State of Arizona
Department of Administration

HRIS Modernization

ARIZONA
DEPARTMENT OF ADMINISTRATION
HUMAN RESOURCES

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.

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Team Introduction

- Emily Rajakovich, Director, ADOA Human Resources Division

- Kim Beach, Project Manager

- Jody Lauer, HRIS Program Manager

- Victor Carrasco, HRIS Technology Manager

Project Introduction

Stated Operational/Business Issue

- HRIS processes over $2 billion in annual payroll, human resources employment administration for 44,000 State employees, and benefits administration for employees and retirees of all branches of State government and the three State universities.
- The system is operating on legacy software last developed 10 years ago. The current version, v10, is the <u>final</u> on-premise version the vendor supports.
- The current HRIS, implemented in 2003, is highly customized and difficult to maintain
- It will reach "End of Life" no later than 2027. The vendor will no longer provide critical security updates, compliance updates, or technical support.

Benefit to the State Agency and Constituents

- Continuity of Operations - Fully supported and scalable - Flexibility for future initiatives
- Centralized HR Functions - One system with one interface
- Industry Best Security - Incorporates user access management best practices, AZRAMP compliance, ensures data security and integrity
- Vendor Provided Technology - Elimination of costly system upgrades
- Changing Workforce - Provides ability to effectively respond to workforce changes
- Operational Efficiencies - Best practices, built-in workflow
- Robust Reporting - Single source for employee data - Informed decision making
- Virtual Assistant - Employees can ask questions for Time Entry, Time Off, etc.

Proposed Solution

Our solution, using CGI's Advantage HRM, will implement a full-scale, integrated, single platform, cloud solution that is an application leader favorable for large government enterprises. CGI's suite delivers:

- Core HR (personnel transactions, position management, workforce planning, etc.)
- Benefits
- Payroll
- Absence Management
- Time Entry
- Recruitment
- Talent Management
- HR Service Delivery
- Employee/ Self Service

Additional Features and Capabilities:
- Aligns with the State's "Cloud First" Initiative
- ADA compliant
- Automatic upgrades - Always the latest technology, software and processes
- Employee and retiree access through multiple device types
- Intuitive, user friendly interfaces
- Configurable for end users

Program Structure

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TECHNOLOGY

Oversight
ITAC & JLBC

PMO

Program Manager
Jody Lauer

Vendor Program Manager
Announced after procurement

Project Manager
Kim Beach

Vendor Project Manager
Announced after procurement

Technology Manager
Victor Carrasco

Technical Leads
Architect – Tu Nguyen
QA – Leslie Biava

Executive Steering Committee
Key Agency Directors
Andy Tobin , Director, ADOA
Elizabeth Thorson, Dep Dir, ADOA
Emily Rajakovich, State HR Director, ADOA
Vendor Executive

Project Advisory Committee
Paul Shannon, State Benefits Director
Ashley Ruiz, State Comptroller
Angela Dillard, State Accounting Mgr Barbara
Bratcher, Deputy HR Director
Vendor Engagement Advisor
Key Agency CHROs & CFOs

Program Sponsor
Andy Tobin, Director ADOA
Emily Rajakovich, State HR Director

Business

Core HR – Cambreal Nielsen, Christine Bronson (Policy)
Payroll – Tracey Smith, Angela Dillard (Policy)
Benefits – Jennifer Bowling
Compensation – Travis Butchart
Financials – Joanna Greenaway
Performance – Veronica Darwin
Service Delivery – Cambreal Nielsen
Security – Rebecca Steele

Governance
IV&V – Solicited

Change Management

Vendor Change Manager &
Veronica Darwin

Communication
Kurt Maurer

Training

Project Responsibilities

AGENCIES

Executive Committee:
- Champion the project
- Consult with Project Team

Project Success Team:
- Subject Matter Expert in Business Process Review/Design
- Participant in business process review/design
- Unit Testing
- User Acceptance Testing
- Training design
- Agency Project Champions

ADOA PROJECT TEAM

Executive Committee/Sponsors:
- Champion the project
- Exec liaison to key stakeholders

Project Director:
- Engages State Execs
- Provides deep insight into State

Project Manager:
- Leads Project Team
- Manages business and PM aspects
- Executes day to day project operation

Business Area Team:
- Subject Matter Expert in business process review/design and Success Team items

SHARED

- Project Management
- Functional leadership
- Workstream synergy
- Technical reporting
- Organizational change management
- Quality assurance review

