REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: May 6, 2022

CAO File No. 0220-05727-0005
Council File No. 20-0313
Council District: All

To: Personnel, Audits, and Animal Welfare Committee

From: Matthew W. Szabo, City Administrative Officer

Reference: Gartner Report dated May 3, 2022

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

RECOMMENDATION

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 April 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 April 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
Joyce Edson, Information Technology Agency
Raelynn Napper, Information Technology Agency
Dana Brown, Personnel Department
Leticia Ortiz, Personnel Department
Chris Concepcion, Office of the Controller

MWS:MGR:11220115c



HRP Project Quality Assurance Services

Monthly QA Report – April 2022

Prepared for: City of Los Angeles
May 3, 2022

Version 2

Engagement #: 330065784

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Executive Summary

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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 March 2022	Risk Level April 2022	
1. Strategy & Leadership	1.1 Governance	4	3	↓
	1.2 Executive Support	2	1	↓
	1.3 Vendor Management	0	0	
2. Project Controls	2.1 Scope	3	2	↓
	2.2 Schedule	4	4	
	2.3 Change Management	2	4	↑
	2.4 Resources	4	4	
	2.5 Risks and Issues	4	4	
	2.6 Quality Assurance	0	0	
3. Requirements Management	3.1 Functional Requirements	2	1	↓
	3.2 Technical Requirements	0	0	
	3.3 Service Requirements	0	0	

Domain	Risk Category	Risk Level March 2022	Risk Level April 2022	
4. Solution Development & Implementation	4.1 Business Processes & Requirements	3	4	↑
	4.2 Architecture & Design	0	0	
	4.3 Development & Configuration	2	3	↑
	4.4 Testing	5	5	
	4.5 Interfaces & Integrations	5	4	↓
	4.6 Deployment	3	3	
5. Data Management	5.1 Data Controls	4	3	↓
	5.2 Data Conversion	4	4	
	5.3 Reporting & Analytics	1	1	
6. End User Implementation	6.1 Organizational Change Management	1	2	↑
	6.2 Training & Knowledge Transfer	3	3	
	6.3 Support	4	3	↓

↑ = 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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Executive Summary
HRP Monthly QA Report – Key Takeaways (1 of 4)



- **The Project has made significant progress in reducing risk and increasing go-live readiness:**
  - The HRP Steering Committee agreed to a set of **go-live decision criteria** which is being used by the Committee to determine if the project is ready to go live on May 8. The criteria is:
    - **Comprehensive**, covering key aspects of the project, including scope, testing, integrations, reporting, data validation, training, organizational change, key cutover plan tasks, and post go-live support activities.
    - **Measurable**, providing clear agreement on what "ready for go-live" looks like for the HRP Project Team and Steering Committee.
    - **Actionable**, driving prioritization and focus on specific actions to address areas that are still in progress.
  - All eight weeks of Instructor Led Training was completed, with **95% of the City's HCM professionals trained.** This far exceeded the target participation rate established in the go-live criteria. Remaining staff members will be trained through computer-based training.
  - **The post go-live support model was further defined**, using workload estimates from similar projects in other jurisdictions. Help Desk Training and a Simulation are scheduled for the week of 5/2.
  - The project has continued to conduct **robust outreach and communications** at a Departmental and Citywide level. This includes conducting Town Halls for Tier 1 (large, complex) Departments, HR Professionals, and all City users, continuing meetings with Tier 1 Departments and Change Champions, and other ongoing and targeted activities. A variety of **organizational change readiness surveys** have been conducted to inform development of the post go-live support model.
  - **Testing is complete for 8 out of 10 critical integrations**. Non-critical integrations (excluding LAWA) are 97% successfully tested.

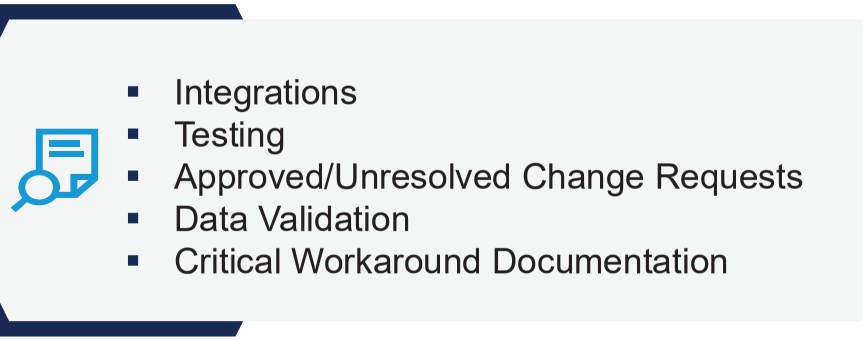
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Executive Summary
HRP Monthly QA Report – Key Takeaways (2 of 4)

- **Full or substantial completion of all Go-Live Decision criteria is the Project's agreed upon measure of go-live readiness.**
  - A May 8, 2022 Phase 1 go-live is possible. However, **11 out of 42 go-live criteria factors are still underway.**

- **Gartner has highlighted the following items which can have a significant impact on go-live success**, and may be difficult to complete within the time available given historical rates of progress or size/complexity of the work remaining.



- Integrations
- Testing
- Approved/Unresolved Change Requests
- Data Validation
- Critical Workaround Documentation

Summary of Go-Live Criteria Status

	Criteria Factor Status		
Criteria	**Complete***	**In Progress**	**Grand Total**
Cutover Plan	5	0	5
Data Validation	2	1	3
Integrations	5	2	7
Organizational Change	2	0	2
Reporting	1	1	2
Scope	0	2	2
Support Activities	6	2	8
Testing	7	3	10
Training	3	0	3
Grand Total	**31**	**11**	**42**

Source: HRP Project PMO; As of 5/3/22

= All criteria factors within this criteria have a status of complete.

*Some Completed criteria factors have not yet been presented to the Steering Committee to confirm/approve completion.

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Executive Summary
HRP Monthly QA Report – Key Takeaways (3 of 4)



- **Integrations** between Workday and a variety of systems must be tested and operating accurately and consistently to ensure accurate payroll. *(Section 4.5 Interfaces & Integrations)* While integration testing has shown significant progress and is nearing the **goal of 100% of tests executed and passed successfully**, key integration testing is still in progress and **may not be completed** by May 4 or 6, the next go-live decision checkpoints:
  - **Integration 5000** (INT5000), a critical integration between Workday and PaySR, should have all tests executed and, ideally, all tests passed successfully. Currently, **95% of all testing steps have been executed**, and **94% of all testing steps have passed successfully**. INT5000 has a significant impact on the accuracy of payroll.
  - **LACERS** is a critical integration for which **88% of all testing steps have been executed** and **87% of all testing steps have passed successfully**.
  - **LAWA** non-critical integrations **must complete testing and receive sign-off from LAWA**. We understand these integrations are complete, or substantially so, but sign-off has not been achieved due to pending agreement on finalized requirements between City stakeholders. Quantitative status of completion is unclear at this time as testing statistics are tracked by LAWA.

