

AZ360 HRIS Modernization

State of Arizona – Arizona
Department of Administration

Informational Update

1/17/2024

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 AZ360 HRIS Program Director
- 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
- Emily Parish - Assistant Director ADOA Human Resources and HRIS Project Sponsor
- J.R. Sloan - Assistant Director ADOA ASET and HRIS Project Sponsor

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.

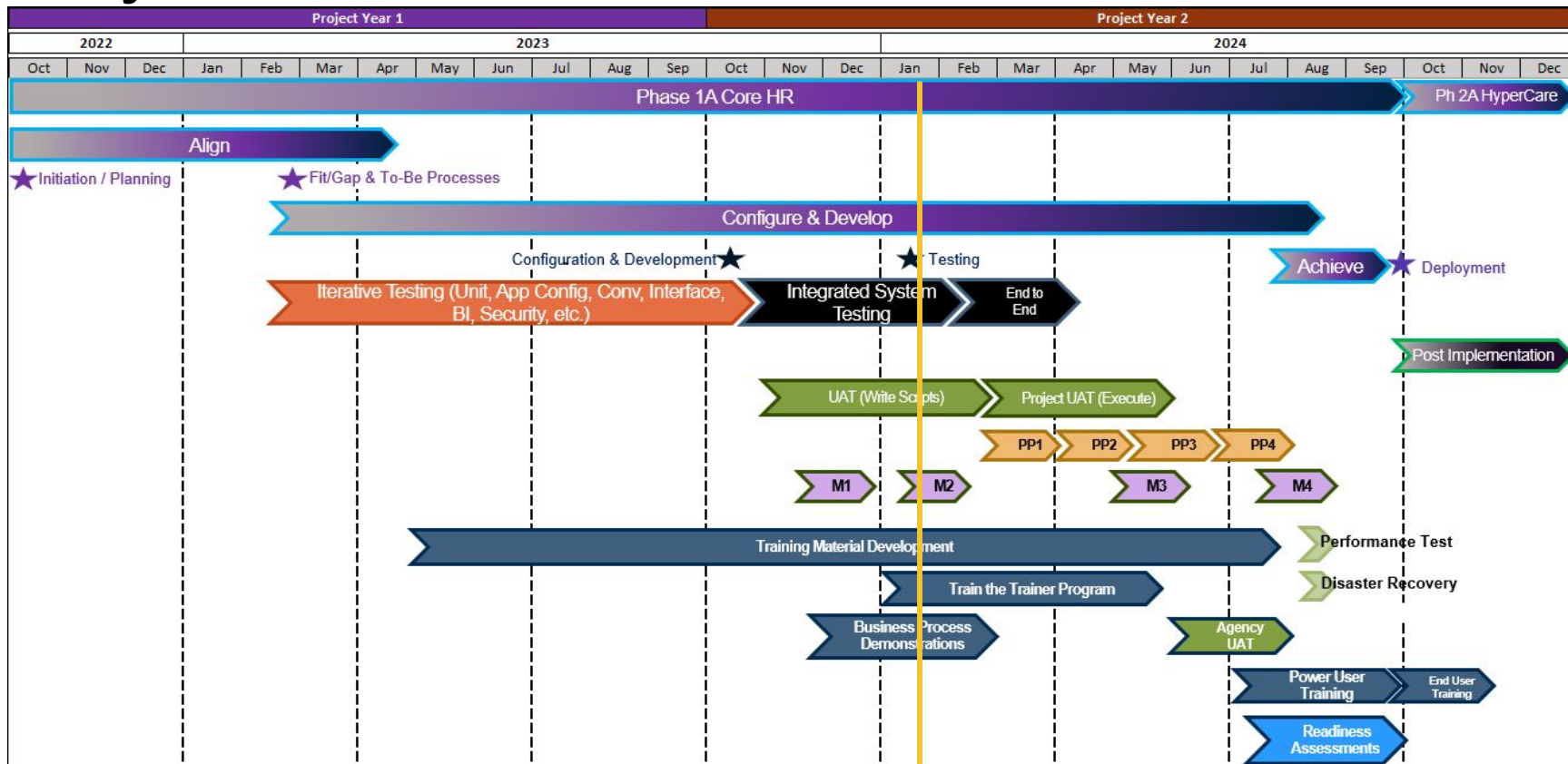
Updates

- 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 September 2024

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%	97.6%
Personnel Management	100%	98%
Benefits	83%	96.9%
Deduction	100%	97%
Time & Leave	100%	59.4%
Payroll	75%	63.5%
PAM	100%	88.9%

Technical Development & Unit Test update from CSP on 12/15

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	20	8	8	32%
	In Progress	2	12	12	
	Not started	3	5	5	
Interfaces	Completed	42	11	11	12%
	In Progress	20	10	1	
	Not started	27	68	77	
Reports (BI)	Completed	11			0%
	In Progress	6	5		
	Not started	69	81	86	
Forms	Completed	9			0%
	In Progress	3	12		
	Not started			12	

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Project Accomplishments

In the past month...

