

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: April 14, 2022

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Council District: All

To: Personnel, Audits, and Animal Welfare Committee

From: Matthew W. Szabo, City Administrative Officer  for

Reference: Gartner Report dated April 5, 2022

Subject: **GARTNER, INC. HRP PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – MARCH 2022**

RECOMMENDATIONS

That the Council note and file this informational report.

SUMMARY

At the request of the Personnel, Audits, and Animal Welfare Committee, attached is the monthly report for March 2022 as submitted by the Human Resources and Payroll (HRP) Quality Assurance (QA) consultant, Gartner, Inc. (Gartner).

In November 2021, this Office issued a Task Order Solicitation seeking proposals from firms experienced in enterprise software implementation to provide QA services for the HRP project. The vendor Gartner was selected and began work in February 2022. As part of the agreement, Gartner must report regularly on the status of the HRP project for the duration of the engagement as part of the Project Health Checks for Phases 1 and 2. On March 3, 2022, Gartner submitted the Phase 1 Go-Live Readiness Assessment Report. The Readiness Assessment Report provided an independent evaluation for Phase 1 (Human Capital Management and Compensation) of the overall project in terms of adherence to best practices in large system implementations. Following the Readiness Report, Gartner must provide monthly QA reports on the status of the project including improvements or deficiencies identified from their initial assessment. Attached is Gartner's report on the project status through the end of March 2022.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund. This is an informational report with no financial recommendations.

FINANCIAL POLICIES STATEMENT

This report is in compliance with the City's Financial Policies as this is an informational item with no fiscal impact.

Attachment

Cc: Ted Ross, Information Technology Agency
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MWS:MGR:11220094c

HRP Project Quality Assurance Services

Monthly QA Report – March 2022

Prepared for: City of Los Angeles

April 5, 2022

Version 2

Engagement #: 330065784

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Executive Summary



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Gartner Engagement Overview

HRP Project Background

- The HRP Project is the comprehensive replacement of the City's existing PaySR payroll system with a modern human resources and payroll system implemented by the vendor Workday, Inc.
- Project goals also include establishing a system of record for the employee civil service life-cycle journey and modernizing associated HR practices Citywide.
- The original full system go-live date was January 2022. The HRP Steering Committee received Council approval to instead implement a phased approach for system go-live:
 - Phase 1: Human Capital Management and Compensation in April 2022
 - Phase 2: Benefits, Time Tracking, Absence and Payroll in December 2022
- Of the program stages in Workday's methodology, the Plan, Architect and Configure & Prototype activities are complete, with the current focus being on Test and Deploy activities.

Gartner Engagement Objectives

- Provide independent oversight to ensure Phases 1 and 2 of the HRP Project will meet the City's requirements and implementation activities are executed based on industry best practices.
 - February-April 2022: Oversight efforts will focus on readiness for HRP Phase 1 go-live (February – April)
 - May-December 2022: Oversight efforts will focus on HRP Phase 2 overall health and go-live
- Document Lessons Learned from Phase 1 of the HRP Project for the City's consideration to address in Phase 2.

This HRP Monthly Quality Assurance Report remains focused on project risks related to Phase 1 Go-Live targeted for May 8, 2022*



Phase 1 Go-Live Readiness Assessment

Assesses the degree to which the HRP Project Phase 1 is ready to go-live on April 10, 2022. The assessment uses document reviews, interviews with HRP Project stakeholders and industry best practices to assess risk across a variety of domains and risk categories. **COMPLETED**



Monthly Quality Assurance (QA) Reports

Highlights key risks & issues and provides recommendations to mitigate or resolve. Based on meeting observations, discussions with City and Vendor personnel, deliverable reviews, and industry best practices.



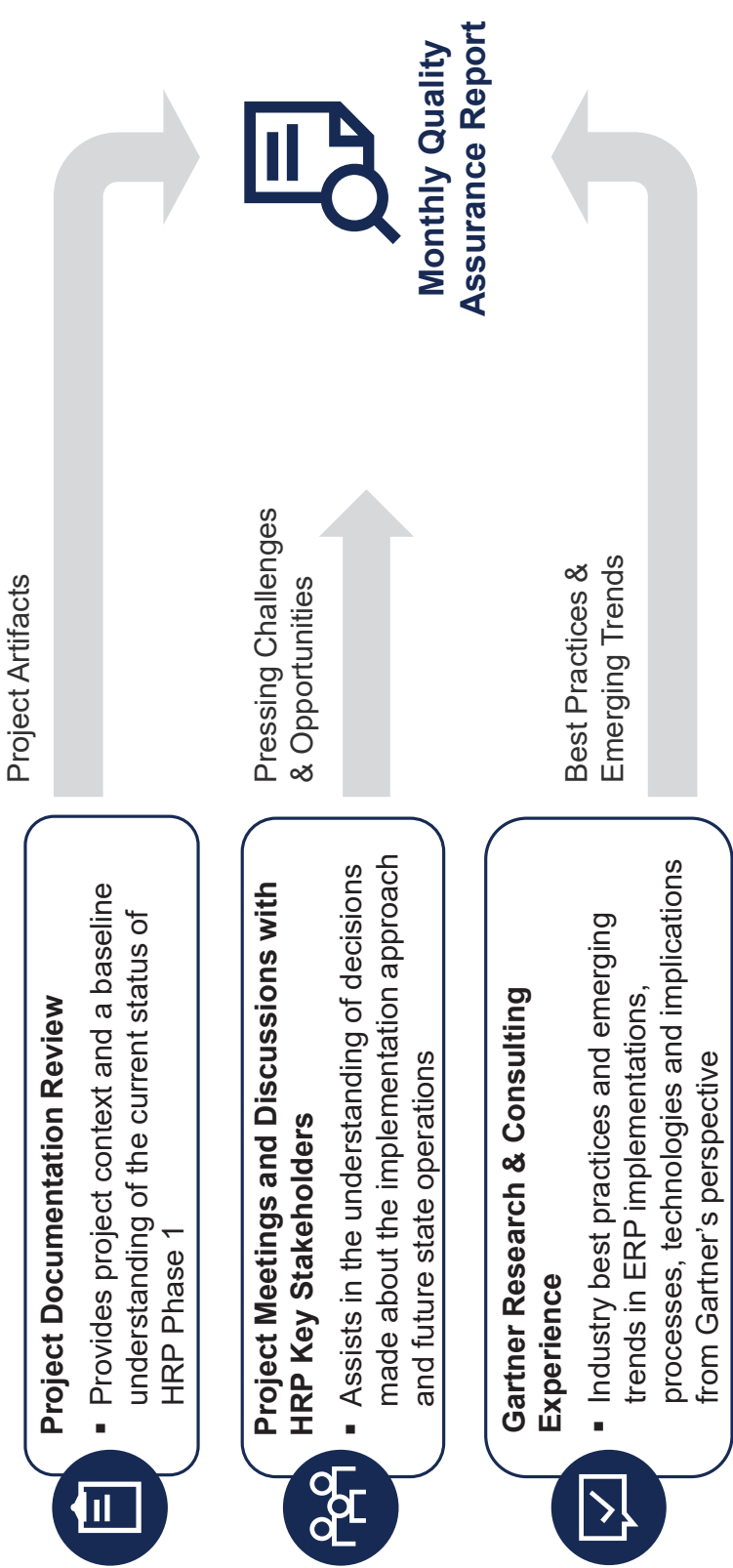
HRP Project Phase 1 Lessons Learned Report

Identifies the strengths and opportunities for improvement resulting from HRP Project Phase 1 for the City's consideration towards Phase 2 activities. Based on project observations, Gartner's Monthly QA Reports, and discussions with City and Vendor personnel (as needed).

