

AZ360 HRIS Modernization

State of Arizona – Arizona
Department of Administration

Informational Update

12/13/2023

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.

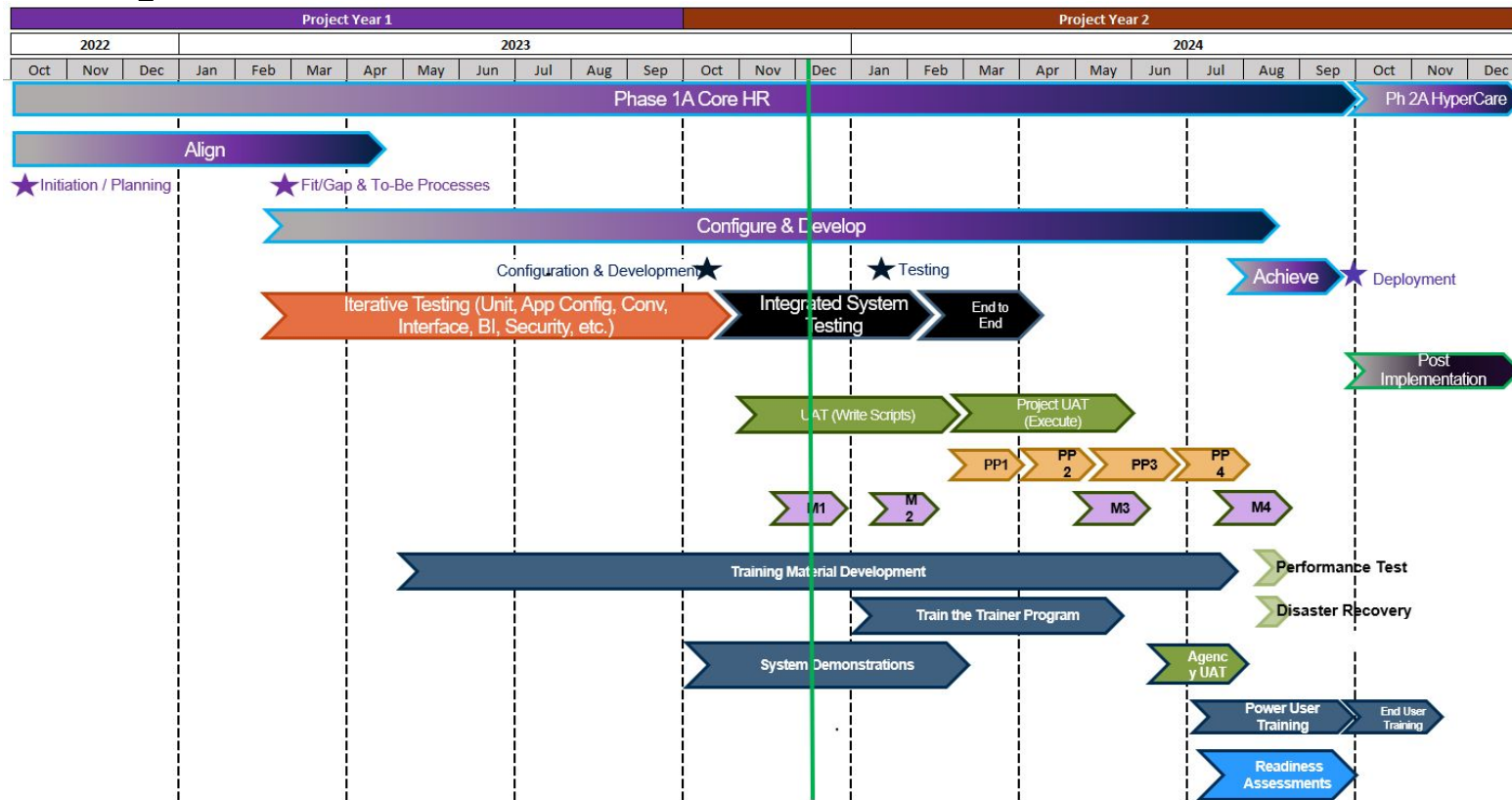
Updates

- Project launched 2022 Oct 01
- The Project Team is currently working on system configuration and testing in the Configure and Develop Phase which 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 has been in a red status since July 2023. Data Conversion remains the top priority for the team since so many tasks depend on converted data to continue their activities. This update will focus on specific tasks that the project team is focusing on to make sure data conversion is completed on schedule.

