

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: December 13, 2022

CAO File No. 0220-05727-0012
Council File No. 20-0313
Council District: All

To: Personnel, Audits, and Animal Welfare Committee

From: Matthew W. Szabo, City Administrative Officer  for

Reference: Gartner Report dated December 7, 2022

Subject: **GARTNER, INC. HUMAN RESOURCES AND PAYROLL PROJECT QUALITY ASSURANCE SERVICES MONTHLY REPORT – NOVEMBER 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 November 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. Gartner submitted Phase 1 monthly reports from March 2022 through May 2022 in adherence to the Task Order (TO). The go-live for Phase 1, which included Human Capital Management and Compensation functionality, occurred on May 23, 2022. On June 21, 2022, Gartner submitted a written report of the lessons learned from the Phase 1 implementation that can be considered and leveraged for the Phase 2 deployment. Gartner must continue to provide monthly QA reports on the status of the project per the TO. Attached is Gartner's report on the project status through the end of November 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
Dana Brown, Personnel Department
Rick Cole, Office of the Controller

MWS:MAV:11230069



HRP Project Quality Assurance Services

Monthly QA Report — November 2022

Prepared for: City of Los Angeles
December 7, 2022

Version 2

Engagement #: 330065784

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Executive Summary

Monthly Quality Assurance Reporting Methodology (1 of 2)

Introduction to November 2022 QA Report

- **This Quality Assurance (QA) report for November 2022 focuses on HRP Phase 2.**
 - Gartner’s monthly Quality Assurance (QA) Reports, for the months of February, March and April 2022, focused on the City’s readiness for going live with HRP Phase 1.
 - The May, June, July and August 2022 QA Reports were transitional reports, focusing on the end of HRP Phase 1 and the beginning of HRP Phase 2.
 - The September and October 2022 QA Reports and the November 2022 QA Report (this document) focus solely on Phase 2. There may be references to Phase 1 in this report to the extent that Phase 1 has an impact on risks/issues that affect Phase 2.
 - The Risk Level Ratings used in this report reflect the context of Phase 2 project health and they are described on the following page.
 - The observations, risks and recommendations included here refer to Phase 2 activities.



- **The term “Project Management Team” and “PM Team” used in this Report refers to the combination of the KPMG team, Workday Engagement Director and Project Managers, the ITA Sponsor, and the City HRP PMO made up of two ITA staff members.**

Monthly Quality Assurance Reporting Methodology (2 of 2)

Risk Level Ratings

- Gartner uses a color-coded rating to describe the potential or realized negative impact to the HRP Project for each category assessed.
 - The rating takes into consideration all the observations, collectively, within each category to indicate the potential/realized negative impact to the HRP Project associated with the category.
 - The Risk Rating Criteria defines the level of urgency related to the rating. The greater the risk to the HRP Project, the greater the urgency management should place on taking action to mitigate the risk.

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

HRP Project Health Assessment Dashboard

Current Overall HRP Project Health ▼



Previous Overall Status (October 2022) ▲

Domain	Risk Category	Risk Level	
		October 2022	November 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
	1.3 Vendor Management	1	1
2. Project Controls	2.1 Scope	3	3
	2.2 Schedule	5	4
	2.3 Change Management	3	3
	2.4 Resources	5	5
	2.5 Risks and Issues	3	3
	2.6 Quality Assurance	3	3
3. Requirements Management	3.1 Functional Requirements	3	
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0

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

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

Executive Summary

HRP Monthly QA Report — Key Takeaways (1 of 3)

- Unit Testing is not on track for completing by the target 12/30/22 due date.
 - Only the Benefits workstream is on track to complete unit testing by 12/30/22. The other modules will need to significantly increase their weekly Test Execution Rate (current test execution rate marked by PINK star below). The Payroll Workstream has not yet begun unit testing and will have a significant number of tests to complete weekly in order to achieve the 12/30/22 deadline.
 - The weekly Test Execution Rate will need to be at least that shown in the column with the BLUE star below to achieve completion of 80% of tests by 12/30/22. It will need to be at least that shown in the column with the PURPLE star to achieve 80% completion by 2/28/22.
 - The staffing analysis Gartner conducted in September concluded that unit testing could be completed by February 2023 with additional staff density. The 12/30/22 unit testing completion deadline combined with no additional staff density will make unit testing completion very unlikely within the 12/30/22 timeframe. The Project Management Team will need to consider potential achievable deadlines for unit testing between December and February, potential impacts to other tasks scheduled for January/February and strategies to increase the test execution rate in the interim.

Unit Test Completion Projections												
As of 12-7-22	a.m.											
	Total Tests for A-D	Total Completed A-D	% complete A-D	Current Test Execution Rate (Completed Tests per week for A-D)	Tests Not Started for A-D	Upcoming Tests for E-G	Total Remaining (Not Started + Upcoming) Tests	Weeks to finish all Remaining Tests at Current Execution Rate	Test Execution Rate Needed to Finish 80% of Remaining Tests by December 30	Test Execution Rate Needed to Finish 100% of Remaining Tests by December 30	Test Execution Rate Needed to Finish 80% of Remaining Tests by February 28	Test Execution Rate Needed to Finish 100% of Remaining Tests by February 28
Compensation	168	22	13%	6.3	146	1	147	23	34	42	10	12
Absence	553	113	20%	32.3	440	95	535	17	122	153	36	45
Time Tracking	550	151	27%	43.1	399	498	897	21	205	256	60	75
Payroll	401	0	0%	0.0	401	951	1352	NA	309	386	90	113
Benefits	36	23	64%	6.6	13	6	19	3	4	5	1	2

Executive Summary

HRP Monthly QA Report — Key Takeaways (2 of 3)

- **The quality and accuracy of the Project Plan is improving.**
 - The Project Management Team has been working with the Workstream Leads to update the task durations in the Project Plan to reflect the December 2023 go-live date, and to update the task completion percentages. Once the task durations are in place, dependencies between the tasks will be added.
 - The increased attention and visibility into the task durations and percentage completions has improved the quality of the data in the Project Plan. This gives the Project Management Team better ability to manage task completion to schedule, thereby reducing risk related to the project schedule.
- **The Project continues to struggle with a lack of resources.**
 - As noted during the September and October reporting period, most modules (Absence, Benefits, Compensation and Time Tracking) required relatively minor additional HRP staff density (separate from City Department staff) to achieve a December 2023 go-live. Gartner does not see evidence of increases in HRP staff density.
 - The Time Tracking Workstream Lead has indicated that Departmental testers have not been engaging as required in the unit testing process. The Steering Committee has been asked for support to increase engagement and participation.
 - Gartner does not see evidence of any additional staff density in the Payroll workstream. This includes no additional administrative support for the Workstream Lead.
 - On a positive note, an existing Workstream member was identified to act as the Workstream Co-Lead, potentially creating a back-up in the case of the Lead's absence.

Executive Summary

HRP Monthly QA Report — Key Takeaways (3 of 3)

- **Post-go-live responsibility for some of the more technical payroll operation tasks has not been established, which prevents the Project from using those staff as unit testers and beginning essential knowledge transfer.**
 - While the Controller's Office is responsible for payroll, the department has had assistance from both ITA and Hess & Associates in the past for some PaySr operations. It is a Controller's Office decision as to how these functions will be executed after Workday implementation.
- **The City should be able to validate the completeness of configuration for each Phase 2 functional requirement.**
 - Each Workstream Lead was tasked with validating the scope of unit test scenarios prior to unit test beginning; Gartner assumes the Workstream Leads validated the scope of scenarios to include all Phase 2 requirements.
 - If this was not done, it is critical to complete this as this will act as validation for the Project to exit the Configure & Prototype stage and enter the Testing stage.

