configure & Prototype Stage indicates the Project's readiness to begin testing the Workday solution against the City's Phase 2 requirements. The Test Stage includes End-to-End (E2E) Testing, Payroll Parallel Testing, and User Acceptance Testing.
- **Some of the remaining workload for the Payroll Workstream has been deprioritized in favor of E2E activities, which has the potential to impact the Project Schedule.**
  - The Controller's Office and the PM Team have made significant progress in categorizing and agreeing upon next steps for addressing the remaining workload for the Payroll Workstream. However, items that require design decisions to be made have been deprioritized to allow the team to focus on E2E testing startup activities. This puts the Payroll Workstream at risk for not completing design decisions on this workload with enough time to configure and test within the planned E2E testing schedule. This could impact the overall Project Schedule.
- **Completing E2E testing by the scheduled due date will require actively managing E2E tester assignments and results through ongoing monitoring, outreach and support.**
  - To increase the likelihood of completing E2E testing by the target schedule, it will be essential to manage department testers in a way that maximizes their productivity. This should include engaging the right number of testers at the right time, aligning tester workload with the assigned density of each tester, and proactively engaging and supporting testers to help achieve required test execution rates.



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# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (1 of 2)

#### 2.2 Schedule

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

#### 2.4 Resources

- Assign weekly testing workload based on the weekly density of each tester.
- Identify gaps in tester density and planned tests (based on E2E burndown chart, see Section 4.4 Testing for related recommendations) and enlist testers from Departments who have not yet provided their full set of requested testers.
- Report to the Steering Committee and Department Executives on weekly tester throughput.
- As each E2E testing cycle nears completion, revisit workload and resource estimates for Department testers and proactively adjust the request to Departments, if needed.

# Executive Summary

## HRP Monthly QA Report

### Key Recommendations (2 of 2)

#### 4.3 Development & Configuration

- The Payroll Workstream and PM Team should assign the resources needed to move the Payroll items in Category 2 forward, so configuration can be completed in time for the City to test these topics in the upcoming E2E test cycles.
- 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.

# Detailed Findings & Recommendations

# HRP Project Health Assessment Dashboard

Current Overall HRP Project Health ▼



Previous Overall Status (January 2023) ▲

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

		Risk Level	
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	4.2 Architecture & Design		
	4.3 Development & Configuration	5	5
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	4.5 Interfaces & Integrations	3	2
	4.6 Deployment	2	2
5. Data Management	5.1 Data Controls	2	2
	5.2 Data Conversion	2	3
	5.3 Reporting & Analytics	2	2
6. End User Implementation	6.1 Organizational Change Management	1	1
	6.2 Training & Knowledge Transfer	2	3
	6.3 Support	4	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.*

- Gartner understands the Project Management (PM) Team has finalized the HRP Phase 2 Project Charter that reflects the feedback provided by the Workstream Leads. Gartner understands that the next step is for the HRP Steering Committee Sponsors to review and approve the Charter.
- The HRP Steering Committee Sponsors agreed on February 15 to approve completion of the Configure & Prototype Stage of the Project and move into the Test Stage. See Section 2.6 Quality Assurance for additional details.

*Continued from January 2023 QA Report*

- 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

*Continued from January 2023 QA Report*

- 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



Observations	Recommendations
<ul style="list-style-type: none"><li>The HRP Steering Committee Sponsors continue to be actively engaged in the project. Sponsor communication directly to City General Managers is leveraged for project activities requiring timely completion (e.g., Supervisory Organization updates). The Project continues to use the Sponsors as a point of escalation as appropriate.</li><li>Controller Kenneth Mejia has agreed to speak at the HRP Citywide Town Hall scheduled for March 23.</li><li>On February 21, the City Council’s Personnel, Audits and Hiring Committee approved a motion that instructs the HRP Sponsor Departments (ITA, Personnel, CAO, and Controller) to report to the Committee on Phase 1 and 2 of the HRP Project, including knowledge gained from Phase 1, current status of Phase 2, impact of the Project’s implementation on hiring, and the resources needed to accelerate the timeline to complete the Project. The Committee requested the report be provided 30 days from the approved motion, around the end of March.</li></ul>	<ul style="list-style-type: none"><li>No recommendations at this time.</li></ul>

# 1. Strategy & Leadership

## 1.3 Vendor Management



Observations	Recommendations
<ul style="list-style-type: none"><li>Vendors such as Workday and Accenture are providing additional resources to support the HRP Workstreams in various capacities. See Section 2.4 Resources for additional details.</li></ul>	<ul style="list-style-type: none"><li>No recommendations at this time.</li></ul>