VENDOR
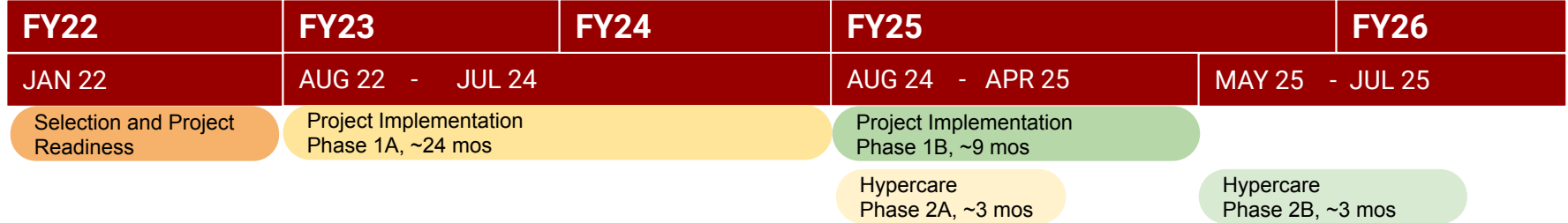
Program Manager:
- Oversees/coordinates with executives

Project Manager:
- Accountable for delivery of services and deliverables as outlined in the SOW
- Coordinates People and processes to deliver project on time within budget and with desired outcomes

Oversight

- ASET - EM/OA teams
- ITAC
- IV&V
- JLBC

Project Timeline

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TECHNOLOGY

FY22	FY23	FY24	FY25		FY26
JAN 22	AUG 22 - JUL 24		AUG 24 - APR 25	MAY 25 - JUL 25	

Selection and Project Readiness

Project Implementation Phase 1A, ~24 mos

Project Implementation Phase 1B, ~9 mos

Hypercare Phase 2A, ~3 mos

Hypercare Phase 2B, ~3 mos

Phase 1A
Payroll, Core HR, Benefits, Workforce, Time & Labor, Leave, Scheduling, Reporting

Phase 1B
Talent, Performance, Learning, Employee Relations

Phase 2A/B
 Hypercare - Post go-live support for each phase

Key Phase Activities

- Business Process Review
- Configuration
- Data Conversion Analysis
- Security Role Definition

- Test Planning
- Unit/UAT/Parallel Testing
- Change/Training Materials
- Conversion Validation

- Reports Requirements and Development
- Security Configuration
- User Training

Project Costs

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Professional & Outside Services (Contractors)	$10,524,500	$4,750,300	$5,431,800			$20,706,600
Personal Services	$1,750,400	$2,150,400	$2,150,400	$1,066,700	$736,400	$7,854,300
Employee Related Expense	$717,700	$881,700	$881,700	$437,400	$301,900	$3,220,400
Other Operating Expenses	$5,417,700	$4,331,200	$4,879,000	$3,546,700	$3,808,300	$21,982,900
Equipment	$150,000	$150,000				$300,000
Total Development	$18,560,300	$12,263,600	$13,342,900			**$44,166,800**
Total Operational				$5,050,800	$4,846,600	**$9,897,400**

What Success Looks Like

- Agencies are kept informed as to the project status.
- Agencies are eager to have their employees participate in the project and understand the benefits of their participation.
- Overall adoption is all existing users with certain groups expanding their usage as items run outside of the system now are included in this new core system.
- The system is user friendly and wherever possible, intuitive. Employees and managers are able to navigate their processes using on-screen training tools.
- Upon completion of this project, the State will have a modern, vendor supported** system for years to come
- Employees and Managers are able to use the system from their mobile devices such as tablets and smartphones.
- Continuous software updates ensuring the State takes advantage of the latest trends and best practices

**The state will receive application support from the vendor in the form of critical security patches and updates, compliance updates, and technical support for issues

Q & A
Session

Appendix

Background - Procurement

ADOA conducted a full, competitive procurement for the HRIS system.

- In FY 2021, ADOA (with active participation from the leaders of its divisions of Human Resources, Benefits, Business & Finance, and Strategic Enterprise Technology (ASET)) completed the issuance of a Request for Information (RFI) to assess the current marketplace options and pricing.

- ADOA used the data from the RFI, plus consultant support, to develop a Request for Proposals (RFP). The RFP was issued in October 2021 with a solicitation due date of December 8, 2021.

- A cross-functional evaluation team of business users and experts evaluated the proposals in alignment with the procurement code.

- The committee asked clarification questions, further clarified the proposals through demonstrations, and conducted negotiations.

- In addition to regulatory requirements, the award selection was made based on the procurement code and evaluation criteria set forth in the solicitation including method of approach, cost, and experience/capacity of offerer.

Support of State ASET Guiding Principles

Enterprise Security
- System will be AZRAMP Compliant

"Cloud First" Policy
- This solution will align with the State's "Cloud First" policy.
- It will create opportunities that come at no additional cost to the State such as automatic upgrades.
- It will ensure that the State's HRIS will always be using the latest technology, which affords the State the ability to take advantage of industry proven software and processes for years to come.
- The system will provide intuitive, user-friendly interfaces to help users take advantage of more system functionality and lead to greater opportunity for continual process improvement initiatives for agencies in the years to come.

Shared Services/Optimization
- Employees in all State locations as well as those working remotely will have access to the real time data within the system.

Enterprise Applications
- The system uses configuration, rather than customization, to handle business needs. This will allow the State more flexibility and the ability to make modifications more quickly.

Data Sharing
- Dashboards and Analytics will be available to all personnel with appropriate security roles.