

AZ360 HRIS Modernization

State of Arizona – Arizona
Department of Administration

Informational Update

3/20/2024

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
- Nicole Sornsin, 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 (AFIS).

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.



- 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

Workstream metrics

Overall total number of Stories until go live

Workstream	Open	In Progress	External Pending	Resolved (Completed)	Total
Functional Team	1105	59	13	1228	2,405
Technical Team	689	130	12	1195	2026
OCM	200	29	1	307	537
UAT Prep	39	0	0	0	41
Total	2033	218	26	2,732	5009

Current sprint 13 summary by team (completion schedule 01/13/24-02/09/24)

Workstream	Open	In Progress	External Pending	Resolved (Completed)	Total
Functional Team	37	25	9	95	166
Technical Team	13	59	4	64	140
OCM	2	3	0	37	42
Total*	52	87	13	196	348

*Totals reflect stats on 01/02/2024

Project Updates

- Current Project Status - **Red**
- Goal Project Status = **Green**
- What have we done so far....**Mitigation Steps**
 - Added and reassigned resources
 - Improved process for efficient time management, example; daily standup
 - Evaluated project scope and prioritized work products needed for Phase 1A Go Live
 - Assessed and determined current velocity and throughput against project timeline and deliverables was not sufficient to meet September 2024 Go Live date
- What do we still need to do....**Next Steps**
 - Develop and collaborate with CGI to develop a NEW Project Plan to be communicated by end of March pending ITAC approval
 - Add detailed tasks to be able to assess the true project timeline that takes into consideration past project velocity and current project resources
 - Set realistic weekly & monthly expectations
 - Expectation is to manage and meet project deliverables and dates

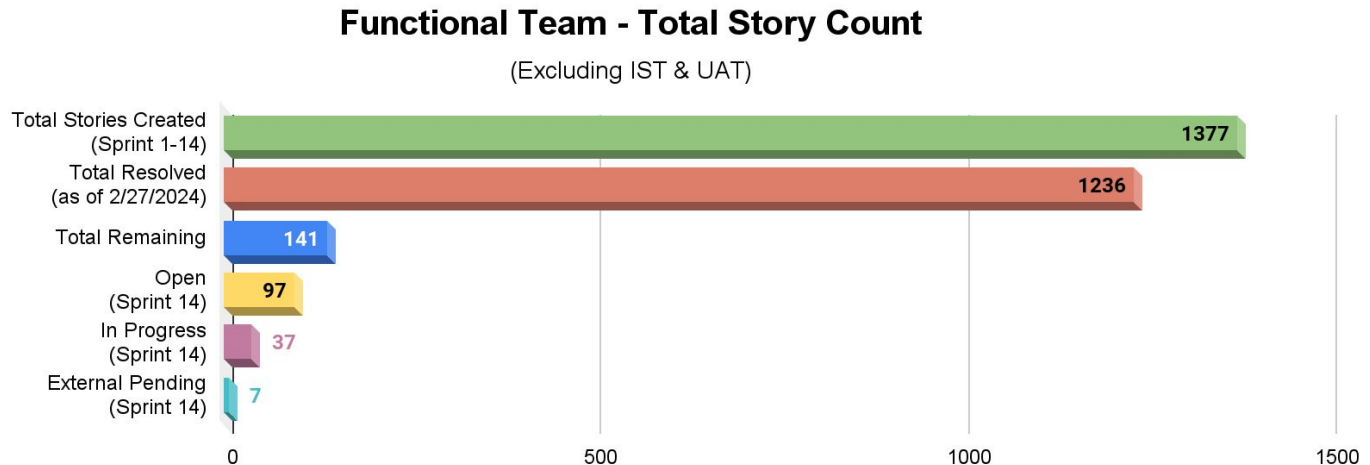
Proposed Project Extension Change Request Timeline