*Since the release of Gartner's Phase 1 Go-Live Readiness Assessment, the Phase 1 Go-Live date has since been updated from April 10, 2022 to May 8, 2022.

Monthly Quality Assurance Reporting Methodology

- Gartner leverages multiple inputs to identify risks and issues related to Phase 1 Go-Live across various domains and risk categories



- The HRP Project environment is rapidly changing due to the Project Team making progress each day. The observations and associated recommendations contained in this report are as of 4/5/22.

Monthly Quality Assurance Reporting Methodology (continued)

- Gartner's Monthly Quality Assurance (QA) Report includes Gartner's observations across a wide variety of domains and assessment categories. Observations may include:
 - **Risks:** Events or situations that have not yet occurred but, if they do, may have a negative impact on the HRP Project. Because the Readiness Assessment Report is not a Risk Log, it will not contain all known potential risks to the HRP Project (as a Risk Log might).
 - **Issues:** Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.
 - **Statements of Fact:** Statements are typically related to HRP Project activities, status or progress. These statements may, for example, highlight that expected milestones have been achieved, or that progress was made to address an issue/risk. Statements of fact are most often neutral or positive in tone, as any concerns included in the assessment or report would typically be considered a risk or issue.
- The Quality Assurance Report is not a substitute for a Risk Log or an Issue Log
 - The City may choose to take observations from the QA Report and include them as appropriate in the RAIDQ Log or in any other risk/issue tracking mechanisms used by the HRP Project. Through this process, the City would categorize issues and risks based on probability, potential impact, or other factors.



Monthly Quality Assurance Reporting Methodology (continued)

Domains & Risk Categories

- Risks related to Phase 1 Go-Live were assessed across the following domains and risk categories.
 - The 19 Risk Categories in white were assessed and given a risk level rating.
 - The 5 Risk Categories in gray were assessed and determined to have minimal impact to Phase 1 go-live at this time. Gartner provided observations for each and, in some cases, recommendations, but these categories were not given risk ratings due to their minimal impact on risk related to Phase 1 go-live.

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

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






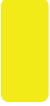


= Risk Categories with Minimal Impact on Phase 1 go-live



Monthly Quality Assurance Reporting Methodology (continued)

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 Go-Live	The risk category has minimal impact on Phase 1 go-live.
	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 Phase 1 Go-Live Readiness Assessment Dashboard

Current Overall Phase 1 Go-Live Readiness ▶



Previous Overall Status ▲

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

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

▶ = Increase in rating and risk from last reporting period
▲ = Decrease in rating and risk from last reporting period
 = Risk Categories with Minimal Impact on Phase 1 go-live



Executive Summary

HRP Monthly QA Report – Key Takeaways



- The Project has taken significant action to reduce risk and has achieved important milestones that contribute to go-live readiness:
 - A Phase 1 functionality list was agreed to by the HRP Steering Committee
 - A new target go-live date of May 8 was agreed to by the HRP Steering Committee on March 18
 - Gold Tenant Build began on March 28 in alignment with the new Phase 1 May 8 go-live
 - Testing, cutover planning, work on integrations, and training continues
- **A May 8, 2022 Phase 1 go-live is possible. However, certain key elements must be in place prior to go-live:**
 - **Integrations** between Workday and PaySR must be built, tested and operating accurately and consistently to ensure accurate payroll (*Section 4.5 Interfaces & Integrations*)
 - **End to end testing** must be completed, including resolution of outstanding blockers and critical issues (*Section 4.4 Testing*)
 - The HRP Steering Committee must be prepared to make a **go/no go decision for going live with Phase 1**. This includes agreeing upon the go/no go criteria and having accurate information about the extent to which those criteria have been achieved (before and at the time the decision is required). (*Section 1.1 Governance*)
 - **Post go-live support City staffing levels and processes** must be defined, agreed upon, and support staff trained prior to go-live (*Section 6.3 Support*)

Executive Summary

HRP Monthly QA Report

Key Recommendations

1.1 Governance

- Implement in the HRP Steering Committee the best practice characteristics of effective Steering Committees for large, complex projects. This includes:
 - The nature/type of information presented at the Steering Committee meeting is clear (e.g., project status, preparation for future decision making, request for decision, request for removal of obstacles).
 - If a decision is requested of the Committee at the meeting, each Committee member should be asked for their position individually, and be given an opportunity to share their questions/concerns/rationale.
 - The method for the Committee to make a decision as a group is explicit and agreed upon by all members. For example, are decisions based on consensus or voting, is a simple majority vote sufficient or must a vote be unanimous, what is the process for a deadlocked vote in the case of an even number of members or a missing member, can members assign a proxy to act in their stead during the meeting and vote on their behalf, etc.
 - Materials to be used in decision-making are provided well in advance of the meeting, providing the Committee members with time to discuss it with staff members prior to the meeting.
 - The Steering Committee meeting agenda is established by the Customer's Project Manager (in this case, the City's Project Manager). Typically the Project Manager would lead the Steering Committee meetings, asking Project Team members and Implementation Partners to present/discuss specific agenda items. This reinforces the role of the organization's Project Manager as the primary point of contact between the Project/PMO and the Steering Committee as a decision-making body.
 - The Steering Committee may hold meetings, or portions of meetings, during which Implementation Partners are not in attendance.

Executive Summary

HRP Monthly QA Report

Key Recommendations

4.4 Testing

- Establish due dates by which E2E exit criteria and approved pre-Phase 1 go-live change requests need to be resolved to prevent a delay to May 8 go-live, factoring in time for required regression testing.
- Evaluate outstanding defects, risks, incomplete and deferred tests against the Change Control Criteria.
- Incorporate a full volume payroll comparison test prior to go-live, inclusive of retroactive payroll processing, into the project plan. Identify entry criteria (what is needed in order to start a payroll comparison test) and success criteria prior to beginning the payroll comparison test.
- Update end-user materials accordingly, particularly those utilized post go-live (e.g., job aids). This should be done in real-time, as they are identified, and provided to the OCM/Training teams for follow-up. See 6.2 Training and Knowledge Transfer for related recommendations.

4.5 Interfaces & Integrations

- All critical Phase 1 Go-Live priority integrations should successfully pass E2E testing (no defects) prior to exiting End-to-End Testing.
- Inform the integrations team immediately of any configuration changes resulting in impacts to INT5000. Any updates to integration design must be documented and tested in a development/testing tenant prior to being executed in the Production Tenant. Testing should be validated by both technical and functional owners.

Executive Summary

HRP Monthly QA Report

Key Recommendations

6.3 Support

- Define, document and communicate the processes that make up the HRP Command Center and Support Model. This includes:
 - Defining how support related to the HRP Project (Workday implementation) will work in conjunction with existing City service desks (e.g., inquires submitted through City Website, Payroll Help Desk, ITA Help Desk, etc.).
 - Creating ticket assignments in SNOW and the appropriate routing workflows.
 - Aligning ticket resolution to downstream activities, such as tracking configuration changes, updating job aids or sending out communications.
 - Assigning support activities / ticket assignments to the resources identified to-date to identify resource gaps and constraints. See Section 2.4 Resources for related recommendations.
- Estimate the range of weekly hours Change Champions may be expected to devote to HRP Support during the 4-8 weeks post go-live. Communicate that to Change Champions and their Supervisors.