# 2. Project Controls

## 2.1 Scope



Observations	Recommendations
<ul style="list-style-type: none"> <li>On March 1, the HRP Steering Committee Sponsors agreed to formally freeze the scope for Phase 2. It is now expected that the Phase 2 Change Control Guidance as posted on the HRP Project Website will start to be enforced for Phase 2.</li> <li>The Project Management Team is working on finalizing the full list of Phase 2 functional requirements to be met as part of the Phase 2 scope. The requirements that have been determined to-date includes a combination of an initial review by the Workstreams for a subset of the 852 requirements listed in Exhibit C Workday Contract (performed back in August 2022), and an analysis of the same Exhibit C Workday Contract by both Workday and the City Project Management Team. <ul style="list-style-type: none"> <li>Gartner understands the Project Management Team will request the Workstream Leads review this latest list of Phase 2 functional requirements and agree on: 1) any requirement included in the list that was not part of their initial review back in August 2022 but deemed to be needed for Phase 2, and 2) any requirement deemed out of scope is not needed for Phase 2.</li> <li>Once the Workstream Leads agree on the final list of Phase 2 functional requirements, the Project Management Team will record these in the HRP Phase 2 Project Plan and organize them by their respective module.</li> <li>This has now become a time critical issue, hence the increase in risk level within this risk category.</li> </ul> </li> <li>Considering some Workstreams still have outstanding design decisions and configuration in some areas, the final design decision may uncover a new requirement and may be deemed a Phase 2 change request, potentially impacting the Phase 2 scope.</li> </ul>	<ul style="list-style-type: none"> <li>The Project Management Team should prioritize the resolution of outstanding Phase 2 design and configuration decisions to minimize the possibility of resulting requests for additional Phase 2 scope.</li> <li>See Section 2.3 Change Management for related recommendations.</li> </ul> <p><i>Continued from December 2022 QA Report</i></p> <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 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 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> <li><i>(added January 2023)</i> 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.</li> </ul> </li> </ul>

# 2. Project Controls

## 2.2 Schedule



Observations	Recommendations
<ul style="list-style-type: none"><li>Unit Testing concluded on 2/8/23, a little over a month after the initial expected completion date of 12/30/22. Not all Workstreams passed 100% of their tests and the remaining tests were moved into the E2E testing scope. See Section 4.4 Testing for additional detail.</li><li>Similar to last month’s observations, the most significant risk to the schedule and to the Project at this time is the Payroll module workload (See Section 4.3 Development &amp; Configuration for additional detail). While the approach to addressing the workload is known and agreed to, completing next steps for some of these topics have been deprioritized as the Payroll Workstream focuses on E2E planning and testing activities. This only compounds the remaining work the Payroll Workstream will need to complete and puts the Workstream at risk for not having these topics configured in time to be tested during E2E.</li><li>There still remains a potential risk to the schedule of being overstated or understated due to the outstanding assessment of all Phase 2 functional requirements to met as part of the Phase 2 scope. See Section 2.1 Scope for more detail.</li></ul> <p><i>Continued from December 2022 QA Report</i></p> <ul style="list-style-type: none"><li>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.</li></ul>	<ul style="list-style-type: none"><li>See recommendations in the following sections which have an impact on Schedule:<ul style="list-style-type: none"><li>2.1 Scope</li><li>2.4 Resources</li><li>4.3 Development &amp; Configuration</li></ul></li></ul> <p><i>Continued from December 2022 QA Report</i></p> <ul style="list-style-type: none"><li>Add dependencies to Project Plan tasks where applicable.</li></ul>

# 2. Project Controls

## 2.3 Change Management



Observations

- As noted in Section 2.1 Scope, the Phase 2 Change Control Guidance as posted on the HRP Project Website will start to be enforced for Phase 2. Gartner understands the bi-weekly PMO meetings will be the forum to discuss any Phase 2 change requests, with all change requests brought to the Steering Committee for final approval.
- There is a possibility the Phase 2 functional requirements review by the Workstreams (see Section 2.1 Scope) may result in scope change requests, particularly if a Workstream feels a requirement previously deemed out of scope by Workday or the Project Management Team is in fact needed for Phase 2. Gartner assumes the final determination of any requirement up for discussion will follow the Phase 2 Change Control Guidance process.
- Considering some Workstreams still have outstanding design decisions and configuration in some areas, the final design decision may uncover a new requirement and may be deemed a Phase 2 change request, potentially impacting the Phase 2 scope. Similar to the above, Gartner assumes a resulting change request will follow the same Phase 2 Change Control Guidance process.

Recommendations

- No recommendations at this time.

