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June 9, 2022

REF: EXE-173-22

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

Attn: Personnel, Audits, and Animal Welfare Committee

SUBJECT: HRP PROJECT STATUS REPORT

RECOMMENDATION:

Receive and file the report.

STATUS REPORT:

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

See Appendix A for the detailed status report as of June 3, 2022.

PHASE 1 GO-LIVE UPDATE:

Phase 1 launched successfully on May 22, 2022 and includes the Human Capital Management and Compensation functionality. The HRP Team, including team Workday, have been staffing the Command Center that supports users throughout the City. The Command Center is part of hypercare, which runs for the first 60 days after Go Live. After 60 days, support transitions completely to the City and in alignment with the HRP Sustainability Plan.

The HRP support structure has proven to be successful at identifying and addressing issues. In the Command Center, the team meets three times per day - morning, noon, and late afternoon, to assess progress in handling support requests, escalate issues or trends, and troubleshoot issues with wider impacts. During the first pay period after going live, the team resolved 21 wide-impact issues, many in time to avoid any pay impacts.

After two and a half weeks of production support and as of the time of this writing, users have submitted 820 tickets in ServiceNow (SNow) requesting some level of assistance with HRP. This is far lower than the projections based on comparable organizations with similar roll outs, and is very good when compared with high usage from City staff (37,451 HRP user sessions from 9,352 unique users). The first payroll involving HRP ran on time and was balanced. The HRP team identified, tracked, and resolved or mitigated all known issues that could have impacted an employee's pay, informing and working with departments throughout the payroll process. Of the 41,289 employees, there were 81 known employees impacted by transactions not completing on

time. All except one 120-day appointment (i.e., retiree returned for a limited project) received a paycheck. For the second pay period after go live (Pay Period 25), the team is using similar methods of outreach and support to assess and mitigate any pay impacts as the City's HR staff adjust to the processes of the new system and requirements of the integration with the payroll system.

The team continues to resolve and close more support requests than they receive. Another positive indicator is the usage of on demand training materials, with some of them being viewed hundreds of times. This means that employees know where to find the materials and are able to access them.

PHASE 2 PROJECT PLAN:

An updated draft Phase 2 project plan is being prepared and vetted by department workstream partners, and includes the deployment of the remaining functional areas and required updates to production. Phase 2 functionality consists of: Time Tracking, Absence Management, Benefits, Payroll, Prism use cases and updates to HCM and Compensation. The plan includes the large number of integrations and reports needed to support Phase 2.

Additional tasks related to Business Process definition and the retirement of PaySr are being incorporated. The Phase 2 Project Plan will focus heavily on testing and recurring testing as business process and configuration specifics are completed.

APPENDIX A



Project: Human Resources and Payroll
 Scope: HCM/Payroll/PRISM
 LA PM: Raelynn Napper, WD PD: Brad Hoenshell, WDEM: Ken Chambers