Project Timeline



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Workstream progress



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

Red

Yellow

Green

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

Functional Configuration & Unit Test

Workstream	Expected	Actual
Position Control	100%	94.1%
Personnel Management	100%	97.5%
Benefits	100%	73.8%
Deduction	100%	91.5%
Time & Leave	100%	51.2%
Payroll*	100%	52.5%
PAM*	100%	92%

*Payroll & PAM tracked separately for configuration

Technical Configuration & Unit Test

Workstream	To-Be Processes	Design	Dev	Unit test	
Data Conversion (Reference tables)	Completed	120	104	102	76%
	In Progress	8	16	2	
	Not started	6	14	30	
Data Conversion (Transactions)	Completed	22	9	9	35%
	In Progress	2	13	13	
	Not started	2	4	4	
Interfaces	Completed	26	6	5	6%
	In Progress	21	5	1	
	Not started	43	79	84	
Reports (BI)	Completed	11			0%
	In Progress	6	5		
	Not started	69	81	86	
Forms	Completed				0%
	In Progress	2	2		
	Not started			2	

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What are we doing to address Project Challenges

Issues & Mitigation Steps

Data Tables and Conversions

- Complexity of developing data tables and data conversions
- Evaluated data conversion level of effort based on past sprint trajectory
- Re-baselined data conversion schedule and updated subsequent tasks
- Evaluated data conversion process for possible efficiency improvements
- Refocused all relevant resources in sprint 10 to data conversions (Primary Focus)
- Prioritized data conversions to complete to start parallel payroll testing
- Added 2 State contractors to existing 2 State contractors = total 4 State resources

Project Plans - A resource leveled project plan with accurate level of effort does not exist.

- ISG, our third party partner, has developed a resource leveled project plan with updated level of effort and timeline
- The plan focuses on what still needs to be completed and working down the backlog

Daily Stand Up Meetings - Currently cross functional/technical large group of over 60 attendees does not lend to an agile methodology

- 12/4: Project team implemented a workstream based approach with specific questions to target the root cause of roadblocks and help eliminate them.

Integrated System Test Phase (IST)

- Condensed the duration of IST by 4 weeks, down from 20 to 16 weeks

Project Scope (Pre and Post Go Live Evaluation)

- The teams are evaluating project scope to determine if functionality is needed for go live
- Example: BI Reports are being tactically evaluated for pre and post go live
- The PMO and CCB team are evaluating each request on a case by case basis

What are we doing to address Project Challenges

Resources

Mitigation Steps:

- Added a total of 17 State resources to the project either for backfill or project team since March 2023
 - Human Resources 8
 - AFIS 2
 - Benefits 7
 - In progress 3
- Added a total of 15 CGI resources to the project team since March 2023
 - Testing: 6
 - Functional: 3
 - Payroll/Tax 2
 - Benefits 1
 - Tech: 4
 - Interfaces 3
 - Architect 1
 - PMO: 2 (50% resources)
- We reviewed and increased allocation of current project resources to align with project needs
- Reallocated and shifted resources based on project demands
- Collaborated with our 3rd Party Vendor ISG to leverage Alex Perry to create a State developed Project Plan
- Collaborated with our 3rd Party Vendor ISG to leverage Alex Perry as the State Test Lead and create a State developed User Acceptance Test (UAT) Plan
- Brought Gary Heller on to the team to manage the Data Management Initiative to bring governance to our data
- Brought Sudhakar Adda on to the team to advise and consult with the project on Agile Methodologies
- Developing a plan to engage with Agency Resources to assist the project during UAT testing
- Added 2 additional contract resources to the data conversion team for a total of 4 on the State Conversion Team

