REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: December 4, 2023

CAO File No. 0220-05727-0024
Council File No. 20-0313
Council District: All

To: Personnel, Audits, and Hiring Committee

From: Matthew W. Szabo, City Administrative Officer

Reference: Gartner Report dated November 7, 2023

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

RECOMMENDATION

That the Council note and file this informational report.

SUMMARY

At the request of the City Council, attached is the monthly report for October 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, in January 2023 the CAO executed an Amendment to the TO to extend the term of Gartner's QA services through the previously approved 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 October 2023.

The Information Technology Agency recently released a report recommending to further extend the go-live date to June 2024, which is currently pending before Council (C.F. 20-0313-S10). If the

go-live date extension is approved, the CAO anticipates executing a Second Amendment to the TO to extend the term of Gartner's services accordingly.

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
Dana Brown, Personnel Department
Rick Cole, Office of the Controller

MWS:ADP:11240054



HRP Project Quality Assurance Services

Monthly QA Report — October 2023

Prepared for: City of Los Angeles
November 7, 2023

Version 2

Engagement #: 330065784

Deliverable #24: Monthly QA Status Report #20

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Executive Summary

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Monthly Quality Assurance Reporting Methodology (1 of 2)
Introduction to October 2023 QA Report

- **This Quality Assurance (QA) report for October 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 October 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.**

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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
	Minimal Impact on HRP Project Health	The risk category has minimal impact on HRP Project Health.
	No Material Risk	HRP Project execution meets or exceeds best practice standards. The approach presents no significant potential risks to the HRP Project at this time.
	Emerging Risk	HRP Project execution generally meets best practice standards, but there are early warning signs of potential risks. Risk to the HRP Project is not yet clear, but management awareness is in order.
	Managed Risk	HRP Project execution or planned trajectory does not meet best practice standards or is not clearly defined, and/or presents a potential material impact to the HRP Project which will become real or get worse if not addressed proactively. Following recommendations for categories assigned this rating is important to ensure optimal HRP Project operation and avoid Significant or Critical Risk.
	Significant Risk	Same as Managed Risk except impact to the HRP Project is actual, not potential, and/or the risk to the HRP Project is significant in terms of schedule slippage, cost or quality. Recommendations for categories assigned this rating need to be addressed immediately and decisively.
	Critical Risk	HRP Project execution or planned trajectory represents a serious impact to overall HRP Project success, and requires immediate, decisive and effective action, without which HRP Project failure is probable or likely.

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HRP Project Health Assessment Dashboard

Current Overall HRP Project Health



Domain	Risk Category	Risk Level: Sept 2023	Risk Level: Oct 2023
1. Strategy & Leadership	1.1 Governance	1	1
	1.2 Executive Support	2	2
	1.3 Vendor Management	1	1
2. Project Controls	2.1 Scope	2	2
	2.2 Schedule	5	4 ↓
	2.3 Change Management	2	2
	2.4 Resources	4	4
	2.5 Risks and Issues	4	3 ↓
	2.6 Quality Assurance	4	3 ↓
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements		
	3.3 Service Requirements		

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

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



- **The HRP Executive Steering Committee made a unanimous decision to extend the Phase 2 go-live from December 2023 to June 2024 (additional 6 months) based on the current progress against key go-live criteria.**
  - The Executive Steering Committee (ESC) arrived at this difficult decision based on a review of key go-live criteria, which act as objective quality measures for go-live readiness. By the end of October, key go-live criteria such as Payroll Parallel testing, Integrations and Reporting testing, and Department Readiness continued to be behind schedule putting the Project at risk for not meeting the projects' agreed upon quality levels.
  - The Executive Steering Committee mobilized quickly and efficiently to communicate the decision City-wide, including communications to City department leaders, elected offices, and the Mayor's Cabinet.
  - Clear measures and actionable steps to reach completion for the go-live criteria should continue to be agreed upon and approved by the Steering Committee. This will provide clear agreement on what "ready for go-live" looks like for the HRP Project Team and will drive prioritization and focus on areas that are still in progress.
- **The Phase 2 go-live extension reduces risk in critical project areas such as Schedule and Testing.**
  - Achievement of the new schedule will largely depend on the Project's ability to allocate an appropriate amount of time and resources to remaining project activities based on bottom-up estimations.
  - While the project schedule is in the process of being re-baselined to align with the new go-live date, the Project should take this opportunity to clearly define all remaining tasks, the level of effort and resources required to complete those tasks, and proactively assign and allocate resources as appropriate based on availability and skillset.



(continued on next page)

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



  - This will require actively managing resource assignments through ongoing monitoring, outreach and support, and leveraging escalation points such as the HRP Sponsors, department leadership, and the Mayor's Office as appropriate to encourage and direct department involvement.

- **Certain areas of the Project still remain at high risk, even with the Phase 2 go-live extension, such as Integrations, Reporting and Training.**
  - The significant delay to integrations and reports testing was a key factor in the decision to extend the Phase 2 go-live to June 2024. Although a new deadline to complete E2E testing for these areas is still being determined with the re-baseline of the project schedule, throughput in integrations testing must increase significantly to take advantage of the schedule extension.
  - There was a 77% attendance rate from invited Department Payroll Liaison (DPL) staff for training completed to date. The remaining DPL trainings in the month of November are for Course 2 of a two-part course only, which means there currently are no more opportunities for a DPL to makeup their attendance for Course 1. With the extension of the Phase 2 project schedule, the Project should add additional make-up sessions for DPLs who did not attend this mandatory training, and leverage department leadership to direct attendance.



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Executive Summary
HRP Monthly QA Report

Key Recommendations (1 of 3)

1.2 Executive Support

- Leverage HRP Sponsors, City Council and the Mayor's Office as escalation points to direct department involvement, with specific requests to complete assigned tasks and/or participate in critical project activities to maintain achievement of the new project schedule.
- General Managers should direct their Change Champions and staff to complete tasks as requested by the HRP project, which will contribute to a more successful implementation and ability to better support HRP within the Departments after go-live.

2.2 Schedule

- Re-baseline the Phase 2 project schedule based on bottom-up estimations and a detailed assessment on existing project resource availability and allocation.
- See Section 2.4 Resources for related recommendations.

2.4 Resources

- Consider leveraging a staff allocation plan to determine the density and type of project resource needed on a weekly basis for the duration of the project and according to remaining project activities.
- Leverage the Mayor's Office and Department General Managers (GM)/Assistant General Managers (AGM) to direct department tester participation; submit daily emails to GMs/AGMs for their respective testers that report testing progress and any requests from the PMO/Project.
- Plan for Controller's Office HRP Project Team members, particularly those in Central Payroll, to spend time with vendor resources that will be supporting payroll operations post-go-live in order to onboard them prior to go-live.

