

# AZ360 HRIS Modernization

State of Arizona – Arizona  
Department of Administration

## Informational Update

11/15/2023

---

### 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 HRIS Program Director
- Emily Parish, Assistant Director ADOA Human Resources and HRIS Project Sponsor
- J.R. Sloan, Assistant Director ADOA ASET and HRIS 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 Overview

## 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.

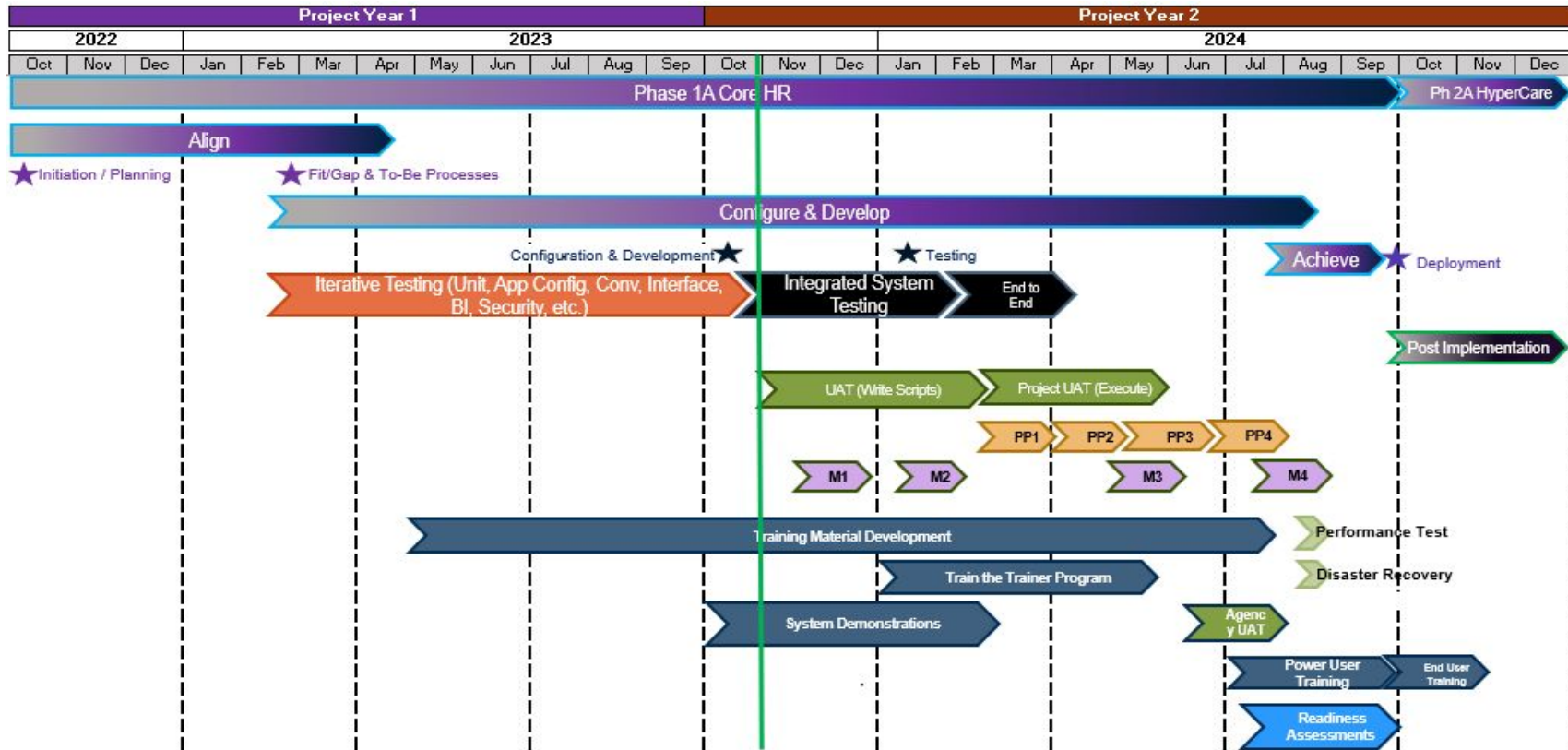
## Updates

- Project launched 2022 Oct 01; Align Phase opened.
- Configuration & Development Phase opened 2023 Feb 13
- Align Phase closed 2023 May 05
- Configure and Develop Phase opened in February 2023 and is scheduled to run through August 2024
- Current Project Status: **RED**
- Target Project Phase 1A deployment 2024 Oct 01

## Project Summary

The project team evaluated several areas in both the functional and technical workstream to determine functionality which is absolutely necessary for Go Live. The following Project Status and subsequent decisions were taken into consideration by the project team.