Detailed Findings & Recommendations



HRP Phase 1 Go-Live Readiness Assessment Dashboard

Current Overall Phase 1 Go-Live Readiness ▲



Previous Overall Status ▲

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

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

▲ = Increase in rating and risk from last reporting period
▼ = Decrease in rating and risk from last reporting period
 = Risk Categories with Minimal Impact on Phase 1 go-live

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1. Strategy & Leadership

1.1 Governance (1 of 2)

Risk Level



Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations

- The HRP Steering Committee meetings are sometimes used for discussions that would be better held at the PMO/Project Team level. Steering Committee meetings should be used to seek guidance and decisions from the executive sponsors of the project. The decision-making process used by the HRP Steering Committee is not clearly defined. It seems that the absence of questions/comments on information being presented implies Committee approval in some cases.
- Steering Committee meetings on other large, complex projects typically focus on effective executive decision-making, and have the following **best practice characteristics**:
 - The nature/type of information presented at the Steering Committee meeting is clear, for example:
 - *Project Status*: This provides an update on key project milestones/activities. No action or decision is required.
 - *Preparation for Future Decision Making*: This information is presented for understanding and consideration. At a future meeting, and after consultation with staff, the Committee may be asked to make a decision on the topic.
 - *Request for Decision*: This is an explicit request for a decision by the Steering Committee. Members would have received information prior to the meeting, including any options for consideration, with sufficient time allowed for discussion with their staff members prior to the meeting.
 - *Request for Removal of Obstacles*: This is an explicit request for action by some or all Steering Committee Members for assistance in removing obstacles to project progress. After the meeting, Members would be expected to take the actions within their control to address the identified obstacles.
 - If a decision is requested of the Committee at the meeting, each Committee member should be asked for their position individually, and be given an opportunity to share their questions/concerns/rationale.
 - The method for the Committee to make a decision as a group is explicit and agreed upon by all members. For example, are decisions based on consensus or voting, is a simple majority vote sufficient or must a vote be unanimous, what is the process for a deadlocked vote in the case of an even number of members or a missing member, can members assign a proxy to act in their stead during the meeting and vote on their behalf, etc.

Recommendations

- Implement in the HRP Steering Committee the best practice characteristics of effective Steering Committees for large, complex projects.

1. Strategy & Leadership

1.1 Governance (2 of 2)

Risk Level



Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations

- **(Continued from previous page)** Steering Committee meetings on other large, complex projects typically focus on effective executive decision-making, and have the following **best practice characteristics**:
 - Materials to be used in decision-making are provided well in advance of the meeting, providing the Committee members with time to discuss it with staff members prior to the meeting. (For example, end to end testing exit criteria was provided to the Steering Committee for review well prior to being asked to approve it.)
 - The Steering Committee meeting agenda is established by the Customer's Project Manager (in this case, the City's Project Manager). Typically the Project Manager would lead the Steering Committee meetings, asking Project Team members and Implementation Partners to present/discuss specific agenda items. This reinforces the role of the organization's Project Manager as the primary point of contact between the Project/PMO and the Steering Committee as a decision-making body.
 - The Steering Committee may hold meetings, or portions of meetings, during which Implementation Partners are not in attendance.

Continued from Phase 1 Go-Live Readiness Assessment

- The HRP Project Charter includes the governance structure and project goals and success metrics, but it is not up to date.
 - The Charter has not been updated for a phased implementation approach. This could result in unclear guidance towards decision-making and escalation related to the unique characteristics of the Phase 1 implementation.
 - The Charter does not include the Change Control Board that reviews and approves change requests.
- The HRP Executive Steering Committee (Steering Committee) does not seem to exercise their decision-making authority to reach consensus and resolve conflict between the needs of the City at large and the needs of the individual sponsor departments. Alignment on a shared set of guiding principles, project goals and project success metrics for Phase 1 would not only help Steering Committee members make decisions about policies, business processes and business rules, but will also help Steering Committee members balance individual department needs with overall benefit to the City.

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Recommendations

Continued from Phase 1 Go-Live Readiness Assessment

- Update the Project Charter to reflect project goals and success metrics specifically for Phase 1 and separately for Phase 2, and include key decision-making criteria.
- Realign the Steering Committee on project goals and project success metrics specifically for Phase 1, using the Project Charter as a starting point, to help guide Steering Committee decision-making.



1. Strategy & Leadership

1.2 Executive Support

Risk Level



Observations

- The new Personnel Department GM has assumed her role on the HRP Steering Committee. She has been briefed by her staff, and is an active, engaged member of the Steering Committee.
- As the new Deputy City Controller transitions into his role and begins participating as a Steering Committee member, it is important to transfer knowledge and history of the project that will provide context for upcoming decisions about implementation and future state operations.

Recommendations

- The Controller's Office outgoing Steering Committee member, HRP Controller Leads and City Project Manager/PMO should provide a transition briefing to the incoming Deputy City Controller, to give historical perspective and an understanding of critical milestones and deadlines, guiding principles, goals and success metrics for the HRP project.

1. Strategy & Leadership

1.3 Vendor Management

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations

- The HRP Project Team has signed a contract with Kainos to provide testing support services in Workday Production (post Phase 1 go-live). Gartner understands the services to be provided will support automated testing, regression testing, and hypothetical (i.e., “what-if”) scenario testing.
 - Considering these services are mainly to prepare for Production support, Gartner believes this risk area has minimal impact to the Phase 1 go-live.

Recommendations

- No recommendations at this time.

2. Project Controls

2.1 Scope

Risk Level



Observations

In Gartner's Phase 1 Go-Live Readiness Assessment Report, Gartner previously noted the scope of functionality to be included in Phase 1 did not appear to be clearly defined and agreed to by the Steering Committee. This became evident in large part due to the results of the current End-to-End (E2E) Testing effort, which caused the scope of functionality to continuously change with the identification of configuration defects and solution gaps. As part of Gartner's recommendation to allow the Steering Committee to make fully informed scope tradeoff decisions between operational impacts of deferred configuration vs. costs/risks of a delayed Phase 1 implementation, the HRP Project Team created/implemented the following:

- Phase 1 Functionality List – this is a consolidated list that includes all Phase 1 E2E test scenarios (as documented on the HRP Phase 1 Testing google sheet) and change requests designated as needed pre-go live (as documented on the HRP Change Request Log google sheet). The Steering Committee was asked to review this list to confirm all functionality critical to Phase 1 go-live was captured; the Steering Committee approved this list during the March 18 Steering Committee Meeting.
- HRP Go-Live Options – four go-live options were presented to the Steering Committee during the March 4 Steering Committee Meeting, which included high-level pros and cons with each option (impacts to production operations, City resources, additional costs, etc.). While the assumption with extending the go-live date is to allow any previously deferred configuration to now be addressed, the go-live options presented did not provide insight into what additional scope (if any) could be included with each option.

Rigorous ongoing change management will be needed to stay within the agreed upon scope, and prevent scope changes from impacting the go-live schedule. If the Project does not control scope in the coming weeks, go-live may be in jeopardy due to the workload and time required to accommodate (i.e., configure, test, retest) added scope.