Activity	Date Due	Status
CGI to provide ADOA Schedule shift details	1/12/24	Complete
CGI to host meeting with ADOA on schedule	1/18/24	Complete
CGI to provide pricing to ADOA	2/2/24	Complete
CGI and ADOA to finalize pricing strategy	2/9/24	In Progress
Project Team to present proposed timeline to ESC for approval	2/13/24 & 3/12	In Progress
ADOA to SUBMIT Change Request for approval to ITAC	3/17/24	Pending
ADOA to PRESENT Change Request for approval to ITAC	4/17/24	Pending
ADOA to present signed approval to CGI	TBD	To Do
CGI and ADOA to inform team of new plan	TBD	To Do

Functional Status (Configuration)

The following chart represents all of the functional configuration tracked in JIRA by user stories. The user stories listed below are from Sprint 1-14. All sprints are 4 weeks but can vary in user story volume. The total below excludes Testing (IST and UAT) user stories and only represents functional configuration.

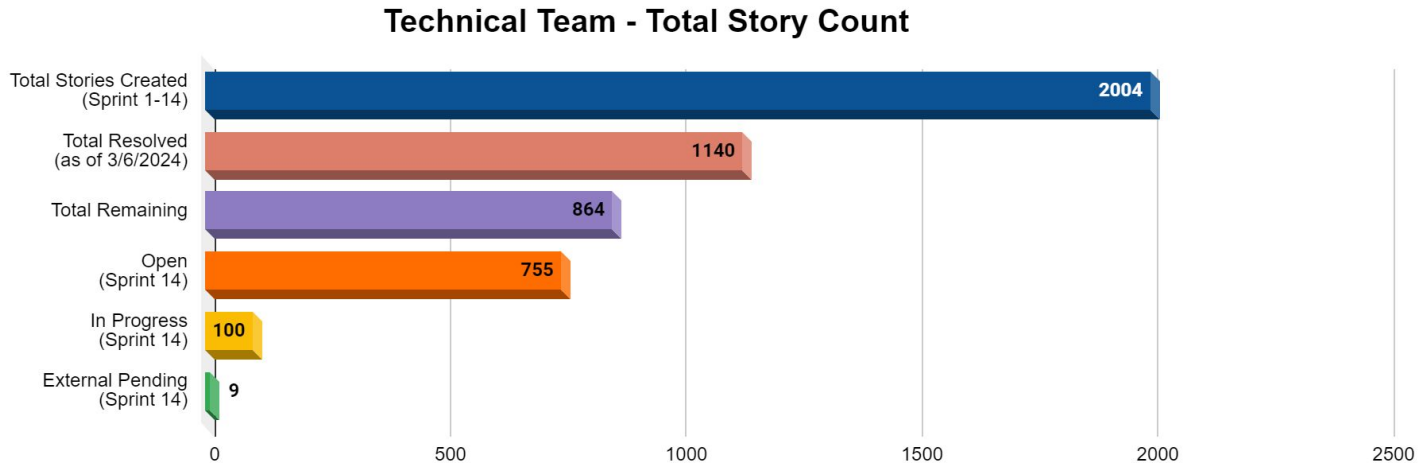
**A user story is the smallest unit of work in an agile project.



Technical Status (Configuration)

The following chart represents all of the technical configuration tracked in JIRA by user stories. Similar to the functional workstream, technical tasks below exclude IST and UAT. However, there is a longer duration for technical configuration. The timeline extends to just prior to go live.