- Position Table (PSMT) successfully loaded 55,000 rows of data at a 97.5% success rate (this represents 1 out of 134 tables)
- Employee Table (ESMT) in progress, initial load over 250,000 rows of data. (this represents 1 out of 134 tables) Team is working through errors with agencies.
- Defined requirements for Donated Leave Return report
- Finalized Locality table (LOCL) for taxes
- Reload of AFIS database to update Chart of account (COA) elements completed successfully
- Finalizing development for multiple time entry transactions
- Completed two HR related interface developments (AZ289 & AZ298)
- Completed mapping and design of two HR (AZ277, AZ278) and one Payroll related (ZR276) reports
- Demoed BP Website Page and Analytics

In the past year...

- 11 (4 week per) Sprints Completed
- 2,453 of 4747 Jira Stories Resolved
- 69 of 104 To Be Processes Completed
- 1423 Agency Participants Attended Business Process Demonstrations
- 34 different security roles created
- 5 of 86 Interfaces (unit test) Completed
- 111 of 161 Conversions (unit test) Completed & 142 Data Mapping Completed
- 19,536 + Searches on the AZ360 Website

Progress of Mitigation Steps

Agile Methodology

- Project team implemented a workstream based approach with specific questions to target the root cause of roadblocks and help eliminate them.
- Separate leads meeting with PMO to help remove blockers.
- **Result: Blockers are identified real time and removed quickly, leading to greater productivity.**

Project Management


- Level of effort (LOE), duration, dependencies and resources have been accurately added and reflected within the newly developed project plan.
- **Result: The team is evaluating the new timeline, ensuring that all tasks and milestones are included and determining the possible impact of an extension to the timeline. Change request is pending further evaluation.**

Resources

- With the development of the project plan and the addition of key resources, the PMO team is able to strategically place resources where they are needed the most.
- **Result: Critical tasks and priorities are targeted with resources who can complete the work, enabling the project to progress as quickly as possible.**

Questions & Answers



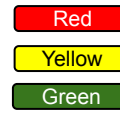


Appendix


Executive summary



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- Status is trending up or getting better



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Project	HRIS Modernization Project
Project Team	Overall Project Team
Status Date	22 December 2023 Update
Overall Project status	
Status Summary	<ul style="list-style-type: none"> • Overall project status remains RED due to the volume of data conversion activities remaining; slowing progress in other areas of the project • Design, development and unit test are progressing in sprint 12 with the expectation that majority of the To-Be processes will be finalized in this sprint. Some of the year end processes are planned for the later sprints. • Leadership team is working on plan adjustment proposals to present to project sponsors to mitigate red status <ul style="list-style-type: none"> ○ Change starting Dec 4 - DSU will be smaller teams and structure will concentrate on blockers ○ ADOA and CGI management teams are meeting 3 times a week to work through issues ○ LOE have been added to Jira User Stories and mandated new fields ○ Work items priority list has been established and communicated to the teams with focus on Reference tables, Conversions, and Unit testing.

Project status



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Project Category	Previous Status	Current Status	Summary
Schedule			The schedule has been realigned to accommodate resource constraints. The progress of the team will be monitored closely throughout sprint 11 to understand velocity throughput, expected throughput for remaining sprints and sprint plan impact. Since the velocity has not improved to an acceptable level that would allow the project to make up the time needed to complete integrated system test on time, the status remains in a RED status.
Resources			The Project Team faces intense schedule pressure due to a tight project timeline. Overlapping activities based on the project priorities could slow progress towards future milestones. The resources needed to complete data conversion will need to focus their full attention on data conversion activities to allow for critical path items progress. Recent changes in the resources are visibly increasing conversion throughput. The prioritization list of activities has been distributed to the whole project team to enable better task allocation.
Quality			
Scope			State and CGI Leadership is working with the teams to ensure scope goes through the proper channels. There has been confusion with teams wanting changes and believed it was in their purview to make these changes. There are still remaining questions on the interface final scope but overall scope is strictly managed.
Risks			Project has 20 risks. Tight timeline, scheduling, and resource management has been elevated to a red status and an issue. 6 risks have been closed.
Issues			The project has 10 issues that are being managed and evaluated weekly. 6 issues were closed.