The Project does not yet have a clear plan for addressing deferred functionality (i.e., functionality that is in scope for Phase 1, but will not be in place at Phase 1 go-live). The agreements made around deferred functionality were fundamental to the Project's ability to define scope for go-live and move forward, and this functionality should not be forgotten post go-live.

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Recommendations

- Evaluate scope changes against the Phase 1 Functionality list to prevent scope creep. See Section 2.3 Change Management for related recommendations.
- Develop a plan for addressing Phase 1 deferred functionality, including timing and staffing resources needed to solution/configure/test/deploy.

2. Project Controls

2.2 Schedule

Risk Level



Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

- The Steering Committee agreed to target May 8 for Phase 1 go-live. The Gold Tenant Build began on 3/28/22, which is an “on time start” relative to the May 8 go-live date.
- Achieving Phase 1 go-live on May 8 is possible if all required tasks are identified and completed, and a “go” decision is made according to schedule.
 - The Steering Committee will need to make a decision to go-live or not with Phase 1 (go/no go) on 4/27 or 4/28. Considerable work remains to refine and agree upon the Phase 1 Go/No Go Criteria that will be used by the Committee to make this decision which occurs in approximately three weeks.
- Completion dates for critical path activities have not been clearly defined, communicated and agreed to. Critical path activities include:
 - All items on the HRP Go-Live Assessment List (Phase 1 Go/No Go Criteria) (Note: the criteria are being developed and due dates will be identified)
 - Completion of end-to-end testing
 - All activities in the Cutover Plan
- Rigorous ongoing change management will be needed to prevent scope changes from impacting the schedule.

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- Timeframes allotted for task completion may not always take into consideration that Project staff has other assigned responsibilities that impact their availability. This leads to unmet deadlines and the need to adjust the schedule.

Recommendations

- See Section 4.6 Deployment for recommendations related to Steering Committee Phase 1 Go/No Go decision.
- Update due dates for critical path activities relative to a May 8 go-live. This includes establishing due dates for all outstanding criteria, including End-to-End Testing exit criteria and go/no go criteria.

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- Use input from the HRP Leads on staff availability in order to establish deadlines for task completion. Once that availability is established, HRP Leads should actively ensure that staff are dedicated to the project during the available time.

2. Project Controls

2.3 Change Management

Risk Level



Observations

- As part of Gartner's recommendation to allow the Steering Committee to make fully informed scope tradeoff decisions between operational impacts of deferred configuration vs. costs/risks of a delayed Phase 1 implementation, a Change Control Process and Change Control Criteria were presented to the Steering Committee during the 3/4/22 Steering Committee Meeting.
 - While the Change Control Process and Criteria addresses the impact analysis necessary for implementation of the change, it does not clarify if changes will also be evaluated against the Phase 1 Functionality List to maintain consistency and stability to the established scope.
 - Rigorous ongoing change management will be needed to stay within the agreed upon scope, and prevent scope changes from impacting the go-live schedule.

Recommendations

- Update the Change Control Criteria to include an assessment against the Phase 1 Functionality List. In addition, the determination of whether a change is a defect or a valid change request should also be evaluated against the Phase 1 Functionality List.

2. Project Controls

2.4 Resources (1 of 2)

Risk Level

Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk



Observations

- The Personnel Department received approval for 10 positions. Four of those positions will be used for four existing HRP team members who were on borrowed positions. As a result, the Department will get 6 net new positions for the project.
 - Four of those 6 positions have been filled and new staff members will start as new members of the Core HRP Project Team within approximately 2 weeks. Two of these 4 new staff members have experience with the HRP Project and were involved in testing.
 - The 2 remaining positions are still in recruitment.
- Staffing to be provided for post go-live support was discussed at the 3/30/22 Steering Committee meeting. The approach discussed provided an overview of the types of support that will be in place (e.g., telephones, SNOW tickets, User Labs), but was not specific about the level of workload expected. Greater detail about what is required will help Sponsor Departments determine if additional resources are needed to cover the expected workload, and to identify appropriate resources for each support type in order to apply the right level of skill to the task.

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- It has been reported to Gartner that there is insufficient staff time available to complete some project tasks within the assigned timeframes (e.g., testing).
 - In recent months, the time City resources have been able to dedicate to the HRP Project has been impacted by a variety of factors, including other critical responsibilities. The Separation Incentive Program (SIP) and more recent staff turnover resulted in loss of project team members. City mandates, such as COVID-19 response, have affected the amount of time that project team members have available to spend on HRP tasks. Timeframes set for completion of HRP tasks may not take into consideration the above impacts, including team members' other responsibilities such as support to legacy production systems and processes.

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Recommendations

- Develop a Post Implementation Support Staffing Plan, containing at a minimum:
 - Expected workload for each type of support (e.g., telephones, SNOW tickets, User Labs) based on stated assumptions/rationale
 - General Skill level required for each area of support
 - Staff density and duration for each support type, including a resource calendar for the duration of the 8-week post go-live support

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- Each Sponsor Department should identify the number of HRP team members and density required to complete assigned tasks that are critical to go-live within the timeframe required to achieve go-live. To create staff capacity if needed:
 - Temporarily and aggressively reassign non-HRP responsibilities of HRP team members to other, non-project staff to free up time for project tasks that are critical to go-live.
 - Temporarily borrow staff from other Departments to either backfill on non-HRP tasks or to take on HRP tasks as appropriate.



2. Project Controls

2.4 Resources (2 of 2)

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations

Continued from Phase 1 Go-Live Readiness Assessment

- As of 3/3/22: City staff that are expected to support the integration between Workday and PaySR are not prepared to do so. While knowledge transfer sessions have been conducted, those sessions cannot cover the breadth of potential issues that could ultimately affect payroll accuracy. Additional support from Workday will likely be required for longer than the planned 30-day period to provide support to City after go-live. (Note: Workday plans to provide 8 weeks of post-production support to the project as a whole, with integrations and reports being the exceptions. The 30-day support period referenced here is specifically in relation to integrations.)

Recommendations

- Assess City integration support staff readiness to take on the integration support role.
- Create a knowledge transfer checklist to include key topics essential for City assumption of integration support duties.

Continued from Phase 1 Go-Live Readiness Assessment

- Before the end of the planned 30-day post go-live Workday support period, determine if continued Workday staffing is needed to support City staff who are maintaining integrations.
- If needed, plan for and provide post-go-live support for Workday/PaySR integrations to augment the City integrations team until the City team can support those integrations independently.