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Executive Summary
HRP Monthly QA Report – Key Takeaways (4 of 4)



- **Testing** of various types is still underway and may not reach the goal of full completion by the May 4 or May 6 go-live checkpoints. *(Section 4.4 Testing):*
  - **End to End (E2E) testing** should be completed, including resolution of outstanding blockers and critical issues. Currently, **99% of tests have been executed**, and **97% of tests have passed successfully**. There are **12 open Blocker and High Priority Defects** remaining. The Project team has decided these items have the greatest impact on payroll accuracy and on operations. These outstanding items (incomplete tests, blockers, high priority defects) may be assessed by the team for potential risk and deferred to post go-live if it is determined their risk is acceptable when considering tradeoffs related to delaying go-live.
  - **Negative testing** should be conducted, which ensures users cannot perform activities in the system that they should not be able to perform. This relies upon completion of **security role assignments**, which are currently being reviewed but this review is not yet complete.
  - **Full volume PaySR payroll regression test** activity to test the end-to-end processing of Workday data integrated to PaySR for payroll processing has been added to the Cutover Plan. Gartner understands this test is complete; however, it is not clear the success rate of this testing nor the accuracy of payroll results. This test and validation of results is important in building confidence about Workday's ability to support accurate payroll processing.
- **Change requests approved for Phase 1 go-live but currently unresolved** need to be addressed. There are **29 change requests** of this type. *(Section 2.3 Change Management)*
- **Data validation** of data brought into Workday through INT5000 is **currently underway**. This helps ensure that data brought into Workday is brought over accurately, completely and consistently. This is important for accurate payroll processing. *(Section 5.2 Data Conversion)*
- **Documentation of workarounds** is need for those approaches that will be used immediately upon go-live and for which there is currently no communication for users on the approach/process to be followed. The Team is **beginning work** to define and document these workarounds – the total number of workarounds is unknown. *(Section 4.1 Business Processes & Requirements)*

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Executive Summary
HRP Monthly QA Report

Key Recommendations

4.5 Interfaces & Integrations

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, all Phase 1 integrations should be successfully tested and received approval sign-off from their appropriate internal/external stakeholders.
  - Determine the impacts and a go-forward approach for any Phase 1 integrations that have not received sign-off by the Go / No-Go Checkpoints. For example, if the integration has not received sign-off, will it not be "turned on" in Workday? What would be the associated impacts of this?
- 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.

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Executive Summary
HRP Monthly QA Report

Key Recommendations

4.4 Testing

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should:
  - Complete E2E test execution
  - Perform an assessment on the effort (time and resources) required to address the deferred/incomplete tests (i.e., passed w/ issues) prior to go-live. This includes:
    - Evaluating outstanding defects, risks, incomplete and deferred tests against the Change Control Criteria, particularly for impacts to payroll processing.
    - Determining if a resolution can be achieved prior to go-live, factoring in time required for regression testing.
    - If resolution cannot be achieved prior to go-live, a feasible workaround agreed to by the appropriate Workstream Lead(s) should be identified and documented.
  - Develop a plan for identifying, tracking and addressing Phase 1 deferred tests and workarounds, including prioritizing (timeline for resolution) and staffing resources needed to solution/configure/test/deploy.
- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should:
  - Have all departments review, update and confirm the security role assignments for all users needing access to Workday.
  - Update security roles in the Production Tenant based on the updated review from the departments.
  - Conduct role-based and negative testing with a trusted group of advisory committee agency members focused on most commonly used business processes prior to go-live.
- Identify the level by which payroll results will be compared and validated (i.e., % of data to be compared) and complete this payroll comparison test prior to go-live. Identify entry criteria (what is needed in order to start a payroll comparison test) and success criteria prior to beginning the payroll comparison test.

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Executive Summary
HRP Monthly QA Report

Key Recommendations

2.3 Change Management

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should:
  - Perform an assessment on the effort (time and resources) required to resolve the remaining change requests approved for pre-go live. This includes:
    - Determining if resolution can be achieved prior to go-live
    - If resolution cannot be achieved prior to go-live, a feasible workaround agreed to by the appropriate Workstream Lead(s) should be identified and documented.
  - Identify any change requests that were resolved but were resolved with a workaround. Identify the next steps for addressing the workaround post go-live, including assigning a priority, timing for resolution, and resources required.

5.2 Data Conversion

- Workstream Leads should be reviewing any data conversion error logs after each data conversion load and assessing the resolution of the errors accordingly.
- Update and maintain the Data Conversion Defect Log to reflect all conversion-related data defects and their status. Address Blocker, Critical, High defects prior to the system being made available to department users.
- For the remaining data conversion effort for Phase 1 (catch-up transaction), any 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).
  - Any critical 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.

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Executive Summary
HRP Monthly QA Report

Key Recommendations

4.1 Business Process & Requirements

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should develop a plan for identifying, tracking and addressing Phase 1 workarounds, including prioritizing (timeline for resolution) and staffing resources needed to solution/configure/test/deploy.

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Detailed Findings & Recommendations

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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: March 2022	Risk Level: April 2022	
1. Strategy & Leadership	1.1 Governance	4	3	↓
	1.2 Executive Support	2	1	↓
	1.3 Vendor Management	0	0	
2. Project Controls	2.1 Scope	3	2	↓
	2.2 Schedule	4	4	
	2.3 Change Management	2	4	↑
	2.4 Resources	4	4	
	2.5 Risks and Issues	4	4	
	2.6 Quality Assurance	0	0	
3. Requirements Management	3.1 Functional Requirements	2	1	↓
	3.2 Technical Requirements	0	0	
	3.3 Service Requirements	0	0	

Domain	Risk Category	Risk Level: March 2022	Risk Level: April 2022	
4. Solution Development & Implementation	4.1 Business Processes & Requirements	3	4	↑
	4.2 Architecture & Design	0	0	
	4.3 Development & Configuration	2	3	↑
	4.4 Testing	5	5	
	4.5 Interfaces & Integrations	5	4	↓
	4.6 Deployment	3	3	
5. Data Management	5.1 Data Controls	4	3	↓
	5.2 Data Conversion	4	4	
	5.3 Reporting & Analytics	1	1	
6. End User Implementation	6.1 Organizational Change Management	1	2	↑
	6.2 Training & Knowledge Transfer	3	3	
	6.3 Support	4	3	↓

↑ = 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

- Improvements have been made to the HRP Steering Committee meeting approach:
  - If a decision is being requested, the Steering Committee members are being asked for their vote individually, and members are given an opportunity to share their questions/concerns/rationale
  - When a proxy is assigned for a Steering Committee member, the member is able to make it clear the role of that proxy (e.g., participation only, participation and voting)
  - The Steering Committee meetings during this period focused substantially on topics that were being brought to the Committee for information or decision-making, and were generally not used as a forum for tactical discussions that would be better held at the PMO/Project Team level
  - The HRP Project Manager has taken a bigger role in leading the Steering Committee meetings. Greater participation and leadership from the HRP Project Manager will allow the City to drive the agenda and discussions among the Committee, calling upon Workday for specific updates/input.
- The Committee members do not always receive materials sufficiently in advance of the meeting, which prevents them from reviewing materials with their team members in advance to become fully ready to make decisions during the meeting. This results in the Committee being asked to make less than fully informed decisions.