**A user story is the smallest unit of work in an agile project.



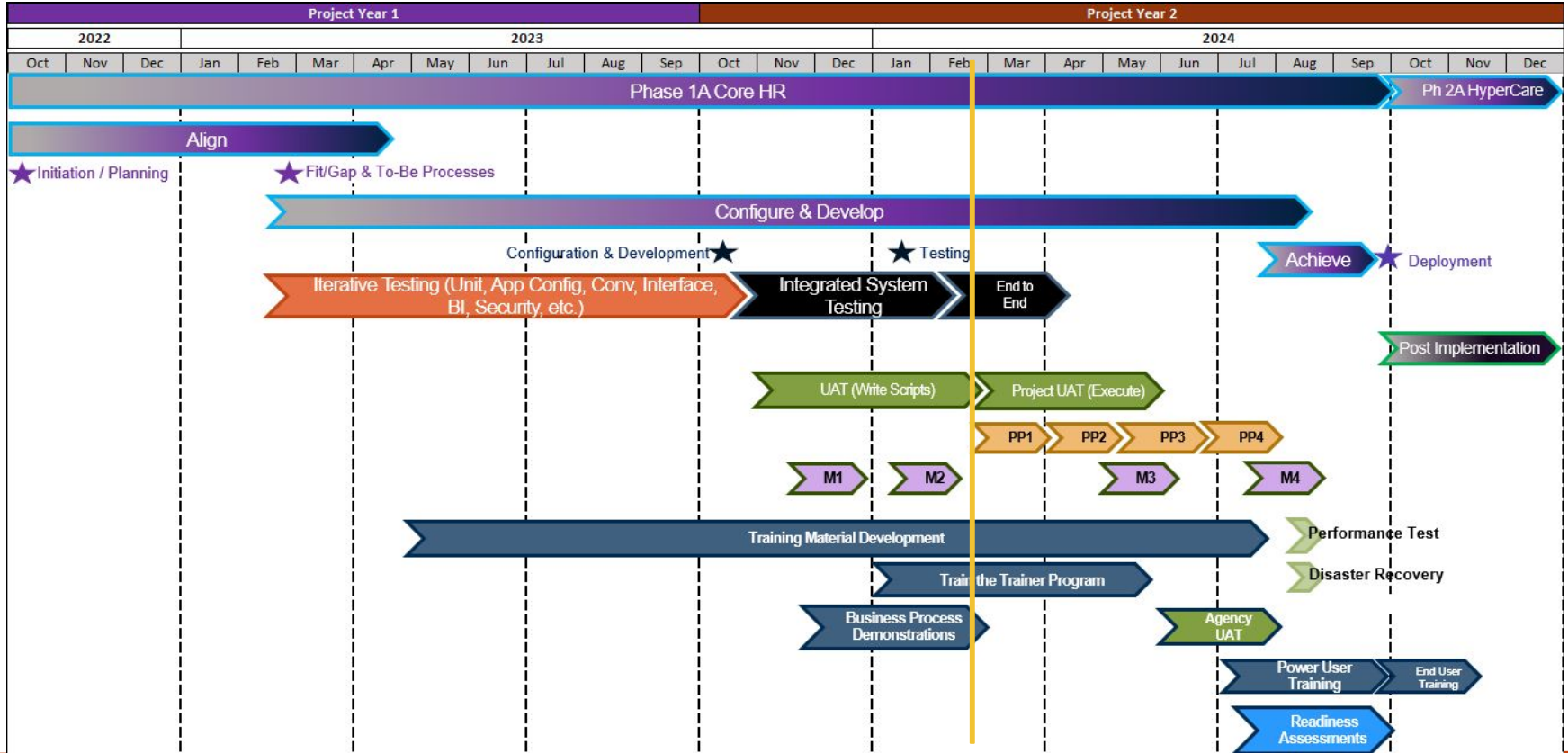
Questions & Answers



Appendix

A scenic view of a canyon with layered rock formations and a rainbow in the distance. The foreground shows a steep, rocky slope with some green vegetation. The middle ground features a prominent, layered rock formation. In the background, a rainbow is visible in the sky over the canyon. The overall scene is a natural landscape with a mix of earthy tones and a vibrant rainbow.