Executive Summary

HRP Monthly QA Report

Key Recommendations (1 of 3)

2.2 Schedule

- See Section 4.4 Testing for recommendations related to achieving the schedule for unit testing.
- Workstream leads should update percentage complete for tasks in the Project Plan at least weekly on a specific day. More frequent updates should be used to reflect meaningful changes in completion as needed.
- Implement a schedule review meeting on a regular cadence to focus on overdue/upcoming tasks and validate completion percentages.
- Determine additional approaches and strategies for reducing Payroll Workstream workload, increasing efficiency of meetings, adding staff density, and giving the Workstream priority over other Workstreams in the case of conflicts over staff availability.
- Add tasks to the Project Plan for the OCM support that will be needed from the Workstream Leads and members.
- Identify any Project Plan tasks that relate to operations/ functions that are fully outside the scope of Phase 2, and submit those through the change control process (i.e., through Change Control Board) for review and disposition.

2.4 Resources

- The Payroll Workstream should identify specific meetings/tasks that the Co-Lead can take over from the Lead prepare the Co-Lead to take on those responsibilities.
- Assign administrative support to the Payroll Workstream to take administrative tasks from the Lead and Co-Lead.
- Explore a variety of strategies for increasing staff density for the Payroll Workstream in the short term.
- Consider sources of qualified staff to support Phase 2 work as needed (e.g., borrowing staff from other City Departments to take on some non-project or administrative responsibilities of HRP team members).

Executive Summary

HRP Monthly QA Report

Key Recommendations (2 of 3)

4.3 Development & Configuration

- The Project's RTM should be updated to associate each workstream's requirements with completed configuration. The same RTM should be used to associate completed configuration with a test scenario (see section 4.4 Testing for related recommendations).
- The completion of configuration for all requirements to be met for each workstream should be added as an exit criteria to the Configure & Prototype Stage.

4.4. Testing

- The Project Management Team should agree on an achievable completion date for Unit Testing (between December 2022 and February 2023) and update the Project Plan accordingly.
- To increase the unit test execution rate:
 - Have testers work on-site during the month of December to leverage Workday Consultant support and increase the weekly test execution rate.
 - Use a burndown chart to track the number of tests completed daily and give the teams detailed, specific visibility into test completion against target.
 - Bring additional testers (e.g., Department testers) onboard quickly. Encourage Departmental testers to work on-site to leverage Workday Consultant and City HRP team members.
- Update the Unit Testing exit criteria to include:
 - The acceptable threshold for completed unit tests (e.g., 80% of unit tests for each workstream must be passed with no open defects and/or all Critical and High priority tests have passed)
 - All Critical and High defects are resolved

Executive Summary

HRP Monthly QA Report

Key Recommendations (3 of 3)

4.4. Testing (cont.)

- The same RTM used to associate each workstream's requirements with completed configuration should be used to associate completed configuration with a test scenario (see section 4.3 Development & Configuration for related recommendations).
- Workstream Leads should confirm all complex and critical functionality are prioritized for unit testing.
- Workstream Leads should confirm negative testing and security role testing are added as unit test scenarios.
- Create a test management plan that includes all testing cycles and the tools to be utilized for each cycle, including prioritizing (timeline for completion) and determining the staffing resources needed.

6.3 Support

- The Project Management Team should support the Controller's Office in determining post-go-live payroll operations approaches by getting clarity on the full set of tasks in question and identifying who is responsible for them today, and developing/presenting potential alternatives for post-go-live support.
- Clearly identify the specific open issues that are preventing finalization of the Sustainability Plan.
- Identify resolutions to the open issues through discussions with the Workstream Leads, facilitated by the Project Management Team.
- Escalate to the Steering Committee any open issues that cannot be resolved at the Workstream level.

Detailed Findings & Recommendations

HRP Project Health Assessment Dashboard

Current Overall HRP Project Health ▼



Previous Overall Status (October 2022) ▲

Domain	Risk Category	Risk Level	
		October 2022	November 2022
1. Strategy & Leadership	1.1 Governance	2	2
	1.2 Executive Support	1	1
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	2.4 Resources	5	5
	2.5 Risks and Issues	3	3
	2.6 Quality Assurance	3	3
3. Requirements Management	3.1 Functional Requirements	3	
	3.2 Technical Requirements	0	0
	3.3 Service Requirements	0	0

Domain	Risk Category	Risk Level	
		October 2022	November 2022
4. Solution Development & Implementation	4.1 Business Processes & Requirements	3	2
	4.2 Architecture & Design	0	0
	4.3 Development & Configuration	3	4
	4.4 Testing	3	4
	4.5 Interfaces & Integrations	3	3
	4.6 Deployment	2	3
5. Data Management	5.1 Data Controls	2	2
	5.2 Data Conversion	3	3
	5.3 Reporting & Analytics	2	2
6. End User Implementation	6.1 Organizational Change Management	2	2
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■ = Risk Categories with Minimal Impact on HRP Project Health

1. Strategy & Leadership

1.1 Governance

Risk Level



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

Note: The term “Project Management Team” and “PM Team” used in this Report refers to the combination of the KPMG team, Workday Engagement Director and Project Managers, the ITA Sponsor, and the City HRP PMO made up of two ITA staff members.

- KPMG team members have begun leading the PMO meetings and the HRP Steering Committee meetings. This is a positive step in KPMG’s Project Management role.
- The PM Team has been working with the Workstream Leads to update the RIDAC to ensure that all items have the required data (e.g., due date, assignee, workstream tag, etc.). This will allow more active management of the RIDAC items, including promptly bringing issues/requests to the Steering Committee for resolution and decisions, which has occurred in recent Committee meetings. Requests to the Steering Committee for approval or action should be clear and direct.
- A new Sponsor from the Controller’s Office will be joining the Steering Committee as of 12/12/22. The current Sponsor has indicated he will assist with the transition and onboarding of the new Committee member. This will provide a level of project knowledge and continuity that will be important for the Controller’s Office and for the project.

Continued from October 2022 QA Report

- To allow Steering Committee members to make informed decisions during the meeting, issues or requests that are brought to them should be accompanied by a discussion of the pros, cons, and impacts of the different approaches being presented. The Project Management Team should also provide recommendations and associated rationale.

Continued from August 2022 QA Report

- As noted in Gartner’s Phase 1 Go-Live Readiness Assessment in February 2022, the project continues to lack a useful Project Charter. The Charter is not just a document — it represents the agreement of key project stakeholders about the purpose and goals of the project. Having clear agreement early in Phase 2, and documenting it, will help prevent divergent views of success for Phase 2.

Recommendations

Continued from October 2022 QA Report

- Provide the Steering Committee with the pros/cons/impacts the questions or approaches brought to them for decision. Provide recommendations and associated rationale.

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.

1. Strategy & Leadership

1.2 Executive Support



Observations	Recommendations
▪ The HRP Steering Committee continues to meet weekly, alternating between meetings that include the Workstream Leads and meetings that are Sponsors Only. This looks to be effective, allowing the Sponsors to discuss targeted topics in a smaller setting and reducing meeting time for Workstream Leads. ▪ Three City Council Committees have approved the project's request for additional funding to support the new target go-live date of December 2023.	▪ No recommendations at this time.

1. Strategy & Leadership

1.3 Vendor Management



Observations	Recommendations
Several Grant Thornton resources have begun participating in project meetings and assisting the HRP Controller’s Office with the review and update of the RIDAC.	No recommendations at this time.