Continued from March 2022 QA Report

- 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.

Recommendations

- Ensure that materials are sent to the Steering Committee with sufficient time on the business day prior to the meeting to allow for review and discussion among Committee members and their staff.

Continued from March 2022 QA Report

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

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1. Strategy & Leadership
1.1 Governance (2 of 2)



Observations	Recommendations
▪ **(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 (as needed). *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.	*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.

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1. Strategy & Leadership
1.2 Executive Support



Observations	Recommendations
▪ The new Deputy City Controller has assumed his role on the HRP Steering Committee. He has been briefed by his staff, and is an active, engaged member of the Steering Committee.	▪ No recommendations at this time.

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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	Recommendations
▪ Gartner believes the existing vendor relationships supporting the HRP Project Team are being sufficiently maintained at this time and have minimal impact to the Phase 1 go-live.	▪ No recommendations at this time.

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2. Project Controls
2.1 Scope



Observations

- As part of the Phase 1 HRP Go Live Decision Criteria, there are two criteria factors related to scope/change management which were not complete by the Go / No-Go Checkpoint on 4/27 (Criteria #1 and #2). See Section 2.3 Change Management for more details.
- In last month's reporting period, Gartner observed there was no evidence of 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. With the Project Team's focus on cutover activities, Gartner expects a plan to address Phase 1 deferred functionality to be defined immediately following Phase 1 go-live.
  - *Note: Gartner's observations in this report asses the risks related to Phase 1 go-live, and the risk level for this category is set accordingly. This observation is important to the success of the HRP post Phase 1 go-live and, if not addressed proactively, can impact operational success.*

Continued from March 2022 QA Report

- Rigorous ongoing change management will be needed to stay within the agreed upon scope and to 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.

Recommendations

- See Section 2.3 Change Management for related recommendations.
- Develop a plan for identifying, tracking and addressing Phase 1 deferred functionality, including prioritizing (timeline for resolution) and staffing resources needed to solution/configure/test/deploy.

Continued from March 2022 QA Report

- Evaluate scope changes against the Phase 1 Functionality list to prevent scope creep. See Section 2.3 Change Management for related recommendations.

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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 approved a set of go-live criteria to be used as the basis for a go/no-go decision relative to the May 8 Phase 1 target go-live date. (Note: The term "Go/No-Go Criteria" was used in previous Gartner reports to refer to what is now called Go-Live Criteria.) On April 27, the Steering Committee reviewed the status of progress against the go-live criteria and agreed to continue proceeding toward May 8 go-live.
- A detailed Cutover Plan has been developed by the HRP Project Team, which lays out specific tasks, timing and responsibilities for cutover activities.
- Achieving Phase 1 go-live on May 8 is possible if all required tasks are completed in the short time remaining. This includes:
  - All items included in the go-live criteria
  - Completion of end-to-end testing (included in the go-live criteria but noted here due to its criticality)
  - All activities in the Cutover Plan
- A number of go-live criteria have currently not been met. This includes some key criteria such as:
  - Completion of end-to-end testing
  - Completion of integration testing (including INT5000 and other integrations)
  - Documentation, communication and resourcing associated with workarounds
  - Training for the post-go-live support team
- A number of tasks on the Cutover Plan look to be behind schedule. It is unclear whether these tasks are actually behind schedule or the Cutover Plan is not up to date.
- The risk level in this category is driven by the quantity and complexity of in progress/incomplete tasks and the time remaining to complete them prior to the target May 8 go live date.

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 Go-Live Criteria.
- As part of the go/no go decision process, provide the Steering Committee with estimated timeframes needed for completion of key tasks that are still in progress. Estimated timeframes should be based on past task completion rates (e.g., test steps completed per day, issues closed per day, etc.), and actual time available for Project resources.
- Maintain accurate statuses in the Cutover Plan to ensure ongoing clarity around task completion relative to the schedule.

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.

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2. Project Controls
2.3 Change Management

Risk Level



Observations

- As noted in Section 2.1 Scope, there are two criteria factors part of the Phase 1 HRP Go Live Decision Criteria related to scope/change management (Criteria #1 & #2): 1) a decision has been made on all change requests submitted prior to 4/19, and 2) approved configuration changes prioritized for pre-go live have been configured and successfully tested (either resolved or a feasible workaround identified). Gartner understood that by the Go / No-Go Checkpoint on 4/27, both of these criteria should have met their respective measures of completion in order for the Steering Committee to reach a "Go" decision.
  - On 4/27, there was 1 open change request and 33 approved change requests for pre-go live not yet resolved, indicating the two scope related criteria had not been met.
  - In addition, the Workday Project Director informed the Steering Committee these two criteria will remain open until testing is complete, considering testing outcomes may result in additional change requests.
  - Considering the next Go / No-Go Checkpoint is on 5/4 (a week from the 4/27 Checkpoint and 4 days from the 5/8 Phase 1 go-live), it is not clear the level of effort required to resolve the remaining change requests and whether there is sufficient time to do so prior to a 5/8 Phase 1 go-live. **As of 5/2, there was 1 open change request and 29 approved change requests for pre-go live not yet resolved.**

Continued from March 2022 QA Report

- 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

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should:
  - Perform an assessment on the effort (time and resources) required to resolve the remaining change requests approved for pre-go live. This includes:
    - Determining if resolution can be achieved prior to go-live
    - If resolution cannot be achieved prior to go-live, a feasible workaround agreed to by the appropriate Workstream Lead(s) should be identified and documented.
  - Identify any change requests that were resolved but were resolved with a workaround. Identify the next steps for addressing the workaround post go-live, including assigning a priority, timing for resolution, and resources required.

Continued from March 2022 QA Report

- 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.

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2. Project Controls
2.4 Resources

Risk Level



Observations

- The staffing requirements for the post go-live support model have been defined, and the overall support model has been approved by the Steering Committee. Specific assignments of staff to support activities is underway.
- Of the 6 new positions approved for the HRP Project Team within the Personnel Department, 4 of them have been filled recently. Two positions are still in recruitment.
  - Two of these 4 newly assigned staff members have experience with the HRP Project and were involved in testing. All new staff will need some ramp-up time to be effective on the project.
  - The 2 remaining positions are still in recruitment.
- There is still a significant number of tasks to be completed that are critical to go live on May 8. This puts pressure on the existing resources to be highly productive. Currently, the Personnel Department has two resources with deep knowledge of HCM functions and the Workday product. Because of the short timeframe prior to May 8, there is little time to build additional capability among the Personnel team. This may result in tasks requiring deep HCM/product skills taking longer than scheduled. Strategically delegating tasks across the team, and further leveraging highly skilled resources for team guidance, review and support may help extend the impact of those resources. \
- The post go-live support period will require significant time from HRP Project resources to work directly with users through the Command Center and User Support Labs. During this time resources will also have other responsibilities:
  - Personnel resources will begin supporting Workday
  - Controller, Personnel and CAO resources will have Phase 2 responsibilities
  - Project Team members will have their normal duties if they are not dedicated 100% to the project.
- The support demands on HR Project resources post go-live are expected to peak in the first two weeks after go-live, and then should decline. To best support City users in effectively using the system, it is critical that HR Project resources are able to prioritize support tasks over other responsibilities during at least the first two weeks. This may require planning ahead to backfill on normal duties and scheduling Phase 2 activities accordingly.
- Better forecasting and facilitating proactive staffing discussions by the PMO would be helpful for the Sponsor Departments to secure the necessary resources and prioritize time and effort of those resources most efficiently.