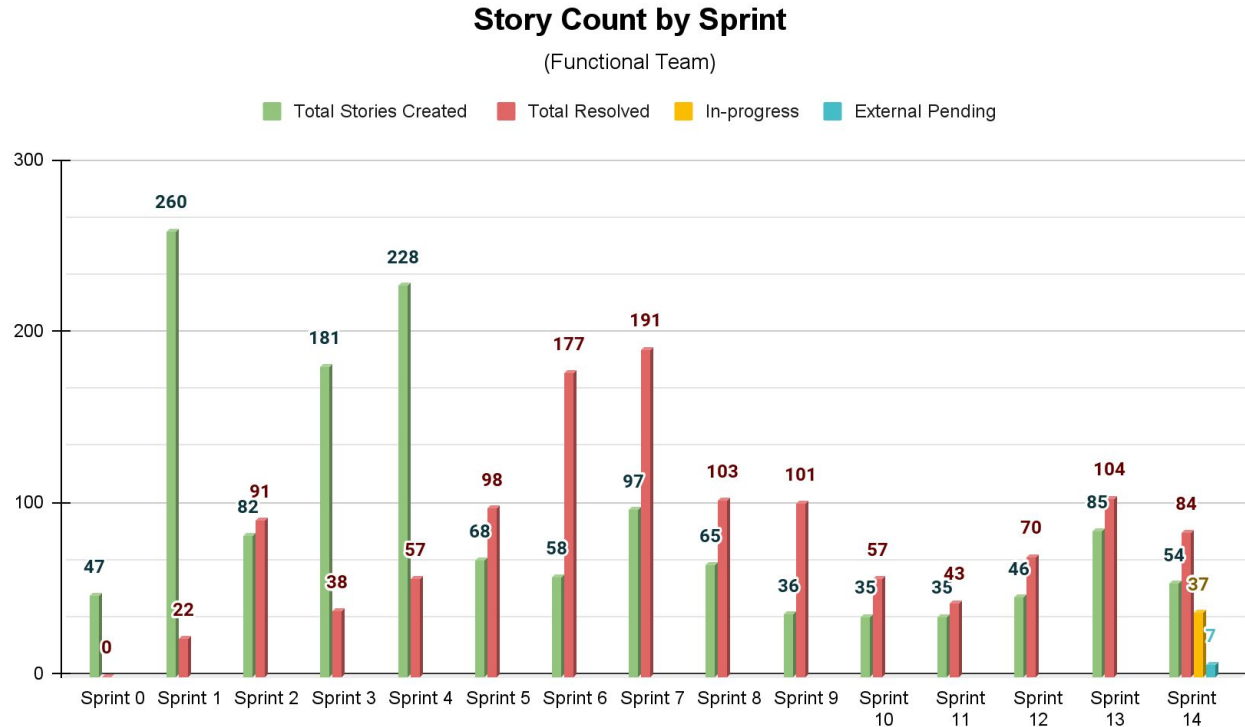
Current Project Timeline



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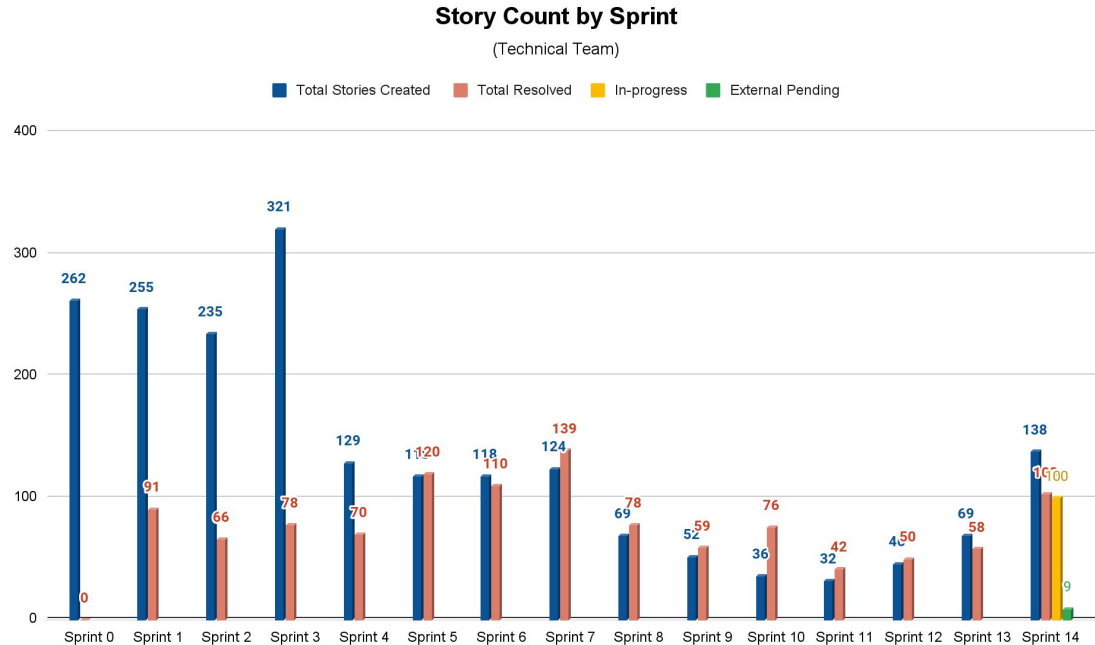
Functional Status (Configuration by Sprint)