2. Project Controls

2.1 Scope



Observations

- In the month of November, the Project Management Team focused on updating and refining the Phase 2 Project Plan with the Workstream Leads. The Project Plan is expected to be baselined in December and presented to the Steering Committee for approval. If the Project Plan will act as the documentation of the scope for Phase 2, it is critical the Project Plan reflects an accurate representation of all requirements to be met during Phase 2 and is agreed to by the Workstream Leads.

Continued from October 2022 QA Report

- In August 2022, the HRP Workstream Leads reviewed Exhibit C of the Workday Contract and reassessed the need of the requirements for their respective modules for Phase 2. This resulted in an updated determination by the Workstream Leads on the SOW requirements required for Phase 2 go-live, and those requirements that are now optional/no longer needed.
 - Gartner created a consolidated view of the assessed SOW requirements assessed by the HRP Workstream Leads and determined that over 800 requirements were unassessed, and one requirement had a discrepancy in assessment (one module indicated the requirement as needed, another module indicated the same requirement as optional).
 - It is not clear if any of these 800 unassessed requirements have been added to the Phase 2 project plan. If they have not been added, the Project Plan may be missing a significant number of tasks.
 - More importantly, if they have been added to the Phase 2 project plan without assessment, some of these tasks may not be needed. In this case, there is a risk that the Project is doing work related to requirements that are no longer needed.

Recommendations

Continued from October 2022 QA Report

- The HRP Project Management Team should work with the Workstream Leads to confirm if any of the 800 unassessed requirements need to be added to the scope of Phase 2 and into the Phase 2 project plan, and if any of those unassessed requirements are not needed for Phase 2 and should be removed from the plan (if they are currently in the plan).

Continued from August 2022 QA Report

- Ensure all Exhibit C SOW requirements have been assessed by the appropriate Workstream Lead for Phase 2 scope determination.
 - Additional assessment should also be performed to identify which requirements were implemented with Phase 1 (versus those no longer applicable to the City's needs). This assessment will provide insight into the number of requirements addressed during Phase 1.
- The scope for Phase 2 should be agreed to and formally accepted by the HRP Steering Committee and considered "baselined" against which future changes can be evaluated. This is a critical step to moving forward with the project.

2. Project Controls

2.2 Schedule (1 of 2)



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

- The Project Management Team has been working with the Workstream Leads to update the task durations in the Project Plan to reflect the December 2023 go-live date, and to update the task completion percentages. Once the task durations are in place, dependencies between the tasks will be added.
 - The increased attention and visibility into the task durations and percentage completions has improved the quality of the data in the Project Plan. This gives the Project Management Team better ability to manage task completion to schedule, thereby reducing risk related to the project schedule.
- Unit testing activities are not on pace to be completed by either the end of December 2022 or February 2023. The weekly test execution rate must be increased for all modules except Benefits in order to make either of those deadlines. See Section 4.4 Testing for more details and recommendations.

Continued from October 2022 QA Report

- When the Project Plan includes task durations and dependencies, the project should have a regular schedule review meeting to highlight overdue tasks and determine ways to address them, look ahead to upcoming tasks to ensure that they are on track for timely completion, and the validate the accuracy of completion percentages where needed.
- The workload/resource analysis conducted in September 2022 to help determine a Phase 2 go-live date highlighted the need for significant additional staff density for the Payroll workstream to conduct solutioning, configuration and unit testing tasks. The additional staff density has not yet been added to the project. This will impact the workstream's ability to achieve the planned December 2023 go-live date. Additional strategies and approaches will be needed to help reduce workload, increase efficiency and add staff density to the Payroll workstream.
 - This may include giving the Payroll Workstream priority over other workstreams in access to resources and support. This should be coupled with other strategies to ensure that workstream meeting time is fully efficient and is using staff time effectively.

Recommendations

- See Section 4.4 Testing for recommendations related to achieving the schedule for unit testing.

Continued from October 2022 QA Report

- Workstream leads should update percentage complete for tasks in the Project Plan at least weekly on a specific day. More frequent updates should be used to reflect meaningful changes in completion as needed.
- Implement a schedule review meeting on a regular cadence to focus on overdue/upcoming tasks and validate completion percentages.
- Determine additional approaches and strategies for reducing Payroll Workstream workload, increasing efficiency of meetings, adding staff density, and giving the Workstream priority over other Workstreams in the case of conflicts over staff availability.

2. Project Controls

2.2 Schedule (2 of 2)



Observations

Continued from September 2022 QA Report

- We understand there may be tasks in the Project Plan that are not within the scope of Phase 2. It is unclear whether these tasks are outside the scope of Workday’s contract, and are activities that the City team need to undertake, or if these tasks are related to functions/operations that are fully outside the scope of Phase 2.
- Dependencies between tasks do not yet exist in the Project Plan in SNow. These dependencies will need to be created once a Phase 2 go-live date is determined.
- There are currently no tasks or resource plans in the Project Plan for the OCM support needed from the Workstream Leads and members. The timing of this support will depend on the Phase 2 go-live date, but the tasks should be identified in the Project Plan.

Recommendations

Continued from September 2022 QA Report

- Add tasks to the Project Plan for the OCM support that will be needed from the Workstream Leads and members.
- Identify any Project Plan tasks that relate to operations/ functions that are fully outside the scope of Phase 2, and submit those through the change control process (i.e., through Change Control Board) for review and disposition.



2. Project Controls

2.3 Change Management (1 of 2)



Observations

- With the Phase 2 project plan expected to be baselined in December, it will be even more important for the Project to have a documented change management process that is adhered to by the Project Team. The Project Management Team should see this process is documented, communicated and adhered to with the baselining of the Phase 2 project plan.

Continued from October 2022 QA Report

- Gartner understands there is interest in requiring Steering Committee approval for any change requests that impact Phase 2 scope, schedule, or cost. This would constitute a change to the existing HRP change management / Change Control Board process. Gartner has previously reported the existing HRP change management process has not been documented (*see recommendations from June 2022 QA report*). This process should be documented with the proposed change to the approval process and brought to the Steering Committee for approval.
- The HRP Project Management Team released a change control guidance document to the HRP Project Team that defines the process for requesting, approving and making any change to the Phase 2 project plan tasks, durations or resources. (*Note: Gartner provided revisions to the initial version of this process and participated in iterations of the document with the larger PM Team*)
 - Gartner believes this document provides the necessary clarity and governance to the HRP Project Team for managing changes to the project plan.
 - This process, however, does not contain the criteria by which changes to Phase 2 scope, schedule or cost will be evaluated and approved.

Recommendations

Continued from October 2022 QA Report

- Document the change management process, including the recently proposed changes, and bring it to the Steering Committee for approval.
- Upload the project plan change control guidance document to a central repository accessible to all members of the HRP Project.

Continued from September 2022 QA Report

- The Workstream Leads should reassess any change requests identified during Phase 1 that were proposed for Phase 2 for updates in status and priority/impact and determine if discussion is still required for the Change Control Board.

Continued from August 2022 QA Report

- The HRP Project Management Team and Workstream Leads should confirm the tasks required to identify a permanent solution to any identified Phase 1 workaround is an open item to be discussed with the Change Control Board and/or incorporated into the working version of the Phase 2 scope and schedule.

Continued from June 2022 QA Report

- Document the change control review, approval, and implementation processes for the various types of project change requests and formalize as a project artifact for the HRP Project Team to reference. This should include:
 - The criteria by which the various types of project change requests will be evaluated and approved
 - Clearly defining when a change request should be logged
 - (continued on next page)

2. Project Controls

2.3 Change Management (2 of 2)



Observations

Continued from September 2022 QA Report

- It is unclear if the tasks required to identify a permanent solution for a workaround identified to address a change request in Phase 1 have been incorporated into the working version of the Phase 2 scope and schedule or reopened for discussion during the ongoing Change Control Board meetings.