Recommendations

- Strategically delegate tasks within the Personnel Department team to leverage highly skilled resources for team guidance, review and support.
- Prioritize post go-live support activities over other Project team member responsibilities during at least the first two weeks after go-live, backfilling on normal duties as needed and scheduling Phase 2 activities accordingly.

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2. Project Controls
2.5 Risks and Issues (1 of 2)



Observations

- There seems to have been minimal progress on the closure of RAIDQ items since last month's reporting period. While Gartner understands the Project's focus has been on the completion of E2E testing and preparation for cutover activities, there remains a significant amount of open/unassessed RAIDQ items that could have the potential to impact the 5/8 go-live. Maintaining and documenting the resolution of RAIDQ items is a critical function of the PMO that should be reviewed on a regular and ongoing basis.
  - As of 5/2/22, there are **34 open RAIDQ items designated for Phase 1 go-live** (not *Closed Complete* or *Closed Incomplete*). Twelve (12) of the 34 open RAIDQ items do not have an impact assessment; thus, it is unclear the level of risk these open RAIDQ items have on Phase 1 go-live. The remaining 22 open RAIDQ items are assessed as follows: 1 High, 1 Medium, 9 Moderate, 11 Low.
    - 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 34 open RAIDQ items, a RAIDQ has remained open for an average of 28 weeks. The 1 High impact open RAIDQ has remained open for an average of 12 weeks.
    - The metrics above indicate some RAIDQ items continue to not be 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.
- In addition, as of 5/2, there are 3 open RAIDQ items designated to be addressed post Phase 1 go-live. It is unclear when and how these items will be revisited for resolution post Phase 1 go-live.

Recommendations

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should:
  - Perform an assessment on the 12 open RAIDQ items that do not have an impact identified and determine the impact each item has on Phase 1, as well document the next steps for resolution.
  - Reassess the current impact of the 22 open RAIDQ items for any change in impact to Phase 1. Determine and document next steps as appropriate.
  - For the open High/Moderate impact Phase 1 RAIDQ items, perform an assessment on the effort (time and resources) required to resolve the RAIDQ and whether resolution can be achieved prior to go-live. If resolution cannot be achieved prior to go-live, a feasible workaround agreed to by the appropriate Workstream Lead(s) should be identified and documented.
- Develop a plan for addressing the 3 RAIDQ items designated for Phase 1 Post Go-Live, including assigning a priority, timing for resolution, and resources required to resolve.

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2. Project Controls
2.5 Risks and Issues (2 of 2)



Observations	Recommendations
▪ **(Continued from previous page)** 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. In last month's reporting period, Gartner recommended the resolution of RAIDQ items, particularly those with High impact, be part of the Go-Live Assessment List; however, this was not done. ▪ The Workstream Leads do not appear to be informed of the progress of RAIDQ items nor does there seem to be a regular meeting cadence or push of information on a regular basis for RAIDQ discussion. This has led to a confusion on whether the RAIDQ Log is still being used to capture critical items, and an uncertainty on where to log decisions and/or reference decisions previously made.	▪ Resolution of RAIDQ items, particularly those with High impact, should be part of the Cutover Plan for Phase 1.
Continued from March 2022 QA Report ▪ As part of the HRP Steering Committee response to Gartner's recommendations in the Phase 1 Go-Live Readiness Assessment Report, 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. ▪ 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).	*Continued from March 2022 QA Report* ▪ 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. ▪ 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.

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2. Project Controls
2.6 Quality Assurance



Observations	Recommendations
▪ The City and Vendor teams continue to define measures and acceptance criteria for remaining Phase 1 activities. See each of the report sections for more details on the quality measures (or lack thereof) in place for each.	▪ No recommendations at this time.

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3. Requirements Management
3.1 Functional Requirements



Observations	Recommendations
▪ The City has developed a Phase 1 HCM Requirement Traceability Document with the intent to distinguish Phase 1 and Phase 2 requirements and trace these requirements to testing.	▪ No recommendations at this time.

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3. Requirements Management
3.2 Technical Requirements



Observations	Recommendations
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.	*Continued from Phase 1 Go-Live Readiness Assessment* ▪ No recommendations at this time.

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3. Requirements Management
3.3 Service Requirements



Observations	Recommendations
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.	*Continued from Phase 1 Go-Live Readiness Assessment* ▪ No recommendations at this time.

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4. Solution Development & Implementation

4.1 Business Processes & Requirements (1 of 2)



Observations	Recommendations
▪ As part of the Phase 1 HRP Go Live Decision Criteria, a criteria was identified related to the documentation of workarounds that may be required for outstanding change items or test scenarios that are not currently functioning as originally intended (i.e., solution gaps). The completion of this criteria was still in progress as of the Go / No-Go Checkpoint on 4/27. – A workaround is considered a temporary solution which implies the current design of the system may be misaligned with business needs and requirements. Addressing a workaround may require: 1) refinement of the current design, or 2) complete re-solution and re-design. Both of these options can result in high costs to implement (time and effort), as well as additional costs to accommodate the impact on productivity (manual workarounds) and/or inaccurate HR data and payroll processing. Workarounds trade short-term, one-time costs for long-term recurring costs per pay period. – In addition, solution gaps could impact the acceptance rate and operational use of the system if the associated change impacts are not adequately documented and communicated to end users. – On 4/29, a workaround identification, documentation and delivery process was defined and communicated with the HRP Project Team. This process utilizes the activities tracked on the Cutover Plan to identify outstanding (not complete) activities that may require a workaround. The process also defines who will be responsible for documenting the workaround, and the corresponding delivery method of the workaround (e.g., job aid, Service Now (SNow) Knowledge Base Article, etc.) based on the assessed impact. – While Gartner believes it is critical to track incomplete items on the Cutover Plan, there still needs to be a focus on documenting the workarounds already identified as a result of deferred functionality or solution gaps in the current design, as well as a method for communicating the associated change impacts to end users.	▪ Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should develop a plan for identifying, tracking and addressing Phase 1 workarounds, including prioritizing (timeline for resolution) and staffing resources needed to solution/configure/test/deploy.