Where are we with workstream Counter Measures?

Workstream	Accomplishments
Position Control	<ul style="list-style-type: none"> Continue re-testing of security access control
Personnel	<ul style="list-style-type: none"> Worked on ESMT errors and reached consensus on initial values for effective date, home department, home unit and payroll number Continued reviewing Personnel Management training manual
Benefits	<ul style="list-style-type: none"> Significant progress on Security and workflow: ADOA_BN_CENTRAL -and ADOA_BN_ADMIN. Updated Benefits, Data Conversion and Interface crosswalks
Deductions	<ul style="list-style-type: none"> Completed Interface mapping of AZ108 Configuration of DPLN for Child Support Fees, Garnishments (eliminate %/\$ plans), Deferred Comp adjustments for IRS limits.
Time & Leave	<ul style="list-style-type: none"> Refine Business Roles & Security Roles for Dept Payroll, Central Payroll and Central Payroll Admin built in AZ360 Defined requirements for Donated Leave Return report
Payroll & PAM	<ul style="list-style-type: none"> Refine Business Roles & Security Roles for Dept Payroll, Central Payroll and Central Payroll Admin built in AZ360 Completed knowledge transfer of the payroll site parameters and table value update is in progress.
Data Conversion	<ul style="list-style-type: none"> Position Status Maintenance (PSMT) transactions were submitted and is now considered complete with a 97.5% success rate. Completed Position (PSMT). Initial load of Employee (ESMT) load failed, working on the file output for next run. . Data mapping session for External Adjustments (EADJ) are ongoing.
Interfaces	<ul style="list-style-type: none"> Met with Personnel team to go over the list of new interfaces for process flows
Reports	<ul style="list-style-type: none"> FMLA - FMLA mapping and design completed , has a open item for DWH against a source table.
Forms	<ul style="list-style-type: none"> None currently
OCM	<ul style="list-style-type: none"> Distributed ESMT communication to Agency Captains Distributed December Update to Agency Captains 15 of 15 State Trainers Identified (to deliver Power User Training)

What do we need from ESC?

Workstream	Issue	What do we need for ESC?
Position Control	None currently	Nothing currently
Personnel	None currently	Nothing currently
Benefits	None currently	Nothing currently
Deductions	None currently	Nothing currently
Time & Leave	Impact to 6500 EEs. CGI to deliver white paper and decision needed to update decimal to hour:minute policy change for 5.54 rate.	Potential policy change
Payroll & PAM	None currently	Nothing currently
Data Conversion	None currently	Nothing currently
Interfaces	None currently	Nothing currently
Reports	Snowflake data models have an issue with underlying status and indicator data and therefore no reports can run	Nothing currently. CGI reports the issue was resolved. State must develop and verify the accuracy of the models.
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	1106	63	15	1220	2,404
Technical Team	690	115	12	1034	1,851
OCM	211	13	0	270	494
UAT Prep	41	0	0	0	41
Total	2048	191	27	2,524	4,794

Current sprint 12 summary by team (completion schedule 12/18/23-1/12/24)

Workstream	Open	In Progress	External Pending	Resolved (Completed)	Total
Functional Team	71	44	12	54	181
Technical Team	23	70	7	37	135
OCM	36	13	0	4	53
Total*	130	127	17	95	369

*Totals reflect stats on 01/02/2024

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IST progress



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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	16	17					
Personnel	PM Personnel Mgmt			12	12	1		1	10	12
Benefits	BA Benefits		3	9	12		3	5	3	11
Deductions	DM Deduction Mgmt			5	5			6	1	7
Time & Leave	TE Time Entry		2	10	12			7	12	19
	AM Absence Mgmt		2	2	4			14	10	24
Payroll & PAM	PY Payroll			14	14	16		1	7	24
	PAM Payroll Acct Mgmt			12	12	1			11	12
	Grand Total	0	8	80	88	18	3	34	54	109

Through the 4th week of Sprint 11, IST progress is 88 tests have been executed, 54 passed of 109 total tests for this sprint. (88/109 = 81% and the success rate (passed) is 54/109 = 50%)

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Project Risks (new & elevated)

Team	Risk ID	Risk Description	Risk Assessment	Due Date	Assigned to
Functional	690	Travel Module	Yellow	02/09/24	Beiter, Sharon
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
	400	Document Management System	Yellow		Close, Brian
OCM		None currently			

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
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

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>