## 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

- Workday will be providing additional resources to support the City's Compensation Workstream with a variety of project activities. This should provide some relief to the very short-staffed Compensation Workstream who support both Phase 1 production operations and Phase 2 project activities.
- The Controller's Office is also in the process of acquiring additional resources from Accenture to support HRP testing activities. These resources are expected to support Core HRP team members and the Central Payroll team in conducting Payroll testing, as well as support Departmental testers with Time Tracking testing. The final scope of support from Accenture is still in the process of being determined.
- The Controller's Office onboarded 1 FTE to provide administrative support for the Payroll Workstream. Resources from the Central Payroll team have also been added to the Project to support testing for the Payroll and Time Tracking Workstreams. Involvement from the Central Payroll Team during testing is expected to help with knowledge transfer and support of the system post go-live. The Central Payroll Team will have minimal participation in the Project during payroll weeks due to their ongoing payroll operations responsibilities.
- Over 250 testers from various City departments have been engaged by the Workstreams to support the various E2E testing cycles. The Project Management Team performed specific outreach to Tier 1 and Tier 2 Department Executives requesting HR liaisons, Payroll liaisons, and Timekeepers as testing resources. This is expected to help the Project by: 1) increasing throughput of test execution, 2) allowing key Department staff to become familiar with the system ahead of go-live, and 3) validating Workday configuration against the City's operational processes.
- The additional resources referenced above are a positive change for the project and are expected to yield the noted benefits in future reporting periods. Because those benefits have yet begun to be realized, the risk level in this risk category remains the same as during the last reporting period.
- Although many testers have been engaged to support E2E testing, the daily average throughput of executed tests started off low in the first two weeks of E2E Testing. To increase the likelihood of completing E2E testing by the target schedule, it will be essential to manage department testers in a way that maximizes their productivity, including engaging the right number of testers at the right time, aligning testing workload with the assigned density of each tester, and proactively engaging and supporting testers.
- The Project Management Team has requested the Workstream Leads update the Workstream Assignments Google Sheet with the actual resources supporting Phase 2 across Workstreams. This process is underway.

#### Recommendations

- Assign weekly testing workload based on the weekly density of each tester.
- Identify gaps in tester density and planned tests (based on E2E burndown chart, see Section 4.4 Testing for related recommendations) and enlist testers from Departments who have not yet provided their full set of requested testers.
- Report to the Steering Committee and Department Executives on weekly tester throughput.

*Continued from January 2023 QA Report*

- As each E2E testing cycle nears completion, revisit workload and resource estimates for Department testers and proactively adjust the request to Departments, if needed.



# 2. Project Controls

## 2.5 Risks and Issues



Observations	Recommendations
<ul style="list-style-type: none"><li>In past QA reports, Gartner reported metrics on past due RIDACs and observed these to be steadily increasing. Gartner learned these metrics included RIDACs that were already closed, and thus the count of past due RIDACs that are active is less than originally reported.<ul style="list-style-type: none"><li>As of March 3, there are 5 past due Risks, 30 past due Issues, 32 past due Decisions, 2 past due Actions, and 1 past due Change Requests. Some of these items have due dates that go back to November/December 2022, with others dating back to 2021.</li><li>Additionally, there are a significant number of Actions that do not have a due date indicated (86 total).</li><li>Maintaining the integrity of RIDACs with updated due dates maintains accountability and is essential to monitoring the overall health of the Project.</li></ul></li></ul>	<ul style="list-style-type: none"><li>Update past due, active RIDACs with new due dates based on input from RIDAC owner/Workstream Leads.</li><li>Assign due dates to active RIDACs that do not currently have a due date identified.</li></ul>



# 2. Project Controls

## 2.6 Quality Assurance



Observations	Recommendations
<ul style="list-style-type: none"><li>▪ The HRP Steering Committee Sponsors agreed on February 15 to approve completion of the Configure &amp; Prototype Stage of the Project and formally enter the Test Stage. At the time of sign-off, two criteria part of the Configure &amp; Prototype Stage milestone were still in progress related to Phase 2 E2E Test Preparation and the development of a Production Preparedness Structure and Support Model. The current statuses on these two items were presented to the Sponsors and they were informed by the PM Team these would continue to be actively worked on until completion.</li><li>▪ The effort to categorize and prioritize the remaining workload for the Payroll Workstream was also presented to the Sponsors on February 15 (see Section 4.3 Development &amp; Configuration for additional details). While not formally part of the Configure &amp; Prototype Stage sign off criteria, this effort has a direct impact on determining the readiness of the Payroll Workstream for testing. The Project Management Team will continue to facilitate this work throughout the Test Stage.</li><li>▪ Project plan tasks that fall under the Architect and Configure &amp; Prototype Stages are still not 100% complete even though the Project has entered the Test Stage. While not formally part of the Configure &amp; Prototype Stage sign off criteria, not having these tasks complete indicates overlapping design and configuration activities with current testing activities. Gartner understands the Project Management Team is monitoring the progress of these outstanding tasks and reports on them to the Steering Committee and PMO on a regular basis.</li><li>▪ As noted in previous reporting periods, Gartner does not see any evidence that exit criteria has been established for the Test Stage. Entry and exit criteria for the Deploy (and final) Stage of the project remains to be established as well. Establishing entry and exit criteria in advance sets clear expectations on the goals and any KPIs to be achieved as part of each Stage, helping the Project further prioritize tasks to be completed.</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



