

CITY OF LOS AN`GELES

CALIFORNIA



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February 10, 2022

REF: EXE-028-22

Honorable Members of the City Council
City of Los Angeles
Room 395, City Hall
Los Angeles, CA 90012

Attn: Personnel, Audits, and Animal Welfare

SUBJECT: HRP PROJECT STATUS REPORT TO PAAW, ITGS, AND BUDGET AND FINANCE

RECOMMENDATION:

Receive and file the report.

STATUS REPORT:

As requested, in the October 6, 2021 meeting of the Personnel, Audits, and Animal Welfare (PAAW) Committee, this is another monthly status report for the Human Resources and Payroll (HRP) Project.

See Appendix A for the detailed status report as of February 4, 2022. Below is the summarized HRP Phase 1 Go-Live Dashboard tracking critical path tasks towards the go-live date.

2/9/2022 HRP Phase 1 Go Live Dashboard						
Critical Path Task	PER	CAO	CTR	ITA/WD	Due Date	Notes
Data Validation	17 of 17	6 of 6	9 of 9	1 of 1	Complete	Required to begin E2E Testing, completed on 1/5/22
Test Scenario Preparation	161 of 161	215 of 215	121 of 121	N/A	12/31/21	Test Scenarios definition due by 1/10/22
Configuration	331 of 331	491 of 491	69 of 69	626 of 626	Complete	Configuration is complete, expect fix updates during E2E Testing
Report Development	N/A	N/A	N/A	163 of 163	Complete	All known reports are developed as of 1/22/22
Integration Development	N/A	N/A	N/A	30 of 32	1/31/22	WD - 1 Cornerstone, ITA 1 - INT011b - SSN integration in development.
Report Unit Testing	N/A	N/A	N/A	163 of 163	Complete	Departments must test during E2E to confirm requirements
Training Materials Reviewed	12 of 32	2 of 4	0 of 3	-	2/11/22	PER and CTR review by 2/11
Integration Testing - Critical	N/A	N/A	N/A	2 of 17	2/11/22	Overall Completion percentage is 62%. WD to PaySr makes up 9 of the Int's
Integration Testing - Non Critical	N/A	N/A	N/A	4 of 15	2/11/22	Overall Completion percentage is 23%.
End to End Testing	118 of 161	215 of 215	75 of 121	N/A	2/11/22	Completion - PER - 73%, CAO - 99.9%, CTR - 61%
Cutover Planning	0 of 4	0 of 2	0 of 4	0 of 232	2/11/22	Draft plan prepared, tasks begin after completion of E2E
PaySr Testing - from WD		In Test and Break/Fix			2/11/22	INT5000 from WD to PaySr is tested nightly with break/fix occurring daily.
Business Process	9 of 15	2 of 6		N/A	2/11/22	All Business Processes are defined and in review.
Gold Tenant Build - DGW's	N/A	N/A	N/A	0 of 8	3/18/22	Gold build begins on 2/21/22 to support a 4/10 Go Live
Required Training Registration	0 of 236	N/A	N/A	N/A	4/1/22	The PMO team needs to confirm the number of trainees, count as of 2/9
Support Model Trial Run	No	No	No	No	4/4/22	Support model is defined and will have a test run in March.
Required Training Delivery	0 of 236	N/A	N/A	N/A	4/7/22	Training is planned to begin on 2/28
Change Discussions		0 of 43 Departments			4/7/22	OCM will lead this effort beginning 2/21/22

TESTING RESULTS AS OF FEBRUARY 9, 2022 (RESULTS AS OF 2/15/2022 WILL BE PROVIDED VERBALLY IN PAAW COMMITTEE):

The Workday leadership team will be available to provide an updated verbal status of testing results as of February 15, 2022 in the February 16, 2022 PAAW Committee with the additional information.

As of February 9, 2022, there are 3,925 functional steps being tested by the Core team for Phase 1. The team has completed 3,124 or 80% of those steps. Of the steps tested, 3,013 have passed and 111 have failed, which equates to a 96% pass rate and a 4% fail rate, although we note that some tests pass with issues that will require further work. Features that do not pass the testing are discussed, reconfigured, and tested again.

HRP LEADERSHIP CONSENSUS RECOMMENDATION FOR PHASE 1 GO-LIVE DATE:

Based on HRP Leadership Team consensus discussions and meetings since October 2021, the team, along with Workday recommendations, has chosen April 10, 2022 as the Phase 1 deployment date. Between now and this go-live date, the HRP Project has official milestones and group “go/no go” decisions that will be used to confirm or contest this date. The HRP Leadership Team is committed to using the quantifiable results of various project activities (e.g. testing, integration, conversion, etc) and the findings of the Quality Assurance vendor to make go/no go decisions towards an April 10, 2022 go-live and for the subsequent phase.

