AZ360 HRIS Modernization

State of Arizona – Arizona Department of Administration

Informational Update

4/17/2024

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.

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DEPARTMENT OF ADMINISTRATION

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Team Introduction

Roles Present at ITAC

- Sean Price, Deputy Director ADOA and AZ360 HRIS Program Director
- Alba Valencia, AZ360 HRIS Deputy Program Director
- 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.

Change Request: Problem Statement

- **Problem:**
  - A specific go live date has been hard to formalize for AZ360
- **Why: Potential Root Cause**
  - Size: Fixed and Known
    - Position Control and Personnel, Payroll, Benefits, Time and Leave
  - Complexity: Risk and Variation
    - People
      - Single points of failure, Leave, Burnout
    - Data and Technology
      - Data conversions
      - EIN Generator
      - Reports
    - Agency Customers, Vendors and Universities
      - Reports
      - Interfaces
    - Testing

Change Request: Supporting Material

- **Supporting Documents:**
  - Planning Documents
  - Microsoft Project Plan
  - Consolidated Sprint Plan
  - User Acceptance Testing Plan
  - Interface Plan
  - IV&V Recommendations with Action Plans
  - Backlog Plan
  - Budget
  - Data
    - Resource Report
    - Confluence
    - Consolidated Sprint Plan Level of Effort

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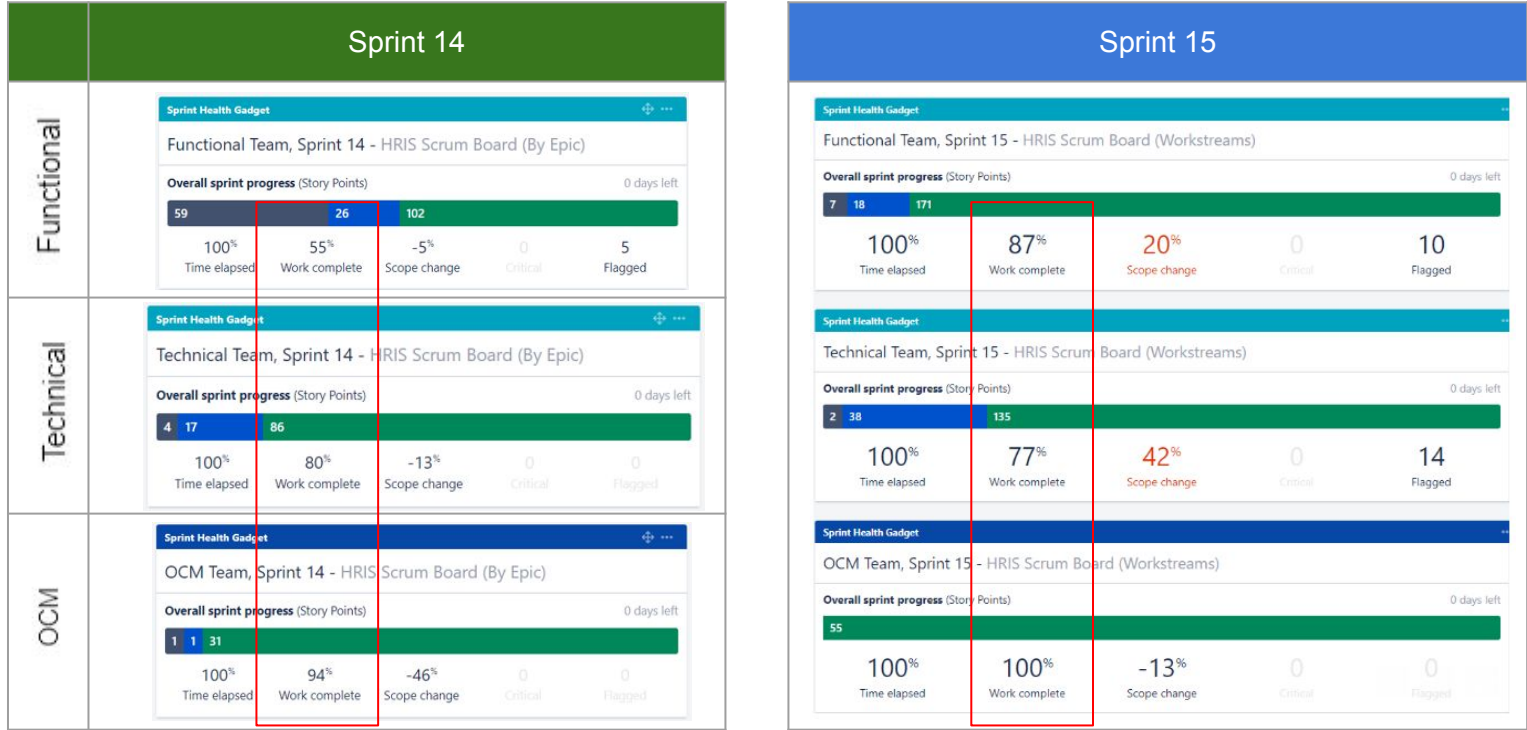# Change Request: Solution (to be presented 5/15)