2. Project Controls

2.5 Risks and Issues

Risk Level



Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations

- Unfortunately, there does not seem to be much progress on the resolution of RAIDQ items since last month's reporting period. As part of the HRP Steering Committee response to Gartner's recommendations, the HRP Steering committee planned to identify a single owner of the RAIDQ Log responsible for its daily maintenance, and to also formalize a Risk and Issue Management Process. However, Gartner does not have any evidence either of these have been completed.
 - As of 4/5/22, there are 17 RAIDQ items designated for Phase 1 that are not *Closed Complete* and do not have an impact assessment (i.e., Impact is blank). This is an increase from the 10 RAIDQ items reported in last month's report. At such a late stage in the project, all RAIDQ items should already have an impact designated, or if a recent RAIDQ item is logged, it should be evaluated immediately to determine any potential impact on Phase 1 go-live.
 - Of the 44 open RAIDQ items as of 4/5/22 (not *Closed Complete* or *Closed Incomplete*), these items have remained open for an average of 23 weeks. Twenty of the 44 open RAIDQ items have an impact level of *High* or *Blank*, which have remained open for an average of 7 weeks. This indicates some RAIDQ items are not being resolved in a timely manner, resulting in what could initially be a low impact RAIDQ item escalating to a High impact over time. In addition, there is potential for any open High impact RAIDQ to result in a configuration change, which could result in an impact to go-live depending on the level of effort required for the configuration change.
 - Although the status of open RAIDQ items are being reported in Workday's weekly status reports, it is unclear what effort is being taken to drive these items to closure and the timeline to do so.
- When a RAIDQ item is resolved, the process to achieve alignment on the resolution and/or mitigating action(s) across all workstreams is unclear. For example, a configuration change may be needed as a result of a RAIDQ item, which assumes there are associated OCM/Training impacts to be addressed (e.g., update a Job Aid or document a policy change).
- There appears to be multiple avenues for recording business process and configuration decisions (RAIDQ Log and SNOW). This could create confusion among the HRP Project Team on where to log decisions and/or reference decisions previously made.

Recommendations

- Consider last month's recommendations of identifying a single owner of the RAIDQ Log and documenting and operationalizing a Risk and Issue Management for timely resolution of RAIDQ items. Resolution of RAIDQ items, particularly those with High impact, should be part of the Go-Live Assessment List.
- Establish, communicate and follow a process for addressing RAIDQ items cross-functionally/cross-workstreams. For example, consider adding an indicator to the RAIDQ log to identify the workstreams that need to be informed of the RAIDQ item, and the workstreams that require action from / are impacted for RAIDQ resolution.
- The source for capturing business decisions should remain consistent throughout the project.



2. Project Controls

2.6 Quality Assurance

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations

- The City and Vendor team have implemented a comprehensive dashboard to track status of tasks to be completed for Phase 1 go-live and are communicating regularly, with updates to the dashboard issued weekly.
 - In Gartner's assessment this provides adequate measures to ensure a focus on quality in the system upon go-live.
 - This area has minimal impact on Phase 1 go-live.

Recommendations

- No recommendations at this time.

3. Requirements Management

3.1 Functional Requirements

Risk Level



Observations

- The project finalized a set of functionality that must be in place for Phase 1 go-live, and this set has been agreed to by the Steering Committee. This set includes over 4600 test steps and change requests approved to be part of Phase 1. This creates a baseline set of expected functionality that can be used to:
 - Create good visibility into testing workload, which drives resource requirements and schedule
 - Distinguish defects from change requests
 - Hold the vendor accountable for delivering against the agreed upon set of functionality
- Rigorous ongoing change management will be needed to prevent scope changes from impacting the schedule for Phase 1 go-live.

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- Gartner has not seen a requirements traceability matrix (RTM) which documents the relationship between requirements and other project artifacts (such as design documents, tests and test results). A document, or set of documents, that accomplishes this is needed in order to know that all required functionality has been successfully tested.

Recommendations

- See Section 2.3 Change Management for related recommendations.

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- Develop an artifact that ties requirements to design documents, tests and test results. This does not have to be an RTM but should accomplish the same objectives.

3. Requirements Management

3.2 Technical Requirements

Risk Level



Minimal Impact on Go-Live

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 Phase 1 go-live.

Recommendations

Continued from Phase 1 Go-Live Readiness Assessment

- No recommendations at this time.

3. Requirements Management

3.3 Service Requirements

Risk Level

Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk



Observations

Continued from Phase 1 Go-Live Readiness Assessment

- The City's contract with Workday redefined the City's service requirements. The Vendor's roles and responsibilities are defined for project, deployment and post-production periods.
 - Performance targets are defined in the Contract (Exhibit F) for incident response times.
 - Gartner has not seen evidence of risks or issues related to the City's service requirements not being met.
 - This area has minimal impact on Phase 1 go-live.

Recommendations

Continued from Phase 1 Go-Live Readiness Assessment

- No recommendations at this time.

4. Solution Development & Implementation

4.1 Business Processes & Requirements



Observations

- The process of documenting which system – Workday or PaySR – will be the system of record for each field and what system will each field be maintained in (i.e., where does the data need to be updated – Workday, PaySR, or both) is still underway. This information is critical for training/training materials and communication of change impacts to Departments and Central Personnel/Payroll Teams, particularly on how new business processes will work in their environment end to end. For example, if a field in PaySR is still editable (not locked), Departments should not expect that field to be in Workday and should continue to maintain that data in PaySR. Without this documentation finalized and communicated appropriately, it will be difficult for Departments/Central Teams to prepare staff for changes to their business operations resulting from the implementation of Workday.
- As requirements continue to be solutioned and clarified during testing, business processes will need to be adjusted. This may have an impact on training and post go-live support materials (e.g., job aids), even though training and the development of training and OCM material is already underway.

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- It is not clear to some Departments how new business processes will work in their environment end to end. This makes it difficult for Departments to prepare staff for changes to their business operations resulting from the implementation of Workday.
 - Gartner understands business process development has been discussed as additional scope to be added as part of the SOW revision, but has not officially agreed to be included. It is unclear whether this deliverable would be an extension of the Future State Business Process documentation already underway, or if it is focused on Workday-only functionality. In addition, it is unclear when this deliverable would be completed.

Recommendations

- Utilize the PaySR Fields Analysis document to capture and update change impacts and determine the appropriate approach for communication to relevant stakeholders (e.g., job aids, training, etc.). See 6.2 Training and Knowledge Transfer for related recommendations.
- Use the Gold Tenant Build as a basis to review and update all future state business process documentation with the latest business process and configuration decisions prior to the April 27th go/no go decision.
- Review and update training and OCM materials against the Gold Tenant configuration for accuracy. See 6.2 Training and Knowledge Transfer for related recommendations.

[Continued from Phase 1 Go-Live Readiness Assessment](#)

- Work with Departments to fully document end-to-end business processes related to Workday, including identification of steps that will be done outside of Workday.

4. Solution Development & Implementation

4.2 Architecture & Design

Risk Level



Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations

Continued from Phase 1 Go-Live Readiness Assessment

- Architecture and design are within the footprint of the Workday product.
 - This area has minimal impact on Phase 1 go-live.

Recommendations

Continued from Phase 1 Go-Live Readiness Assessment

- No recommendations at this time.

4. Solution Development & Implementation

4.3 Development & Configuration



Risk Level

Minimal Impact on Go-Live	No Material Risk	Emerging Risk	Managed Risk	Significant Risk	Critical Risk
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Observations

- Development and configuration should start to stabilize with the establishment of the Phase 1 Functionality List. However, there remains a significant number of test scenarios with Blocker and High priority defects that could result in the need for configuration changes.
 - Now that the Gold Tenant Build is underway (which is separate from the tenant in which end-to-end testing is being executed), it is important to meticulously track all new configuration changes considering the Gold Tenant will ultimately become the Production site.
 - Gartner understands any configuration changes that need to be made in the Gold Tenant must be logged in Service Now (SNOW). However, the process by which SNOW requests are logged and tracked to closure has yet to be defined and communicated to the HRP Project Team (e.g., who can log SNOW requests, how will SNOW requests be assigned, etc.).