# Project Timeline
















# Executive Summary- Project Status



- Status is the same or holding steady
- Status is trending down or getting worse
- Status is trending up or getting better



- Impact to scope, budget or timeline
- Concerns exist, risk monitoring increases
- Risk mitigation is effective

Dashboard - Overall Project Status 				
	Previous	Current	Roadblocks	Path to Green
<b>Schedule</b>			<ul style="list-style-type: none"> <li>• The timeline and schedule is aggressive for the complexity and volume of tasks that the team needs to complete. Several tasks are taking longer than originally anticipated and the schedule has not been adjusted to accommodate the LOE.</li> <li>• Velocity is not tracking to the schedule</li> <li>• The Level of Effort was only recently documented in JIRA and will need to be evaluated for schedule impacts</li> </ul>	A reduction in scope and determining a minimum viable product for the project has confirmed those products which are required for Go Live. Team velocity is being closely monitored to evaluate the impact to IST. Meetings are being individually evaluated for attendees necessary participation and frequency.
<b>Resources</b>			<ul style="list-style-type: none"> <li>• Project resources are juggling multiple priorities.</li> <li>• There are not sufficient resources to complete all project tasks.</li> </ul>	Resources have been re-assigned to assist teams that are trending behind schedule. <b>A project plan is being developed to evaluate potential tasks that agencies can assist with.</b>
<b>Quality</b>				
<b>Scope</b>			<ul style="list-style-type: none"> <li>• Production workarounds will need to be determined for items where Change Requests were entered.</li> <li>• There is potential for additional reports once evaluation of Benefits workarounds are complete.</li> </ul>	The historical data decision has been made keeping the original data warehouse intact, thus reducing the scope of work. The Benefits MVP has been postponed until after Go Live with the exception of GPS interfaces, thus reducing the scope of work.
<b>Risks</b>			<ul style="list-style-type: none"> <li>• Risks are identified as the project team gains understanding of impacts of action or inaction of certain variables. They will continue to be monitored by PMO.</li> </ul>	Project has identified 22 open risks, 4 are red, 5 are yellow and 13 are green status.
<b>Issues</b>			<ul style="list-style-type: none"> <li>• Issues are identified as risks come to be realized OR a new issue arises. They will continue to be monitored by PMO.</li> </ul>	Project has identified 9 open issues that continue to be evaluated and mitigation strategies applied, all issues are red.








# Executive Summary- Team Status



- Status is the same or holding steady
- Status is trending down or getting worse
- Status is trending up or getting better



- Impact to scope, budget or timeline
- Concerns exist, risk monitoring increases
- Risk mitigation is effective