What are we doing to address Project Challenges

Possible Additional Steps

User Acceptance Testing


- Reduce time but not scope
 - Add additional State agency resources

Extend Project Timeline

- We will only be able to mitigate a percentage of the backlog

Questions & Answers





Appendix


Executive summary



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Project	HRIS Modernization Project
Project Team	Overall Project Team
Status Date	17 Nov 2023
Overall Project status	
Status Summary	<ul style="list-style-type: none">• Overall project status remains RED due to the outstanding data conversion tasks• User Story slow in progress due to vacations and holidays in sprint 11• 200 of 366 planned user stories completed in last sprint cycle• IST progress is 43 passed of 93 total tests for this sprint• Leadership team is working on plan adjustment proposals to present to project sponsors to mitigate red status

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Project status



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Project Category	Previous Status	Current Status	Summary
Schedule			<ul style="list-style-type: none"> • Project schedule is at risk due to the low configuration velocity and delays in data conversion activities • Resources are being added to accelerate the work
Resources			<ul style="list-style-type: none"> • Resource constraints due to overlapping activities on: configuration, unit testing, IST execution and UAT prep as well as technical workstream needs
Quality			
Scope			<ul style="list-style-type: none"> • Continued fluctuations with functional scope have changed this area yellow • All known interface scope has been finalized • The State might have need for additional reports
Risks			<ul style="list-style-type: none"> • Project has 26 risks. Tight timeline, scheduling, and resource management has been elevated to a red status and an issue
Issues			<ul style="list-style-type: none"> • The project has 12 issues that are being managed and evaluated weekly

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Where are we with workstream Accomplishments?

Workstream	Accomplishments
Position Control	<ul style="list-style-type: none"> • 1st agency demo session delivered • Row filtering and workflow issues resolved
Personnel	<ul style="list-style-type: none"> • Made decision to separate workflow approval groups by department
Benefits	<ul style="list-style-type: none"> • Completed data mapping sessions for Optum AZ256 and AZ291 interface file
Deductions	<ul style="list-style-type: none"> • Completed creation of UAT DM scenarios
Time & Leave	<ul style="list-style-type: none"> • Completed Security and workflow testing for two mayor transactions (OREQ & TIMEI)
Payroll & PAM	<ul style="list-style-type: none"> • Completed Sneak Peek for Agency Captains • Finalized Locality table (LOCL) for taxes • completed Configuration of Medical/Dental Retiree Subsidy
Data Conversion	<ul style="list-style-type: none"> • Completed Position Authorization transaction conversion (PAMT) • Completed development for multiple transactions pending Employee load (ADDR, ATTR, EMER, LCNS, DPND, DPBN, NPD)
Interfaces	<ul style="list-style-type: none"> • Completed two interface development (AZ289 & AZ298)
Reports	<ul style="list-style-type: none"> • Completed mapping and design for three reports (AZ277, AZ278 and ZR276)
Forms	<ul style="list-style-type: none"> • None currently
OCM	<ul style="list-style-type: none"> • Hosted very successful Business process demos • Completed HR501 Time and Leave ILT course manual draft

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Where are we with workstream Counter Measures?