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Executive Summary
HRP Monthly QA Report

Key Recommendations (2 of 3)

4.4 Testing

- Report final progress against the E2E exit criteria to the Steering Committee at the close of E2E testing and identify remediation plans for any criteria not met.
- As noted in Section 2.2 Schedule and 5.3 Reporting & Analytics, the testing team should utilize the additional time to go-live to re-baseline testing timelines, prioritize testing resource development, and assess existing project resource availability/allocation.
- Review the remaining variances from Cycle 1 that fall with variance thresholds and determine if the pre-established tolerances are still appropriate or need to be adjusted based on the payroll results.
- See Section 3.1 Functional Requirements for related recommendations.

6.2 Training

- Inform department leadership of training workshop hours to ensure employee availability and leverage department leadership communications to increase training attendance.
- Consider adding new training opportunities to the training curriculum, based on trainee feedback, as well as additional make-up sessions for mandatory trainings, and incorporating them into the re-baselined project schedule as appropriate.
- Review new training material on troubleshooting with a small number of DPLs to gather their input for modifications/improvement to the materials before wider distribution.
- Incorporate new training material on troubleshooting pay and benefits issues into the upcoming mandatory trainings for DPLs and HR Partners and determine a mechanism for providing this new training material to those who have already attended training in advance of the spring 2024 refresher trainings.

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Executive Summary
HRP Monthly QA Report

Key Recommendations (3 of 3)

- Share new training material on troubleshooting with any group the DPLs would work with to resolve pay issues (e.g., HR staff, benefits staff, Central Payroll, etc.) to ensure those groups understand their role in collaborating with DPLs on this topic.
- If not already involved in testing efforts, consider recruiting trained DPLs to participate in Parallel, Integrations and/or Reporting testing.
- Identify and address any obstacles that are preventing approval of training items and escalate them to the Steering Committee for resolution if necessary.

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Detailed Findings & Recommendations

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HRP Project Health Assessment Dashboard

Current Overall HRP Project Health



Domain	Risk Category	Risk Level: Sept 2023	Risk Level: Oct 2023
1. Strategy & Leadership	1.1 Governance	1	1
	1.2 Executive Support	2	2
	1.3 Vendor Management	1	1
2. Project Controls	2.1 Scope	2	2
	2.2 Schedule	5	4 ↓
	2.3 Change Management	2	2
	2.4 Resources	4	4
	2.5 Risks and Issues	4	3 ↓
	2.6 Quality Assurance	4	3 ↓
3. Requirements Management	3.1 Functional Requirements	3	3
	3.2 Technical Requirements		
	3.3 Service Requirements		

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

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1. Strategy & Leadership
1.1 Governance

Risk Level

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

Observations

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 Team remains actively engaged and maintains a consistent decision-making framework, soliciting input from the Workstreams as appropriate and bringing forth critical strategic decisions to the Steering Committee for final disposition.

Recommendations

- No recommendations at this time.

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1. Strategy & Leadership
1.2 Executive Support

Risk Level

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

Observations

- Towards the end of October, the HRP Executive Steering Committee (HRP Sponsors) made a unanimous decision to extend the Phase 2 go-live from December 2023 to June 2024 (additional 6 months). The HRP Sponsors arrived at this difficult decision based on a review of key go-live criteria, which act as objective quality measures for go-live readiness. By the end of October, key go-live criteria such as Payroll Parallel testing, Integrations and Reporting testing, and Department Readiness continued to be behind schedule putting the Project at risk for not meeting the projects' agreed upon quality levels.
- Once the decision to extend the Phase 2 go-live was made, the Executive Steering Committee mobilized quickly and efficiently to communicate the decision City-wide, including communications to City department leaders, elected offices, and the Mayor's Cabinet. Gartner observed this executive level engagement to be a great effort at quickly managing expectations and stabilizing a path forward that acted in the best interest of the City at large.
- Throughout the next several months, the Project should leverage the HRP Sponsors, City Council and even the Mayor's Office to direct/encourage Change Champions and department involvement to complete assigned tasks and begin building essential capabilities within City departments in preparation for Phase 2 go-live.

Continued from July 2023 QA Report

- General Managers should continue to direct/encourage their Change Champions to complete assigned tasks and begin building essential capabilities within the department.

Recommendations

- Leverage HRP Sponsors, City Council and the Mayor's Office as escalation points to direct department involvement, with specific requests to complete assigned tasks and/or participate in critical project activities to maintain achievement of the new project schedule.

Continued from June 2023 QA Report

- General Managers should direct their Change Champions and staff to complete tasks as requested by the HRP project, which will contribute to a more successful implementation and ability to better support HRP within the Departments after go-live.

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1. Strategy & Leadership
1.3 Vendor Management

Risk Level

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

Observations	Recommendations
▪ All vendors currently on the HRP Project are expected to continue their engagement with the extension of the project timeline. The HRP Sponsors are preparing the necessary budget requests to City Council to extend the necessary vendor contracts.	▪ No recommendations at this time.

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2. Project Controls
2.1 Scope

Risk Level

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

Observations

- As of November 7, there were 17 new Phase 2 change requests submitted that remain to be evaluated by the PMO for inclusion into Phase 2 scope. Nearly all are report requests submitted by the Controller's Office to support payroll processing and validation. The PMO will need to consider these change requests in light of the current scope for the Reporting Workstream, which is already behind schedule (see Section 2.3 Change Management for additional details).
- The extension of the Phase 2 schedule should not be treated as an opportunity to increase or significantly change scope. The PMO should remain attentive to requests for scope changes during schedule re-baselining exercises and remain diligent to adhering to the change control process.

Continued from May 2023 QA Report

- Outstanding Project Risks, Issues, Decisions and Actions (RIDACs) should be evaluated for their impact on Phase 2 scope, and any with the potential to significantly impact Phase 2 scope (as well as the Project schedule and/or budget) should be brought to the Steering Committee for discussion. Particularly, any scope change as a result of a RIDAC that may require configuration and testing should be addressed immediately considering the Project is well underway with testing (see Section 2.5 Risks and Issues for additional details).

Recommendations

- See Section 2.3 Change Management for related recommendations.

Continued from August 2023 QA Report

- See Section 2.5 Risks and Issues for related recommendations.