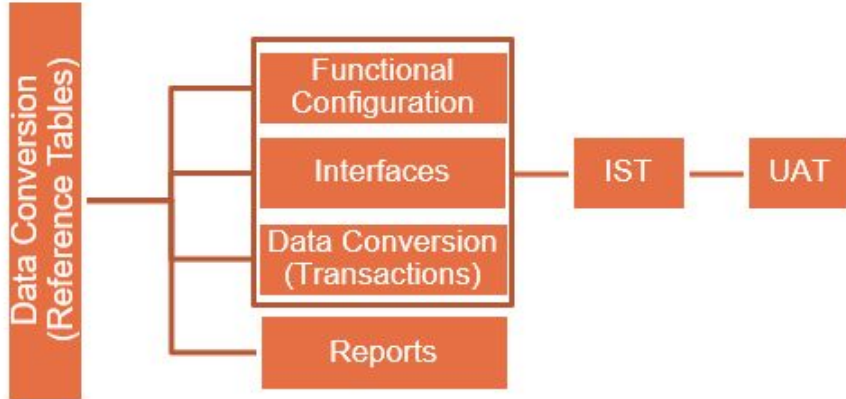
Dashboard - Overall Project Status 				
	Previous	Current	Roadblocks	Path to Green
<b>Functional</b>			<ul style="list-style-type: none"> <li>• Complexity of re-engineering a 20 year old system</li> <li>• Cross functional impacts and overlapping solutions pull resources away from individual workstream tasks</li> <li>• Complex data table loads that span across multiple functional areas requires collaboration to build</li> <li>• Lean functional teams for both CGI and the state causes resource constraints due to competing priorities</li> <li>• Dependency on Technical Team to complete data conversion tasks</li> <li>• CGI writing test scripts continues to be a labor intensive effort which impacts the State teams ability to finish user stories</li> </ul>	The Functional Team along with the PMO Team continue to identify opportunities for improvement to the sprint plan with focus on LOE, due dates, dependency on Technical Team, managing resources and addressing roadblocks. The PMO Team recently formed a "Wrecking Crew" swat team to address functional and technical roadblocks. The team meets 3X per week.
<b>Technical</b>			<ul style="list-style-type: none"> <li>• Dependency on functional knowledge and time is impacting the Technical Team's ability to get tasks completed</li> <li>• Resources for Interfaces and reports continue to be pulled onto high priority issues and is impacting workstream velocity to complete design and development of technical solutions</li> </ul>	The Technical Team is re-evaluating the Estimated Sprint Complete for each workstream. The expectation is that completion dates will slide. This will affect other workstreams.
<b>OCM/ Training</b>				

# Metrics driving RED status - Technical Development

Workstream	Expected	Actual	Planned Complete	Workstream Roadblocks
Data Conversion	75%	68.3%	4/5/2024	<ul style="list-style-type: none"> <li>The Position Control and Personnel tasks I expect may not be completed with Sprint 9 due to Title and Sub-Title needing to be updated.</li> <li>There will be a delay in the Labor Distribution updates to PSMT which are needed by Joanna Greenaway, as she is focused on the AFIS go-live.</li> </ul>
Business Intelligence	60%	13.2%	4/5/2024	<ul style="list-style-type: none"> <li>Reprioritization and identification of BI reporting assets / work product / stories.</li> <li>Concern over functional requirements gathering.</li> <li>Unit testing</li> <li>Looking for functional team's help to create positions, create employees, and add created employees to new or existing positions. This should lessen functional teams help during IST. Discussions planned with the Functional Team to address this.</li> </ul>
Interfaces & Integration	75%	35.4%	4/5/2024	<ul style="list-style-type: none"> <li>Technical resources are dependent on functional resources to provide mapping and requirements instrumental in developing interfaces. Competing priorities especially around data conversion have been given a higher priority.</li> </ul>
App Sec & WF	60%	89.2%	4/5/2024	<ul style="list-style-type: none"> <li>none</li> </ul>
Architecture & Infrastructure	75%	26.1%	4/5/2024	<ul style="list-style-type: none"> <li>Resource constraints due to the continuous data conversion focus is blocking update of JIRA to reflect the current status of the workstream</li> <li>The workstream is on schedule with minor issues that are getting resolved timely. Ongoing meetings are being had amongst technical leadership at CGI and State for decision making.</li> </ul>



# Where We are (Technical) - Top Priority



Epic	To-Be Processes	Design	Dev	Unit test	IST	UAT	Mock 1	Mock 2	Mock 3
Data Conversion (Reference tables)	Completed	74	74	74					
	In Progress								
	Not started	73	73	73					
Data Conversion (Transactions)	Completed								
	In Progress	26	22	7					
	Not started		4	19					
<b>Total Data Conversion</b>		<b>173</b>	<b>173</b>	<b>173</b>					
Interfaces	Completed	25	9	8					
	In Progress	22	3	1					
	Not started	35	70	73					
<b>Total Interfaces</b>		<b>82</b>	<b>82</b>	<b>82</b>					
Reports (BI)	Completed	8							
	In Progress	7	2						
	Not started	65	78	80					
<b>Total Reports</b>		<b>80</b>	<b>80</b>	<b>80</b>					