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4. Solution Development & Implementation

4.1 Business Processes & Requirements (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)** In last month's reporting period, Gartner observed 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. As of the Go / No-Go Checkpoint on 4/27, this analysis was still in progress; however, this analysis was complete by 5/3 with several action items (e.g., remaining tests, business process decisions, security/configuration updates) outstanding for validation.
  - Gartner understands the HRP OCM team will finalize the analysis document and create a quick reference sheet for end user reference. These documentations are expected to be shared during the HR Town Hall on 5/3 and published prior to go-live.
  - 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.
  - If business processes and requirements are not fully understood and adequately detailed and documented, there is a risk that end users will execute their transactions and duties incorrectly upon go-live. This also makes it difficult for Departments to prepare staff for changes to their business operations and policies and procedures resulting from the implementation of Workday.
- Considering testing is still underway, documentation and communication of business processes may need to be adjusted. This may have an impact on training and post go-live support materials (e.g., job aids).

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.

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4. Solution Development & Implementation

4.2 Architecture & Design



Observations	Recommendations
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.	*Continued from Phase 1 Go-Live Readiness Assessment* ▪ No recommendations at this time.

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4. Solution Development & Implementation

4.3 Development & Configuration



Observations	Recommendations
▪ Considering E2E testing is not yet complete, there remains a number of test scenarios that have not been fully tested and/or have Blocker and High priority defects that could result in the need for configuration changes. This poses a significant risk to the stability of the system design to-date as well as the ability to meet the 5/8 go-live if additional testing (i.e., regression testing) is required. ▪ The HRP Project Team has included tasks on both the Phase 1 HRP Go Live Decision Criteria and Cutover Plan to track the completion of configuration changes and the migration of those configuration changes into the City's Production Tenant (Gold Tenant). Gartner understands Accenture/Workday is responsible for migrating and verifying all configuration changes have been made in the City's Production Tenant; however, it is also important for each of the City's Workstream Leads to validate the configuration for their respective areas prior to go-live. This is typically done in the form of smoke testing.	▪ The PMO should confirm with each of the Workstream Leads any and all configuration changes requested during the time the Gold Tenant was being built were accurately captured in SNow (or documented elsewhere) and subsequently migrated to the Gold Tenant. ▪ 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. – Workstream Leads should have the opportunity to validate the Gold Tenant configuration and perform smoke testing as needed prior to the next Go / No-Go Checkpoint on 5/4.

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4. Solution Development & Implementation

4.4 Testing (1 of 2)



Observations

- As part of the Phase 1 HRP Go Live Decision Criteria, several criteria factors were identified related to testing, including meeting all E2E exit criteria. Gartner understood that by the Go / No-Go Checkpoint on 4/27, all of the testing-related criteria should have met their respective measures of completion in order for the Steering Committee to reach a "Go" decision.
  - On 4/27, E2E test execution (excluding integrations) was 98.40% complete (4122 testing steps executed / 4189 total steps), with 31 open Blocker and High priority defects remaining.
  - As of 5/2, E2E text execution (excluding integrations) was 98.50% complete (4127 testing steps executed / 4190 total steps). While progress in test execution has been slow, the percentage of tests **successfully passed** was 97.47% complete (4084 **passed** testing steps / 4190 total steps) with 12 open Blocker and High priority defects remaining.
  - As part of the E2E exit criteria, all Phase 1 E2E tests must be 100% executed and all Blocker and High priority defects must be fixed, retested and closed; thus, this criteria was not met by the 4/27 Go / No-Go Checkpoint.
  - Since 4/8, the HRP Project Team has closed an average of 2 issues/day. Considering the next Go / No-Go Checkpoint is on 5/4 (a week from the 4/27 Checkpoint and 4 days from the 5/8 Phase 1 go-live), at this rate the 12 remaining Blocker and High priority defects will not be closed by 5/6.
- In addition, **the time remaining does not leave any flexibility for configuration changes if needed to complete testing**. Any configuration changes made at this point in the project poses a significant risk to the stability of the system design to-date as well as the ability to meet the 5/8 go-live if additional testing is required to validate the changes (i.e., regression testing).
  - The limited amount of time available to complete testing for a 5/8 go-live may result in unresolved/incomplete tests, such as tests that have passed but did not fully meet the City's expectations and/or have issues to be addressed post go-live. Inadequate testing can result in disruption to the operational use of the system post go-live and could potentially result in additional costs for rework (e.g., system downtime, reversion to old processes, inability to complete transactions).

Recommendations

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should:
  - Complete E2E test execution
  - Perform an assessment on the effort (time and resources) required to address the deferred/incomplete tests (i.e., passed w/ issues) prior to go-live. This includes:
    - Evaluating outstanding defects, risks, incomplete and deferred tests against the Change Control Criteria, particularly for impacts to payroll processing.
    - Determining if a resolution can be achieved prior to go-live, factoring in time required for regression testing.
    - If resolution cannot be achieved prior to go-live, a feasible workaround agreed to by the appropriate Workstream Lead(s) should be identified and documented.
  - Develop a plan for identifying, tracking and addressing Phase 1 deferred tests and workarounds, including prioritizing (timeline for resolution) and staffing resources needed to solution/configure/test/deploy.

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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

- **(Continued from previous page)** In last month's reporting period, Gartner observed it was 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, with 5/8 only several days away and the Project Team's dedicated focus on completing test execution and resolving Blocker and High defects, it is more likely Medium/Low priority defects will not be able to be addressed until after go-live unless additional time is provided.
- Testing best practices includes performing **"negative testing"**, which ensures users cannot perform activities in the system that they should not be able to perform; this includes testing security roles have been assigned appropriately. While Gartner believes a certain degree of this kind of testing was performed during User Acceptance Test, it is not clear if it was fully incorporated into test scenarios.
- Additionally, Gartner understands **security role assignments** have not been reviewed since before E2E testing began (January 2022); if this is not done prior to go-live, it is anticipated users may either, 1) have visibility into information and the ability to perform activities they should not have access to, causing a serious risk to security and privacy, and 2) not have the ability to perform activities or view information needed to do their job, potentially causing a standstill in business operations. This particular effort should have been done prior to the availability of the Practice Labs, but was not.

- Gartner understands a **full volume PaySR payroll regression test activity** was added to the Cutover Plan to validate the integration from Workday to PaySR is sufficient for payroll processing in PaySR Production post Phase 1 go-live. Gartner understands this test is complete; however, it is not clear the success rate of this testing nor the accuracy of payroll results. This test and validation of results is important in building confidence about Workday's ability to support accurate payroll processing. It is unclear of the extent to which the payroll results from this regression test will be compared to actual Production results (e.g., will only a sample of results be validated) to confirm if the accuracy rate is comparable to legacy processing. Not performing a full volume payroll comparison produces a low confidence in the quality of the Workday to PaySR integration (INT5000) and its ability to support accurate payroll processing, which is dependent on accurate data coming from Workday.