Recommendations

- (continued from previous page) The information to include in the change request, such as: the source of the change request (e.g., testing, architect workshop, reported incident) and how to link change requests with other project components such as a RIDAC or Incident, workstreams impacted by the change, if the change would result in an impact to scope, schedule and/or cost, and the priority and planned implementation of the change

2. Project Controls
2.4 Resources



Observations	Recommendations
- The Payroll Workstream now has an assigned Co-Lead. This provides critical back-up capacity, which should enable the team to continue working when the Lead is not available/absent. Because the Co-Lead has been a member of the Payroll Workstream for some time, the Co-Lead has a level of knowledge/continuity in the work of the Workstream. - The Payroll Workstream should be actively exploring opportunities to leverage the Co-Lead to support simultaneous meetings (i.e., the Workstream Lead is leading one meeting at the same time the Co-Lead is leading another meeting), and/or to delegate some of the Lead’s responsibilities to the Co-Lead to make more time for the Lead to complete tasks that require her expertise. This would result in better leverage of the Workstream Lead’s specific skills and a greater level of throughput on workload completion. - The Controller’s Office reported that the two Grant Thornton resources assigned to support the HRP project will not be able to support unit testing. It is unclear to Gartner at this time whether these resources may be able to support the Payroll Workstream with activities that are project management-related, thereby freeing the Workstream Lead and Co-Lead to execute unit testing and other project activities. - In the August 2022 QA Report, Gartner noted that additional staff density would be needed within all workstreams to achieve a Phase 2 go-live date in 2023. The additional density needed to achieve a December 2023 go-live was relatively minor in all workstreams except for Payroll. Gartner does not have evidence that additional density was added to any workstream, but this is particularly problematic for the Payroll workstream. Without additional density, other changes will need to be made in order to achieve the target schedule (e.g., reducing workload or scope, increasing efficiency through approaching the work differently, etc.).	- The Payroll Workstream should identify specific meetings/tasks that the Co-Lead can take over from the Lead prepare the Co-Lead to take on those responsibilities. - Assign administrative support to the Payroll Workstream to take administrative tasks from the Lead and Co-Lead. Continued from September 2022 QA Report - Explore a variety of strategies for increasing staff density for the Payroll Workstream in the short term. Continued from August 2022 QA Report - Consider sources of qualified staff to support Phase 2 work as needed (e.g., borrowing staff from other City Departments to take on some non-project or administrative responsibilities of HRP team members).

2. Project Controls

2.5 Risks and Issues

Risk Level



Observations

- In the month of November, the Project Management Team is expected to shift focus from baselining the Phase 2 Project Plan to updating and managing the RIDAC. The current priority and impact designations of the RIDACs that exist in SNow may be outdated/not accurate and are expected to be revisited. It will be even more important for the Project to have a robust RIDAC change process that is documented and adhered to by the Project Team as the Project Team begins discussing RIDACs on a regular basis.
- The HRP Controller Lead discovered a number of open/unresolved legacy RAIDQs related to the Time Tracking and Payroll workstreams that had not been migrated to the RIDAC in SNow. This has since been resolved; however, it is possible other workstreams may have legacy RAIDQs missing from the RIDAC that still require attention.

Continued from September 2022 QA Report

- During the 9/29 PMO Meeting, an overview of the RIDAC management process for the HRP Project was reviewed. This overview provided information on the workflow and progression of RIDACs within the RIDAC tool (SNow), as well as information on how RIDACs will be managed and overseen.
 - While this discussion is a positive step towards strengthening the Project's risk and issue management capability, the documented process could benefit from additional details (see recommendations).
- The HRP Project Team should consider performing a reassessment of open RIDACs for updates in status and/or priority/impact and confirm that any outstanding RIDACs from Phase 1 that still require discussion are in SNow.

Recommendations

Continued from September 2022 QA Report

- Augment the RIDAC management process documentation to include additional details on:
 - The roles and responsibilities of those involved in the RIDAC process (e.g., who is responsible for closing/resolving a RIDAC, converting a RIDAC, etc.),
 - The criteria by which a RIDAC evolves throughout the RIDAC process (e.g., when a Risk will be converted to an Issue),
 - The distinction between a Request for Change in the RIDAC and a Change Request in SNow, and
 - The criteria by which a RIDAC item results in a change request to be submitted to the Change Control Board, and vice versa.
- The crosswalk document that maps the legacy RAIDQ ID (previously captured in Smartsheet) to a RIDAC ID (now captured in Service Now) should be reviewed by both the Workstream Leads and Project Management Team to confirm current mapping and status. This exercise should also help identify any old RAIDQs that were not migrated to SNow that should have been as well as the reassessment of open RIDACs, particularly those leftover from Phase 1.
- Consider a forum outside of the PMO meetings to have a focused discussion on the review and progress of RIDACs. A portion of the Weekly Cross Applications Meeting could be repurposed for RIDAC discussion considering many RIDACs require cross workstream visibility and collaboration.
- Begin leveraging the SNow RIDAC dashboard to review and manage RIDACs during PM/cross-workstream discussions.

2. Project Controls

2.6 Quality Assurance



Observations	Recommendations
<i>Continued from September 2022 QA Report</i> - As noted in the August 2022 QA Report, the current version of the Phase 2 project plan was designed to ensure each of the modules remain integrated while achieving the objectives of their respective functional areas. - For example, the process by which each module progresses through the Plan and Architect & Configure Stages of the project will vary to accommodate the unique needs and capabilities of each workstream. However, it is important that the City and Workday Workstream Leads agree on the process and criteria by which their module will document the completion of these Stages for their respective workstreams. The established process should be communicated to the Project Management Team. - This process for each module should include, at a minimum: - Design Decision Guide (DDG) that documents what will be configured - Explicit sign-off from the Workstream Lead on the elements of the DDG - Successful unit testing (i.e., all unit test scenarios pass) - DDGs are updated based on unit testing results <i>Continued from August 2022 QA Report</i> - Gartner assumes all project tasks within the Plan and Architect & Configure stages of the project plan for each module need to be 100% complete prior to moving to the Testing stage / entering end-to-end testing, which is the point where all module activity will converge. Gartner does not see any evidence that entry and exit criteria have been established for the Testing and Deploy stages of the project.	<i>Continued from September 2022 QA Report</i> - Each Workstream should establish the process and criteria by which their respective Plan and Architect & Configure Stages receive sign-off. <i>Continued from August 2022 QA Report</i> - As noted in Gartner’s Phase 1 Lessons Learned Report, the determination of entry and exit criteria for the Test and Deploy (i.e., “Critical Launch Criteria”) stages of the project should be established in advance of entering these project stages and should be reviewed and agreed to by the Steering Committee. This criteria should be used for stage gate acceptance/sign-off.

3. Requirements Management

3.1 Functional Requirements



Observations

- To validate the completeness of configuration for the Phase 2 functional requirements, the Project must be able to track the completion of configuration for each Phase 2. The Project will need a requirements traceability matrix, or other document accomplishing the same thing, that ties each requirement to its configuration and to the test of that configuration (either completed during unit testing or to be completed during end-to-end testing). This mapping will act as the validation for the Project to exit the Configure & Prototype stage and enter the Testing stage.