The totals in this dashboard are broken out by by sprint into total user stories created, total resolved, in progress and those user stories that rolled to the next sprint. User stories in the current sprint 14 have a total of 84 resolved, 97 open, 37 in progress and 7 reported defects.



Technical Status

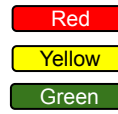
The totals in this dashboard are broken out by by sprint into total user stories created, total resolved, in progress and those user stories that rolled to the next sprint. User stories in the current sprint 14 have a total of 103 resolved, 755 open, 100 in progress and 9 reported defects.



Executive summary



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Project	HRIS Modernization Project
Project Team	Overall Project Team
Status Date	02 February 2024 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 most other aspects of the project.• OCM has gone red due to delays caused by the other workstreams and their ability to plan for Train-The-Trainer activities.• Design, development and unit test will push into sprint 13 with the expectation that majority of the To-Be processes will be finalized in sprint 13. 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. Mitigation activities to date have not increased velocity to a point where the project is back to where it needs to be for project phase 1 completion.• Unless there is an increased velocity of completed Data Conversion activities, the project phase 1 completion deadline of September 2024 is in jeopardy.

Project status



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Yellow

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Project Category	Previous Status	Current Status	Summary
Schedule			Sprint 13, 19% activities complete in 72% of the sprint time for the end of week 3. The schedule has been realigned to accommodate resource constraints with targeted prioritization on overlap activities. Project leadership is evaluating velocity to date and future level of effort to assess timeline constraints and impact to future project milestones; status remains RED.
Resources			Security and workflow issues compose the majority of the blockers for state and CGI teams. 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 as new interfaces have been reported this past week and will need to go through CCB.
Risks			Project has 17 risks and 3 watch items. Tight timeline, scheduling, and resource management has been elevated to a red status and an issue. 2 risk have been closed. Project is tracking to yellow status risks.
Issues			The project has 11 issues that are being managed and evaluated weekly. There were not any issues closed.

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Where are we with workstream Accomplishments?

Workstream	Accomplishments
Position Ctrl.	<ul style="list-style-type: none"> • New subtitle load complete in SH3 and MA3. Revised all subtitles for short description, FLSA/Client Comp Profiles, and added about 5k new subtitles.
Personnel	<ul style="list-style-type: none"> • Started mapping AZ296 • ESMT conversion error troubleshooting • Continued security and workflow testing
Benefits	<ul style="list-style-type: none"> • Interface mapping for HR513 - Complete • Continue to provided direction for EIN generator for surviving spouses, retirees and university employees in Co 7 so that one EIN will be used when converted to the AZ360 system • Completed testing of UNIV_BN_ADMIN and AGY_BN_VIEW security roles and removed security roles no longer required
Deductions	<ul style="list-style-type: none"> • Updated HRIS Deduction Crosswalk for garnishments/state taxes
Time & Leave	<ul style="list-style-type: none"> • 33 user stories complete out of a total of 129 assigned to Sprint 13 • Defined requirements for Donated Leave Return report
Payroll & PAM	<ul style="list-style-type: none"> • 3 user stories complete out of a total of 13 assigned to Sprint 13
Data Conversion	<ul style="list-style-type: none"> • Completed: Position Status Maintenance (PSMT) transactions with a 97.5% success rate • Completed Position (PSMT). Initial load of Employee (ESMT) load failed, working on the file output for next run. . • Finalizing development for multiple time entry transactions
Interfaces	<ul style="list-style-type: none"> • Updated Interface design documents
Reports	<ul style="list-style-type: none"> • FMLA - Design Completed and Approved . Development is in progress
Forms	<ul style="list-style-type: none"> • None currently
OCM	<ul style="list-style-type: none"> • Completed AZ360 101 Introduction Training Guide - ready for State Review • Completed AZ360 401 Benefits Training Guide - ready for CGI review • Updated Training Environment Plan (waiting for feedback from Tech team and MA2 for additional updates)