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~~ ~~3/12/24~~ 4/9/24	In Progress
ADOA to SUBMIT Change Request for approval to ITAC	~~3/17/24~~ 4/15/24	Pending
ADOA to PRESENT Change Request for approval to ITAC	~~4/17/24~~ 5/15/24	Pending
ADOA to present signed approval to CGI	TBD	To Do
CGI and ADOA to inform team of new plan	TBD	To Do

New Accountability Approach (Month over Month Progress)

Sprint 14

Functional

Sprint Health Gadget
Functional Team, Sprint 14 - HRIS Scrum Board (By Epic)
Overall sprint progress (Story Points)   0 days left
59 | 26 | 102
100% Time elapsed | 55% Work complete | -5% Scope change | 0 Critical | 5 Flagged

Technical

Sprint Health Gadget
Technical Team, Sprint 14 - HRIS Scrum Board (By Epic)
Overall sprint progress (Story Points)   0 days left
4 | 17 | 86
100% Time elapsed | 80% Work complete | -13% Scope change | 0 Critical | 0 Flagged

OCM

Sprint Health Gadget
OCM Team, Sprint 14 - HRIS Scrum Board (By Epic)
Overall sprint progress (Story Points)   0 days left
1 | 1 | 31
100% Time elapsed | 94% Work complete | -46% Scope change | 0 Critical | 0 Flagged

Sprint 15

Sprint Health Gadget
Functional Team, Sprint 15 - HRIS Scrum Board (Workstreams)
Overall sprint progress (Story Points)   0 days left
7 | 18 | 171
100% Time elapsed | 87% Work complete | 20% Scope change | 0 Critical | 10 Flagged

Sprint Health Gadget
Technical Team, Sprint 15 - HRIS Scrum Board (Workstreams)
Overall sprint progress (Story Points)   0 days left
2 | 38 | 135
100% Time elapsed | 77% Work complete | 42% Scope change | 0 Critical | 14 Flagged

Sprint Health Gadget
OCM Team, Sprint 15 - HRIS Scrum Board (Workstreams)
Overall sprint progress (Story Points)   0 days left
55
100% Time elapsed | 100% Work complete | -13% Scope change | 0 Critical | 0 Flagged

* Positive Scope Change represents user stories that are brought in from the backlog into the current sprint.

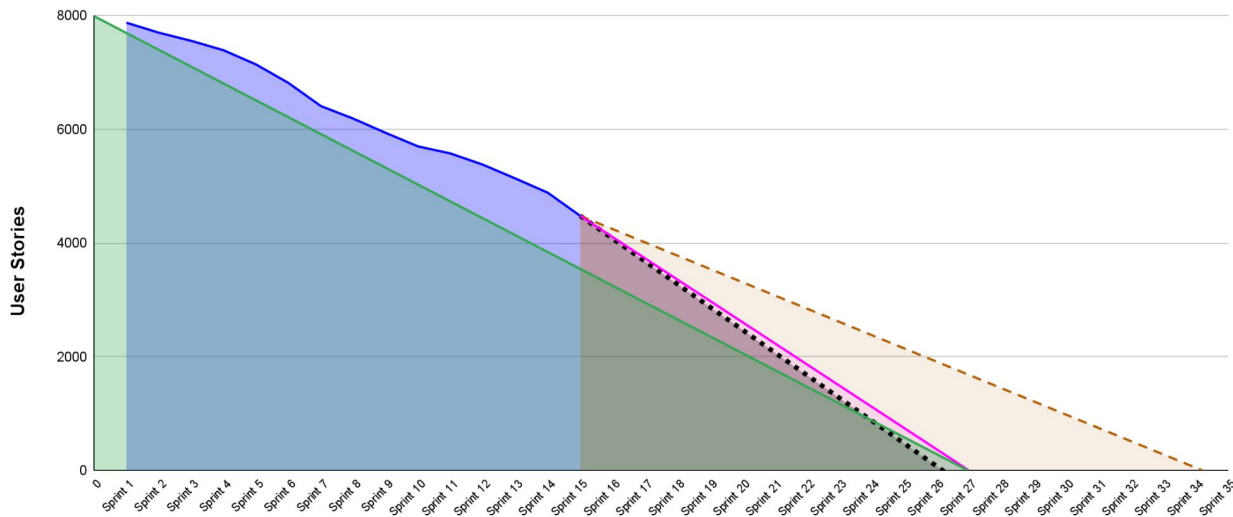*Negative Scope Change represents user stories that are moved out of the current sprint.