Workstream	Issue	Counter measures
Position Control	Positions and Employees are not converted. This is stopping further testing	<ul style="list-style-type: none"> • Reload of AFIS database in process to update Chart of account (COA) elements • Program for COA transformation is being updated to reduce errors going forward • Testing on created positions and employees in progress, regression on converted data planned for the last IST sprint
Personnel	None currently	
Benefits	Benefits CR08 and CR09 confirmation needed for PI22 inclusion	<ul style="list-style-type: none"> • Workarounds to be built for the delivered functionality • Approval to proceed with PI22 received, pending product team confirmation of delivery date due 12/8/23
Deductions	None currently	
Time & Leave	Rework of the tables are blocking the testing progress and put extra work on IST for regression testing	<ul style="list-style-type: none"> • Changed daily stand up to focus on key tasks ahead • Leading teams to structured and in the right order table loads • Focus on the quality as opposed to rinse and repeat that was focus in the configuration phase.
Payroll & PAM	Parallel payroll cannot run without Mock conversions completion	<ul style="list-style-type: none"> • Prioritization of transactions that are key for Parallel payroll testing • Prioritization of reference tables that are key for Parallel payroll
Data Conversion	The conversion for chart of accounts did not perform as expected, we are waiting to refresh the AFIS environment with latest COA.	<ul style="list-style-type: none"> • Manual refresh from SH1 to SH3 • 2 additional resources added to existing 2 resources on State conversion team • Prioritization of transactions that are key for Parallel payroll testing
Interfaces	Delays in the field mapping from legacy to new system is putting IST, UAT, and Parallel payroll at risk Velocity of Interface development is impacting the schedule	<ul style="list-style-type: none"> • 3 additional resources added to existing 2 resources on the CGI interface team • Prioritizing functional mapping of the interfaces needed for IST
Reports	Product defects preventing completion of reports testing	<ul style="list-style-type: none"> • Data does not exist in the Snowflake environment preventing unit testing • Development activities are behind. • Production support work limits Project team availability • Escalated Product defect with the CGI senior leadership
Forms	None currently	
OCM	None Currently	

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What do we need from ESC?

Workstream	Issue	What do we need for ESC?
Position Control	Positions and Employees are not converted. This is stopping further testing	Nothing currently
Personnel	None currently	Nothing currently
Benefits	Benefits CR08 and CR09 confirmation needed for PI22 inclusion	Delivery approach confirmed, awaiting Advantage product team confirmation of the timeline
Deductions	None currently	Nothing currently
Time & Leave	Rework of the tables are blocking the testing progress and put extra work on IST for regression testing	Potential counter measure to update policy changes. Still a work in progress
Payroll & PAM	Parallel payroll cannot run without Mock conversions completion	Nothing currently
Data Conversion	Delays in Transactions conversion impact Mock conversion timeline	Nothing currently
Interfaces	Delays in the field mapping from legacy to new system is putting IST, UAT, and Parallel payroll at risk	Nothing currently
Reports	Product defects preventing completion of reports testing	Further escalation of defect resolution needs Further escalation of prioritization of reporting activities
Forms	None currently	Nothing currently
OCM	None currently	Nothing currently

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Workstream metrics



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Overall total number of Stories until go live

Workstream	Open	In Progress	External Pending	Resolved (Completed)	Total
Functional Team	1,163	49	14	1,109	2,335
Technical Team	709	118	10	963	1,800
OCM	216	9	0	248	473
Total	2,088	176	24	2,320	4,608

Current sprint 11 summary by team (completion schedule 11/20/23-12/15/23)

Workstream	Open	In Progress	External Pending	Resolved (Completed)	Total
Functional Team	44	27	9	76	156
Technical Team	3	62	4	74	143
OCM	0	1	0	59	60
Total	47	90	13	209	359

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IST progress



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Green

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Workstream	Functional designation	Sprint 10				Sprint 11				
		TO DO	FAIL	PASS	TOTAL	TO DO	EXECUTING	FAIL	PASS	TOTAL
Position Control	PC Position Control	1	2	14	17					
Personnel	PM Personnel Mgmt			12	12	2		1	8	11
Benefits	BA Benefits		6	6	12	8		3		11
Deductions	DM Deduction Mgmt		3	2	5	7				7
Time & Leave	TE Time Entry		5	7	12	7			12	19
	AM Absence Mgmt		2	2	4	10	9		5	24
Payroll & PAM	PY Payroll		2	12	14	43				43
	PAM Payroll Acct Mgmt			12	12	3			9	12
	Grand Total	1	20	67	88	80	9	4	34	127

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Project Risks (new & elevated)

Team	Risk ID	Risk Description	Risk Assessment	Due Date	Assigned to
Functional	440	Policy Code Decision on Retires	Yellow	12/04/23	Nielsen, Cambreal
	390	Benefits MVP Solution	Red	8/31/23	Valencia, Alba Kane, James T
	370	Overlapping Tasks and Activities	Yellow	09/29/23	Kane, James T
Technical	670	Data Availability for BI	Yellow		Carrasco, Victor
	570	External Vendor Outbound Interfaces	Yellow	02/02/24	Carrasco, Victor
	530	Technical Development During IST Could Delay IST Completion	Yellow	02/09/24	Oliva, Tony
	500	Interfaces Scope Dispositioning	Yellow	11/17/23	Carrasco, Victor
	460	Delays of IST would impact the start of UAT	Red	12/15/23	Oliva, Tony
	400	Document Management System	Yellow		Close, Brian
OCM		None currently			