Where are we with workstream Counter Measures?

Workstream	Issue	Counter measures
Position Control	Positions conversion delayed.	<ul style="list-style-type: none"> IST testing on converted data to start in this sprint
Personnel	Employees are not converted. This is stopping further testing	<ul style="list-style-type: none"> Teams focused on employee record conversion starting first week of Sprint 12.
Benefits	Benefits CR08 and CR09 confirmation needed for PI22 inclusion	<ul style="list-style-type: none"> CR08 and CR09 confirmed in PI22 delivery.
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	Reference tables required for parallel payroll are taking longer than expected. 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	Employee transaction (ESMT) failed on initial load	<ul style="list-style-type: none"> Team focused on error resolution for ESMT 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 Prioritizing vendor related interfaces (ie medical, dental, Supplemental life) to accommodate early testing to allow maximum time for vendor teach work.
Reports	Product defects preventing completion of reports testing	<ul style="list-style-type: none"> CGI reports that data availability and semantic model issue has been resolved, team to verify 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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IST progress



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Workstream	Functional designation	Sprint 10			Sprint 11				Sprint 12				Sprint 13	Total
		FAIL	PASS	Total	TO DO	FAIL	PASS	Total	TO DO	FAIL	PASS	Total	TO DO	
Position Control	PC Position Control		17	17									2	19
Personnel	PM Personnel Mgmt		12	12	1	1	10	12						24
Benefits	BA Benefits	3	9	12		6	5	11	7			7	4	34
Deductions	DM Deduction Mgmt		5	5		3	4	7					28	40
Time & Leave	TE Time Entry	2	10	12		5	14	19	14		3	17		48
	AM Absence Mgmt	2	2	4		12	12	24	6	4	1	11		39
Payroll & PAM	PY Payroll		14	14	6		14	20	54		18	72		106
	PAM Payroll Acct Mgmt		12	12	1		11	12	12			12		36
	Grand Total	7	81	88	8	27	70	105	93	4	22	119	34	346

- For Sprint 10, 88 scripts were written and executed, 81 of which have passed.
- For Sprint 11, 97 of 105 IST scripts have been executed and 70 have passed.
- Sprint 12 consisted of 119 scripts, of which 46 have been written and 30 executed, 24 of which have passed.
- Sprint 13 consists of 34 scripts that pertain to Benefits, Deductions, and Position Control. The two Sprint 13 scripts for Position Control have been written and are waiting on an opportune time to run a fiscal year rollover. Sprint/Unit activities have been prioritized over IST activities for the time being, but the teams continue to develop and execute IST scripts as time allows, including any needed regression testing of prior sprints' scripts. Any written but unexecuted scripts from prior sprints are waiting on functionality to be delivered or configured, and any scripts that were executed but not yet passed are waiting on fixes or required configuration updates.

Project Risks (new & elevated)

Team	Risk ID	Risk Description	Risk Assessment	Due Date	Assigned to
Functional		None currently			
Technical	670	Data Availability for BI	Yellow		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
115	Delayed reference table creation and load, and data conversion activities impact project schedule	Critical	Milosavljevic, Sandra Valencia, Alba
260 (NEW)	Leads Covering Multiple Workstreams	High	Sean Price Kane, James T

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

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>