## Mitigation steps:

- Shifting work around to areas that can move forward

## Impacts:

- The conversion of Positions and Employees are delayed
- Delays in Interfaces, Reports, IST all of which will result in a delayed or phased start of UAT
- Delays in other workstreams as a result



# Decisions Impacting Project Scope

---

- Benefits MVP (Minimum Viable Product)
- Historical Data Decision
- Project Baseline Discussion - [Appendix](#)
- State Developed Project Plan - [Appendix](#)
- Resources - [Appendix](#)
- Disposition of Interfaces - [Appendix](#)

# Benefits MVP (Minimum Viable Product)

---

- Benefits CRs
  - CR004. QLE and HSA Contributions
  - CR008. Supplemental Life
  - CR009. Dependent Care / FSA & Retiree
  - CR010. Standard Measurement Period (SMP) and Initial Measurement Period (IMP) ACA reporting
- Vendor Performance Report (Benefits Administration) sent to CGI, October 12, 2023
  - Extended to November 13, 2023, the State expects CGI to issue a comprehensive, acceptable plan for the areas outlined above by providing or fulfilling the following:
    - CGI to fulfill the outstanding functionality described in the MVP as requested by the State.
    - The outstanding functionality is delivered by CGI to the State at no additional cost to the State.
    - CGI to submit a cost management plan and demonstrate how it intends to mitigate cost moving forward.
    - **CGI is currently in the process of reviewing the Vendor Performance Report, the detailed RFP requirements, and their proposal response for the areas in question.**
    - **Scope impacts will be assessed when the review has been completed.**

# Historical Data

- On 10/6/23 Project Team members met with Leadership and Executive Sponsors to present the options below. A decision was made to proceed with Option A which keeps the original data warehouse intact. Option B or Option C will be implemented post Go Live as part of a long term solution. **By Implementing Option A, the scope for Go Live will not be impacted.**

## Option A

Do **NOT** migrate historical data from state data warehouse into CGI data lake.

## Option B

Migrate historical data from state data warehouse into CGI data lake - **WITH** conversion into target data structures.  
(To-Be)

## Option C

Migrate historical data from state data warehouse into CGI data lake - **WITHOUT** conversion.  
(As-Is)

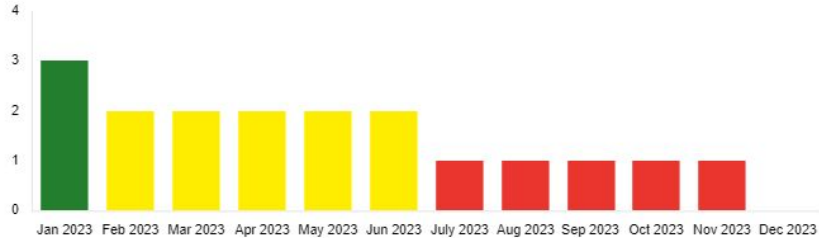
# Project Budget and Health Status

## Project Budget

Total Budget:	\$44,166,800.00	FY23 Budget:	\$22,397,800.00	FY24 Budget:	\$20,647,800.00	FY25 Budget:	\$1,121,200.00
Total Budget Expended:	\$16,651,832.61	FY23 Expended:	\$12,274,860.00	FY24 Expended:	\$4,376,972.61	FY25 Expended:	