QUALITY ASSURANCE UPDATE FROM THE CITY ADMINISTRATIVE OFFICER:

The City Administrative Officer with assistance from ITA, has negotiated and executed a Task Order with Gartner, Inc. for Quality Assurance (QA) Services for the HRP project with a term of three years from the execution date for a total compensation amount of \$942,500. Gartner will provide a Phase 1 Project Readiness Assessment, health checks for Phase 1 and Phase 2 of the project which include independent evaluation of the overall project in terms of adherence to best practices in large system implementations, and lessons learned from Phase 1 implementation that can be considered and leveraged for the Phase 2 deployment. The list of tasks are as follows:

1. Phase 1 Project Readiness Assessment (Provided by March 3, 2022);
2. Project Health Checks for Phase 1 (Weekly and Monthly through April 2022);
3. Phase 1 Lessons Learned (Provided by May 13, 2022); and,
4. Project Health Checks for Phase 2 (Weekly and Monthly from May 2022 through December 2022).

On February 2, 2022, the Gartner held a virtual kickoff meeting with the HRP Steering Committee and other HRP team members to review the QA methodology and approach, the timeline for the QA engagement, and begin the process for accessing documents and setting up interviews with key HRP team members. As of February 10, 2022, Gartner has completed or initiated the following activities:

- Prepared interview guide and created the status reporting format.

- Conducted interviews with several HRP team members including the HRP Project Manager and CAO executive sponsor.
- Established weekly status meetings with the CAO, the QA Project Manager.
- Began reviewing project documents.

Respectfully Submitted,



Ted Ross
General Manager

Attachment

cc Jeanne Holm, Office of the Mayor
 David Hersch, Council District 5
 Wendy Macy, Personnel Department
 Leticia Ortiz, Personnel Department
 Grayce Liu, Personnel Department
 Crista Binder, Office of the Controller
 Matt Crawford, Office of the Controller
 Matt Szabo, City Administrative Officer
 Ben Ceja, City Administrative Officer
 Melissa Velasco, City Administrative Officer
 Karen Kalfayan, Chief Legislative Analyst
 ITA Executive Team