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2. Project Controls
2.2 Schedule

Risk Level

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

Observations

- As noted in Section 1.2 Executive Support, the HRP Executive Steering Committee (HRP Sponsors) made a unanimous decision on October 26 to extend the Phase 2 go-live from December 2023 to June 2024 (additional 6 months). This decision came as a result of critical project milestones not being met as planned, such as Payroll Parallel Testing, and the downstream impact this had on cutover activities.
- The PMO in collaboration with each of the Project Workstreams are working to re-baseline the Project Schedule to align with the new Phase 2 go-live date.
- With the 6-month extension to the project timeline, achievement of the new schedule will be largely dependent on the Project's ability to allocate an appropriate amount of time to remaining project activities based on bottom-up estimations. This means clearly defining all remaining tasks, the level of effort and resources required to complete those tasks, and proactively assigning and allocating resources as appropriate based on availability and skillset. This will require actively managing resource assignments through ongoing monitoring, outreach and support, and leveraging escalation points such as the HRP Sponsors, department leadership, and the Mayor's Office as appropriate.
- Once the project schedule is re-baselined and new due dates for project activities are determined, the risk levels for some of the categories within this report (i.e., Testing, Integrations, Reporting) may decrease assuming those areas are tracking as expected to the new go-live date.

Recommendations

- Re-baseline the Phase 2 project schedule based on bottom-up estimations and a detailed assessment on existing project resource availability and allocation.
- See Section 2.4 Resources for related recommendations.

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2. Project Controls
2.3 Change Management

Risk Level

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

Observations

- As of November 7, there were 17 open Phase 2 change requests. All have been assigned a Critical priority.
  - Sixteen of the 17 open Phase 2 change requests are new report requests. Considering the Reporting Workstream is already behind schedule with the current scope of Phase 2 reports, any additional reporting scope may be difficult to complete if additional resources are not provided (see Section 5.3 Reporting & Analytics for additional details). However, if these report requests are needed for Payroll/Time Tracking processing and auditing and/or to act as validators for accurate data entry, the Project should consider adding these reports to Phase 2 scope, but only if additional resources are provided and/or cuts to the current reporting scope are made (see Section 5.1 Data Controls for additional details).

Recommendations

- Since the PMO is in the process of re-baselining the Project Schedule, consider the time and resources required to complete all the requested reports, how this would impact the schedule, and make an informed decision about the designation of the change requests based on the impacts to the schedule.

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2. Project Controls
2.4 Resources

Risk Level

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

Observations

- As noted in Section 2.2 Schedule, achievement of the new Phase 2 go-live will be largely dependent on the Project's ability to allocate an appropriate amount of time to remaining project activities based on bottom-up estimations. This means clearly defining all remaining tasks, the level of effort and resources required to complete those tasks, and proactively assigning and allocating resources as appropriate based on availability and skillset. This will require actively managing resource assignments through ongoing monitoring, outreach and support, and leveraging escalation points such as the HRP Sponsors, department leadership, and the Mayor's Office as appropriate.
- The City faces high vacancy rates for roles across departments resulting in a limited number of individuals being able to provide time to project activities. The City is unlikely to gain net new resources to provide additional support and should consider conducting as assessment of current resources and capabilities to allocate talent where best fit to support the remaining activities for the Project.
- Payroll parallel testing remains in Cycle 1 as exit criteria remains unmet. Parallel testing is dependent on Payroll resources from City departments providing time to test and triage resolutions for payroll variances within their departments. This continues to require individuals to take on additional responsibilities outside of their City roles and allocate time to the project.
- The Controller's office has received proposals for contractor resources to support payroll operations with post go-live support. These proposals are currently under review.

Recommendations

Continued from September 2023 QA Report

- Consider leveraging a staff allocation plan to determine the density and type of project resource needed on a weekly basis for the duration of the project and according to remaining project activities.
- Leverage the Mayor's Office and Department General Managers (GM)/Assistant General Managers (AGM) to direct department tester participation; submit daily emails to GMs/AGMs for their respective testers that report testing progress and any requests from the PMO/Project.

Continued from August 2023 QA Report

- Plan for Controller's Office HRP Project Team members, particularly those in Central Payroll, to spend time with vendor resources that will be supporting payroll operations post-go-live in order to onboard them prior to go-live.

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2. Project Controls
2.5 Risks and Issues

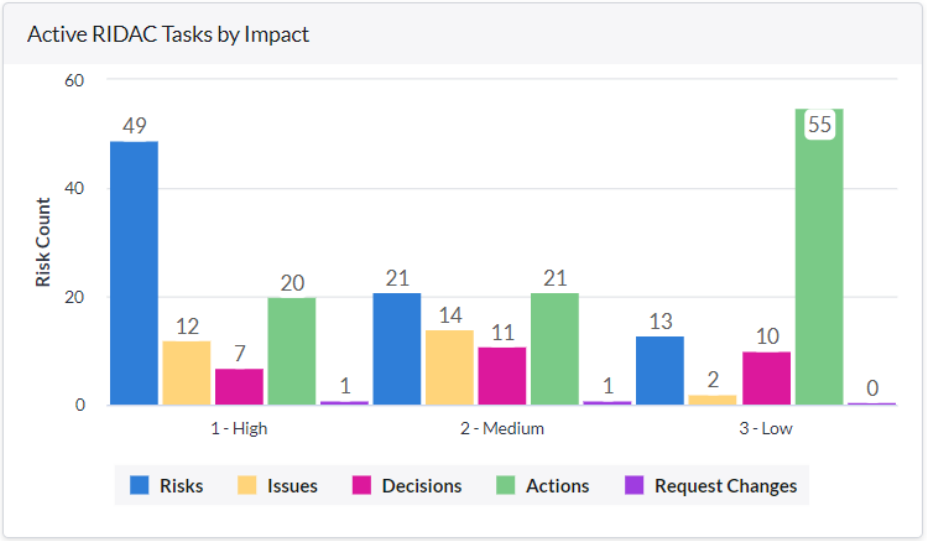
Risk Level

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

Observations

Note: The term "RIDAC" refers to Risks, Issues, Decisions, Actions and Request for Changes.

- As of November 7, there remains 200+ open RIDACs, with nearly all having past-due due dates or no due dates at all. There has been minimal change since last month's reporting period.
- As shown in the graphic to the right, 38% of open RIDACs have been designated as High impact, with the bulk of High impact RIDACs being Risks to the Project.
- The PMO has increased its due diligence and monitoring of RIDACs, leveraging the SNow RIDAC dashboard to facilitate PMO cross-functional discussions and requiring weekly updates from Project Workstreams. This regular assessment of RIDACs should decrease the delay in resolving them and allow for real-time updates and prioritization based on the impact and priority of open RIDACs.



Graphic taken from HRP RIDAC Dashboard in ServiceNow

Continued from March 2023 QA Report

- There continues to be RIDACs with past-due due dates or no due date identified. Maintaining the integrity of RIDACs with updated due dates maintains accountability and is essential to monitoring the overall health of the Project.