## Project Health Status

Project Monthly Health Trending



● Critical ● At Risk ● On Track

# Questions & Answers



# **Appendix**

---

## **Additional Project Information**

# Metrics driving **RED** status - Functional Configuration

Workstream	Expected	Actual	Planned Complete	Workstream Roadblocks
Benefits	100%	77.6%	10/20/2023	<ul style="list-style-type: none"> <li>Items on MVP that will not be addressed at go-live will need solutions developed (reports and/or queries) to capture errors that would have been addressed by edits (Supplemental Life edits, QLE / New Hires / Open Enrollment Wizards)</li> <li>Interface mapping for vendor interface files - All vendor interface files were slotted to begin work in Sprint 9. Eight of these have not been started based on the Consolidated Sprint Plan dated 10/2/2023. Work still needs to continue on the HITF interfaces as we begin mapping vendor interface files.</li> <li>Need Tech team completing the following configuration user stories before the testing for AATL/DPND for Medicare can begin: HRISIMP-10518 (configurable validation rule AATL), HRISIMP-10512 (designer for DPND - CAPS ticket opened), HRISIMP-10519 (configurable validation rule - DPND)               <ul style="list-style-type: none"> <li>Joe completed designer configuration for AATL: HRISIMP-10511 (Designer for AATL)</li> </ul> </li> <li>Need PACTW conversation finalized so Benefit team can understand how the employee/retiree will get appropriate Benefit Policy once being terminated in PACTW process</li> <li>New test employee ids needs to be created with accurate employee attributes to ensure readiness for IST.</li> <li>Jody provided prioritized interface list to Victor to work with interface team to see if interface mapping for vendors can begin this sprint.</li> </ul>
PAM	100%	88.9%	10/20/2023	<ul style="list-style-type: none"> <li>Payroll Accounting - Conflicts with AFIS Upgrade project trying to schedule meetings</li> <li>Waiting for CGI test scripts to complete user story execution by State</li> </ul>
Payroll	100%	79.2%	10/20/2023	<ul style="list-style-type: none"> <li>DPLN COA elements blocked due to character limits for Fund - temp expansion entered, long term solution needed. Joe H will verify if this resolution is set to be delivered in the next container via ADVFNADAB-77492</li> <li>Payroll Processing Error Report - not displaying all errors</li> <li>Waiting on RASL positions from Personnel to execute test scripts.</li> <li>DPLN COA elements blocked due to character limits for Fund &amp; Activity - temp fix, needs long term solution ADVFNADAB-77492 - CONTAINER RELEASE 10/16/23 BEING TESTED</li> <li>Payroll Processing Error Report - not displaying all errors, Joe will create CAPS ticket</li> <li>Payroll Appointment error on script "GTN error A1639 No Assignment Selected", Resolved(bad test employees, hired new employees with proper setup for test). Testing of scripts to resume in Sprint 10</li> <li>IST Sprint 12: Out of State tax configuration must wait for containers to be deployed. 15-20 states being added in PI-19.</li> <li>Other state's container is unknown. Deduction setup ...</li> </ul>



# Metrics driving **RED** status - Functional Configuration

Workstream	Expected	Actual	Planned Complete	Workstream Roadblocks
Deductions	100%	90.3%	10/20/2023	<ul style="list-style-type: none"> <li>DPLN COA elements blocked due to character limits for Fund - temp expansion entered, long term solution needed</li> </ul>
Personnel	100%	97.6%	10/20/2023	<ul style="list-style-type: none"> <li>Business processes (like separations) are having to be re-worked based on other workstreams' needs. Reference tables will be affected by this change (employee status codes, personnel actions, personnel action reasons).</li> <li>o Waiting for decisions on how to process employee separations to complete PACTW configuration</li> <li>Workflow doesn't have a way to deal with vacant supervisors except for the escalation process. This could cause delays for getting transactions approved.</li> <li>Security: An employee can go to EPM and search for employees with a status of A and see all the active employees in their department. Employees should only be able to see their own information.</li> <li>Security: We're waiting for answers on how we restrict access to viewing SSN. Do we have to define one security role that allows view access and one that doesn't, or can that be applied to specific users?</li> <li>Security: For EINQ (employee inquiry) we need to have the ability to search statewide even if the security role is restricted to a specific department.</li> </ul>
Position Control	100%	97.5%	6/30/2023	<ul style="list-style-type: none"> <li>The reference data we're dealing with is a moving target as changes happen in HRIS production that have to be incorporated so that conversion efforts are successful. This, in combination with workstreams continuing to make tweaks to their own reference tables necessitate ongoing updates to tables like UNIT, LOCA, STTL, TITL, etc. I don't know that getting the PSMT to 100% error-free is possible in IST while configuration is still ongoing and until we freeze production.</li> </ul>
Time & Leave	100%	73.2%	10/20/2023	<ul style="list-style-type: none"> <li>Monitor script delivery time from CGI so that AZ team can complete before the end of Sprint 10.</li> <li>Configurations not working for specific scenarios where manual updates SH3 that now need included spreadsheets for load to MA3; accept pay events for active status.</li> <li>FMLA rolling hour management (intermittent use from previous year credited back)</li> <li>Pending access to EMLV screen to manage employee FMLA cases</li> <li>Completion of TE.01.01 User Stories for IST</li> <li>Quantity of pending tickets for this sprint</li> <li>Excessive errors in executing test scripts</li> <li>Understanding how Multiple Appointments will work</li> <li>Home Unit on transactions for security</li> </ul>