As of June 3, 2022
 Next SC: June 8, 2022



Key Accomplishments
Key accomplishments – The second week of Hypercare is complete. All City employees were prompted to perform several tasks in Workday, and as expected, we saw an uptick in tickets, but many could be resolved with a common response. After two weeks, the team has received 630 tickets, and closed 400.
Functional/Technical
<p>Phase 1:</p> <ul style="list-style-type: none"> <i>HCM</i>, Supported issue resolution activities, Supported the Post Go-Live Support Command Center / HyperCare, Supported Data catch-up Activities for Workstreams/Departments <i>Comp</i>, Compensation has been successfully loaded as part of DCU, LA3 City Functional Validations are in progress, LACERS/LA FPP ROTL Allowance Plan Solution - Snow Ticket awaiting approval, Mass Raise testing to be deferred (INCO465830) <i>Integrations</i>, - 32 total integrations (City and WDowned), 29 have run at least 1 time with no reported issues, 1 has run, but the file and data has issues (INT047 - Inbound DWP Feed), each run has 300+ errors, they are due to either them sending an Eff Date earlier than the most current Effective date in Workday (So before the 5/17 catch-up transaction dates, Comp Change Events where there is an event already in progress, or a Job Change with an incorrect Status value, these are being worked by the City and they will come to us if they have an issue, 2 are yet to run (INT009 CA EED Feed targeted for Friday and INT093 for LACERS targeted for 6/13) <i>Payroll</i>, Continued support for Phase 1 & FMS payroll integration testing & FMS integration <i>Security</i>, Continued implementing security groups and assignments between tenants and resolved SNOW tickets as part of Post-Go Live activities. <i>Reporting</i>, Continuing to conduct KT sessions, Hiding reports that we didn't receive signoff from the departments on, Updating extractor reports with field key for combining, Updating report descriptions <p>Phase 2:</p> <ul style="list-style-type: none"> <i>Absence</i>, reviewing and perform KT on time off plans with team <i>Benefits</i>, focus has been shifted to the HCM items needed to be completed for phase 1. <i>Time Tracking</i>, updates to TT role assignments in progress in LACITY2. Test planning for phase 2 in progress <i>Payroll</i>, continued support for Phase 1 & FMS payroll integration testing & FMS integration
OCM and Training
<ul style="list-style-type: none"> <i>OCM</i>, Delivered champion post go live check in calls. Supported hypercare and user support labs. Sent go live checklist communication on 5/31 and continued communication support including planned and several reactive communications alerting users to important updates, changes and workarounds. Worked on annual budget solution. Continued tier 1 check ins and follow ups. <i>BP</i>, Continued documenting detailed future state payroll processes and categorized the phase 2 process inventory. Posting workarounds in Snow as they are finalized. <i>Training</i>, Identified PERS assigned resource to begin managing delivered training materials and began transition; expect completion on Monday 6/6. Current Training Materials Status: 79 Training Materials completed (60 Job Aids, 14 videos, 5 ILTs, plus additional content to support change discussions and workarounds); 13 training/support artifacts in City Review (12 Job Aids, Security & Role Descriptions document).

HRP Dashboard		
Area	Status/Trend	
Overall – Two weeks post-go live, and there have been 27,727 logins (over 13K each week) from 7,870 unique users. Departments have been informed of all known PP24 issues that require an adjustment in PP25, as well as the deadline for PP25 transactions.	↓	
Schedule – Moved to production on 5/22/22. Next week is second payroll week since go-live. Hypercare runs through July 15th. Phase 2 planning underway.	↓	
Scope – E2E testing scope has minimized to less than 10 Critical/High issues. LAWA & Port discussing pay grade approval process with CAO. Critical sup org changes needed to reflect Citywide elected offices accurately.	↓	
Resources – Resources should be aligned with the original staff plan.	↓	
Key Upcoming Project Activities		
What	When	
E2E End-to-End Testing for Phase 1 (HCM/Comp)	Feb	
Phase 1 Integration Testing 28 of 28 complete	Jan	
Phase 1 Reports Testing	Apr	
Cutover Plan	Apr/May	
Document Workarounds/Job Aids	May	
Communication Plan	May/June	
User Support Labs	May/June	
Phase I Integrations and Reports Support	June 24 th	
Post Go-Live Support	July 15 th	



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Workstream Status – Phase 1
 Activity Dashboard: Last Update 6/3/22