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 Project Management Team is working on finalizing the full list of Phase 2 functional requirements to be met as part of the Phase 2 scope. See Section 2.1 Scope for additional details.</li><li>Gartner understands the Project Management Team will use the final list of Phase 2 functional requirements to track the completion of design, configuration and testing for each requirement. It has not yet been determined if this mapping will be tracked within the Phase 2 Project Plan or through some other mechanism for easier readability. This traceability cannot be completed until the final list of Phase 2 functional requirements is finalized. See Section 2.1 Scope for additional details.</li><li>Considering the Project has exited the Configure &amp; Prototype Stage and is well into the Test Stage, Gartner considers completing the above traceability to be of utmost importance for the Project to confirm the entirety of Phase 2 functional requirements have been configured and ultimately tested. As part of E2E testing, the Project should be able to verify, using the Project’s RTM, that all Phase 2 functional requirements have been successfully tested (passed) and the final solution meets the stated requirements. This should be added as an exit criteria to the Test Stage.<ul style="list-style-type: none"><li>(Note: Gartner has reported in previous QA reports that the above mapping should have acted as validation for the Project to exit the Configure &amp; Prototype Stage (i.e., all requirements have been configured) and enter the Testing stage. This was not done prior to exiting the Configure &amp; Prototype Stage).</li><li>This is now a time critical activity, hence the increased risk level associated with this risk category.</li></ul></li></ul> <p><i>Continued from August 2022 QA Report</i></p> <ul style="list-style-type: none"><li>It is unclear whether deferred functionality from Phase 1 has been incorporated into the Phase 2 project plan.</li></ul>	<ul style="list-style-type: none"><li>See Section 2.1 Scope for related recommendations.</li><li>Develop an RTM that clearly and consistently tracks and reports the completion of design, configuration and testing for all Phase 2 requirements. This should be reviewed and approved by the Workstreams and presented to the Steering Committee for approval as part of the Test Stage exit criteria.</li><li>The Project Management Team should bring clarity to the Workstreams on those requirements that were “deferred” from Phase 1 and determine if any Phase 1 requirements not met in Phase 1 can be incorporated into Phase 2 (and what the process is for doing so), or if deferred Phase 1 requirements need to follow the City’s established HR/Payroll Production Governance procedure.</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 4.3 Development &amp; Configuration, and section 4.4 Testing for related observations and recommendations).</li></ul>



# 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



Table with 2 columns: Observations and Recommendations. Observations include payroll team engagement, progress on Phase 2 processes, and training materials. Recommendations include proactive identification of impacts and prioritization of future state business process discussions.





# 4. Solution Development & Implementation

## 4.2 Architecture & Design



Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations	Recommendations
<p><i>Continued from December 2022 QA Report</i></p> <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>	<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

## 4.3 Development & Configuration



Observations	Recommendations
<ul style="list-style-type: none"><li>The Project Management Team and the Controller’s Office aligned on the categorization of the remaining workload for the Payroll Workstream and determined next steps accordingly. The remaining workload consists of 152 topics that have been categorized into these high-level categories: 1) items that are configured and ready for E2E testing, 2) items pending design decisions by the City (i.e., configuration not complete), and 3) items that require City operational processes to be defined (i.e., business process mapping).<ul style="list-style-type: none"><li>Items in Category 1 and deemed ready for E2E testing have been assigned E2E test scenarios and incorporated into the overall E2E testing scope.</li><li>However, completing next steps for the items that fall within Categories 2 &amp; 3 above (~55 topic) have been deprioritized throughout the month of February due to E2E planning activities.</li><li>With the Project now in E2E testing, it will be critical to ensure appropriate time is allocated to the remaining topics in Categories 2 &amp; 3, particularly those that have a direct impact on the Project’s ability to configure and test payroll requirements. This will require offloading any non-priority workload from the necessary Payroll Workstream resources so these discussions are prioritized.</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.</li></ul>	<ul style="list-style-type: none"><li>The Payroll Workstream and PM Team should assign the resources needed to move the Payroll items in Category 2 forward, so configuration can be completed in time for the City to test these topics in the upcoming E2E test cycles.</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.</li></ul>

# 4. Solution Development & Implementation

## 4.4 Testing (1 of 2)

Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

### Observations

- Unit Testing concluded on February 8; any remaining tests were incorporated into the E2E testing scope. All Workstreams except for Payroll & Integrations reached a 100% pass rate by February 8. See screenshot to the right for the pass and execution rate of unit tests for each Workstream as of February 8.
- As noted in Section 2.6 Quality Assurance, the HRP Steering Committee Sponsors agreed on February 15 to sign off on the Configure & Prototype Stage of the Project and formally enter the Test Stage. By this time, the Project was well underway with E2E test planning, including identifying department testers, finalizing E2E test scenarios, and completing E2E tenant validation activities.