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Burndown progression

Burndown Chart

Legend: High Forecast Burndown (Estimated Burndown at 400 stories) — Forecast Trend* (Estimated Burndown of 373 stories - Current Average) — Forecast Burndown (Estimated Ideal Burndown to Done) — Actual Burn — Ideal Burn

Updated: 4/8/2024 at 3:08 PM

Sprint 27 (2/10/2025 -

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Questions & Answers

Appendix

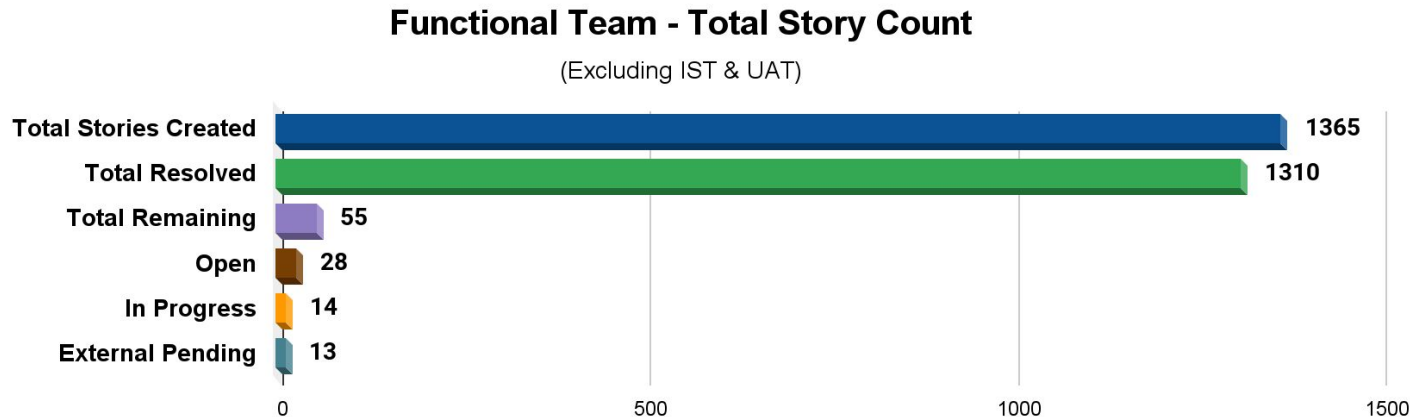# Current Project Timeline
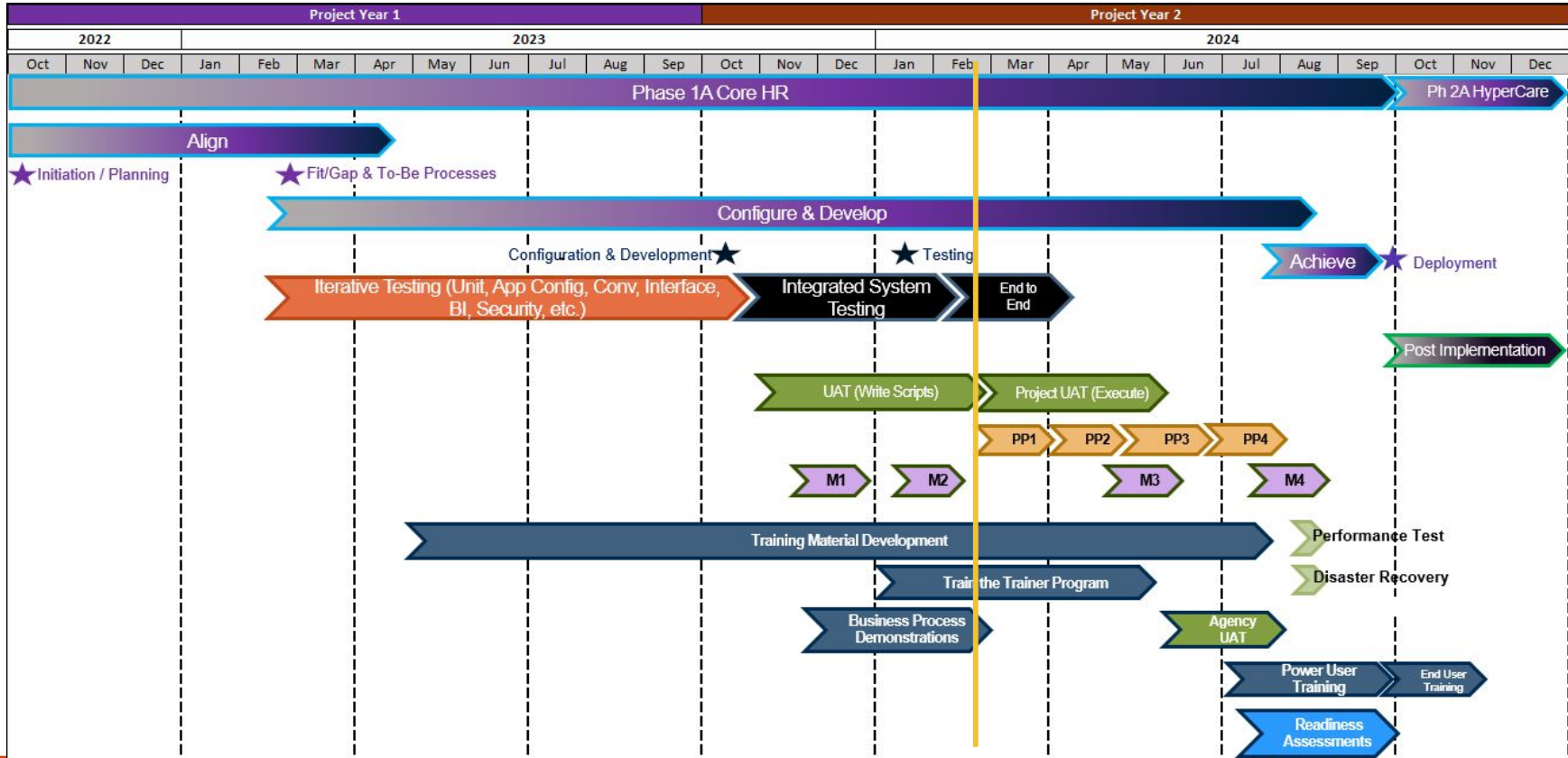
Functional Status (Configuration)

