

# AZ360 HRIS Modernization

State of Arizona – Arizona  
Department of Administration

## Informational Update

06/21/2023

---

### Our Vision

Excellence in Arizona government with leading-edge enterprise support

### Our Mission

To deliver effective and efficient enterprise support services to our agency customers, allowing them to focus more on their unique missions.

**ARIZONA**

DEPARTMENT OF ADMINISTRATION



# Team Introduction

## Roles Present at ITAC

- Sean Price, Deputy Director ADOA and Program Director
- Emily Parish, Assistant Director ADOA Human Resources and Project Sponsor
- J.R. Sloan, Assistant Director ADOA ASET and Project Sponsor
- Alba Valencia, AZ360 HRIS Deputy Program Director
- Cam Nielsen, AZ360 HRIS Functional Project Manager
- Victor Carrasco, AZ360 HRIS Technical Project Manager
- James Kane, CGI Project Director
- Sandra Milosavljevic, CGI Deputy Project Director

# Project Status

## Description of Project

This project replaces the State of Arizona's aging enterprise HRIS, an on-premise, 20-year-old legacy system, with a cloud-based, leading-edge application that provides a comprehensive suite of modern HR/Benefits/Payroll functionality. The new solution, called AZ360, will be integrated with the State's central accounting system (AFIS) and will perpetually upgrade automatically to the latest technology.

## Updates

- Project launched 2022 Oct 01; Align Phase opened.
- Configuration & Development Phase opened 2023 Feb 13
- Align Phase closed 2023 May 05
- Current Project Status: **YELLOW**
- Target Project Phase 1A deployment 2024 Oct 01

# Project Health Card

Dashboard			
PROJECT CATEGORY	PREVIOUS MONTH STATUS	CURRENT MONTH STATUS	SUMMARY
Schedule	YELLOW	YELLOW	The schedule has been realigned to accommodate resource constraints. The progress of the team will be monitored closely throughout sprint 5 and 6 to understand velocity throughput, expected throughput for remaining sprints and sprint plan impact. If throughput velocity does not improve there will be critical path impact to the start of Integrated System Test.
Resources	YELLOW	YELLOW	The Project Team intense schedule pressure due to a tight project timeline. The leadership team is working to hire backfills to support the team in meeting project deadlines and to make sure that resources are fully dedicated to the project. Additional resources will take time to identify, hire and onboard.
Quality	GREEN	GREEN	
Scope	GREEN	GREEN	
Risks	YELLOW	YELLOW	Project has 12 risks. Tight timeline, scheduling, and resource management has been elevated to a red status and an issue. Project is tracking to yellow status risks.
Issues	GREEN	YELLOW	<p>Risk for Tight timeline, scheduling, and resource management has been elevated to an issue:</p> <p>HRIS implementations require an immense amount of effort from business units to define requirements, confirm designs, validate data, integrate test, and user acceptance test.</p> <p>The effort, combined with day-to-day business operations and competing initiatives (AFIS) is causing resource constraints.</p> <p>The timeline has no obvious built-in contingency for known unknowns.</p>

# Team Health Card

## Team Status and Overview

Team	Previous Week	Current Week	Status and Overview
PMO	GREEN	GREEN	Project Management team is working with project team to keep up the pace of project activities to meet overall project schedule. All Align phase activities completed. Execution of Configure & Design phase activities are in line with the detailed project schedule, however, the sprint metrics don't currently support catching up to expected progress. The team is raising concerns that the volume of work exceeds the team capacity. Continuing to work on risk mitigation.
Functional	YELLOW	YELLOW	Ongoing Schedule and Resource risks continue to be monitored. Slower start to completion of configuration focused activities through the sprints due to time devoted for knowledge transfer and cross-functional tasks - interface identification and data conversion mapping. As team's are onboarded to the configuration phase there is a one to two sprint learning curve before the team is able to function independently. The team currently has a velocity of 57 user stories. The team is on track to complete 57 user stories for Sprint 4 and expect the velocity to increase in future sprints as the team gains experience in understanding navigating to completion.
Technical	GREEN	GREEN	Sprint 5, Week 2 completed. Other Technical Team activities progressing as planned. Reports that fall within scope of BI work are not yet finalized.
OCM / Training	GREEN	GREEN	Project activities on track. Team is managing to the change management and training activities, Jira stories, and OCM calendar.