# Elevated (Risks)

● -4

● -5

● -13 22 Open Risks

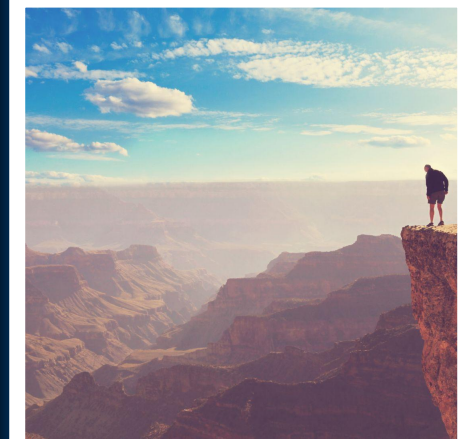
## Benefits MVP Solution ●

## Benefits MVP - Finalize LOP and costing for the new Benefits requirements ●

## Benefits MVP - Finalize Benefits MVP ●

## Delays of IST would impact the start of UAT ●

- IST has been compressed from 5 months to 4 months without a reduction in overall testing scope. Compressing the schedule by one month (one sprint) requires the same amount of work to be completed in less time, so unless there was a month of slack in the IST schedule, there will most likely be resource loading/availability/conflict challenges.



# Elevated (Risks)

● -4

● -5

● -13

22 Open Risks

## Overlapping Tasks and Activities

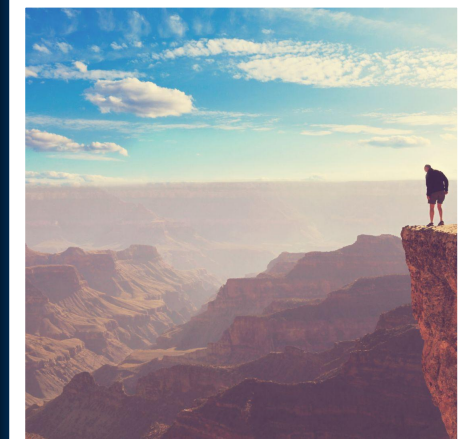
- There are overlapping activities - development, IST and UAT script writing. UAT and parallel payroll occur in parallel. Incremental additions of completed content to IST over time will require IST testing to be repeated multiple times over.
  - 28 Aug 2023 James to set up discussion on overlap changes and ways to move forward with minimal overlap of activities

## Adoption

- Across the board there are a lot of changes for the agencies to adopt and implement within their agency.
  - 28 Aug 2023 OCM Team is working with Change Ambassadors and updating standard work to confirm work outside the system is defined and including checkpoints in the Readiness Checklists.

## Benefits MVP - Final CR and costing approval for the new Benefits requirements

- Approval of final CR and costing for the newly identified Benefits requirements by the State is on the critical path to be included in PI22 container delivery. Missing the timeline will severely impact project schedule and project delivery. .
  - 25 Sep 2023 Risked assessed, potential delays identified as prior activities are still in progress.