Recommendations

- See Section 4.4 Testing for related recommendations.
- Clearly define and communicate the SNOW process to be utilized for capturing configuration changes that need to be made in the Production Tenant. For example, identify:
 - Who can submit SNOW tickets
 - Who is responsible for tracking the SNOW ticket to resolution
 - Who is responsible for making the configuration change and documenting the resolution in SNOW

4. Solution Development & Implementation

4.4 Testing (1 of 2)

Risk Level

Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk



Observations

- As part of the E2E exit criteria, Gartner understands all Phase 1 E2E tests must be executed and all Blocker and High priority defects are fixed, retested and closed. Although E2E test execution is 96% complete, there remains 26 Blocker defects and 52 High priority defects. It is unclear given the time available whether or not this criteria can be met for a May 8 go-live.
 - The resolution of Blocker and High priority defects could result in the need for configuration changes and could cause significant risk to functionality that has already been validated and tested (i.e., regression testing).
 - It is unclear how any outstanding tests not met by the E2E exit criteria, such as failed tests w/ Medium or Low priority defects, will be addressed and the timeline for doing so. Gartner understands any outstanding defects, risks and deferred tests will be reviewed for go-live priority as part of the E2E Test Phase sign off; however, the deadline by which this sign off should occur to prevent a May 8 go-live delay has not been established.
 - Gartner understands there have been some change requests recently approved for a pre-Phase 1 go-live implementation that will require configuration changes. If not already captured by an E2E test (and thus satisfied by the E2E exit criteria), it is unclear when the resolution (configured and successfully tested) of these change items should occur to prevent a May 8 go-live delay, or at the very least, if these changes can be resolved in time for a May 8 go-live given the time available.
 - Gartner understands a payroll comparison run inclusive of retroactive payroll processing will be performed for Phase 1; however, it is unclear the details of this testing and when it is to occur. Gartner assumes a payroll comparison run cannot be performed until the Workday to PaySR integration (INT5000) is finalized/stable, which testing was still in progress as of this report.

Recommendations

- Establish due dates by which E2E exit criteria and approved pre-Phase 1 go-live change requests need to be resolved to prevent a delay to May 8 go-live, factoring in time for required regression testing.
- Evaluate outstanding defects, risks, incomplete and deferred tests against the Change Control Criteria.
- Incorporate a full volume payroll comparison test prior to go-live, inclusive of retroactive payroll processing, into the project plan. Identify entry criteria (what is needed in order to start a payroll comparison test) and success criteria prior to beginning the payroll comparison test.

4. Solution Development & Implementation

4.4 Testing (2 of 2)

Risk Level

Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk



Observations

- Gartner has become aware of an overarching concern that solution gaps identified during User Acceptance Test in addition to security role validation have not been sufficiently addressed to-date. This could impact the acceptance rate, productivity, and operational use of the system if change impacts related to solution gaps are not adequately documented and communicated, and security roles are not sufficiently tested and validated.

Recommendations

- Update end-user materials accordingly, particularly those utilized post go-live (e.g., job aids). This should be done in real-time, as they are identified, and provided to the OCM/Training teams for follow-up. See 6.2 Training and Knowledge Transfer for related recommendations.
- If at all possible, and as part of E2E Testing, conduct an additional round of role-based testing with a trusted group of advisory committee agency members focused on most commonly used business processes.

4. Solution Development & Implementation

4.5 Interfaces & Integrations

Risk Level

Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk



Observations

- As of 4/5/22, the end-to-end testing of the 17 integrations critical to Phase 1 Go-Live was 53% complete (only 1 interface 100% complete). The remaining 13 non-critical integrations were 71% testing complete.
 - In last month's reporting period, Gartner recommended all critical integrations be successfully tested prior to building the Gold Tenant (which began on 3/28/22) to avoid the possibility of high impact configuration changes during Deploy stage activities; however, this was not the case. As part of the HRP Steering Committee response to Gartner's Readiness Assessment Report, Gartner understands not all critical integrations would require configuration changes that would impact the Gold Tenant Build. With only 1 critical integration fully tested prior to the start of the Gold Build Tenant, the assumption is the remaining 16 go-live priority integrations will not result in any major configuration changes to the Gold Build Tenant. However, it is unclear of the approach used to derive this assessment.
 - As part of the cutover criteria to be used for proceeding with the May 8 Go-Live, Gartner understands all 30 integrations must be fully tested by April 27th. It is unclear given the time available whether or not this criteria can be met for a May 8 go-live
- The process of documenting which system – Workday or PaySR – will be the system of record for each field and what system will each field be maintained in (i.e., where does the data need to be updated – Workday, PaySR, or both) is still underway. This has resulted in the identification of discrepancies between fields previously thought to be maintained in Workday actually being editable in PaySR, and vice versa. Gartner understands one of the causes to these discrepancies is due to Workday's current inability to meet the necessary functionality requirements. This has downstream impacts to integrations, particularly the integration from Workday to PaySR (INT5000), which will need to be updated from their original design and require additional development and testing.
- In response to Gartner's Readiness Assessment, Workday confirmed the HRP Project has established integration development standards that have been shared and agreed to by all integration developers (Workday and the City.

Recommendations

- All critical Phase 1 Go-Live priority integrations should successfully pass E2E testing (no defects) prior to exiting End-to-End Testing.
- Inform the integrations team immediately of any configuration changes resulting in impacts to INT5000. Any updates to integration design must be documented and tested in a development/testing tenant prior to being executed in the Production Tenant. Testing should be validated by both technical and functional owners.

4. Solution Development & Implementation

4.6 Deployment



Observations

- The PMO has recently development an Assessment List which contains go/no go criteria for Phase 1. In order for the Steering Committee to use this list effectively on April 27th to make a go/no go decision, it must be discussed, revised and agreed upon by the Project Team prior to being presented to the Steering Committee for approval as the criteria for the go/no go decision.
- In advance of the go/no go decision (at least 1 week prior to the decision date, with an update at least 24 hours prior to the decision date), the Steering Committee should have access to a comprehensive set of information that will allow the Committee to make an informed decision. For example:
 - Agreed upon go/no go criteria (Note: Workday distributed a draft “HRP Go-Live Assessment List” on 3/31 to be used as go/no go criteria. Each workstream has been asked to review this list with the expectation to finalize during the April 6 Steering Committee. Achieving this date is unlikely.)
 - Ideally, any criteria on the list for which percentage completion can be measured would be measured and reported to the Steering Committee regularly, well prior to the decision date. Even items that cannot be reliably measured would benefit from some level of completion status to give the Steering Committee visibility into the progress against the criteria.
 - List of any deferred functionality that was identified through the change control process after the beginning of Gold Tenant Build. Deferred functionality is required functionality approved by the Change Control Board that will not be in place by go-live.
 - Updated Go-Live Options Analysis, containing alternative go-live dates beyond May 8, the associated benefits and impacts (e.g., staffing, contractual implications, impacts on Phase 2, risks associated with PaySR, specific cost impacts, impacts related to the availability of the Gold Tenant, etc.).

Recommendations

- Continue discussions with the Project Team to revise/finalize the set of Phase 1 Go/No Go Criteria (Assessment List) and present for approval to the Steering Committee.
- Track progress against the Phase 1 Go/No Go criteria and report to Steering Committee regularly prior to go/no go decision date.
- Provide the Steering Committee with a comprehensive set of information required to make an informed Phase 1 go/no go decision. (See Observations for details.)