Cycle 1	Planned Tests	Passed	Failed	Remaining to be Tested	Average Tests Per Day	Comment / Notes
Week 1	285	76	84	125 + Retest	29	This week included a holiday and the Testing kickoff, therefore only 3.5 testing days
Week 2	199	11	13	175	45	Held Kickoff #2 adding another 75 Testers.
Week 3	469	-	-	-	-	-
Week 4	408	-	-	-	-	-
Week 5	101	-	-	-	-	-

Source: HRP PM Team. As of 3/3/23.

Workstream	Total Scenarios	Total Passed as 2/7/23		Total Executed as 2/7/23	
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	1155	97.72%	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 2/8/23.

- E2E testing began on February 21. E2E Testing will be executed in 4 cycles across a span of ~5 months. As shown in the screenshot to the left, the Project is currently in week 3 of Cycle 1. While initial ramp up to testing is expected, the daily average throughput of executed tests started off low in the first two weeks of testing. This will have a compounding impact on subsequent weeks that already have a significantly higher allocation of tests to be completed (over 400 tests planned to be executed in weeks 3 & 4).
- Increasing test execution throughput will be a direct result of providing sufficient tester support on a daily basis and managing tester assignments/productivity against determined availability. See Section 2.4 Resources for additional details.

### Recommendations

- Actively manage E2E tester assignments and results through ongoing monitoring, outreach and support. This is particularly important for Department testers.
- Create a burndown chart to determine the number of tests that need to pass over a weekly basis to achieve the target end date for E2E.
- See Section 2.4 Resources for recommendations related to Department testers.

Continued from January 2023 QA Report



# 4. Solution Development & Implementation

## 4.4 Testing (2 of 2)



### Observations

- In February, ITA received several training sessions on the Kainos tool. ITA and the Project Management Team are working through the process of potentially using Kainos for the remaining E2E testing cycles and eventually Payroll Parallel testing. This would provide an additional layer of validation on the completeness of the Workday solution meeting the City’s Phase 2 requirements.
- As part of E2E testing, the Project should be able to verify, using the Project’s RTM, that all Phase 2 functional requirements have been successfully tested (passed) and the final solution meets the stated requirements. This should be added as an exit criteria to the Test Stage.

*Continued from October-November 2022 QA Report*

- 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).
- The Project’s Phase 2 requirements traceability matrix should tie requirements to configuration and to associated test scenarios.

### Recommendations

- See Section 2.6 Quality Assurance for related recommendations.  
*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).

# 4. Solution Development & Implementation

## 4.5 Interfaces & Integrations



Observations	Recommendations
<ul style="list-style-type: none"><li>Progress was made last month in obtaining department sign-off on Integration Design Documents (IDDs). The Integrations Workstream with the help of the Project Management Team are working diligently with departments to obtain sign-off on all remaining Phase 2 IDD. As of March 2, 50% of Phase 2 IDDs have received sign-off (an increase from the 35% reported in last month’s QA report).</li><li>The Integrations Workstream continues to work on development of Phase 2 integrations and has also begun E2E testing. Communications were sent to both internal and external integration partners regarding the E2E testing cycle and new City integration mandates (SFTP encryption). Keeping the integration partners informed of current project status and testing requirements, such as timelines and expected involvement, is a proactive approach to obtaining timely response from integration partners.</li><li>As noted in last month’s QA report, there is still a risk that outstanding design decisions being made in other Workstreams could result in a delay and/or potential changes to the scope of Phase 2 integrations (e.g., new integrations may need to be added to the Phase 2 scope). Any resulting changes to current Phase 2 integration design should follow the HRP Project’s Change Control Guidance process.</li></ul>	<p><i>Continued from November 2022 QA Report</i></p> <ul style="list-style-type: none"><li>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.</li></ul>

# 4. Solution Development & Implementation

## 4.6 Deployment



### Observations

Continued from June 2022 QA Report

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

### Recommendations

Continued from June 2022 QA Report

- Update Cutover Plan, Cutover Checklist, and Go/No Go Criteria for Phase 2 using Phase 1 cutover as a reference.
- Incorporate Cutover activities into the Phase 2 project schedule.