Recommendations

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, the PMO and Workstream Leads should:
  - Have all departments review, update and confirm the security role assignments for all users needing access to Workday.
  - Update security roles in the Production Tenant based on the updated review from the departments.
  - Conduct role-based and negative testing with a trusted group of advisory committee agency members focused on most commonly used business processes prior to go-live.
- Identify the level by which payroll results will be compared and validated (i.e., % of data to be compared) and complete this payroll comparison test prior to go-live. Identify entry criteria (what is needed in order to start a payroll comparison test) and success criteria prior to beginning the payroll comparison test.

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4. Solution Development & Implementation
4.5 Interfaces & Integrations



Observations

- As part of the Phase 1 HRP Go Live Decision Criteria, several criteria factors were identified related to integrations, including successfully testing all Phase 1 integrations. Gartner understood that by the Go / No-Go Checkpoint on 4/27, all of the integration-related criteria should have met their respective measures of completion in order for the Steering Committee to reach a "Go" decision.
  - On 4/27, the Workday to PaySR integration (INT5000) was only 93% successfully passed (345/371 passed testing steps). Additionally, only 10 of the 21 Phase 1 integrations had received approval sign-off from their appropriate internal/external stakeholders (4 critical integrations; 6 non-critical integrations), indicating this criteria had not been met.
- **As of 5/2, the Workday to PaySR integration (INT5000) was 95% executed and 94% successfully passed (349/371 passed testing steps). The criticality of this integration should require 100% test execution and the determination of an acceptable pass rate should take into consideration the risk associated with the specific non-passed testing steps at the time of the Go / No-Go Checkpoints.**
- Gartner understands there is a delay in the testing completion of non-critical **LAWA integrations**; however, Gartner does not have clear insight into the progress of testing.
- **All other non-critical integrations** (excluding LAWA) are **97% successfully tested** (313/323 passed testing steps).
- Considering the next Go / No-Go Checkpoint is on 5/4 (a week from the 4/27 Checkpoint and 4 days from the 5/8 Phase 1 go-live), the time remaining does not leave any flexibility for configuration changes if needed to successfully pass the testing of the integrations. Any configuration changes made at this point in the project poses a significant risk to the stability of the system design to-date as well as the ability to meet the 5/8 go-live if additional testing is required to validate the changes (i.e., regression testing) .
- Additionally, there may not be sufficient time prior to a 5/8 Phase 1 go-live to validate the stability of the integrations once configuration is fully complete. This includes running the integrations as scheduled, on a consistent basis, without any changes being made.

Recommendations

- Prior to the next Go / No-Go Checkpoint on 5/4 or the last Checkpoint on 5/6, all Phase 1 integrations should be successfully tested and received approval sign-off from their appropriate internal/external stakeholders.
  - Determine the impacts and a go-forward approach for any Phase 1 integrations that have not received sign-off by the Go / No-Go Checkpoints. For example, if the integration has not received sign-off, will it not be "turned on" in Workday? What would be the associated impacts of this?
- 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.

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4. Solution Development & Implementation

4.6 Deployment



Observations

- In last month's reporting period, the PMO developed a Phase 1 Go Live Assessment List (now called the Phase 1 HRP Go Live Decision Criteria List) which contains go/no-go criteria for Phase 1. The Steering Committee approved the Criteria List on 4/13, and it was understood by the Steering Committee this list would be used to determine a Go / No-Go decision during the first Go / No-Go checkpoint on 4/27.
  - In advance of the Go / No-Go decision on 4/27, Gartner facilitated the following:
    - Worked with the Personnel Workstream Leads to review and finalize the list of criteria, including defining a criteria purpose, factor, and proposed completion criteria
    - Established a measure of completion or completion status (e.g., percentage, Y/N completion confirmation) for any criteria on the list not yet complete
- Not all criteria was complete by the 4/27 Go / No-Go Checkpoint; however, the Steering Committee still agreed on a "Go" Decision to proceed with a May 8th go-live. The Steering Committee plans to meet on May 4th and May 6th for additional Go / No-Go Checkpoints to review outstanding criteria.
  - It is unclear how the PMO will treat the criteria not yet met by the upcoming Go / No-Go Checkpoints
- Gartner expects that by May 6th, the final Go / No-Go Checkpoint before the May 8th go-live, the tasks in the cutover plan with a due date prior to May 6th should be 100% complete. Any cutover tasks remaining should be brought to the Steering Committee for evaluation. Where there may be disagreement on completion status, the City Project Manager should work with Sponsor Departments to validate completion of cutover tasks.
- An impact analysis of what a No-Go decision would entail at any of the upcoming Checkpoints should be communicated to the Steering Committee in advance of the next No-Go Checkpoint. This should include the associated benefits and impacts of a No-Go decision (e.g., staffing, contractual implications, impacts on Phase 2, risks associated with PaySR, specific cost impacts, etc.)

Recommendations

- Gartner recommends the following options as go-forward approaches if criteria is not met by the Go / No-Go Checkpoints:
  - Incomplete criteria indicates a no- go decision for May 8th go-live
  - Ask the Steering Committee to consider incomplete criteria as "sufficiently complete" if they are close to completion. This would require clear documentation of what portion is still incomplete so the Steering Committee members can understand the risk.
  - Recommend to defer incomplete criteria for consideration by the Committee at last Go / No-Go Checkpoint (currently May 6)
- Continue to track progress against the Phase 1 Go/No-Go criteria and report to the Steering Committee regularly prior to the go/no-go decision dates.
- Continue to track progress against the Cutover Plan and report to the Steering Committee regularly prior to the go/no-go decision dates.

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5. Data Management
5.1 Data Controls

Risk Level



Observations

Continued from March 2022 QA Report

- 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

Continued from March 2022 QA Report

- 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 Phase 1 go-live.
  - 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.

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5. Data Management
5.2 Data Conversion

Risk Level



Observations

- The HRP Project Team has included tasks on both the Phase 1 HRP Go Live Decision Criteria and Cutover Plan to track the completion of data conversion and data validation in the City's Production Tenant (Gold Tenant). Gartner understands these efforts are mainly owned by Accenture/Workday/City technical resources; however, it is also important for each of the City's functional Workstream Leads to validate the data for their respective areas prior to go-live.
  - Following previous data validation efforts for Phase 1, all City Workstream Leads have been provided a data validation checklist to assist with data validation efforts in the Gold Tenant. Considering this is the City's Production Tenant, it is critical the data converted meets an acceptable pass rate (e.g., 95% data accuracy) and all related data defects are addressed prior to go-live to ensure Workday transactions can completed successfully and payroll processing will not be negatively impacted.
  - Gartner understands data validation efforts will occur twice during this cutover period: once after the Gold Tenant has been built (April 26-29), and again after catch-up transactions (any PaySR data changes made between March 29 and April 29) have been loaded immediately prior to go-live.
  - Although already part of the established data validation checklist, the Payroll Workstream, at the request of the Payroll Workstream Lead, validated payment and tax elections data in the Gold Tenant for 100% accuracy due to their criticality towards accurate payroll processing.

Continued from March 2022 QA Report

- 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, and alternative methods for inserting data into the Production Tenant should be considered.