Recommendations

Continued from July 2023 QA Report

- Re-assess open RIDACs for changes in impact/priority and prioritize the resolution of high impact/critical priority RIDACs.

Continued from February 2023 QA Report

- Update past due, active RIDACs with new due dates based on input from RIDAC owner/Workstream Leads.
- Assign due dates to active RIDACs that do not currently have a due date identified.

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2. Project Controls
2.6 Quality Assurance

Risk Level

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

Observations

- The decision to extend the Phase 2 go-live to June 2024 was based on the Executive Steering Committee's review of key go-live criteria, which act as objective quality measures for go-live readiness. By the end of October, key go-live criteria such as Payroll Parallel testing, Integrations and Reporting testing, and Department Readiness continued to be behind schedule putting the Project at risk for not meeting the projects' agreed upon quality levels. This was a productive implementation of exercising the appropriate approval processes to inform decisions based on established quality measures.
- Clear measures and actionable steps to reach completion for the go-live criteria should continue to be agreed upon and approved by the Steering Committee. This will provide clear agreement on what "ready for go-live" looks like for the HRP Project Team and will drive prioritization and focus on areas that are still in progress.

Continued from April 2023 QA Report

- The acceptance criteria for the remaining stages of the Project (Test and Deploy) should include fully meeting the exit criteria for all milestones within each Stage. For example, the acceptance of the Test Stage should include meeting the exit criteria for both End to End Testing and Parallel Testing milestones. This provides clear boundaries and sets expectations on the goals to be achieved as part of each Stage, helping the Project further prioritize tasks to be completed to meet the milestone criteria.

Recommendations

- Continue to detail a comprehensive list of Phase 2 go-live criteria and have the Steering Committee review and approve.

Continued from August 2022 QA Report

- As noted in Gartner's Phase 1 Lessons Learned Report, the determination of entry and exit criteria for the Test and Deploy (i.e., "Critical Launch Criteria") stages of the project should be established in advance of entering these project stages and should be reviewed and agreed to by the Steering Committee. This criteria should be used for stage gate acceptance/sign-off.

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3. Requirements Management
3.1 Functional Requirements

Risk Level

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

Observations

Continued from September 2023 QA Report

- With E2E testing officially closed as of September 22, the Project should be able to validate, with the Requirements Traceability Matrix (RTM), that all or nearly all project requirements have been met and successfully tested, confirming the thoroughness and completeness of E2E testing. The completion of the RTM was added to the E2E exit criteria which Gartner expects will be met accordingly.

Continued from May 2023 QA Report

- By the end of E2E testing, the RTM should account for all requirements that were tested and passed during E2E. Appropriate next steps should be identified for any requirement that was not tested during E2E (e.g., to be tested during Parallel), and these should be presented to the Steering Committee for awareness and visibility.

Continued from February 2023 QA Report

- Considering the Project has exited the Configure & 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.

Recommendations

Continued from July 2023 QA Report

- Continue to update the RTM during Payroll Parallel Testing, dispositioning the project requirements that are validated during Payroll Parallel Testing.

Continued from May 2023 QA Report

- By the end of E2E testing, the RTM should:
  - Identify all requirements that were tested and passed during E2E,
  - Identify next steps for any requirement that was not tested during E2E (e.g., to be tested during Parallel),
  - Be approved by the Workstream Leads and presented to the Steering Committee for awareness and visibility prior to exiting E2E testing.

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3. Requirements Management
3.2 Technical Requirements

Risk Level

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

Observations

Continued from Phase 1 Go-Live Readiness Assessment

- Workday is a SaaS product. The City will be using the Workday SaaS product and tools for its implementation. By developing and agreeing to the contract with Workday, which includes technical specifications, the City redefined and stated its technical requirements.
  - Gartner has not seen evidence of risks or issues related to the City's technical requirements not being met.
  - This area has minimal impact on the project.

Recommendations

Continued from Phase 1 Go-Live Readiness Assessment

- No recommendations at this time.

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3. Requirements Management
3.3 Service Requirements

Risk Level

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

Observations	Recommendations
▪ The City is currently in the process of extending all contracts with external vendors to continue providing support through June 2024.	▪ No recommendations at this time.

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4. Solution Development & Implementation
4.1 Business Processes & Requirements

Risk Level

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

Observations

- By the end of October, several Phase 2 future state business process maps were still pending City review and approval, particularly across the Payroll and Time Tracking Workstreams. Department training will continue as planned in the month of November, despite the new Phase 2 go-live date; if the business process maps referenced during these trainings change with the final review and approval of the City, then the training & OCM materials referencing those business processes may need to be updated, and the users who have already received the training may need to be notified of the update.

Continued from August 2023 QA Report

- Workstreams with outstanding future state business process documentation either continued to deprioritize this effort due to testing or are pending cross-functional discussion and decisions. It is critical for any future state business process documentation with the intent of being referenced City-wide to be finalized in time for upcoming training/OCM activities.

Continued from May 2023 QA Report

- Future state business processes across all Workstreams have been drafted and are now with the City for final review. This effort is close to completion; however, the availability of the necessary City resources to validate these business processes continues to be a challenge as these same resources are needed for other key project activities. Completing this effort as soon as possible will have a positive impact on multiple areas of the Project, such as finalizing design decisions and OCM/training material development.

Recommendations

Continued from May 2023 QA Report

- The PM Team and Workstream Leads should assign the resources needed to move the business process documentation to completion, which may require other City resources to be identified to either take on testing support or be authorized to review and approve future state business processes.

Continued from February 2023 QA Report

- The Project Management Team should facilitate the prioritization of future state business process discussions for all Workstreams, according to impact on training/OCM and configuration/testing activities, including securing the availability of appropriate SMEs, decision makers and process owners, and ensuring timely review and approval of resulting documentation.

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4. Solution Development & Implementation

4.2 Architecture & Design

Risk Level

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

Observations	Recommendations
▪ No new observations for this reporting period.	▪ No recommendations at this time.

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4. Solution Development & Implementation

4.3 Development & Configuration

Risk Level

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

Observations

- As of November 7, 10 of the 12 solutioning topics that remain to be resolved for the Payroll Workstream are identified as needed before Phase 2 go-live. This number decreased from last month's reporting period (previously 14).

Continued from September 2023 QA Report

- Given that E2E testing has closed, and end-user trainings have begun, there is a risk that the resulting solutions for these open topics may not be able to be validated/tested and/or trainings and OCM materials will need to be updated and users will need to be notified.

Continued from August 2023 QA Report

- Any solutioning items that purely require a determination of ownership should be brought forth to leadership for discussion and considered as part of the ongoing development of the post go-live organizational support and structure.