5. Data Management

5.1 Data Controls

Risk Level



Observations

- In the pivot from a big-bang go-live to a phased implementation, for Phase 1 there remains a lack of clarity around what steps will continue to be done in PaySR and what steps will now be done in HRP. Gartner has not found a well-defined system of decision rights and accountabilities for what data will continue to be managed in PaySR and what data will now be maintained or updated in the new Workday HRP system.
- Where Workday will now be the system of record instead of PaySR, the same level of data validations must be configured in Workday to ensure seamless integration between the systems.
 - While macro-level decisions has been made, Gartner has observed that testing is uncovering business rules and dependencies that were unaccounted for due to a lack of thorough planning for data controls up-front. In the short term this is leading to iterations of configuration, integration and testing activities.
 - Upon Phase 1 go-live at best this could lead to users having a steeper learning curve and delays in transactions leading to user frustration thereby damaging system perception or negatively impacting adoption. At worst it could result in transaction errors or integration errors causing bad data to flow from Workday into the City's Payroll system and leading to significant negative exposure for the City.
 - The City team does not appear to have reviewed and documented what repercussions Workday data setup in Phase 1 will have when Payroll processing is enabled in Phase 2.

Recommendations

- While high level HRP training and procedures exist there are differences in opinion on how clearly these materials delineate for department users what tasks are to be completed in HRP and what tasks will remain in PaySR. Gartner recommends erring on the side of providing too much detail in order to reduce reach-outs to the project team upon go-live.
- Where Workday is replacing PaySR as the system of record, ensure that the same level of data validations are configured in Workday, prior to the Gold Build Tenant.
 - There may be certain data that is displayed in both systems. For such individual data elements (i.e., screen fields), users will need to understand what is the system-of-record and should not be able to update data in both systems; users will also need to understand the timing for when updates will be reflected in the other system where the data element may be referenced.

5. Data Management

5.2 Data Conversion (1 of 2)

Risk Level



Observations

- As noted in Section 4.5 Interfaces & Integrations, the process of documenting which system – Workday or PaySR – will be the system of record for each field and what system will each field be maintained in (i.e., where does the data need to be updated – Workday, PaySR, or both) is still underway. Any impacts to INT5000 as a result of this design finalization can similarly have impacts to data conversion design to accommodate any discrepancies in functionality expectations between the two systems.
- Configuration changes are still occurring as a result of failed E2E tests and approved change requests. These could also have a potential impact on data conversion design.
- Changing the data conversion design during the last data conversion effort of Phase 1, particularly the Catch-Up Transactions to be executed a week before go-live, poses a significant risk to the quality of data in the Production tenant. Changes to the data conversion design at this stage of the project should be as minimal as possible.

Recommendations

- Potential configuration changes should be evaluated against the impact to data conversion design. If the configuration change is identified as a priority for Phase 1 go-live and there is an impact to data conversion design, consider manual intervention (individual EIB load or manual entry) as a means to converting data into the Production Tenant. This includes updating the data conversion cutover checklist to include those data conversion activities that will be done manually, those that will be done during the conversion load process, and who is responsible for each (functional and/or technical resource).
- Define a configuration validation checklist for the City Workstream Leads to utilize once Workday/Data Conversion Team completes the Gold Tenant Build but before Catch-Up Transactions begin. This includes defining the process by which the HRP Project Team will confirm system readiness for production operations.
- Any updates to data conversion design must be documented and tested in a development/testing tenant prior to being executed in the Production Tenant. Testing should be validated by both technical and functional owners.

5. Data Management

5.2 Data Conversion (2 of 2)

Risk Level



Observations

Continued from Phase 1 Go-Live Readiness Assessment

- Unfortunately, the Data Conversion Strategy was written in 2020 for the big bang go-live and would be of limited use for Phase 1, outside of the approach. The roles and responsibilities, timing and actual data to be migrated identified in the plan are only for the big bang approach. Gartner has not received any further revisions to the Data Conversion Strategy. Lack of updated documentation is a risk to the Project as, if current staff were to leave the project, replacement/backfill staff would have little information/direction for continuing with required tasks.
 - Gartner assumes, based on information gathered during interviews, that the City is iterating the data migration routines for Phase 1 based on the required data that was determined during the phasing scoping and then iterated based on needs coming out of functional testing.

Recommendations

Continued from Phase 1 Go-Live Readiness Assessment

- Update the Data Conversion Strategy to reflect the Phased go-live approach.
- Update and maintain the Data Conversion Defect Log to reflect all conversion-related defects and their status. Address Blocker Defects as a priority for Phase 1 go-live criteria.

5. Data Management

5.3 Reporting & Analytics

Risk Level



Minimal
Impact on
Go-Live

No Material
Risk

Emerging
Risk

Managed
Risk

Significant
Risk

Critical
Risk

Observations

Continued from Phase 1 Go-Live Readiness Assessment

- A required set of reports has been identified and are being developed.
 - Gartner has seen no evidence of issues or risks related to HCM reporting.
 - This area does not pose a material risk to Phase 1 Go-Live at this time.

Recommendations

Continued from Phase 1 Go-Live Readiness Assessment

- No recommendations at this time.

6. End User Implementation

6.1 Organizational Change Management

Risk Level



Minimal Impact on Go-Live

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations

- There are several change readiness surveys planned for the weeks before Phase 1 go-live:
 - Survey to be distributed by HRP Project to all users in the City (April 6 distribution)
 - Survey to be distributed by the Personnel Department to Department staff (early April distribution)
 - Short survey for HR Staff participating in Training Lab Sessions (~2 weeks prior to go-live)
 - Short live poll as part HR Staff Town Hall prior to go-live
- The project is planning a number of Town Hall events to communicate about go-live timing and activities. These include Town Halls for Tier 1 Departments, HR Professionals, and all City users.
- Assignment of Change Champions and their familiarity with the project and the system is now critical as Change Champions are expected to be an active part of post-go live support.
 - All Departments have at least one Change Champion assigned, but some Departments have fewer than the recommended number. A ratio of 1:60 Champions to staff is recommended by Workday. The assignment of Change Champions is outside the Project's control, but an inadequate number of Change Champions may have downstream impacts on the Command Center as sufficient Change Champions may not be available to provide first line response to user questions/issues after go-live.
 - Bringing all Change Champions to a baseline level of system competency will be important, including any Champions who have been newly assigned, have only recently started engaging with the project, or have not been actively engaged at all so far.

Recommendations

- Ensure that all Change Champions assigned, especially those newly assigned or not previously engaged, are aware of and have access to the resources necessary to support post go-live activities (e.g., job aids, training videos) and are able to support end users with basic Workday activities.

6. End User Implementation

6.2 Training & Knowledge Transfer



Observations

- The Project Team continues to work toward getting better clarity around which system (Workday or PaySR) will be the system of record for specific fields used in completing a task/activity. It remains unclear at this time how the resulting determinations will be communicated to users and how users will be trained to complete transactions using both Workday and PaySR for those transactions that use both systems.
 - Communication could occur through instructor led training, Job Aids, knowledge transfer or any combination thereof. Job Aids are a critical part of user instructions, but existing Job Aids do not reflect a distinction between Workday and PaySR tasks.
- The focus of instructor led training (ILT) is on navigating Workday and performing key HCM tasks (e.g., create a position, hire an employee, onboard an employee, change job, and terminate an employee. Because the full scope of HCM activities covered by Workday is broader than the topics covered in ILT, self-service learning materials such as Job Aids and on-demand videos will be essential for users to successfully complete the full set of activities.
- As requirements continue to be solutioned and clarified during testing, business processes will need to be adjusted. This may have an impact on training and post go-live support materials (e.g., job aids and on-demand videos).