Recommendations

Continued from March 2022 QA Report

- Workstream Leads should be reviewing any data conversion error logs after each data conversion load and assessing the resolution of the errors accordingly.
- Update and maintain the Data Conversion Defect Log to reflect all conversion-related data defects and their status. Address Blocker, Critical, High defects prior to the system being made available to department users.
- For the remaining data conversion effort for Phase 1 (catch-up transaction), any 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).
  - Any critical 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
5.3 Reporting & Analytics



Observations	Recommendations
▪ As part of the Phase 1 HRP Go Live Decision Criteria, criteria factors were identified related to reports, including successfully testing all Phase 1 reports. Gartner understood that by the Go / No-Go Checkpoint on 4/27, all criteria should have met their respective measures of completion in order for the Steering Committee to reach a "Go" decision. – As of 5/2, 98% of the reports have been successfully tested (179/184 reports). – While not successfully meeting this criteria creates some risk to go-live readiness for May 8, the achievement of this criteria is currently very close to 100%. – There may be an opportunity to prioritize the remaining testing to focus on those reports that will be needed immediately upon go-live, and defer those will not be needed immediately, if this will not have significant operational impact.	▪ Prioritize the remaining report testing to focus on those reports that will be needed immediately upon go-live, and defer those will not be needed immediately.

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6. End User Implementation
6.1 Organizational Change Management (1/2)



Observations	Recommendations
▪ The project has continued to conduct robust outreach and communications at a Departmental and Citywide level. This includes conducting Town Halls for Tier 1 Departments, HR Professionals, and all City users, continuing meetings with Tier 1 Departments, Change Champions, maintaining the HRP Project Website, and other ongoing and targeted activities. ▪ Several change readiness surveys have been recently conducted or are still planned before Phase 1 go-live: – Survey distributed by HRP Project to all users in the City (April 6 distribution) - Done – Survey distributed by the Personnel Department to Department staff – Done; results being compiled – Short live poll as part of Change Champion meeting - Done – Short survey for HR Staff participating in Training Lab Sessions (underway) – Short live poll as part HR Staff Town Hall prior to go-live – To be conducted on 5/3 ▪ **Respondents to the Citywide change readiness survey indicated a generally positive level of readiness for HRP Phase 1 implementation,** as shown by the following: – Average positive responses of Agree or Strongly Agree for 20 out of the 23 survey questions – Highly positive responses to: – Awareness of the HRP project (70% Agree/Strongly Agree) – Understanding the purpose of the project (55% Agree/Strongly Agree) – Seeing a clear/compelling need for the new system (48% Agree/Strongly Agree)	*See next page*

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6. End User Implementation
6.1 Organizational Change Management (2/2)



Observations

- Areas with more negative responses than positive, or roughly equal positive/negative responses, correspond with **areas that would benefit from increased communication** and/or support materials:
  - 45% of respondents indicated they do not know who their change champion is (vs. 28% who do know)
  - 35% of respondents indicated they do not understand what tasks will still be done in PaySR after Phase 1 go live (vs. 27% who do understand)
  - 32% of respondents indicated they do not know how Phase 1 release will impact them (vs. 28% who do know)
  - 32% of respondents indicated they were not aware that Self-Service learning is available in SNow (vs. 33% who are aware)
- A live poll of Change Champions during a regularly scheduled call (96 respondents) indicated general Departmental readiness, but indicated concerns about Champion preparedness for their Tier 0 support role:
  - Most Department staff are aware of the HRP Project (average 3.95 out of 5, with 5 Strongly Agree*) and understand the need for the new HRP system (average 3.25)
  - Departments receive sufficient information about the project (average 3.20)
  - **Some Change Champions do not feel ready to provide first touch support** for their Departments (average 2.0) and **some do not understand their role and what is expected of them in providing first touch support** (average 2.95).
  - If Change Champions are not well-prepared for their support role, that could reduce the effectiveness of this support mechanism and put additional pressure on the Command Center. Based on the poll results, the Project has identified actions to assist Change Champions in executing their support role (See Section 6.3 Support)
  - *Note: Sample size for the live poll was small given the large pool of Change Champions (96 respondents; over 400 Change Champions)*

Recommendations

- Use results from the Citywide survey to drive targeted messaging and communication with users.

Continued from March 2022 QA Report

- 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.

*1 – 5 Scale, 1 Strongly Disagree, 5 Strongly Agree, 3 Neutral. Neutral responses were not included in the average response figures provided here.

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6. End User Implementation
6.2 Training & Knowledge Transfer



Observations

- All planned eight weeks of instructor led training (ILT) have been conducted.
  - 77% of HCM staff have attended both training courses (213 attended out of 276 HCM staff)
  - This far exceeds the threshold set in Go-Live Criteria #41, which is 80% of HR users have attended and completed at least one of the mandated training courses.
- A robust set of Job Aids are available in ServiceNow (SNow). When users are in Workday, there is no direct access to the Job Aids if they need assistance. Providing a link in Workday to the Job Aids in SNow would make it easier for users to access those materials.
- The Practice Labs began during the week of April 25, and will continue through the week of May 2. To date, 213 of the 308 available time slots (both virtual and onsite) have been filled. Approximately 122 staff members have participated so far. The Practice Labs provide HCM staff members an opportunity to get live support/guidance on specific questions, and to practice using the system before go-live.
- The Project Team is finishing the effort to get better clarity around which system (Workday or PaySR) will be the system of record for specific fields used in completing a task/activity. The Project Team is working on developing a communication to users on how to complete transactions using both Workday and PaySR. This communication will consist of a quick reference guide, screen by screen guidance, and special instructions where needed. Since the documentation is underway, it has not yet been shared with users.
- Workarounds that have been agreed to by the Project Team have not yet been identified or documented. This is being tracked in Go-Live Criteria #7. Any workarounds or contingencies are documented, communicated and resourced appropriately. This means that users have not yet been provided documentation related to workarounds. Some workarounds (e.g., reorganizations/reassignments) are still being solutioned.
  - The lack of clear communication to users about workarounds may result in users not knowing how to complete a function or business process. Since the extent and complexity of workarounds is unknown at this time, there may be significant operational risk associated with undocumented workarounds.

Recommendations

- Provide clear communication to users on which fields in Workday and PaySR constitute the system of record, including development and sharing of robust instructional materials.
  - See Section 4.1 Business Processes & Requirements for related recommendations.
- Identify and document workarounds, Provide documentation to users prior to go-live. Identify resources that will be needed to effectively implement the workaround.
- Add a link in Workday for users to quickly access Job Aids in SNow.