# Financial Burndown Chart

---

## Project Information

---

Deputy Director: Sean Price  
Executive Project Sponsors: Emily Parish, J.R. Sloan  
Program Director: Alba Valencia

**08/01/22**

Start Date

**10/03/25**

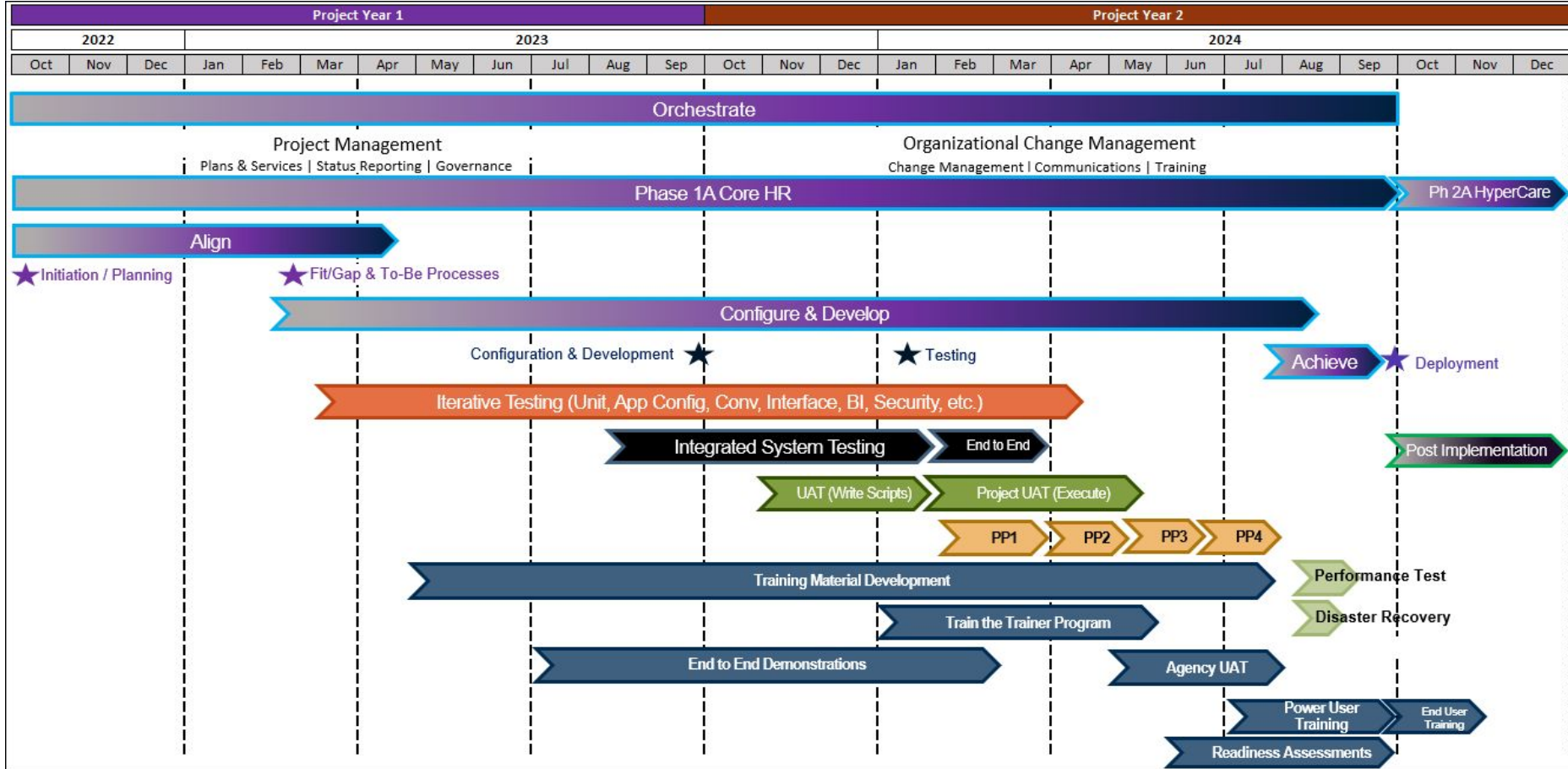
Finish Date

## Project Budget

---

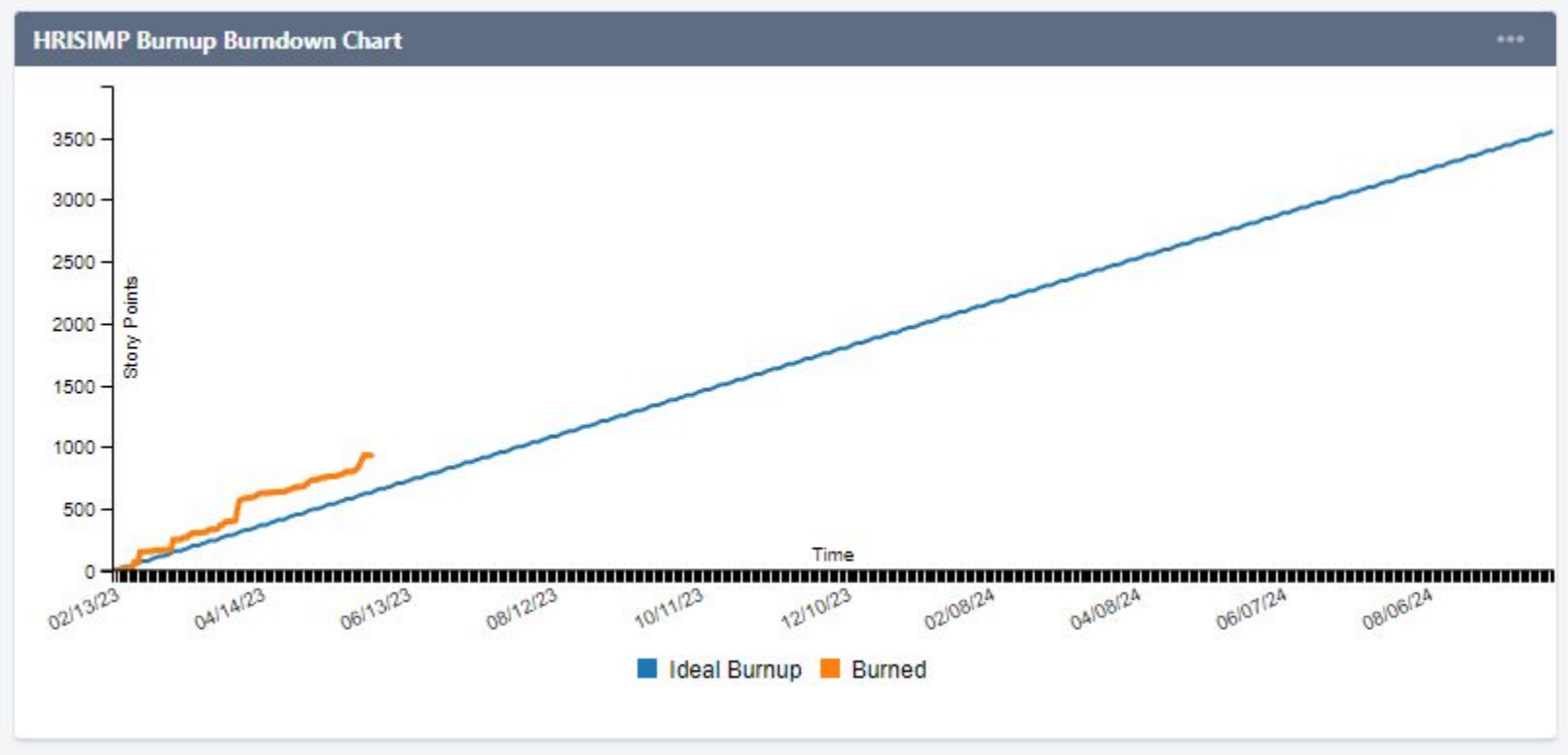
Total Budget:	<b>\$30,823,900.00</b>	FY23 Budget:	<b>\$12,405,221.00</b>	FY24 Budget:	<b>\$18,418,679.00</b>
Total Budget Expended:	<b>\$11,158,108.03</b>	FY23 Expended:	<b>\$11,158,108.03</b>	FY24 Expended:	<b>\$0.00</b>

# Project Timeline



# Project Burnup Chart

Current burnup for Solution





# Elevated Risks



14 Open Risks

## Tight timeline, scheduling, and resource management ●

- Risk escalated to Issue

## Benefits Staffing ●

- Open positions including the Benefits Lead, and backfills are posted and hiring is in progress.
- Resources need time to ramp up and gain the skills and experience required to analyze and re-engineer business process and properly test a solution.
- The long term impact of not having a single point of accountability increases difficulty in making decisions and setting clear direction.

Mitigation Plan: 6/5/2023: State has hired 2 backfill positions and is currently interviewing for the benefits lead position.

## Project Resources (AFIS/HRIS) ●

- The AFIS Upgrade and HRIS Modernization projects are running concurrent with some State resources working on both projects. There is some concern that these resources will be over allocated across the two projects and current day-to-day responsibilities resulting in delay of the HRIS project.

Mitigation plan: 22 May 2023 User stories for Payroll Accounting are defined. The team is aligning the user stories with the sprint plan and sprint plan has been updated. Configuration will begin in Sprint 4.

Payroll Accounting efforts are being supplemented by CGI team with support from John and Joanna as needed.

## Tight timeline, scheduling, and resource management ●

- HRIS implementations require an immense amount of effort from business units to define requirements, confirm designs, validate data, integrate test, and user acceptance test.
- The effort, combined with day-to-day business operations and competing initiatives (AFIS), will cause resource constraints.
- The timeline has no obvious built-in contingency for known unknowns.

### Mitigation Plan:

1. AZ360 People Planning Goal=reducing single points of failure; managing project and daily operations
2. ADOA leadership established regular "People Plan" meetings with ESC members
3. Over the past 4-6 weeks, several key positions approved and moving forward in HRD, DBF and Benefits
4. The people plan will be continually revisited and revised through project maturity with post Go-Live and future state AZ360 also at the forefront of planning
5. Key next step=bringing on dedicated AZ360 HR manager to ADOA CHRO team
6. Explore options to dedicate team members to specific tasks to alleviate challenges in scheduling of working sessions.

# Q & A Session

# Appendix