Continued from October 2022 QA Report

- It is not clear how the project is tracking completion of solutioning, configuration and unit testing for all Phase 2 functional requirements.
 - SNow is intended to contain tasks related to all in-scope requirements for Phase 2. Some modules do have clear tasks related to solutioning, configuration and unit testing for each requirement. Other modules either do not separate tasks related to requirements in this way, or the full set of requirements is not apparent in the project plan.
 - Given this variation across modules, it is not clear how the project will consistently track and report on completion of solutioning, configuration and unit testing tasks related to all Phase 2 requirements.
 - Once configuration is completed for a given requirement, it is unclear where that fact is tracked.

Continued from August 2022 QA Report

- It is unclear whether deferred functionality from Phase 1 has been incorporated into the Phase 2 project plan.

Recommendations

- The Project's RTM should be updated to associate each workstream's requirements with completed configuration. The same RTM should be used to associate completed configuration with a test scenario (see section 4.3 Development & Configuration, and section 4.4 Testing for related observations and recommendations).

Continued from October 2022 QA Report

- Ensure that the Project Plan provides visibility into the status of solutioning, configuration and unit testing for all Phase 2 functional requirements.

Continued from August 2022 QA Report

- Ensure that all requirements in the Requirement Traceability Document are reflected in the Phase 2 project plan, including:
 - Requirements for Phase 1 functionality deferred to Phase 2
 - Location of test scenarios and test results
 - Mapping of requirements to business process documentation
- Gain agreement from the Workstreams and Steering Committee on the updated Requirement Traceability Document prior to configuration and testing.
- Update the resource estimates in the Phase 2 project plan once the missing requirements are added to the project plan.

3. Requirements Management

3.2 Technical Requirements



Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations	Recommendations
<i>Continued from Phase 1 Go-Live Readiness Assessment</i> - 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.	<i>Continued from Phase 1 Go-Live Readiness Assessment</i> No recommendations at this time.



3. Requirements Management

3.3 Service Requirements



Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations	Recommendations
The City’s contract with Workday expires will be extended to cover the extension in the project through a December 2023 deployment and 8 weeks of post-go-live hypercare support.	No recommendations at this time.

4. Solution Development & Implementation

4.1 Business Processes & Requirements



Observations	Recommendations
- Workday has stated the tenant where unit testing is currently being conducted will ultimately become the Phase 2 configuration and requirements “source of truth” which future change requests will be assessed against in subsequent stages of the project. Gartner understands it is not expected for the Design Decision Guides (DDGs) currently being used and referenced by the workstreams during unit testing to be kept up to date once unit testing is complete. - Accenture and the HRP Controller Workstream Lead continued to align on the scope and priority of the Payroll and Time Tracking business processes to be documented for Phase 2. Accenture and the respective workstreams continue to progress on the development and documentation of these business processes that will ultimately be provided to end users of the Workday system.	<i>Continued from October 2022 QA Report</i> The Controller’s Office should consider leveraging Grant Thornton resources for documenting and tracking follow-up items identified during business process mapping discussions.

4. Solution Development & Implementation

4.2 Architecture & Design



Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations	Recommendations
The City of LA HRP Workday team is working with the Workday product development team to address a variety of product gaps. These are areas in which the current Workday product does not meet the City's needs. This effort is currently underway.	No recommendations at this time.

4. Solution Development & Implementation

4.3 Development & Configuration



Observations	Recommendations
- Per Workday, all Phase 2 requirements have been configured and are ready for unit testing. Gartner understands as part of Workday methodology the City is meant to validate the accuracy of configuration against City requirements during unit testing. Unit testing results and the progress of outstanding design decisions may require changes to the existing configuration, as expected. - To validate the completeness of configuration for each workstream’s requirements, it will be important for the City to be able to track the completion of configuration for each Phase 2 functional requirement. Each Workstream Lead was tasked with validating the scope of unit test scenarios prior to unit test beginning; Gartner assumes the Workstream Leads validated the scope of scenarios to include all Phase 2 requirements that will be tested through unit test (acknowledging that some Phase 2 requirements will only be tested through E2E testing). If this was not done, it is critical to understand what requirements will be tested through unit test, E2E testing or both, and tie the requirements to be unit tested to their configuration and to a unit test scenario. Completing unit testing will then act as validation for the Project to exit the Configure & Prototype stage and enter the Testing stage.	- The Project’s RTM should be updated to associate each workstream’s requirements with completed configuration. The same RTM should be used to associate completed configuration with a test scenario (see section 3.1 Functional Requirements and 4.4 Testing for related recommendations). - The completion of configuration for all requirements to be met for each workstream should be added as an exit criteria to the Configure & Prototype Stage.

4. Solution Development & Implementation

4.4 Testing (1 of 4)

Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations

- The HRP Project formally kicked off unit testing on November 15. However, as of the writing of this report, unit testing is not on track for completing by the target 12/30/22 due date. Gartner performed an analysis on unit testing metrics available in ServiceNow (as of 12/7/22) and derived the following observations:
 - Only the Benefits workstream is on track to complete unit testing by 12/30/22. The other modules will need to significantly increase their weekly Test Execution Rate (current test execution rate marked by PINK star below). The Payroll Workstream has not yet begun unit testing and will have a significant number of tests to complete weekly in order to achieve the 12/30/22 deadline.
 - The weekly Test Execution Rate will need to be at least that shown in the column with the BLUE star below to achieve completion of 80% of tests by 12/30/22. It will need to be at least that shown in the column with the PURPLE star to achieve 80% completion by 2/28/22.
- The staffing analysis Gartner conducted in September concluded that unit testing could be completed by February 2023 with additional staff density. The 12/30/22 unit testing completion deadline combined with no additional staff density will make unit testing completion very unlikely within the 12/30/22 timeframe. The Project Management Team will need to consider potential achievable deadlines for unit testing between December and February, potential impacts to other tasks scheduled for January/February and strategies to increase the test execution rate in the interim.

Recommendations

- The Project Management Team should agree on an achievable completion date for Unit Testing (between December 2022 and February 2023) and update the Project Plan accordingly.

Unit Test Completion Projections													
As of 12-7-22	a.m.												
	Total Tests for A-D	Total Completed A-D	% complete A-D	Current Test Execution Rate (Completed Tests per week for A-D)	Tests Not Started for A-D	Upcoming Tests for E-G	Total Remaining (Not Started + Upcoming) Tests	Weeks to finish all Remaining Tests at Current Execution Rate	Test Execution Rate Needed to Finish 80% of Remaining Tests by December 30	Test Execution Rate Needed to Finish 100% of Remaining Tests by December 30	Test Execution Rate Needed to Finish 80% of Remaining Tests by February 28	Test Execution Rate Needed to Finish 100% of Remaining Tests by February 28	
Compensation	168	22	13%	6.3	146	1	147	23	34	42	10	12	
Absence	553	113	20%	32.3	440	95	535	17	122	153	36	45	
Time Tracking	550	151	27%	43.1	399	498	897	21	205	256	60	75	
Payroll	401	0	0%	0.0	401	951	1352	NA	309	386	90	113	
Benefits	36	23	64%	6.6	13	6	19	3	4	5	1	2	

- Notes:
- Workset A execution began on 11/14/22.
 - Workset B was done during a Holiday week.
 - This analysis does not include Time Tracking Workset 0.
 - Payroll does not have a Current Test Execution Rate as the Payroll Workstream has not started unit testing as of 12/7/22.
 - Test Execution Rate to Finish Remaining Tests does not account for December holidays. Assumption is 3.5 equal working weeks through December 30, and 12 working weeks through February 28.

4. Solution Development & Implementation

4.4 Testing (2 of 4)

Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk



Observations

- The table below shows the number of unit testers and the total number of unit tests to be completed for each workstream. The number of unit testers includes Departmental testers, who work only part time on the HRP project on a volunteer basis. As a result, the average number of tests per tester is higher than shown for HRP staff members, and lower than shown for Departmental testers.