APPENDIX A



Project: Human Resources and Payroll
Scope: HCM/Payroll/PRISM
 As of Feb 4, 2022
 Next SC: Feb 16, 2022
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Key Accomplishments	HRP Dashboard		
Phase 1 E2E testing continued this week and was planned to be completed today. The team needs additional time to complete testing. E2E can continue for during UAT but must wrap up by 2/11. UAT is planned to begin Monday 2/7 for 2 weeks. The Gold Tenant build start date is dependent on E2E and UAT being complete and must begin on 2/21 to achieve the April 10 th go live.	Area	Status/ Trend	
Functional/Technical	Overall – Key Dates E2E Testing 1/10 – 2/4, User Acceptance Testing 2/7 – 2/18, Gold Tenant build must begin on 2/21, after the Gold build data validation and entering catch up transactions will be the focus. End User training is planned to begin towards the end of Feb and continue until the week prior to Go live.	↑	
Phase 1:	Schedule – The team is concerned with the amount of time allocated to Phase 1 E2E Testing. Weekly progress will be monitored to determine if an adjustments are needed. If additional time is needed, the go live date will most likely need to be moved out.	↓	
<ul style="list-style-type: none"> HCM, supported E2E Testing; provided support for Department testers and Core testers; reviewed training videos and provided feedback; completed configuration for approved change requests; completed configuration updates required to resolve test defects. Comp, E2E testing is 100% complete. Supporting Phase 1 design/testing. Focusing on Phase 1 priorities. Prep for Phase 2 supplemental comp loads (i.e., Mapping exceptions, Mileage config) Integrations – WD to PaySr integration testing continues daily. Controllers team is trying to decide on what they will do for the ACH elections and the impacts to integrations. Conversion, started loading new files delivered by the City. Developing detailed plan for Gold/Production build and cutover Security, Discussed Change Job Business Process Migration and discussed changes to the Department Liaison and other security roles as a result of testing. Reporting, supporting migration of reports from LA5 to LA8 after unit test. Defect fixes for Reports. Seniority Program, testing ongoing, delays with the new file transfer protocol setup delays with the reformatting of the file from Neogov 	Scope – The Phased deployment approach added additional integrations, updated BP configurations, updated configuration and modified security based on the features being rolled out. During E2E, scope must remain static, all changes must be related to fixing any issues identified during training. Any new designs, decisions or added functions must be deferred until after Go Live.	↓	
Phase 2:	Resources – Resources should be aligned with the original staff plan.	↓	
<ul style="list-style-type: none"> Absence, Phase 2 Tenant Build clean-up and validation continues. Updating of configuration to support FMS Daily Time Off reporting in lacity2. Benefits, nothing Benefits specific this week, assisted Phase 1 efforts. Time Tracking, team to confirm premium calculations (OT, ST, Comp Time); sessions ongoing; requested the role assignments for the Phase 2 tenant (entrance criteria for E2E); mileage configuration in place. Unit testing will be done after the allowance plan assignments are loaded. Payroll, payment election decision; worked with FMS Payroll accounting team on validating payroll accounting integrations; focused on daily retro issue, and fixing BPs based on payroll team's request; possible work around for Phase 2 Payment Election BP 	Key Upcoming Project Activities		
OCM and Training	What	When	
<ul style="list-style-type: none"> OCM, finalized Change Discussion Guides and sent to relevant project leads for review. Drafted Change Discussion guide presentations. Scheduled change discussions with LAPD, LAFD, LAWA, Port (remaining CDs will be scheduled by end of week). BP, continued reviewing phase 1 business processes with CAO and PER. Continued documenting detailed future state payroll processes. Continued tier 1 check ins and follow ups. Continued drafting end user training. Continued drafting and distributing communications. Training, Payroll and Comp job aids sent out to City for Review. Course 1 materials reviewed with PERS team on 2/4 with additional sessions scheduled for next week. HCM job aids under review with WD HCM Team. Reporting Videos approved by City. 	E2E End-to-End Testing for Phase 1 (HCM/Comp)	Feb	
	Phase 1 Integration Development (Lacers, Cornerstone, JPM)	Jan	
	Phase 1 Integration Testing 6 of 32 complete	Jan	
	Phase 1 Reports Testing (Dept Testing – in progress)	Feb	
	Seniority Program – Continue E2E Testing	Feb	
	Phase 2 – Data Validation	Feb	
	Phase 2 – FMS Integration Testing	Jun	



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Workstream Status – Phase 1
 Activity Dashboard: Last Update 2/4/22

Workstream	Status	Workday Lead	Update
Reporting		Katie Davis	Highlights: - Supporting migration of reports from LA5 to LA8 after unit testing - Defect fixes for Reporting
Security		Michael Wardhana	Summary: Discussed Change Job Business Process Migration and discussed changes to the Department Liaison and other security roles as a result of testing. Highlights: - Discussed Change Job Business Process Migration. - Discussed changes to the Department Liaison and other security roles as a result of testing. - Continued Security Configuration migration support and updated configuration in support of testing. - Continued review of SSD configuration with ID and Security Team. Issues: - Waiting for finalized LAPD and security requirements from City of LA Team.
Testing		Anthony Wang	Summary: Phase 1E2E testing is in progress. Some changes in HCM configuration being worked on. Pay/SR test coordination could be improved with regular check-ins between Hesa/TAPER/Control/CAD. Chasing down integrations. Trying to support departments as they get ready for testing each week. Highlights: - Core Team Testing - HCM 75% tested for 1453 tests - Compensation 100% tested for 1567 tests - Payroll 50% tested for 323 tests - Pay/SR Testing: Pay/SR rows 24% of 333 tests, Mass Raise Testing - Department Testing - LAPD department testing this week. LAPD and Port continued to test. LAWA still has a lot of remaining tests - integrations (non-INT5000) Testing: Of the 18 marked Critical: 1 complete, 14 in progress, 1 not started, 33 integrations in scope: 5 complete, 18 in progress, 8 not started Custom Reports Testing-ITA developed reports - 82% for 170 tests Seniority Calculations - Testing ongoing, Dale has updated testing sheet, regular meetings being scheduled with Tracy - delays with the new file transfer protocol setup - delays with the reformatting of the file from Neogov Prism - EWH Employee Job History - I need to retest this report to see how Workday transactions are being blended with the Pay/SR historical data. - EWH Name History - I will review the report corrections made by the Prism team and update the notes by the end of today. - EWH Demographics History - I will review the report corrections made by the Prism team and update the notes by the end of today. - EWH Address History - I will review the report corrections made by the Prism team and update the notes by the end of today. Upcoming Testing activities - UJAT 27 - 3/8 Notable Testing Concerns/Risk/Issues : - City Test Lead transitioning and gaps to fill (staging test data, department testing writing tests, coordination, support) - Test team spread thin supporting departments testing, core team testing, integrations testing - Need to do UJAT planning - Need to do Phase 2 test planning - DWP, LACERS, CAD, LAWA integrations remain a concern. Testing of SSD for all Depts before go-live. - City resources concern. (e.g. WoowonChun supporting security, reports, also need to test SSD)