Recommendations

Continued from August 2023 QA Report

- Maintain a concerted effort to close out the remaining Payroll solutioning items, involving leadership as appropriate to resolve topics requiring decisions of ownership.

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4. Solution Development & Implementation

4.4 Testing (1 of 2)

Risk Level

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

Observations

E2E Testing

- High-level progress against the end-to-end (E2E) exit criteria was presented to the Steering Committee in August. A detailed, final determination of what criteria was not fully met should be assessed and the City should prepare for any go-live impacts as a result.

Payroll Parallel Testing

- The time needed to complete Cycle 1 and 2 of Payroll Parallel Testing was a key factor in the decision to extend the Phase 2 go-live until June 2024 and ensure Workday payroll accuracy throughout the City.
- The exit criteria for Cycle 1 of 2 for Payroll Parallel Testing remained unmet by the extended due date of October 6. As of October 31, Cycle 1 testing remained in process with a 92% gross pay records acceptance rate and 82% net pay records acceptance rate. Acceptance in this context means any payroll result that is a direct match between PaySR and Workday or the result is within an accepted tolerance level. The Project is aiming to achieve a 90% acceptance rate of net pay results for Cycle 1 before proceeding to Cycle 2 and will continue with Cycle 1 testing until the 90% acceptance threshold is met.
- Considering the significant delay in completing Cycle 1 of Payroll Parallel Testing, the Phase 2 go-live extension will allow Cycle 2 extended time for testing and validation to reduce risks of pay/benefits misalignment post go-live. The PMO is currently in the process of re-baselining the Phase 2 project schedule to determine the new timeline for Parallel Cycle 2 testing. Gartner understands that the HRP Steering Committee is being regularly updated on parallel testing progress which should bring greater visibility into areas requiring escalation.

(see next page for continued observations)

Recommendations

Continued from August 2023 QA Report

- Report final progress against the E2E exit criteria to the Steering Committee at the close of E2E testing and identify remediation plans for any criteria not met.
- As noted in Section 2.2 Schedule, the testing team should utilize the additional time to Phase 2 go-live to re-baseline testing timelines, prioritize testing resource development, and assess existing project resource availability/allocation.

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4. Solution Development & Implementation

4.4 Testing (2 of 2)

Risk Level

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

Observations

- Gartner understands for Parallel Testing Cycle 1, variances that fall within the established acceptance tolerances are not currently being reviewed and explained. The remaining variances from Cycle 1 that fall with variance thresholds should be collectively reviewed and determined if the pre-established tolerances are still appropriate or need to be adjusted based on the payroll results.
- Since Gartner's April 2023 QA Report, Gartner has been monitoring the testing of ~11 of the City's unique payroll types that occur throughout a calendar year (e.g., fiscal year end, no voluntary deductions, third paycheck in the month, annual special payments, etc.). Gartner understands the PMO has confirmed with Workday that the configuration to address each of these payroll types has been done and have either been or are in the process of being tested.

Continued from September 2023 QA Report

- The Parallel Entry & Exit Criteria along with the Accepted Tolerance levels were presented and discussed amongst the Executive Steering Committee. Gartner reviewed the criteria and tolerances and provided several recommendations for consideration. Gartner considers best practice to be setting variance tolerances after the actual variances are known; once there is a cause/basis for the variances, the risk associated with that basis can be understood and tolerances set based on acceptable risk or potential mitigations. The Steering Committee proceeded with the pre-established tolerance levels recommended by Workday with the understanding that all variances will have been reviewed and explained prior to exiting Cycle 2 of Payroll Parallel Testing.

Continued from March 2023 QA Report

- As part of E2E testing, the Project should be able to verify 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. See Section 3.1 Functional Requirements for additional details.

Recommendations

- Review the remaining variances from Cycle 1 that fall within variance thresholds and determine if the pre-established tolerances are still appropriate or need to be adjusted based on the payroll results.

Continued from May 2023 QA Report

- See Section 3.1 Functional Requirements for related recommendations.

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4. Solution Development & Implementation

4.5 Interfaces & Integrations

Risk Level

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

Observations

- The significant delay to integrations testing was a key factor in the decision to extend the Phase 2 go-live to June 2024. Although a new deadline to complete E2E testing for integrations testing is still being determined with the re-baseline of the project schedule, throughput in integrations testing must increase significantly to take advantage of the schedule extension.
- As of November 6, only 13 of the 103 Phase 2 integrations required for go-live have fully passed E2E testing, meaning they have passed testing by both technical and functional (business) testers. This is only two more passed since last month's reporting period. The remaining integrations are in a cycle of testing, defect resolution, and retesting.
- The low level of throughput for E2E testing for integrations testing is due to a myriad of reasons: a repetitive testing cycle where requests to modify the design of an integration are being made, creating rework; testing is awaiting functional tester validation; or the Project is waiting for a response from an external vendor.
- As noted in Section 2.2 Schedule, the Phase 2 project schedule should be re-baselined based on bottom-up estimations and a detailed assessment on existing project resource/department testing availability and allocation. In the meantime, the PMO is being engaged to perform outreach to department testers and direct their assignments for the Integrations Workstream.

Recommendations

- See Section 2.2 Schedule for related recommendations.
- See Section 2.4 Resources for related recommendations.

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4. Solution Development & Implementation

4.6 Deployment (1 of 2)

Risk Level

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

Observations

- Gartner understands the Project is working in collaboration with Workday to assess the changes that have been made in the City's Workday Production Tenant and migrate those to the Phase 2 testing tenants so the configuration is in sync among all Workday environments. This effort should be completed as soon as possible considering testing is already underway.

Continued from August 2023 QA Report

- Gartner has previously raised a risk related to tenant synchronization between the City's Workday Production Tenant and the Phase 2 implementation tenants (e.g., E2E Testing Tenant (lacity9) and Payroll Parallel Testing Tenant (lacity4)) and ensuring any configuration change made to Workday Production that could impact the results of testing be made in the testing tenants immediately. Gartner does not believe this configuration synchronization is being applied on a regular basis, and current testing is being performed on outdated Workday Production configuration, making it unclear how previously passed test results might be impacted by Workday Production configuration changes not yet in Phase 2 testing tenants.
- A process for identifying and migrating Workday Production changes into the Phase 2 implementation tenants should be in place and operationalized as soon as possible to avoid any further impact to testing results and maintain version control across all Workday environments. This will require a tight coordination between the City's current Production support team, Phase 2 PMO/Team, and Workday.

Continued from June 2023 QA Report

- Some of the data sync issues noted in Section 5.2 Data Conversion may not have any impact on Parallel Testing but will need to be corrected or resolved in advance of Phase 2 go-live. This is critical to address, especially in instances where Workday Production (Phase 1) data may need to be corrected before it becomes the system of record for fields where PaySR currently is the system of record.