Workstream	Number of Unit Testers	Total Number of Unit Tests to Be Completed	Average Number of Tests per Tester
Absence	5	648	130
Benefits	2	42	21
Compensation	6	169	28
Payroll	16	1352	84
Time Tracking	15	1048	70

- The Project Management Team will be revisiting the exit criteria for Unit Testing and entry criteria for End-to-End Testing to identify the acceptance threshold for unit testing completion. This would require all workstreams to assign a priority to each of their unit tests if they have not done so already.

Recommendations

- To increase the unit test execution rate:
 - Have testers work on-site during the month of December to leverage Workday Consultant support and increase the weekly test execution rate.
 - Use a burndown chart to track the number of tests completed daily and give the teams detailed, specific visibility into test completion against target.
 - Bring additional testers (e.g., Department testers) onboard quickly. Encourage Departmental testers to work on-site to leverage Workday Consultant and City HRP team members.
- Update the Unit Testing exit criteria to include:
 - The acceptable threshold for completed unit tests (e.g., 80% of unit tests for each workstream must be passed with no open defects and/or all Critical and High priority tests have passed)
 - All Critical and High defects are resolved

4. Solution Development & Implementation

4.4 Testing (3 of 4)

Minimal Impact on Project Health

No Material Risk

Emerging Risk

Managed Risk

Significant Risk

Critical Risk

Observations

- Prior to beginning unit testing, each Workstream Lead was tasked with validating the scope of unit test scenarios. Gartner assumes that all Phase 2 requirements will be tested through unit testing, end-to-end testing, or both. The requirements traceability matrix should tie requirements to configuration and to associated unit test scenarios (and later to E2E test scenarios). Successfully completing unit testing will show that the requirements tied to the unit tested configuration have been met. This will indicate that the Project is ready to exit the Configure & Prototype stage and enter the Testing stage.
- It should be noted there has already been a concerted effort from both the Workstream Leads and the Steering Committee members to approve overtime for project resources and engage additional testers from City Departments in hopes of increasing the progress of unit test execution. The Controller's Office is also considering acquiring external assistance for testing support. The issue of having insufficient resources to complete unit testing in a timely manner maintains high visibility at both the Project Management Team and Steering Committee levels and continues to be discussed on a regular basis.
- The Advanced Testing Services provided by Workday has involved loading the finalized unit test scenarios into the City's test management tool (ServiceNow) and also assisting with the staging of data within the unit testing tenant. The intent of acquiring these additional services is so the City Workstream resources and SMEs can focus on testing execution and validation and other project activities.
- During October and November 2022, the Payroll Workstream conducted several configuration walkthrough meetings to review the existing configuration of the topics included in the Payroll module Design Decision Guide (DDG). The City Payroll Workstream Lead has agreed that the workload captured in the DDG has been configured and is ready for unit testing. It is expected that, as the City continues to conduct solutioning sessions, elements of this configuration may need to change, and/or additional elements may be identified and need to be configured. When this occurs, the Workstream will capture these items as defects, which will be addressed by the Workday team. This approach allows the Workstream to begin unit testing, while acknowledging and preparing for future changes to the configuration if/when it occurs.

Recommendations

- The same RTM used to associate each workstream's requirements with completed configuration should be used to associate completed configuration with a test scenario (see section 4.3 Development & Configuration for related recommendations).

4. Solution Development & Implementation

4.4 Testing (4 of 4)



Observations

Continued from October 2022 QA Report

- Gartner understands the remainder of the HRP Test Plan (e.g., approach to End to End Testing, User Acceptance Testing, and Payroll Parallel Testing) is in progress.
- The City will need to prioritize the most complex and critical scenarios for unit testing to identify any potential defects or design gaps earlier in the Project. That will provide opportunity for the team to have ample time to make corrections as needed and in time for Phase 2 go-live. (Note: This was a lessons learned from Phase 1.)

Continued from September 2022 QA Report

- In the August 2022 QA Report, it was noted the HRP Project Management Team would be responsible for facilitating and providing oversight of testing activities, particularly end-to-end and payroll parallel testing. Additionally, it was communicated that the HRP Project Management Team would ensure the inclusion of RIDAC acknowledged decisions and resolutions into testing processes, as well as ensure the inclusion of business and operational processes into the appropriate test scenarios. With the onboarding of KPMG this month as the new City Project Manager, it will be important to clarify if this responsibility will be passed on to KPMG.

Continued from June 2022 QA Report

- Any outstanding tests from Phase 1, such as deferred tests and failed tests w/ Medium or Low priority defects, should be incorporated and considered into the scope of testing for Phase 2.
- Gartner understands the HRP Project will be utilizing the Kainos automated testing tool to support testing efforts for Phase 2. While a high-level approach for the utilization of this tool has been discussed with the HRP Workstream Leads, Gartner has yet to see a test management plan that details the execution of Kainos testing and how it will be used to supplement unit, E2E, regression and payroll parallel testing during Phase 2.

Recommendations

Continued from October QA Report

- Workstream Leads should confirm all complex and critical functionality are prioritized for unit testing.
- Workstream Leads should confirm negative testing and security role testing are added as unit test scenarios.

Continued from June 2022 QA Report

- Create a test management plan that includes all testing cycles and the tools to be utilized for each cycle, including prioritizing (timeline for completion) and determining the staffing resources needed.

4. Solution Development & Implementation

4.5 Interfaces & Integrations

Risk Level



Observations	Recommendations
- As of the end of November 2022, the design, configuration and unit test of all Phase 2 integrations was only 40% complete. It is important to note some of the integrations are dependent on design decisions being made in other workstreams that may still be a work in progress; this could pose a risk to some of the Phase 2 integrations being completed on time. - Gartner understands there was previous agreement earlier in the Project within the Integrations Workstream to begin development of Phase 2 integrations even though the corresponding Integration Design Documents (IDDs) were not yet completed and/or approved by the respective City departments. Although the Integrations Workstream continues to work with departments to complete and receive approval on the remaining Integration Design Documents (IDDs), and unit testing on these integrations have already begun, there is a risk some of the integrations already developed without an approved IDD may require rework and/or retest. - The Integrations Workstream should consider communicating an E2E testing schedule to departments and external vendors as soon as possible to confirm availability in advance and avoid any delays once E2E begins. <i>Continued from October 2022 QA Report</i> - Considering there are 90+ integrations to be implemented for Phase 2, and End to End Testing is scheduled to begin February 2023, there is a risk the Integrations Team may not have all Phase 2 integrations fully designed, configured and unit tested prior to the start of the E2E testing cycle. - The Integrations Team is making limited progress mainly due to resource constraints and project resource turnover. Not only are the same City resources working on Phase 2 integrations and are also involved in Production support, but some of the key ITA resources also have other HRP responsibilities like report development. - Considering lessons learned from Phase 1, the most complex and critical items should be prioritized for unit testing to identify any potential defects or design gaps earlier in the Project. That will provide opportunity for the team to have ample time to make corrections as needed and in time for Phase 2 go-live.	- Identify the integrations impacted by outstanding design and configuration decisions in other workstreams and, based on the priority of the integration, track these as risks for timely completion in the RIDAC. - The City Integration Workstream Lead should confirm all Phase 2 integrations have a corresponding IDD that is approved by the appropriate stakeholders prior to E2E testing beginning. Any integrations that do not have an approved IDD by the time E2E test is scheduled to begin should be logged as a risk on the RIDAC. <i>Continued from October 2022 QA Report</i> - The City Integration Workstream Lead should prioritize for completion the most complex/critical Phase 2 integrations to be unit tested during the Unit Testing cycle. <i>Continued from September 2022 QA Report</i> - Once a Phase 2 go-live date is established, create a unit and E2E testing schedule specific to Phase 2 integrations that can be shared with all City department testers and external vendors, as appropriate.