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Project Issues (new & critical)

Issue ID	Issue Description	Priority	Assigned to
180	Delays in Align and Configuration activities impact project timeline	Critical	Sean Price Kane, James T
160	Interfaces Schedule Delays	Critical	Shahid, Ahmed Carrasco, Victor
140	Decision making process delayed due to the competing internal projects and operational responsibilities	Critical	Cambreal Nielsen Beiter, Sharon M
130	Delay and reduced velocity in Sprint 8 execution impacts IST timeline	Critical	
115	Delayed reference table creation and load, and data conversion activities impact project schedule	Critical	Milosavljevic, Sandra Valencia, Alba

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Sprint definition

Phase	Sprint #	Start date	End date
Configuration & Unit test	Sprint 1	2/13/2023	3/10/2023
	Sprint 2	3/13/2023	4/7/2023
	Sprint 3	4/10/2023	5/5/2023
	Sprint 4	5/8/2023	6/2/2023
	Sprint 5	6/5/2023	6/30/2023
	Sprint 6	7/3/2023	7/28/2023
	Sprint 7	7/31/2023	8/25/2023
	Sprint 8	8/28/2023	9/22/2023
	Sprint 9	9/25/2023	10/20/2023
IST	Sprint 10	10/23/2023	11/17/2023
	Sprint 11	11/20/2023	12/15/2023
	Sprint 12	12/18/2023	1/12/2024
	Sprint 13	1/16/2024	2/9/2024

Phase	Sprint #	Start date	End date
UAT	Sprint 14	2/12/2023	3/8/2024
	Sprint 15	3/11/2024	4/5/2024
	Sprint 16	4/8/2024	5/3/2024
	Sprint 17	5/6/2024	5/31/2024
	Sprint 18	6/3/2024	6/28/2024
	Sprint 19	7/1/2024	7/26/2024
	Sprint 20	7/29/2024	8/23/2024

AZ360 HRIS Project Sprints are time-boxed periods of four weeks.

OCM Requests for Agency Support (as of August 2023)

Requesting Workstream	Request FOR and FROM	Potential Dates
Training/OCM	Fifteen trainers for the AZ360 Train the Trainer program and provide the names to the Project Training Team by January 2024 (<i>section 4.2.1 Audience: State Trainers, HRIS Strategic Training Plan</i>).	January 2024 - November 2024
Interfaces/Reporting	Depending on Interface/Report, agency may be asked to modify and or develop and test of existing or new interfaces and reports. Communication plan will be dependent on Interface & Report development schedule.	July 2023 - August 2024
Demos/OCM, Functional, Technical	End to End Demonstrations of system functionality. Agencies will have an opportunity to provide feedback if the system does not meet their needs.	September 2023 - February 2024
Training/OCM	Agency UAT Training	April 2024 - May 2024
Testing/Technical	Agency UAT Testing	June 2024 - July 2024
Training/OCM	Power User Training	July 2024 - September 2024
Training/OCM	End User Training	October 2024 - November 2024
PMO/OCM	Readiness Assessments from agencies, project stakeholders and project leadership.	June 2024 - September 2024

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Documents repository

Project Dashboard:

<https://app.smartsheet.com/dashboards/h6pC662RC5H29Q8c4Fr52VhVWjVxr2m2x39hq5r1>

Weekly Status Report:

<https://drive.google.com/drive/folders/1FuxrWcO-Mt2BFFq9Cd3QJbt2LPHfPRMT?usp=sharing>

Monthly Status Report:

<https://drive.google.com/drive/folders/1O0djSiJYfhcKHJedBMzO3hL-652wRnmf?usp=sharing>