# Elevated (Risks)

● -4

● -5

● -13

22 Open Risks

## Policy Code Decision

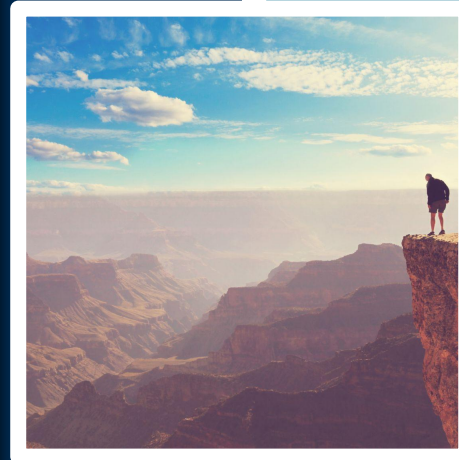


- The decision on how to decide policies on retirees is still pending. Completion of sub titles and subsequently conversions of employees is at risk. Conversion mapping cannot be done until the decision is made. Policy codes are critical for the implementation.
  - 30 Oct 2023 Final termed employees will not have a position assigned. Policy will be set at the Title/Subtitle level. This decision can be considered final once the separation wizard work across the functional teams is completed.

## Document Management System



- CGI does not provide a Document Management System to be able to retrieve or search on document attachments.
- Part of the Business Requirements are to have the data lake to store unstructured data such as blob objects. These objects are used to store performance appraisals from AZP! and MAP so they can render as pdfs to the end users in the data lake. The Agency will need access to the data objects and in a manner that is user friendly.
  - 31 Oct 2023 Victor is currently researching solutions.



# Issues

● - 9 Open Issues

MA3 to Snowflake replication is down, no ETA

Delay in BI Reports Development

The project activities have been delayed due to the extensive and repeated KT sessions

Delayed reference table creation and load, and data conversion activities impact project schedule

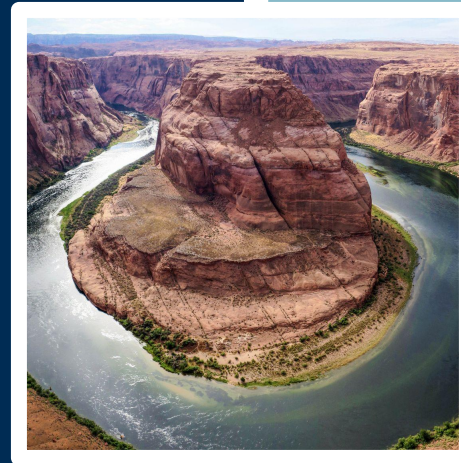
Delays in creation of Unit test scripts for State validation

Delays in solutioning caused delays in IST preparedness

Delay and reduced velocity in Sprint 8 execution impacts IST timeline

Decision making process delayed due to the competing internal projects and operational responsibilities

Agile Approach did not account for LOE-user stories



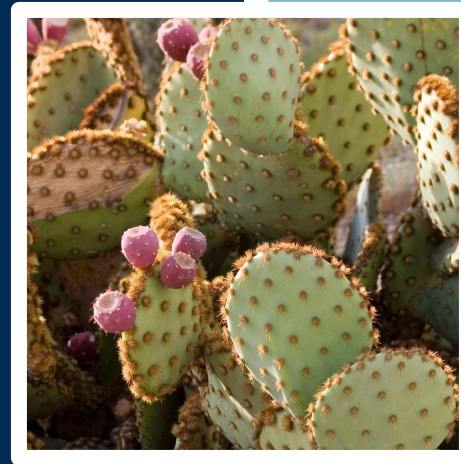
# Decisions (Open & Closed)

## Existing Mass Communication interfaces with DPS and DEMA

- ADOA Communications is taking the lead to get everyone together so we can make a recommendation to CEO Thorson. In the meantime, the Mass Communications interfaces remain in a hold status.

## DW into the Data Lake Options - Closed

- Keep S3 application and DW online for business access (view only) and analysis.
- Historical data is maintained as view-only.
- Business units utilize Advantage with origin and top-of-stack records in Advantage and Snowflake DL.
- Further summary data is TBD with Brian/Payroll/BSD.



# Project Baseline Discussion

- On 10/4/23 the State met with CGI team members to discuss and confirm the topics below and determine actions and owners.