# 5. Data Management

## 5.1 Data Controls



Observations	Recommendations
<ul style="list-style-type: none"> <li>Where Workday will now be the system of record for the City instead of PaySR for Payroll, Absence, Benefits, Time Tracking, and Enhanced Compensation functionality, the same level of data validations and/or automation leveraged in PaySR to prevent the entry of incorrect data must be configured in Workday. Gartner made this similar observation prior to Phase 1 go-live.</li> <li>Now that the Project is well underway with E2E testing, testing is likely to uncover the system dependencies users rely on in PaySR to enter accurate data/make changes. Identifying and applying the necessary data controls in Workday should be prioritized during testing and incorporated into relevant training materials as appropriate.</li> <li>Not having the proper data controls in place in Workday could lead to users having a steeper learning curve and delays in transactions post go-live, leading to user frustration and potentially damaging system perception or negatively impacting adoption. At worst this could also result in transaction errors or integration errors causing bad data to flow into Payroll processing, and ultimately leading to significant negative exposure for the City post go-live. These should be taken as lessons learned from Phase 1 go-live.</li> <li>The City is leveraging a security request/approval workflow in ServiceNow to manage security provisioning for Workday. Gartner also understands the Project will be working with City departments to review and update their security roles in Workday. It is not clear how often this will be requested of the City departments in preparation for Phase 2 go-live.</li> </ul> <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>	<ul style="list-style-type: none"> <li>Ensure that the same level of data validations/automations are configured in Workday where possible.</li> <li>The Project should establish a scheduled review of Workday security assignments by Departments on a regular basis.</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	Recommendations
<ul style="list-style-type: none"><li>A kickoff was held for the Project on February 13 to begin data and setup validation of the E2E Tenant Build prior to E2E testing beginning. The Workstreams were given a week to complete E2E tenant validation, which included validating overall tenant setup and all data was converted completely and accurately. Various scenarios and checklists were created and provided to tenant validators as part of this effort, which was critical to ensuring the accuracy of the data and tenant setup upon which E2E tests will be executed.</li><li>Unfortunately, not all tenant validation scenarios and defects were resolved prior to E2E testing beginning. This resulted in concurrent validation and E2E testing activities. Critical tenant validation items were addressed; however, it is best practice to not proceed with testing until the tenant is completely validated to minimize the risk of inaccurate test results. Due to the critical nature of the next tenant build and testing effort (Payroll Parallel), the Project should complete validation prior to beginning Payroll Parallel testing.</li><li>Each tenant build during an implementation should be treated as a dress rehearsal in preparation for cutover. Not meeting the expected deadline for completing the E2E tenant validation indicates better planning for this effort is required and/or the appropriate resources are dedicated and prepared to complete these activities within a tight timeframe.</li><li>The HRP Project should leverage the E2E tenant validation effort to document lessons learned and update the Data Conversion Strategy in advance of the remaining two tenant builds for Phase 2 (Payroll Parallel and Gold/Production).</li></ul>	<ul style="list-style-type: none"><li>Prioritize completion of E2E data validation so it does not impact future E2E testing cycles.</li><li>Budget sufficient time and resources to fully complete data validation before Payroll Parallel Testing begins.</li></ul>

5. Data Management
5.3 Reporting & Analytics



Observations	Recommendations
<ul style="list-style-type: none"><li>The Reporting Workstream continued to encounter issues with receiving requested samples of current reports from City report owners, as well as getting City report owner availability for requirements gathering sessions. More than half of all the Phase 2 reports reside in this design phase, so this effort may require an extension to the time currently allocated for requirements gathering. Reports where a report owner cannot be identified, or requirements cannot be obtained by the scheduled date may get deprioritized as a result. These issues continue to be escalated to the PM Team for assistance in resolution.</li><li>With City departments now heavily involved in E2E testing and becoming more familiar with the Workday system, new report requests are being made for Phase 2. Considering the already large scope of reports to be developed for Phase 2, it will be important for the Project to assess the criticality and impact of any newly requested reports prior to being considered for Phase 2 scope.</li></ul> <p>Continued from January 2023 QA Report</p> <ul style="list-style-type: none"><li>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>Any delay to activities for the Reporting Workstream should be proactively monitored for downstream impact to resource availability, testing efforts, and overall user readiness.</li><li>Any reports deprioritized as a result of incomplete report requirements and/or unidentified report owners should be brought to the PM Team for awareness and logged as a RIDAC.</li><li>Follow the Phase 2 Change Control Guidance for assessing any new reports to be added to the Phase 2 scope.</li></ul> <p>Continued from January 2023 QA Report</p> <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	Recommendations
<ul style="list-style-type: none"><li>▪ The HRP Phase 2 Change Network Kickoff call was held on February 23. The kickoff provided details of Phase 2, including scope, timeline, and a demonstration of the time entry process in Workday (where the majority of City staff will enter their time after the launch of Phase 2), expectations and responsibilities of a Change Champion during Phase 2, and the resources available to them regarding Phase 2 functionality and ways to support their respective departments.<ul style="list-style-type: none"><li>▪ Phase 2 Change Champions were identified by current HR, Payroll, or Timekeeping roles, or if they were a Change Champion during HRP Phase 1. Attendance at the Kickoff for HR and Payroll staff was mandated, and participation is expected to be reported to department leadership. This approach was introduced in Phase 2 as a way to increase engagement and outreach to impacted staff.</li><li>▪ Change Champions have been asked to submit a Champion support model for their respective department, which should detail named resources responsible for communicating with and supporting various groups within their department during the remainder of the Phase 2 implementation and post go-live. These support models should help facilitate timely and appropriate support at all levels of a department.</li></ul></li><li>▪ The first Phase 2 City-wide Town Hall is scheduled for March 23. The HRP Sponsors have been asked to review the invitation and reminder communications that will be sent out City-wide in early/mid March.</li></ul>	<ul style="list-style-type: none"><li>▪ No recommendations at this time.</li></ul>