(see next page for continued observations)

Recommendations

Continued from September 2023 QA Report

- Assess the impact of any configuration changes made in Production since the E2E and Parallel Testing tenants were built against Phase 2 functionality, particularly Parallel testing, and prioritize for implementation and testing in the Phase 2 testing tenants accordingly.

Continued from August 2023 QA Report

- Establish and communicate a plan for applying Workday production changes to the various Workday implementation tenants (i.e., lacity4, lacity9).
- Coordinate across Workstreams and Workday/PaySR Production support teams to identify and correct data issues in the production environments in advance of Phase 2 go-live and add to the cutover plan and checklist for tracking and visibility.

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4. Solution Development & Implementation

4.6 Deployment (2 of 2)

Risk Level

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

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

Recommendations

Continued from June 2023 QA Report

- Update Cutover Plan and Cutover Checklist, for Phase 2 using the current Parallel Tenant build and Phase 1 cutover as a reference.
- Data sync issues not impacting Parallel results should be evaluated and corrected in the Production environments prior to the Gold Tenant build.

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5. Data Management
5.1 Data Controls

Risk Level

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

Observations

Continued from September 2023 QA Report

- PaySR currently controls the quality of data and transactions with many validations and automatic processes to prevent the entry of bad or unwanted data. In some functional areas, the PaySR validations and automatic processes may not be able to be replicated in the new Workday system. As a result, users of Workday may need to rely instead on running reports for audit purposes and making corrections or updates manually. This is a common change impact with major HR/Payroll implementations and must be mitigated with training and OCM activities, since end users have been reliant and/or may even be unaware these types of validations exists in PaySR. Losing these validations with the implementation of Workday will require additional due diligence on behalf of HR/Payroll staff.

Note: The observations and recommendations continued from previous reports remain here at this time, but may be discussed/addressed in the updated Sustainability and Support Plan.

Continued from June 2022 QA Report

- Considering Phase 2 will result in the replacement of PaySR as the City's sole payroll engine and a significant amount of integrations to external systems, it will be important for the City to identify and document:
  - Who the owners of data will be for each functional area within the new HRP system
  - How data will be governed and maintained within the new HRP system
- Gartner assumes the City can and will leverage existing data management processes utilized for PaySR and other legacy systems; however, Gartner also understands PaySR has hundreds of validations that prevent the entry of bad or unwanted data.

Recommendations

Continued from September 2023 QA Report

- Leverage training, change discussions and OCM activities to bring awareness to functionality/transactions in Workday where validations/automatic processing that existed in PaySR may no longer exist.

Continued from June 2022 QA Report

- Establish a data management and governance process for identifying, managing and protecting master data in the new HRP system.

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5. Data Management
5.2 Data Conversion

Risk Level

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

Observations

- Re-baselining the Phase 2 project schedule to align with the new Phase 2 go-live date provides the Project the opportunity to allocate a data validation period by functional teams prior to beginning Cycle 2 of Parallel Testing. Additionally, the new project schedule should allow for time to identify and evaluate any data sync issues between production environments that may impact Cycle 2 of Parallel Testing.

Continued from August 2023 QA Report

- Gartner is not aware of a data validation period by the functional teams after the Parallel tenant has been refreshed with data for Cycle 2. Considering the amount of data related variances that were uncovered during Cycle 1, the quality of data converted, and its associated conversion mapping should be validated by the functional teams in advance of executing Cycle 2 so that the execution and results of Parallel Testing are as efficient and clean as possible.
- Some of the data defects found during Cycle 1 of Payroll Parallel testing were a result of mismatched compensation data between the PaySR Production and Workday Production environments, some of which were known prior to executing Cycle 1 of Payroll Parallel Testing but were not corrected prior to converting the data into the Payroll Parallel tenant. These data defects have been noted to be corrected in Production now and up until go-live in December. While the Project may not be able to correct this data prior to executing Cycle 2 of Payroll Parallel testing, it could be beneficial to the project timeline to compare and identify the data variances between the two production environments now so they are known in advance of executing Cycle 2, which may save the Project time troubleshooting these variances downstream.

Recommendations

Continued from August 2023 QA Report

- Allocate time in the schedule for data validation to be performed by the functional teams after the new data has been loaded for Payroll Parallel testing and prior to executing Payroll Parallel Cycle 2 testing, similar to what was done for Cycle 1.
- Data sync issues between production environments that may impact Parallel results should be evaluated and identified in advance of executing Cycle 2 of Payroll Parallel testing to save the Project time troubleshooting these variances downstream.

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5. Data Management
5.3 Reporting & Analytics

Risk Level

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

Observations

- The significant delay to reporting development and testing was a key factor in the decision to extend the Phase 2 go-live to June 2024. Although a new deadline to complete E2E testing for Reporting testing is still being determined with the re-baseline of the project schedule, throughput in reports testing must increase significantly to take advantage of the schedule extension.
- As of November 6, E2E Testing for the initial scope of Phase 2 reports (164 reports) was 16.25% complete (i.e., 16% of tests have passed). This is only a 2% increase since last month's reporting period. The E2E testing effort for this scope of work should have completed by October 27.
- The Reporting Workstream is tracking the progress of the additional reports added to the scope of Phase 2 in August separate from the initial scope of 164 since these new reports first need requirements to be gathered before being developed and tested.
    - As of November 6, the progress on the additional scope of reports continues to be behind schedule. The Workstream should have completed requirements gathering by September 1; however, requirements gathering was only 89% complete as of November 6.
- As noted in Section 2.2 Schedule, the Phase 2 project schedule should be re-baselined based on bottom-up estimations and a detailed assessment on existing project resource availability and allocation. In the meantime, the PMO is being engaged to perform outreach to department testers and direct their assignments for the Reporting Workstream.

Continued from September 2023 QA Report

- The low level of throughput for both E2E testing and requirements gathering is due to both functional and technical resource constraints. The same functional resources needed for reports testing are also needed for Parallel testing, and there is a lack of sufficient availability from report developers in order to meet the reporting development timelines for the given scope.
- Any reports that are payroll/time tracking related and needed for payroll processing and audits should be prioritized. The most critical Payroll & Time Tracking reports should be able to be identified since Parallel testing is well underway.

Recommendations

- See Section 2.2 Schedule for related recommendations.
- See Section 2.4 Resources for related recommendations.

Continued from September 2023 QA Report

- Further prioritize the development and testing of reports according to their impact on Payroll and Time Tracking audits and processing.