Workstream	Status	Workstream Lead	Update
Change Management	Green	Jonathan Ruprecht	<p>Summary: Delivered champion post go live check in calls. Supported hypercare and user support labs. Sent go live checklist communication on 5/31 and continued communication support including planned and several reactive communications alerting users to important updates, changes and workarounds. Worked on annual budget solution. Continued tier 1 check ins and follow ups. Continued documenting detailed future state payroll processes and categorized the phase 2 process inventory. Posting workarounds in Snow as they are finalized.</p>
Compensation	Green	Eunice Jung	<p>Summary: Compensation has been successfully loaded as part of DCU LA3 City Functional Validations are in progress LACERS/LAFPP RUTL Allowance Plan Solution - Snow Ticket awaiting approval Mass Raise testing to be deferred until post go live (INC0465830)</p>
Data Conversion	Green	Ramon Baez	<p>Summary: Working with the City to define format for DGW DCU files. Adding new team member to assist with DCU in outover. Planning new dates with a Saturday start for DCU activities Attending daily standups (internal and project wide) Post Production Support and Post Go Live Defect resolution</p>
HCM Core	Yellow	Sonja Chappell	<p>Highlights: Supported issue resolution activities Supported the Post Go Live Support Command Center / HyperCare Supported Data catch up Activities for Workstreams/Departments</p>
Integrations	Green	Chad Kodet	<p>Phase 1 Live Integrations: 32 total integrations (City and WD owned) 29 have run at least 1 time with no reported issues. 1 has run, but the file and data has issues (INT047 - Inbound DWP Feed). Each run has 300+ errors. They are due to either them sending an Eff Date earlier than the most current Effective date in Workday Go before the SAT catch up transaction dates, Comp Change Events where there is an event already in progress, or a Job Change with an incorrect Status value. These are being worked by Nigel and he will come to us if he has an issue. 2 are yet to run (INT009 CA EED Feed targeted for Friday and INT093 for LACERS targeted for 6/13)</p> <p>Phase 2: JPMorgan Check outsource is still in Dev is now done. We are looking to get more test data and have the city validate before we pull JPMorgan back and test with us. Level Bonus integration updates are still in progress. 3 FMS Feed integrations still in progress with the end in sight. Still need to do discovery & Development on net new integrations for Phase 2. This is 2 Time/Absence for BAS that were added to scope just before we split up Phase 1 and Phase 2 due to them not moving time into Workday, but keeping it in eTime. City still has a few integrations still in progress. We asked for status updates on any below 90% and those will be updated in our next team call (Tuesday of next week)</p>
Payroll	Yellow	Sam Magoun	<p>Highlights: Continued support for Phase 1 & FMS payroll integration testing & FMS integration</p>



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Workstream Status – Phase 1
 Activity Dashboard: Last Update 6/3/22

Workstream	Status	Workstream Lead	Update
PRISM	Green	Didier Guzman	<p>Highlights:</p> <ul style="list-style-type: none"> Helping CoLA with any ServiceNow tickets that have come in this week involving Prism data and/or reports. <p>Summary:</p> <ul style="list-style-type: none"> Continuing to conduct KT sessions Continuing to push for signoff on remaining reports. They have been hidden in PROD until signoff is received Resolving PROD issues as they arise Updating Job Personnel report descriptions
Reporting	Green	Sam Morgan	<p>Summary:</p> <ul style="list-style-type: none"> Continued implementing security groups and assignments between tenants and resolved SNOW tickets as part of Post Go live activities. <p>Highlights:</p> <ul style="list-style-type: none"> Continued migrating security groups and assignments between tenants. Resolved missing security role assignments and configuration changing. Continued Security Configuration migration support and updated configuration in support of testing. Continued review of SSO configuration with IDM and Security Team. <p>Issues:</p> <ul style="list-style-type: none"> Working for finalized LAPD and security requirements from City of LA Team.
Security	Green	Michael Wardhana	<p>Summary:</p> <ul style="list-style-type: none"> Phase 1 EZE testing is still in progress. Priorities are to resolve and retest blocker and high priority defects. We went live on 5/22/22 and have 1 Blocker and 5 High Priority defects remaining. <p>Highlights:</p> <ul style="list-style-type: none"> Core Team Testing HCM 97.96% tested for 1761 tests Compensation 100% tested for 1725 tests Payroll 99.37% tested for 318 tests Pay2R Testing 99.40% of 392 tests Integrations Testing <p>PLEASE NOTE: We are not counting INT3000 in these numbers:</p> <ul style="list-style-type: none"> Of the 17 marked Critical: 16 are complete, 1 is in progress (the one in progress is LAWA INT117 which won't be signed off on due to functionality they want) We still have two non critical (LAWA owned) in progress (INT180 and INT071) Of the total of 28 integrations in scope: 25 are complete, 3 are in progress Custom Reports Testing (TA and Workday developed reports) 99.44% for 180 tests <p>Prism</p> <ul style="list-style-type: none"> Complete Upcoming Testing activities Close out EZE testing, defect resolution Go Live Support Phase 2 test planning Testing tenant support SNOW demo for testing functionality <p>Notable Testing Concerns/Risks/Issues:</p> <ul style="list-style-type: none"> LAWA critical integration 117 will not be signed off on due to Workday functionality that the team would like but is not available in the configuration LAWA has two other integrations that have not been signed off on (971 and 180). Workarounds are in place, however, while the team is still testing these INT3000 defect management Test team spread thin supporting departments testing, core team testing, integrations testing. City resources concern, (e.g. Woowoy/Chan supporting security, reports, and other) Post go live production support for LAWA integrations that have not passed 1 remaining Blocker and 5 remaining High Priority defects Proposal of use of ServiceNow for test management going forward
Testing	Yellow	Anthony Wang	<p>Summary:</p> <ul style="list-style-type: none"> Identified PERS assigned resource to begin managing delivered training materials and began transition, expect completion on Monday 6/6. 79 training materials completed and published to SNOW. 13 training materials in City review. Beginning exploring for Phase 2 curriculum. <p>Current Training Materials Status:</p> <ul style="list-style-type: none"> 79 Training Materials completed (60 Job Aids, 14 videos, 5 ILTs, plus additional content to support change discussions and workarounds) 13 training/support artifacts in City Review (12 Job Aids, Security & Role Descriptions document)
Training	Green	Patrick Brown	