Item	Considerations/Recommendations	Meeting Notes & Action Items	Due Date
Historical Data Decision - Complete	(see Historical Data slide)	CGI/Brian & State/Tracey: Decide on summary level data and frequency	10/13
Data Conversion Activities - In Progress	Data conversion is needed for IST	CGI/Brian & Kim: To add duration and due dates to JIRA State: Build resourced project plan	10/20
Critical Path -	Give PMO visibility to critical path tasks impacting overall project	CGI/PMO & Kim: To add duration and due dates to JIRA State: Build resourced project plan	10/20
Testing Flexibility -	CGI proposes keeping a fluid schedule with no deadlines or clear expectations for completion	State: Build resourced project plan. State does not agree with fluid schedule as a path to Go Live	10/20
Agency UAT -	Bring agency resources into the project prior to Agency UAT to help with project tasks and prepare for Train the Trainer	State: Build resourced project plan. State will develop a request to agency for support of project tasks.	10/20
Project Governance	Product owner has been determined	State: The product owners are the individual team leads. When there is an issue, team leads will defer to Cam. CGI does not agree	N/A
All scope is Final -	Need to utilize PMO process to change any scope from this point forward	State and CGI agree with recommendation	N/A
Timely Decisions	Need to utilize best practices and project governance to drive to timely decisions	State and CGI agree with recommendation	N/A
Benefits MVP -	If the proposed MVP for benefits is required to be implemented with the current contractual Sept 2024 Go Live scope, Project Scope will be negatively impacted. Production workarounds will need to be determined for items where Change Requests were entered.	The historical data decision has been made keeping the original data warehouse intact, thus reducing the scope of work. The Benefits MVP has been postponed until after Go Live with the exception of GPS interfaces, thus reducing the scope of work.	
Let the workers work -	Streamline meetings, reduce audience and frequency	State and CGI agree with recommendation	N/A



# State Developed Project Plan

---

Roadblock: The timeline and schedule is aggressive for the complexity and volume of tasks that the team needs to complete. Several tasks are taking longer than originally anticipated and the schedule has not been adjusted to accommodate the LOE. Velocity is not tracking to the schedule to begin IST.

Action Items: The State is developing a resourced project plan to determine if we are resourced appropriately to meet the September 2024 Go Live date and to evaluate potential tasks that agencies can assist with. A reduction in scope and determining a minimum viable product for the project has confirmed those products which are required for Go Live. Team velocity is being closely monitored to evaluate the impact to IST. Meetings are being individually evaluated for attendees necessary participation and frequency.

# Resources

---

Roadblock: When hiring resources from outside of State of AZ, it takes considerable time to recruit, identify, hire and onboard them. Project resources are sometimes pulled away to deal with operational issues not related to the project. This takes time away from project tasks.

Action Items: Resources have been re-assigned to assist teams that are trending behind schedule. A project plan is being developed to evaluate potential tasks that agencies can assist with.

# Disposition of Interfaces

- On 8/28/23 the Change Control Board met to request approval for several contract interfaces to be removed. CGI is currently determining the LOE for those interfaces as well as the proposed NEW interfaces that will be requested.

Remove Interfaces	LOE
GAO AZ122 Leave Adjustment Records Inbound & Outbound DPS Bi-Weekly Agency	
GAO AZ120 Time Records Inbound & Outbound DPS Bi-Weekly Agency	
HRIS - View V_EMPLOYEE_9	
AFIS AZ251 - Outbound - Payroll Trans Summary	
AFIS AZ252 - Open Item Outbound	
AFIS AZ253 - Third Party Vendor Payments	
AFIS AZ294 - Outbound - AFIS Travel Management Employee Data	
AFIS AZ295 - Outbound - AFIS Travel Management Employee Direct Deposit Data	
AFIS AZ150 - Inbound - Accounting Unit Updates	
AFIS AZ151 - Inbound - Activity Updates	
AFIS AZ153 - Inbound - Account Category Updates	
AFIS AZ132 - Inbound - Cleared / Expired Warrant Reconciliation MHC	
AZ236 - Timesheet Interface	

Additional Interfaces	LOE
Covered - ACA interface to GPS	
NonEmpDem - ACA interface to GPS	
Emp - ACA interface to GPS	
LOA - ACA interface to GPS	
Pay - ACA interface to GPS	
LTD_STD	
HIIF	
V_IBOOK_EBOOK	