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6. End User Implementation
6.1 Organizational Change Management

Risk Level

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

Observations

- During the City-Wide Town Hall meeting on November 2, the announcement was made that the Phase 2 go-live will be extended to June 2024. This decision was made with high involvement from project sponsors and in accordance with the established go-live criteria. The Phase 2 go-live extension to June 2024 provides the City the opportunity to ensure testing and training exit criteria are met and allows for development of additional learnings on the Workday platform before go-live.
- Since the publication of the quarterly report card in September, change champions should be continuing to work on addressing activities that will increase their department readiness and, in turn, their next report card grade.

Continued from September 2023 QA Report

- The justification for some of the payroll variances uncovered during Parallel testing may require outward notification to City end-users and denoted as a change impact, including labor representatives. The list of Phase 2 Change Impacts should continue to be maintained with those changes found during parallel testing; the Workstreams in collaboration with the OCM Workstream should be documenting these change impacts and assessing the level of communication and/or training required to appropriate stakeholders in order to prepare the City for any changes to pay as a result of the Phase 2 implementation.

Continued from July 2023 QA Report

- Departments may be more willing to act on OCM tasks if the request comes from an HRP City Staff member. There may be opportunity to have a City PMO member follow up with specific Departments on delayed tasks to help encourage task completion.

Recommendations

Continued from September 2023 QA Report

- Perform proactive, ongoing communication with General Managers on the progress of Change Champion attendance and activities, requesting intervention and specific requests as needed to increase readiness scores.
- Assess any pay-related change impacts discovered during Parallel testing and determine the appropriate communication and/or training method to inform the impacted stakeholders, as needed.
- Leverage Project Sponsors to communicate high-impacting changes to department and City leadership as appropriate.

Continued from June 2023 QA Report

- Consider opportunities for having a City PMO member communicate with Departments about incomplete tasks as a follow-up to ongoing communication from the Accenture-based members of the OCM workstream.

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6. End User Implementation
6.2 Training & Knowledge Transfer (1 of 2)

Risk Level

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

Observations

- Training will continue as scheduled through the remainder of 2023 with employees expected to attend the required HRP trainings corresponding to their role. Instructor-led trainings (ILTs) for Department Payroll Liaisons continued throughout October and will continue through November as scheduled. Webinars for HR Staff, Employees, Managers and Timekeepers are expected to begin in November.
- Of the ILTs that have already been held, the Project experienced a 77% attendance rate from invited Department Payroll Liaison staff (23 courses held, 377 staff invited, 291 attended). The remaining DPL trainings in the month of November are for Course 2 of a two-part course only, which means there are no more opportunities for a DPL to makeup their attendance for Course 1. With the extension of the Phase 2 project schedule, the Project should add additional make-up sessions for DPLs who did not attend this mandatory training, and leverage department leadership to direct attendance.
- The training team is currently in the process of developing training materials for Department Payroll Liaisons and HR Partners that provide guidance on troubleshooting pay and benefits issues (e.g., employee reports inaccurate pay, inaccurate tax or benefits withholdings, issues with benefits access due to non-payment of premiums, etc.) post go-live. This training should be added as part of the mandatory training for pay/benefits managers and should also include information on overall DPL and HR Partners' roles/ responsibilities/ expected activities in the incident management process. This training material should be shared with any group the DPLs would work with to resolve pay issues (e.g., HR staff, benefits staff, Central Payroll, etc.) to ensure those groups understand their role in collaborating with DPLs on this topic. Because troubleshooting ability will be critical after go-live, the Project should review this material with a small number of DPLs to gather their input for modifications/improvement to the materials before wider distribution.

(see next page for continued observations)

Recommendations

- Inform department leadership of training workshop hours to ensure employee availability and leverage department leadership communications to increase training attendance.
- Consider adding new training opportunities to the training curriculum, based on trainee feedback, as well as additional make-up sessions for mandatory trainings, and incorporating them into the re-baselined project schedule as appropriate.
- Review new training material on troubleshooting with a small number of DPLs to gather their input for modifications/improvement to the materials before wider distribution.
- Incorporate new training material on troubleshooting pay and benefits issues into the upcoming mandatory trainings for DPLs and HR Partners and determine a mechanism for providing this new training material to those who have already attended training in advance of the spring 2024 refresher trainings.
- Share new training material on troubleshooting with any group the DPLs would work with to resolve pay issues (e.g., HR staff, benefits staff, Central Payroll, etc.) to ensure those groups understand their role in collaborating with DPLs on this topic.

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6. End User Implementation
6.2 Training & Knowledge Transfer (2 of 2)

Risk Level

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

Observations

- The go-live extension offers opportunities for training to further enhance overall department readiness by expanding or altering the training curriculum based on feedback from those already trained, incorporating those already trained to become testers and/or trainers for long term sustainment of internally driven trainings.
- The Training Workstream continues to be very actively engaged with the Workstreams to draft, review, revise and finalize training materials. The table below is extracted from the Training Workstream's Training Items Tracker dashboard and contains data from September 8, October 4 and November 4.
  - The Absence, Compensation, Payroll, and Time Tracking Workstreams made progress and increased their percentage of approved training items since last month's reporting period.
  - The HCM Workstream has not yet completed (approved) any training items (no change since last month's reporting period).
- The Training Workstream has utilized these training materials in their current state in order to meet the previously set December go-live date. Should these training materials be altered with the City's final review and approval, these training references will need to be updated and the users who may have already received trainings will need to be notified of the update.

Continued from September 2023 QA Report

- Any obstacles preventing approval of training items by the Workstreams should be discussed and escalated to the Steering Committee for resolution if necessary. Timely approvals will reduce the risk of in-flight trainings requiring updates.

Recommendations

- If not already involved in testing efforts, consider recruiting trained DPLs to participate in Parallel, Integrations and/or Reporting testing.

Continued from August 2023 QA Report

- Identify and address any obstacles that are preventing approval of training items and escalate them to the Steering Committee for resolution if necessary.

Workstream	Total Training Items	% Submitted for review by workstream (awaiting approval)			% Completed (approved by City and Workday)		
		As of 9/8	As of 10/4	As of 11/4	As of 9/8	As of 10/4	As of 11/4
Absence	21	5%	14%	0%	38%	43%	67%
Benefits	12	0%	0%	0%	67%	67%	67%
Compensation	10 (prev. 8)	0%	0%	0%	25%	20%	56%
HCM	6 (prev. 4)	0%	0%	0%	0%	0%	0%
Payroll	35 (prev. 32)	37%	29%	9%	0%	20%	46%
Time Tracking	29 (prev. 30)	6%	14%	0%	32%	38%	79%

(Note: Not all columns in the Training Items Tracker dashboard are shown here)

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6. End User Implementation
6.3 Support

Risk Level

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

Observations

- The addition of 6 months to the project timeline has allowed additional time for the City to finalize an HR/Payroll operating model that will be implemented post Phase 2 go-live.
- It remains to be discussed how the changes in ownership and new roles and responsibilities of City staff in the new Workday system will be operationalized. The HRP Sponsors should reconvene in the month of November to continue these discussions and gain further clarity on post go-live ownership so staffing plans can start to be addressed now.
- ITA in collaboration with the Controller's Office are in the process of selecting and evaluating a contractor to provide additional support with Workday payroll operations post Phase 2 go-live. This is progress towards proactively engaging a contractor prior to Phase 2 go-live to ensure early onboarding and a smooth transition post go-live.