Gartner

4. Solution Development & Implementation

4.6 Deployment



Observations	Recommendations
- Planning activities for building the E2E tenant are underway. However, various workstreams are still in the process of finalizing their configuration designs and completing unit tests which could ultimately impact the completion and readiness of the E2E tenant. If Workday decides to proceed with the E2E tenant build prior to the workstreams completing their design, configuration and unit testing, it will require diligent tracking and change control by Workday to ensure the E2E tenant is kept up-to-date with Phase 2 configuration prior to E2E testing beginning. - Gartner understands the tenant currently being utilized to conduct Phase 2 unit testing does not contain the most up to date configuration from the City's Workday Production environment. This could impact the results of unit testing since what could be considered a successful unit test may not be accurate against up-to-date Production configuration. This determination would not be uncovered until E2E testing when a refreshed tenant with up-to-date Production configuration is accessible. - The extent to which this could result in a rework of Phase 2 design, configuration, and testing would be dependent on the type of changes made to Workday Production to-date, and whether or not they would have any impact to Phase 2 functionality and testing. (Note: A recommendation related to this observation has been provided since September's QA report within Section 5.2 Data Conversion. The corresponding observation has been moved to this section for better applicability). - In early December, the request to amend the current HRP scope of work and related vendor contracts to align with the extension of the Phase 2 implementation was approved by the Personnel, Audits, and Animal Welfare (PAAW) Committee as well as the Budget and Finance Committee. This includes an approval of the necessary funds to sustain the hardware, software and resource costs for the existing PaySR system until it can be decommissioned with the Phase 2 go-live. As of the writing of this report, this request is still pending City Council action.	- Before beginning work on the E2E tenant build, Workday should create a mechanism to track configuration changes being made during unit testing to incorporated the changes into the E2E build and give visibility to the Workstreams on these tracked changes and status of configuration in the E2E tenant. - The City Project Management Team and City Workstream Leads should confirm any configuration changes recently made to Workday Production exist in the tenant being used for Phase 2 unit testing. <i>Continued from June 2022 QA Report</i> - Update Cutover Plan, Cutover Checklist, and Go/No Go Criteria for Phase 2 using Phase 1 cutover as a reference. - Incorporate Cutover activities into the Phase 2 project schedule.

Continued from June 2022 QA Report

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

5. Data Management

5.1 Data Controls



Observations	Recommendations
<i>Continued from June 2022 QA Report</i> ▪ Considering Phase 2 will result in the replacement of PaySR as the City’s sole payroll engine and a significant amount of integrations to external systems, it will be important for the City to identify and document: ▪ Who the owners of data will be for each functional area within the new HRP system ▪ How data will be governed and maintained within the new HRP system ▪ Gartner assumes the City can and will leverage existing data management processes utilized for PaySR and other legacy systems; however, Gartner also understands PaySR has hundreds of validations that prevent the entry of bad or unwanted data.	<i>Continued from June 2022 QA Report</i> ▪ Establish a data management and governance process for identifying, managing and protecting master data in the new HRP system.



5. Data Management

5.2 Data Conversion



Observations	Recommendations
- Data conversion planning activities for building the Phase 2 End-to-End (E2E) testing tenant are underway. While these tasks are on schedule per the project plan, various workstreams are still in the process of finalizing their configuration designs which could ultimately impact Phase 2 data conversion requirements. Careful planning and management of ongoing design and configuration activities in coordination with data conversion activities will need to be implemented to ensure the E2E tenant is not built prematurely, and that the E2E tenant will include all necessary data requirements provided by the workstreams. <i>Continued from June 2022 QA Report</i> - The HRP Project Team should leverage Phase 2 planning as an opportunity to update the Data Conversion Strategy, which was written in 2020 and accommodated a big-bang go-live deployment approach. In addition to updating the Data Conversion Strategy to align with the phased deployment approach, the Data Conversion Strategy should consider the following best practice characteristics for data conversion (see <i>June 2022 QA report for a list of best practice characteristics</i>).	- The entry criteria for building the E2E tenant should include the completion of all design, configuration and unit test activities for Phase 2. <i>Continued from Phase 1 Go Live Readiness Assessment</i> - Update the Data Conversion Strategy to reflect the Phased go-live approach and best practice characteristics. This should include the process for managing data conversion efforts.

5. Data Management

5.3 Reporting & Analytics



Observations	Recommendations
- The Reporting Workstream continues to revise the Phase 2 Reports Inventory, adding reports from some City Departments (i.e., Harbor, LAWA) and identifying their priority. - The team is identifying the 100 reports that will be assigned to Workday to develop. The team is considering the complexity of the reports in this selection process. - It is unclear whether the team has the skillsets required to create the FMS BIR reports. - The project is also considering how to track an ongoing completion percentage for each report. Considering the size of the workload in report development, this level of visibility into the status of each report would provide good, updated visibility for the City and Workday Reporting Workstream Leads and for the Project Management Team. <i>Continued from July 2022 QA Report</i> - Working closely with the Departments and applying a guiding principle of using standard reports instead of custom may help Department staff to understand how standard reports meet their needs but potentially in a different format/look/feel.	<i>Continued from July 2022 QA Report</i> - Gain agreement among the Workstream Leads that a guiding principle for reporting is the use of standard reports wherever possible/practical to avoid custom report development. - Apply the “standard reports” guiding principle in working with Departments to determine whether a standard report can meet their needs, or whether a custom report is absolutely required.

6. End User Implementation

6.1 Organizational Change Management

Risk Level



Observations

Continued from October 2022 QA Report

- The project continues to meet with the Tier 1 Departments on a monthly basis to keep them apprised of project progress and, more recently, to let the Departments know there is an opportunity and a need for them to participate in unit testing.
- Other activities related to OCM have been moved out in the timeframe to better align with the target December 2023 go-live date.

Continued from September 2022 QA Report

- Project Team members have been asked to participate in outreach efforts to Tier 1 Departments get better engagement and information sharing with the Departments throughout Phase 2. This will require time from the team members.
 - The tasks associated with this outreach effort have been defined and described to the project team, but they have not been included in the Project Plan beyond a high-level task.
 - The time required from project team members has not yet been included in the Project Plan. Identifying the roles required and the time required from them will allow the team to plan for how to use scarce resources.
 - As with any project task, if resources are insufficient to complete the task within the planned timeframe, there is a risk that the outreach may not be conducted as expected.

Recommendations

Continued from September 2022 QA Report

- Add OCM tasks related to Departmental Outreach to the Project Plan and assign project team roles as appropriate using resource plans within each task.

Continued from August 2022 QA Report

- Consider time required from Project Team staff for outreach to Departments when determining the staff time available to complete other Phase 2 tasks.

6. End User Implementation

6.2 Training & Knowledge Transfer

Risk Level



Observations

Recommendations

Continued from October 2022 QA Report

- The Training Workstream has drafted a Training Strategy and Training Curriculum. These will be reviewed with the Workstream Leads in early 2023, once the Phase 2 work has progressed further through solutioning, configuration and unit testing.
- Other activities related to training have been moved out in the timeframe to better align with the target December 2023 go-live date.