Workstream Status – Phase 1

Activity Dashboard: Last Update 2/4/22

Workstream	Status	Workday Lead	Update
Time Tracking		Paula Davis	Highlights: -Team to confirm premium calculations (OT, ST, Comp Time) - sessions ongoing -Requested the role assignments for the Phase 2 tenant (entrance criteria for EZE) -Mileage configuration in place. Unit testing will be done after the allowance plan assignments are loaded. Outstanding Configuration/Work: -Validation messages will be updated in LACity2 after the tenant has been validated and prior to the start of EZE
Training		Seemab Majeed	Summary: -Payroll and Comp job aids sent out to City for Review (extended time 03/11) -Course 1 Review with City scheduled (03/04) -WD HCM Team completed on demand material reviews Training Pilot -City to provide SMEs for training pilot (CAD & HCM SMEs) for the HCM/ILT training Dates of pilot: 03/03, 03/10 -Course 2 pilot is pushed to the following week -Working with the City LMS team to load events for pilot into Cornerstone



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RAIDQ Summary Activity for Technology – Week Ending 2/4/2022 – Phase 1					
RAIDQ Type	Current Open	Opened This Week	Closed This Week	Opened Last Week	Closed Last Week
Action	15	0	1	0	0
Decision	12	0	3	2	1
Issue	5	1	0	0	0
Question	4	0	1	0	0
Risk	3	0	0	0	0
(blank)	3	0	0	0	0

Open and Late – HIGH/MODERATE/LOW Impact RAIDQ (Phase 1):

ID	Short Description	Days Late	Responsible
245	Provide List of Critical Department Compensation Reports	77	Jonathan Biton
294	Personnel staffing/resource concerns	68	Fatima Demesa, Raelynn Napper
351	Multiple questions	7	Jane Bishop, Sam Magoun, Sonja Chappell
373	Requirements, recommendation for the mass salary increase for MOUs that will be effective January 1, 2022 (PARENT: RAIDQ 276)	7	isophine.atkinson@lacity.org
399	Compensation SMEs - Resource Availability is risk for ability to meet upcoming due dates	0	Brad Hoenshell, isophine.atkinson@lacity.org, Kenneth Chambers, Raelynn Napper
510	Create Landscape Diagram. Grouping by functional area and not by Source/Target system.	0	Chad Kodet
526	Is the KPMG document the authority for configuration throughout this project and for go-live? If yes, who is responsible for maintaining it? If not, what will be the authority?	Missing due date	Raelynn Napper
624	LAFD- How are positions managed when the incoming employee is in training?	17	Janelle Irving, Marvin Avila



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ID	Short Description	Days Late	Responsible
625	Onboarding Document requirements for internal Job Transfers	7	Fatima Demesa, Marvin Avila, Quan Nguyen, Sarah Deiuliis, Yvonne Hong
649	City needs to identify cutover strategy - will departments freeze on doing certain transactions in PaySR? If so, what is the date? When will departments be notified of this?	17	Jonathan Biton, Kenneth Chambers, Raelynn Napper
711	Limitation on Data ingestion into Workday PRISM	0	Didier Guzman, nigel.chan@lacity.org
718	Update Compensation Grade Description requirements	0	Quan Nguyen, Yvonne Hong
753	All reports transitioned to ITA for Phase 1	42	woowon.kang@lacity.org
757	All reports for Phase 1 signed off by City team and marked ready for production. 11/29/2021 JB This is WIP 30 WD Custom Report done 13 Extractor (Worksheet) done 2 WD reports that can be use instead of writing custom report	52	woowon.kang@lacity.org
760	Update Security Groups for Review, Rescind, and Cancel steps on all HCM BPs	27	Sarah Deiuliis
761	Handling Step Progression Exclusions for Employees on Unpaid Leave of Absence for Phase 1	0	Tracy Ryan
775	Define/Configure HCM Department EIB security access.	8	Chun Ping Wang, Marvin Avila, woowon.kang@lacity.org
776	Review and provide help text for all applicable BPs	27	Sarah Deiuliis
816	What is the process for identifying outstanding arrears balances when employees are terminated, retire, promotion, or transfer (make sure there is a To Do step in those BPs)	33	Janet Laszlo, Marvin Avila, rosemary.go@lacity.org
819	Who is responsible to making sure these retirees over the limit are set up correctly? (Confirm LACERS/LAFPPS have access to rehire/ designate retiree over limit)	33	Daniel Powell, Marvin Avila
836	Hiring Hall rates and subsidies, confirm who is owning in future state and how it will work?	33	Raelynn Napper
844	COLA & Retros- Current rule is less than 100 employees departments do it, more than 100 it would be handled centrally (ITA would update with PER/CAO verifying), do we want to update this rule? Confirm this process, proposed approach: scenario assessed by the post go-live HRP steering committee who makes a decision.	54	Fatima Demesa, isophine.atkinson@lacity.org, Janet Laszlo, Marvin Avila, rosemary.go@lacity.org