Continued from September 2023 QA Report

- The City still needs to establish a new operating model that successfully supports and delivers the capabilities of the new Workday system to the City at-large once Phase 2 goes live. The current Sustainability and Support Plan has begun to define post go-live support responsibilities of Department HR and Payroll staff and across Workstreams, as well as the places and tools to be used for support delivery, but a transition plan that is actionable and addresses the training and staffing needs to get to this new future state of working remains to be defined.

Continued from August 2023 QA Report

- The Controller's Office has determined an overall approach for executing the more technical aspects of post-go-live payroll operations through partner support. Partners who need to be prepared to operate effectively upon go-live will need to be procured, contracted and onboarded prior to go-live to ensure that they are well versed in, and ready to perform, all required post-go-live functions assigned to them.

Recommendations

Continued from September 2023 QA Report

- Develop an HR/Payroll operating model that reflects the shared accountability of the new Workday system across all functional areas (both business and IT) and depicts the ways in which the City will achieve its strategic objectives with the implementation of the new Workday system (i.e., how things will get done).

Continued from August 2023 QA Report

- Actively undertake and complete contracting of post-go-live support resources to perform required Payroll operational tasks in support of City Central Payroll staff.

Continued from February 2023 QA Report

- 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.

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Appendix

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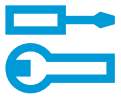
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Monthly Quality Assurance Reporting Methodology

- Gartner's Monthly Quality Assurance (QA) Report includes Gartner's observations across a wide variety of domains and assessment categories. Observations may include:



Risks: Events or situations that have not yet occurred but, if they do, may have a negative impact on the HRP Project. Because the Readiness Assessment Report is not a Risk Log, it will not contain all known potential risks to the HRP Project (as a Risk Log might).



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



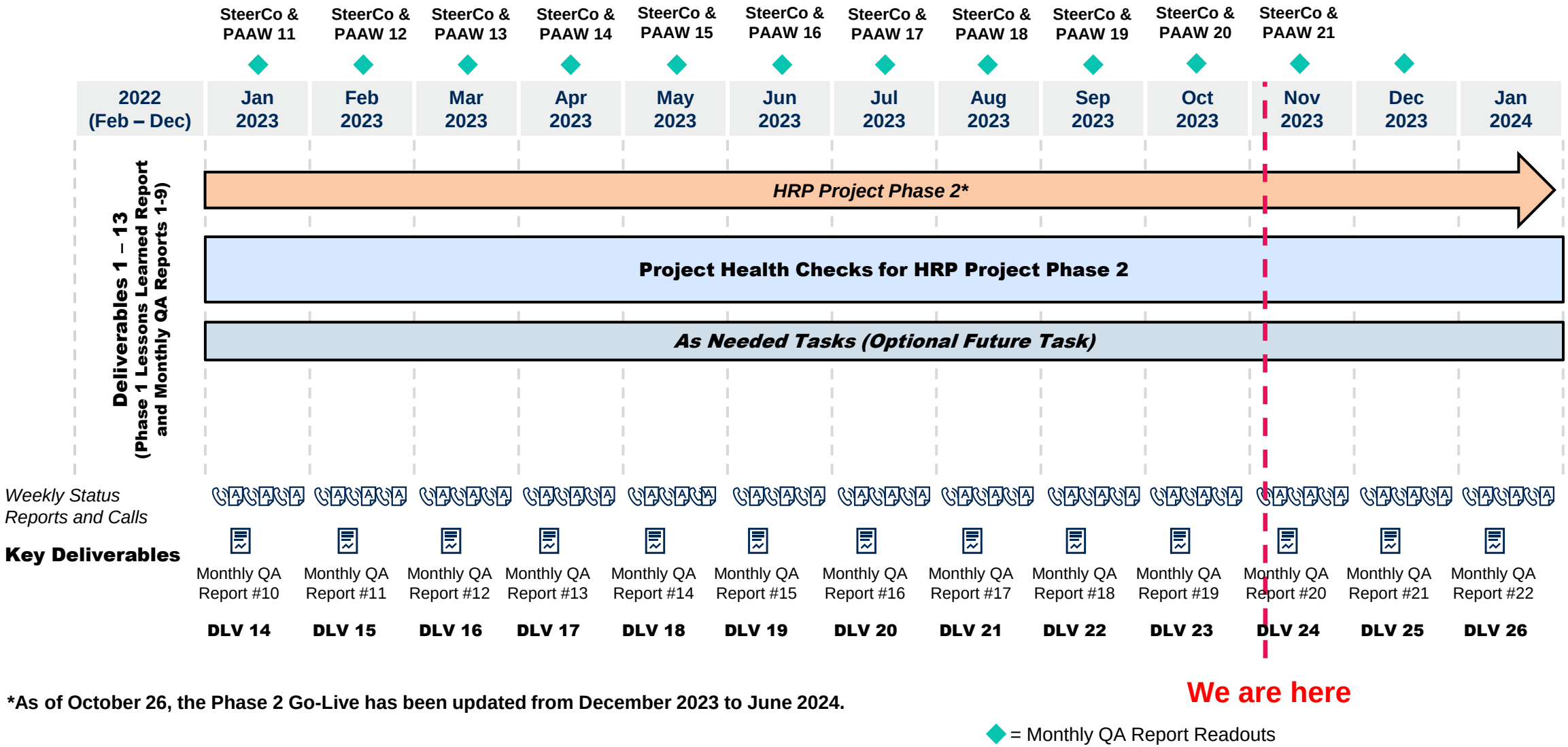
Statements of Fact: Statements are typically related to HRP Project activities, status or progress. These statements may, for example, highlight that expected milestones have been achieved, or that progress was made to address an issue/risk. Statements of fact are most often neutral or positive in tone,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

- The Quality Assurance Report is not a substitute for a Risk Log or an Issue Log
  - The City may choose to take observations from the QA Report and include them as appropriate in the 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.

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Project Schedule (2023 Updated)



***As of October 26, the Phase 2 Go-Live has been updated from December 2023 to June 2024.**

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