Continued from September 2022 QA Report

- The Time Tracking Workstream is developing a curriculum to be delivered to selected City Departments to engage them earlier in the configuration process and develop deeper knowledge across a broader set of staff within the Departments well before go-live.
 - This effort is a very positive step in growing a cadre of staff in the Departments who are very knowledgeable about the system.
 - This effort also requires a significant amount of time on the part of key resources in the Time Tracking Workstream in order to create and deliver the curriculum. This time needs to be recognized by including appropriate tasks in the Project Plan along with the resources required to complete the work.

Continued from July 2022 QA Report

- The Training Needs Assessment also identifies the training method (e.g., instructor led training, self-service materials, etc.). As Phase 1 could have benefited from some level of mandatory training for domain staff and business staff/managers, it will be important that the Workstream Leads and the Steering Committee are in agreement about the level of mandatory vs. optional training to be provided, and the training methods (e.g., instructor led training, computer based training, self-service materials).

Continued from September 2022 QA Report

- Include tasks in the Project Plan for planned outreach to/training for Departments to participate in Time Tracking configuration and testing tasks. These tasks should include a resource plan.

Continued from July 2022 QA Report

- Gain agreement and approval from the Workstream Leads and Steering Committee on the level of mandatory vs. optional training required for each role, and the training method that will be used.

6. End User Implementation

6.3 Support



Observations

- Post-go-live responsibility for some of the more technical payroll operations is not clear. While the Controller's Office is responsible for payroll, the department has had assistance from both ITA and Hess & Associates in the past for some PaySr operations. It is a Controller's Office decision as to how these functions will be executed after Workday implementation.
 - Staff who would be responsible for these tasks after go-live are expected to support testing as a method of knowledge transfer. Because staff have not yet been identified, they are not available to support payroll unit testing.

Continued from October 2022 QA Report

- The Sustainability Plan has had some proposed revisions, and was provided to the Workstream Leads on 10/19/22, but the Workstream Leads have not yet met to discuss the revisions.
- Gartner understands that the post-go-live responsibility for some payroll-related tasks is still not clear among the Sponsor Departments, and that this lack clarity is affecting the project's ability to assign security roles in preparation for unit testing. This is an issue as it could slow the progress of unit testing for Payroll.

Continued from September 2022 QA Report

- The management and governance structure for ongoing management of Phase 1 functions will also be the structure for governing Phase 2 functions once they are implemented.
 - Because the Sustainability Plan, which defines the governing body, roles, and responsibilities for managing Phase 1 in production, has not been finalized, there is no official governing body in place to address Phase 1 changes and issues in a coordinated way. If this is not resolved, there is a risk that Phase 2 will also not have a solid governance structure.
 - The PaySR Governance Body is currently acting more broadly to include Workday production along with PaySR in its scope. So far, this body has been effective at prioritizing changes to production PaySR and Workday that have been brought to the group for a decision.
 - This body, however, should be considered a temporary approach until a permanent governing structure for Workday is put in place.

Recommendations

- The Project Management Team should support the Controller's Office in determining post-go-live payroll operations approaches by getting clarity on the full set of tasks in question and identifying who is responsible for them today, and developing/presenting potential alternatives for post-go-live support.

Continued from October 2022 QA Report

- Clearly identify the specific open issues that are preventing finalization of the Sustainability Plan.
- Identify resolutions to the open issues through discussions with the Workstream Leads, facilitated by the Project Management Team.
- Escalate to the Steering Committee any open issues that cannot be resolved at the Workstream level.

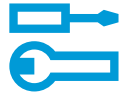
Appendix

Monthly Quality Assurance Reporting Methodology

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



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



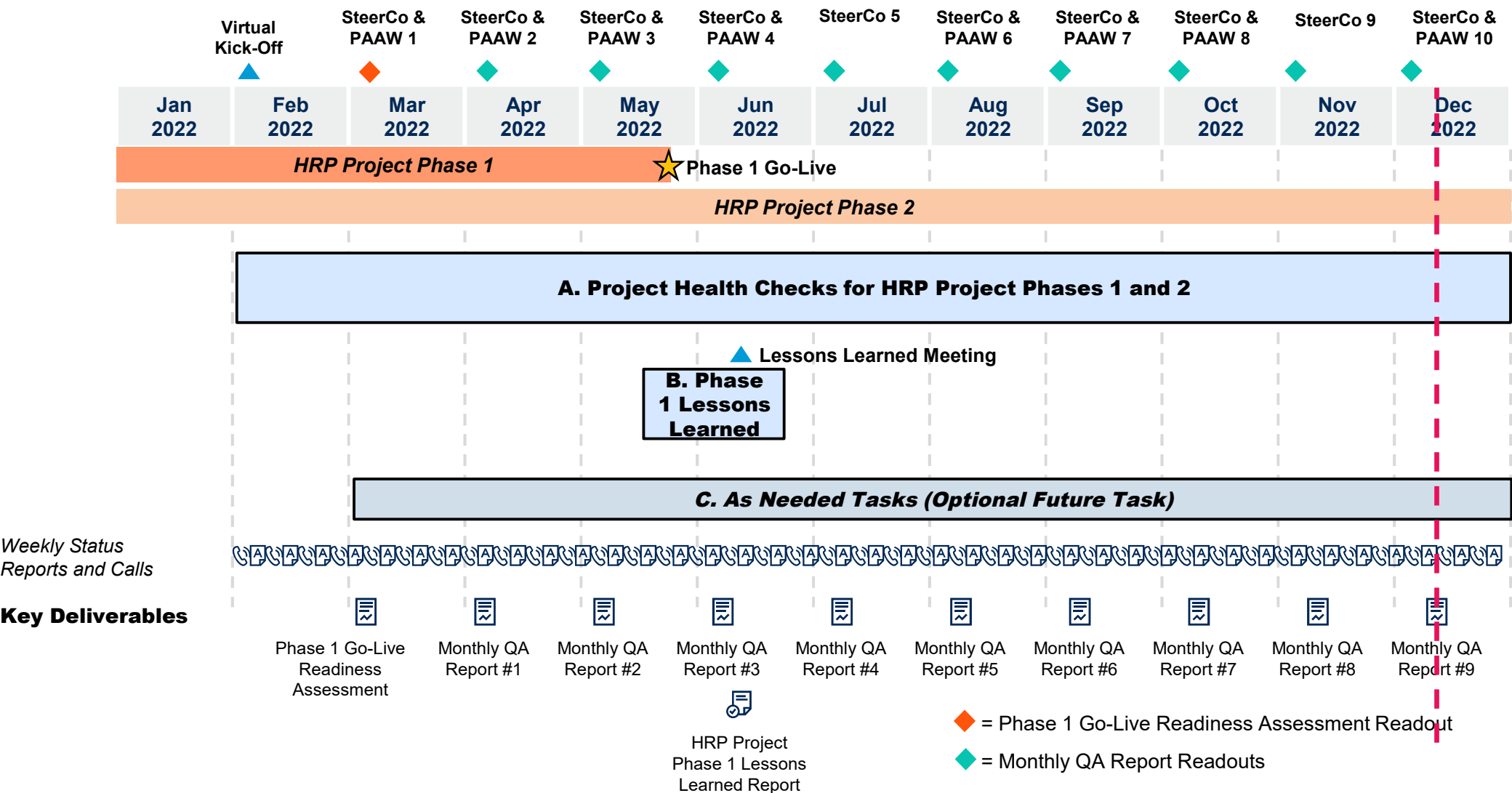
Issues: Events or situations that have occurred and are having a negative impact on the HRP Project or may have a negative impact on the HRP Project in the future if not adequately addressed.



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

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

Gartner's Quality Assurance Services Project Schedule



We are here

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