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RAIDQ Summary Activity for Technology – Week Ending 6/3/2022 – Phase 1					
RAIDQ Type	Current Open	Opened This Week	Closed This Week	Opened Last Week	Closed Last Week
Action	4	0	2	0	0
Decision	4	0	1	0	0
Issue	2	0	0	0	0
Question	3	0	1	0	0
Risk	1	0	1	0	0
(blank)	1	0	0	0	0

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

ID	Short Description	Days Late	Responsible
245	Provide List of Critical Department Compensation Reports	196	Jonathan Biton
294	Personnel staffing/resource concerns	180	Fatima Demesa, Raelynn Napper
526	Is the KPMG document the authority for configuration throughout this project and for go-live? If yes, who is responsible for maintaining it? If not, what will be the authority?	Missing due date	Raelynn Napper
624	LAFD- How are positions managed when the incoming employee is in training?	129	Janelle Irving, Marvin Avila
816	What is the process for identifying outstanding arrears balances when employees are terminated, retire, promotion, or transfer (make sure there is a To Do step in those BPs)	152	Janet Laszlo, Marvin Avila, rosemary.go@lacity.org
844	COLA & Retros- Current rule is less than 100 employees departments do it, more than 100 it would be handled centrally (ITA would update with PER/CAO verifying), do we want to update this rule? Confirm this process, proposed approach: scenario assessed by the post go-live HRP steering committee who makes a decision.	173	Fatima Demesa, isophine.atkinson@lacity.org, Janet Laszlo, Marvin Avila, rosemary.go@lacity.org