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ID	Short Description	Days Late	Responsible
846	Managing mass load of positions (Annual Position Load) Establish Change Job/Edit position EIB template process for departments to provide to ITA if they can't load themselves. May need different templates depending on the type of change (e.g., lateral, promotion, etc.)	29	Marvin Avila
854	Need to determine which reports will be used to verify budget cycle position allocations and assignments and who is looking at what	34	Janelle Irving, Jonathan Biton
855	Controller needs to review the process for creating a new department in Workday	0	Quan Nguyen, Yvonne Hong
876	Explore what documentation will be used/maintained for reference after go-live (for example the current comp Smartsheet has been very helpful in config and testing will some version of this be maintained?), what will be referenced directly out of Workday and should be maintained in spreadsheets outside of Workday	34	Raelynn Napper
878	What are the various impacts to employee's jobs that will result from Workday? How are these being identified/tracked across workstreams and what proactive interventions can be done to avoid labor issues?	61	Raelynn Napper
889	Integration technical contact (owners) to confirm the process around integrations is thought out with and signed off by the functional contacts (Business Owners) (includes what reports are needed, what analysis is needed, what error handling is needed, etc.)	62	Jonathan Biton
925	Need a list of tables in Workday and PaySR that needs to be maintained manually and separately in Phase 1. Specifically: what tables/data need to be kept in sync between Workday and PaySR when creating new job classes and permanent bonuses during Phase 1	20	Chris Yee, Jonathan Biton, Tracy Ryan
926	Addressing potential liabilities associated with Late Payments to employees due to failure to submit timesheet or proper authorization of appointment.	34	Janet Laszlo, Marvin Avila, rosemary.go@lacity.org
928	Direct Deposit Elections in Workday are at the Employee Level. In PaySR, they are at the Department level. This is going to impact how employees are paid once Workday goes live in April (Since we will interface this data from WD to PaySR)	68	Janet Laszlo
930	LAWA would like to use PM staffing model for their HH Employees	28	Janelle Irving, Marvin Avila
946	Reporting team to review following reports that are impacted from the phased approach: -Remove/Adjust Y-Rates -Deductible Absences for Step Progression	27	Amy Krishnan, Katie Davis
951	Current PaySR permanent bonus plan exceptions: plan assignments outside of MOU rules	0	isophine.atkinson@lacity.org
952	Current PaySR permanent bonus plan calculation method/frequency exceptions outside of MOU rules	0	Chris Yang
953	Missing Role Based Assignments in lacity8 Needed to identify trainees.	27	Fatima Demesa, Marvin Avila, Sarah Deiuliis



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ID	Short Description	Days Late	Responsible
954	How do we know if employee is retired?	23	Amy Krishnan, Chad Kodet, Katie Davis, Sonja Chappell, Tori Watkins
958	Data Conversion for work schedules for PaySR non-FLSA departments. The data is not maintained in PaySR for some of these departments, such as GSD. How will this information be updated in WD?	13	Chris Yang, Jonathan Biton, Raelynn Napper
959	Comp Default on positions does not accurately reflect the way the City reports on the data for budgeting purposes.	0	isophine.atkinson@lacity.org, Tracy Ryan
960	In phase 1, when an employee (EE) goes on leave, PAYSr will be the system of record. If there are transactions in WD, such as a job change, PAYSr will ignore that transaction. When the employee comes off leave in PAYSr, WD will become the master system. PAYSr will update the employee's record to what it is today in WD. How do we manage WD transactions for an EE who is on leave in PAYSr? Will EE records in WD have any indicator that the EE is on leave?	0	Marvin Avila, Sonja Chappell
967	Payment Elections and EWS	0	Sam Magoun