# 6. End User Implementation

## 6.2 Training & Knowledge Transfer (1 of 2)

Risk Level



### Observations

- There are a variety of audiences for training and knowledge transfer. Because each audience has unique needs, each is considered separately here:
  - Departmental E2E Testers
  - Central Payroll
  - Department Partners (e.g., Payroll Partners/Liaisons, Absence Partners, Timekeepers, HR Staff, etc.)
  - End Users
- Departmental E2E Testers:**
  - Workday navigation and fundamental testing training was provided to E2E testers during two Kickoff Meetings. (Note: Gartner reviewed and provided feedback on the training material.) Departmental testers appear to have ongoing questions that are specific to City policies and procedures, which require time from HRP Project SMEs to answer.
  - As mentioned in Section 4.4 Testing, enabling Departmental testers to be efficient nearly immediately is critical to increasing the weekly Test Execution rate and handling the large number of tests scheduled for the remaining weeks in Cycle 1 (weeks 3-5).
- Central Payroll:**
  - It has been determined that the Controller's Office Central Payroll team will be responsible for ongoing payroll operations, with some level of vendor support. The Central Payroll team has not been actively involved in the project until very recently, and will need to become familiar with how Workday is configured and how the system will function from an operational perspective.
  - The Central Payroll team will begin to support E2E testing on non-payroll weeks, which will provide some familiarity with the system, but will not be sufficient to prepare the team to fully conduct payroll operations. Knowledge transfer from the Workday team to the Central Payroll team will be required to prepare them for their future responsibilities.
  - The Phase 2 Training Strategy and Training Curriculum currently do not include a plan for knowledge transfer to the Central Payroll Team. This plan could include review of business processes, system configuration, specific operations tasks, troubleshooting and issue resolution, etc.

### Recommendations

- Include in the Phase 2 Training Curriculum the plan for knowledge transfer to the Central Payroll team to prepare them for their payroll operations role.

# 6. End User Implementation

## 6.2 Training & Knowledge Transfer (2 of 2)

Risk Level



Observations	Recommendations
<ul style="list-style-type: none"> <li>▪ <b>Department Partners</b> (e.g., Payroll Partners/Liaisons, Absence Partners, Timekeepers, HR Staff, etc.) <ul style="list-style-type: none"> <li>▪ In the Training Curriculum, which is under development, identifies a variety of instructor led training (ILT) courses, webinars, videos and job aids aligned with topics and audiences.</li> <li>▪ While mandatory/optional designations for training elements is still being determined, it will be important that the project use mandatory training elements for essential tasks, especially those that can impact payroll accuracy (i.e., time entry, payroll processing, etc.). Completion of mandatory training should be tracked and escalated to Department management as needed to ensure training completion.</li> <li>▪ As part of creating a prepared post-go-live support organization, the approach to training should also include training on key post-go-live support activities that Department Partners will be expected to undertake (e.g., intake of employee requests for support, providing guidance to employees/managers, troubleshooting, resolving pay impacts, using established processes for retro/off cycle pay, etc.)</li> </ul> </li> <li>▪ <b>End Users</b> <ul style="list-style-type: none"> <li>▪ To enable City staff and managers to submit and review/approve time accurately and according to the established payroll schedule for Workday, staff and managers must receive adequate training. Training related to time entry and approval should be mandatory for City Staff, managers who approve time, and Timekeepers.</li> </ul> </li> <li>▪ Pre-go-live hands-on practice opportunities for Department staff such as User Practice Labs will be not only an opportunity to reinforce skills, but could also be a mechanism for practicing post-go-live support activities, such as troubleshooting, that combine multiple skills together.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use mandatory training elements essential tasks that can have a significant impact on payroll accuracy.</li> <li>▪ Establish a process for tracking completion of mandatory training, and reporting to Department management to ensure training completion.</li> <li>▪ Include in the Phase 2 Training Curriculum training topics that prepare Department staff for their post-go-live support role/activities.</li> </ul>