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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

Observations

- In last month's reporting period, Gartner outlined the Post Go-Live Support Model that will be in place during the 8 weeks of hyper-care provided by Workday. Since then, the following preparation activities have been completed:
  - On 4/11, a demo of SNow was provided to the HRP Project Team. This included basic navigation of the site and a walk-through of how an HRP service ticket can be created by both end-users and the Project Team based on requests received through various avenues (e.g., Call Center, User Support Labs, etc.). Following the demo, the HRP Project Manager provided additional details on the ticket routing and assignment groups established in SNow with a request for the Workstream Leads to provide feedback on the approach as necessary.
    - A Command Center simulation using SNow is scheduled for 5/3 to better acclimate the HRP Project Team to the proposed SNow approach
  - On 4/19, the City Project Manager provided two staffing tools to assist with estimating the resources required during the hyper-care period (post Phase 1 go-live), as well during the scheduled Practice Labs (to occur during the 2 weeks prior to Phase 1 go-live).
  - Three of the 4 Executive Steering Committee members approved the Post Go-Live Support Model during the 4/22 Steering Committee. The 4th Executive Steering Committee member, who was not present during the 4/22 Steering Committee, provided written approval of the Support Model on 4/27.
  - Other Post Go-Live Support related activities continue to be tracked on the Phase 1 HRP Go Live Decision Criteria and will be evaluated during the remaining Go / No-Go Checkpoints.

Recommendations

Continued from March 2022 QA Report

- 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.)
    - *April 2022 Update: Existing City service desks should be trained and prepared with FAQs and the resources available to them to reference and/or direct users to for support (job aids, knowledge base articles, etc.). This would include the action to be taken if a question cannot be resolved at Tier 0 (e.g., routing assignments), and an understanding of the resolution/follow-up process (i.e., Who should the requestor expect a follow-up from? When should they expect to receive a follow-up?)*
  - 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

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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

Observations

- A poll taken during the 4/21 HRP Change Champion April call assessed the participants readiness for supporting their departments post Phase 1 go-live. See Section 6.1 Organizational Change Management for more details.
  - Mitigation activities were identified as a result of the survey data. Any follow-up material sent to Change Champions will include a simplified list (below) of what they are being asked to do to support end users:
    - Direct department users to SNow/support material (including links to all training and support materials)
    - Reference the Google Drive link for published MLQ, videos, change discussion guides, etc. to respond to questions
    - Utilize the Change Champion tenant to become more familiar with Workday
    - Submit any questions to the HRP email for support
- In last month's reporting period, Gartner observed the time associated with the support Change Champions are to provide post Phase 1 go-live 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.
- Gartner understands the Post Go-Live Support Model will be in place during Workday's hyper-care period (8 weeks post Phase 1 go-live). The City should begin thinking about how they will operationalize their HRP Sustainability Model and Plan, which is expected to take effect after hyper-care ends.

Recommendations

- Begin to operationalize (i.e., trial run) the HRP Sustainability Plan during the hyper-care period to refine the process as needed prior to the end of hyper-care. This would include communicating the Plan to stakeholders, identifying the resources for each of the roles identified, and mobilizing the roles/structures that will need to be in place following hyper-care.

Continued from March 2022 QA Report

- 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.

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Appendix

Project Background and Assessment Approach

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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.

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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

Assessed the degree to which the HRP Project Phase 1 was 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.

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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 the date stated in the footer.

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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.

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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	
	2.5 Risks and Issues	
	2.6 Quality Assurance	
3. Requirements Management	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

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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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Appendix

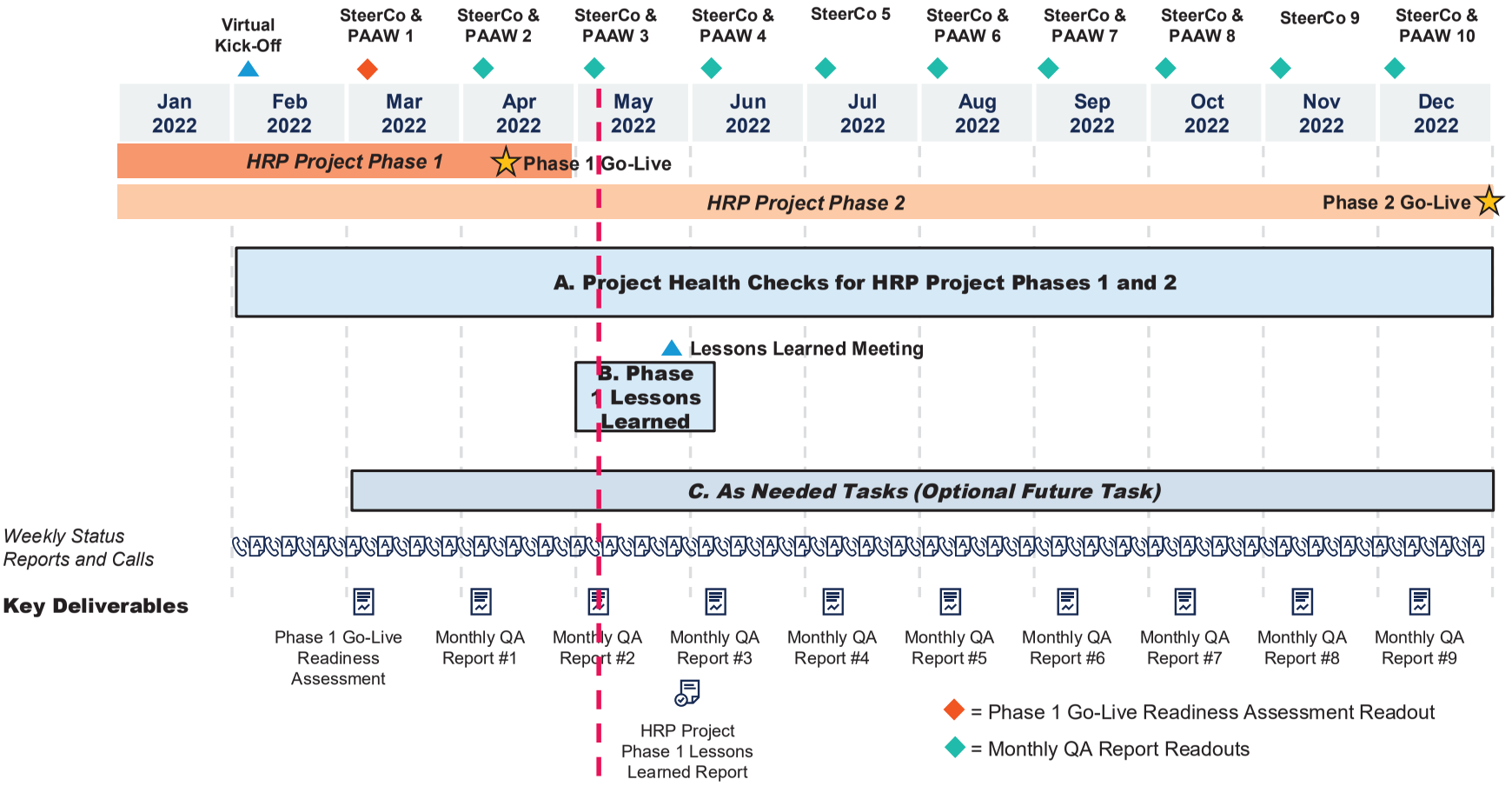
Gartner QA Project Schedule

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Gartner's Quality Assurance Services Project Schedule



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