Recommendations

- Instruct users in how to use both Workday and PaySR in completing tasks/activities that use both systems, at a minimum, ensuring that this is adequately captured in Job Aids.
 - See 4.1 Business Processes & Requirements for related recommendations.
- Review and update ILT and self-service learning materials to reflect changes in the Gold Tenant configuration, ensuring that materials are accurate prior to Phase 1 go-live.

6. End User Implementation

6.3 Support

Risk Level

Minimal Impact on Go-Live	No Material Risk	Emerging Risk	Managed Risk	Significant Risk	Critical Risk
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Observations

- The approach for Post Go-Live Support was shared with the Steering Committee during the March 30 Steering Committee meeting. Gartner understands the approach outlined will be in place during the 8 weeks of hyper-care provided by Workday.
 - City will have a primary role in support tiers 1 and 2, and a secondary role in support tier 3. However, the expected workload has not been estimated, nor has the required staffing (considering skills and density needed to match workload) been defined. Considering there is likely to be overlap of Phase 1 go-live user support activities, Phase 1 system support activities and Phase 2 activities, the expectations of HRP Project resources supporting all three efforts will need to be clearly defined and planned accordingly.
 - Processes related to user support have not yet been defined (e.g., call routing, ticket logging, etc.) This will need to be communicated/trained within ~3 weeks from now.
 - Change Champions will be part of post go-live Tier 0 support and will be expected to be the first line of response for questions from users. Gartner understands this post go-live support role has been discussed with Change Champions in ongoing communications. The time associated with this support will likely be much greater than what the Change Champions have experienced to date. To ensure that Change Champions have time available to fulfill this role during the 4-8 weeks post go-live, the Change Champions and their Supervisors should be aware of an estimated density (e.g., X-Y hours per week) that the Champions may need to devote to HRP user support.

Continued from Phase 1 Go-Live Readiness Assessment

- The HRP Sustainability Plan does not appear to have been operationalized. While the HRP Sustainability Plan is meant to define post go-live processes and support, it should be operationalized now to define stakeholder responsibilities and ensure a smooth transition from implementation to post go-live support.

Recommendations

- Define, document and communicate the processes that make up the HRP Command Center and Support Model. This includes:
 - Defining how support related to the HRP Project (Workday implementation) will work in conjunction with existing City service desks (e.g., inquires submitted through City Website, Payroll Help Desk, ITA Help Desk, etc.)
 - Creating ticket assignments in SNOW and the appropriate routing workflows
 - Aligning ticket resolution to downstream activities, such as tracking configuration changes, updating job aids or sending out communications
 - Assigning support activities / ticket assignments to the resources identified to-date to identify resource gaps and constraints. See Section 2.4 Resources for related recommendations
- Estimate the range of weekly hours Change Champions may be expected to devote to HRP Support during the 4-8 weeks post go-live. Communicate that to Change Champions and their Supervisors.

Continued from Phase 1 Go-Live Readiness Assessment

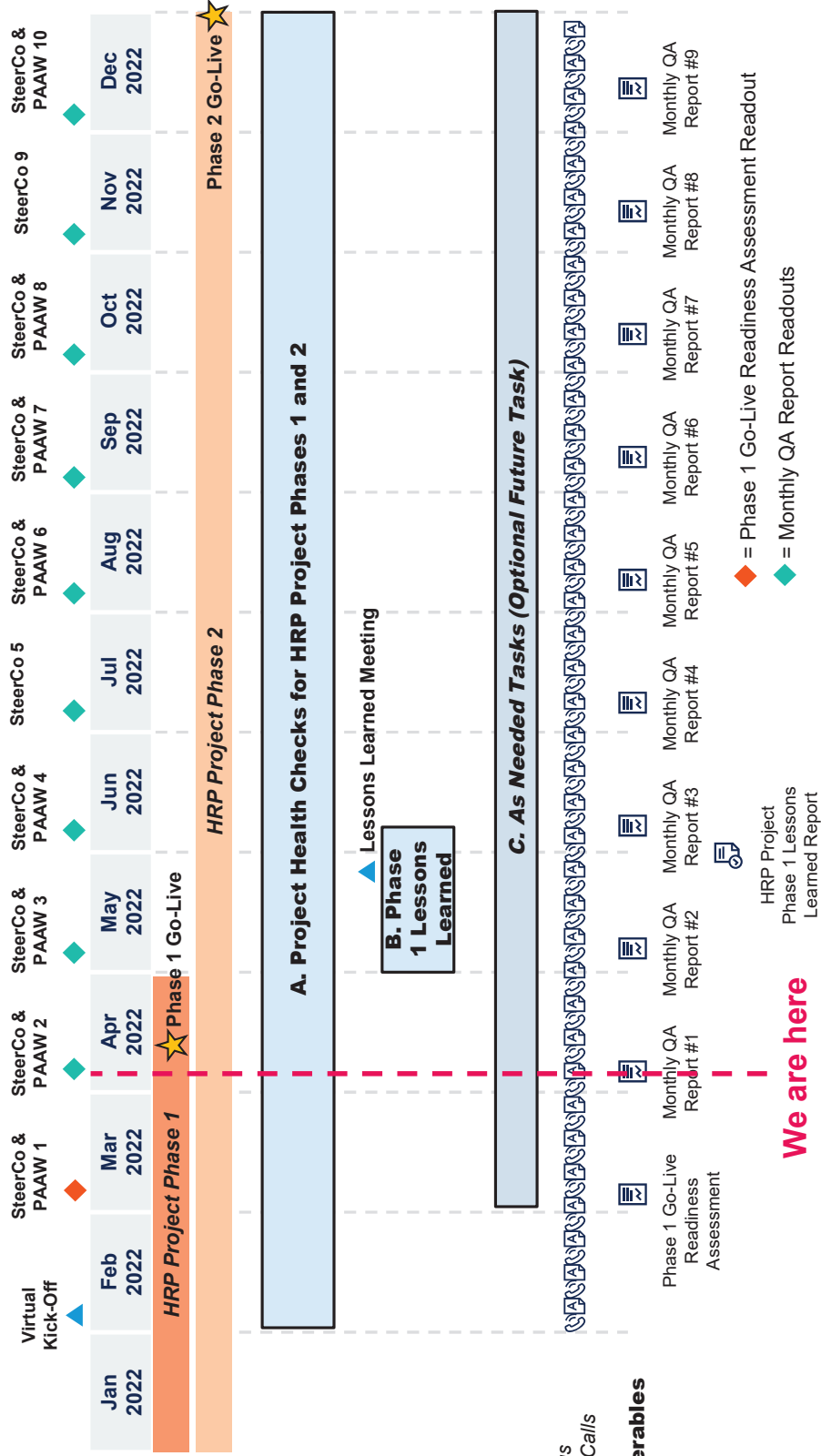
- Operationalize the HRP Sustainability Plan prior to go-live by communicating it to stakeholders, identifying the resources for each of the roles identified, and mobilizing the roles/structures that will need to be in place post go-live.

Appendix

Gartner QA Project Schedule



Gartner's Quality Assurance Services Project Schedule



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