# 6. End User Implementation

## 6.3 Support



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

- Responsibilities of Department staff (e.g., Payroll Partners, Payroll Liaisons, Absence Partners, Timekeepers, etc.) in post go-live support is not yet clear. While Departments were advised that participating in E2E testing will help Department staff participate in post-go-live support, the nature of that support role has not yet been defined.
  - In order to adequately train Department staff to perform post-go-live support responsibilities, those responsibilities must be clearly defined.
  - Those responsibilities must also be communicated to the Departments to provide full visibility into the tasks and time commitment that will be required of staff at that time. This communication should also help encourage Departments and their key staff members to complete all mandatory training that will help them be effective in post-go-live activities.
- Central Payroll staff in the Controller's Office is beginning to become more involved in the project in preparation for their post-go-live payroll operations role. Since the Central Payroll team has not been deeply involved in project activities to date, there is some ramp-up required for this team. A clear plan for Knowledge Transfer for the Central Payroll team will be required to prepare them for conducting payroll operations. (See Section 6.2 Training and Knowledge Transfer for related recommendations.)
- 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.

*Continued from January 2023 QA Report*

- 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

- Clearly define Department staff's responsibilities related to post-go-live support. Communicate this to the Departments and use it in defining an appropriate training curriculum for Department staff.
- 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

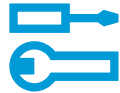


# Monthly Quality Assurance Reporting Methodology

- 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).



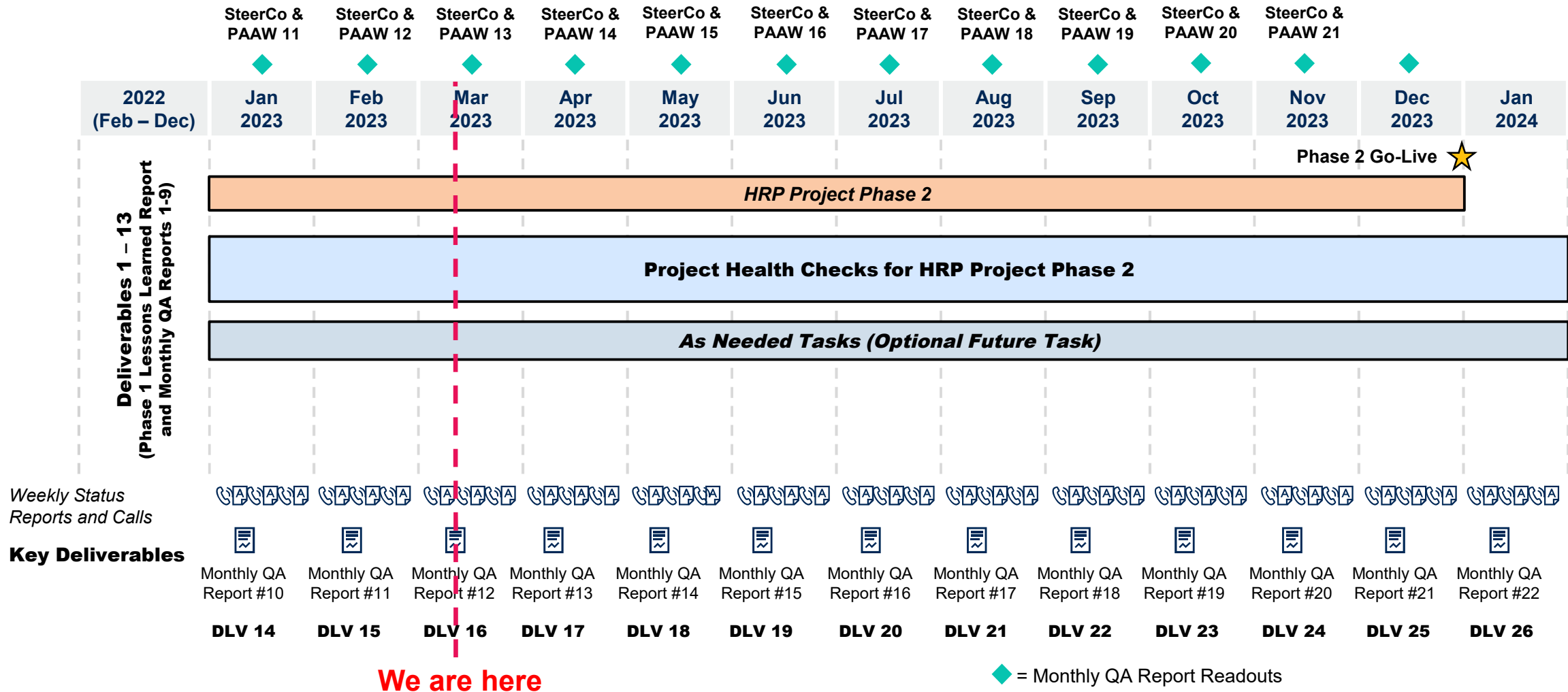
**Issues:** Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.



**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 RIDAC 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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