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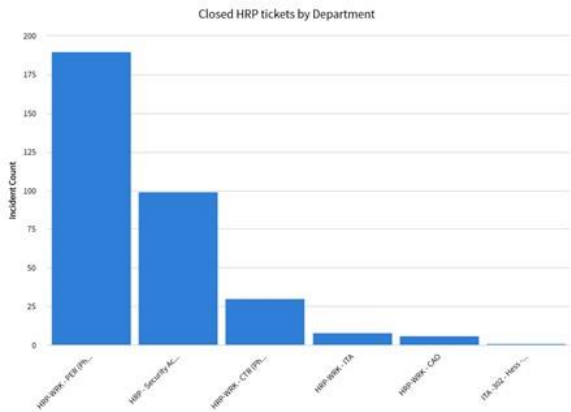
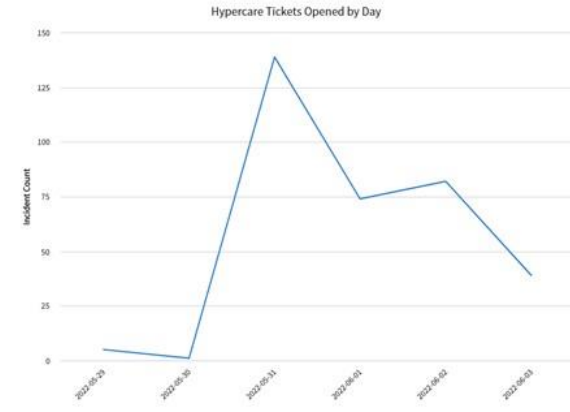
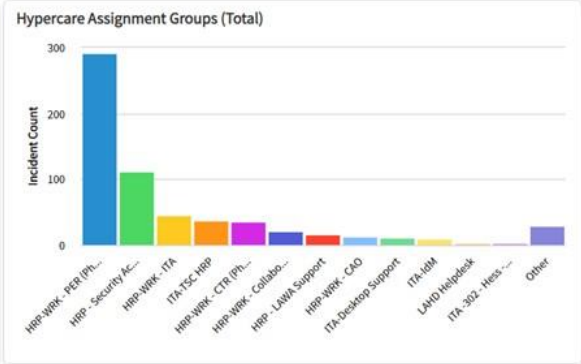
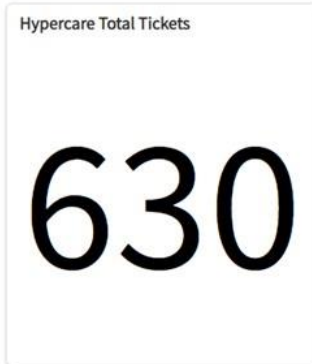


ID	Short Description	Days Late	Responsible
846	Managing mass load of positions (Annual Position Load) Establish Change Job/Edit position EIB template process for departments to provide to ITA if they can't load themselves. May need different templates depending on the type of change (e.g., lateral, promotion, etc.)	161	Marvin Avila
854	Need to determine which reports will be used to verify budget cycle position allocations and assignments and who is looking at what	162	Janelle Irving, Jonathan Biton
878	What are the various impacts to employee's jobs that will result from Workday? How are these being identified/tracked across workstreams and what proactive interventions can be done to avoid labor issues?	172	Raelynn Napper
925	Need a list of tables in Workday and PaySR that needs to be maintained manually and separately in Phase 1. Specifically: what tables/data need to be kept in sync between Workday and PaySR when creating new job classes and permanent bonuses during Phase 1	129	Chris Yee, Jonathan Biton, Tracy Ryan
942	New Reporting Requirement to track when Communication Info Rep I's (CIR I) move to Communication Info Rep II (CIR 2)	116	Katie Davis
946	Reporting team to review following reports that are impacted from the phased approach: -Remove/Adjust Y-Rates -Deductible Absences for Step Progression	132	Amy Krishnan, Katie Davis
960	In phase 1, when an employee (EE) goes on leave, PAYSr will be the system of record. If there are transactions in WD, such as a job change, PAYSr will ignore that transaction. When the employee comes off leave in PAYSr, WD will become the master system. PAYSr will update the employee's record to what it is today in WD. How do we manage WD transactions for an EE who is on leave in PAYSr? Will EE records in WD have any indicator that the EE is on leave?	99	Marvin Avila, Sonja Chappell
989	LAPD concern about employee self-service	63	Marvin Avila
991	Mayor/Council approach to position control/CAO approval	63	isophine.atkinson@lacity.org, Janelle Irving
993	New LAWA Police Schedule and Process for adding new work schedules	63	Raelynn Napper



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As of May 27, 2022
 Next SC: June 8, 2022



Respectfully submitted,

Ted Ross
 Chief Information Officer, General Manager

- ec:
- Jeanne Holm, Office of the Mayor
 - David Hersch, Council District 5
 - Dana Brown, Personnel Department
 - Leticia Ortiz, Personnel Department
 - Grayce Liu, Personnel Department
 - Christopher Concepcion, Controller's Office
 - James Robinson, Controller's Office
 - Matt Szabo, City Administrative Officer
 - Ben Ceja, City Administrative Officer
 - Melissa Velasco, City Administrative Officer
 - Karen Kalfayan, Chief Legislative Analyst
 - ITA Executive Team