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.

Functional Team - Total Story Count

(Excluding IST & UAT)

Total Stories Created	1365
Total Resolved	1310
Total Remaining	55
Open	28
In Progress	14
External Pending	13

Updated: 4/05/2024 - 12:10pm

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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 15 have a total of 105 resolved, 28 open, 14 in progress and 13 reported defects.
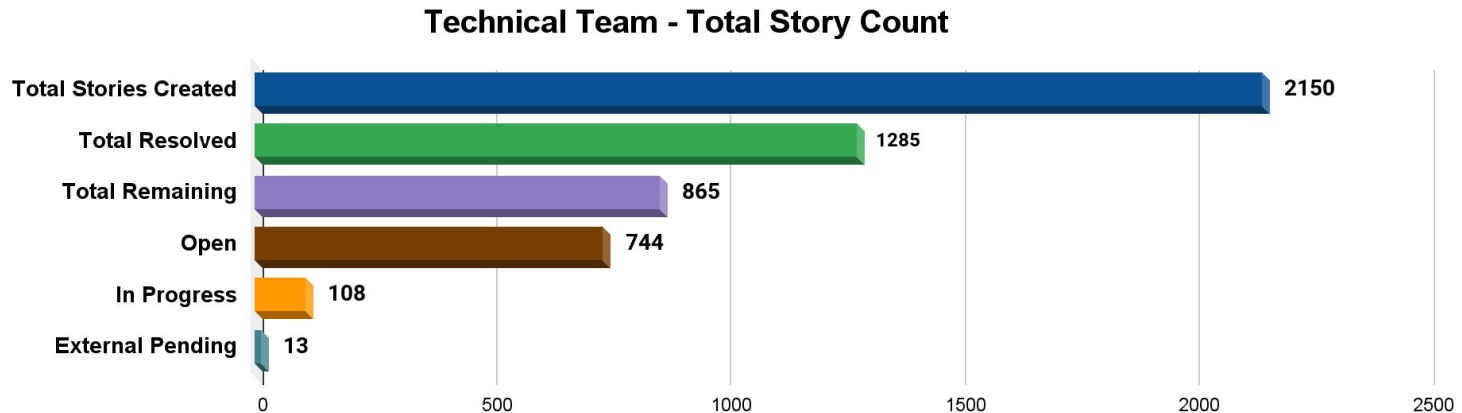

Story Count by Sprint
(Functional Team)

Legend: ■ Total Stories Created ■ Total Resolved ■ In-progress ■ External Pending
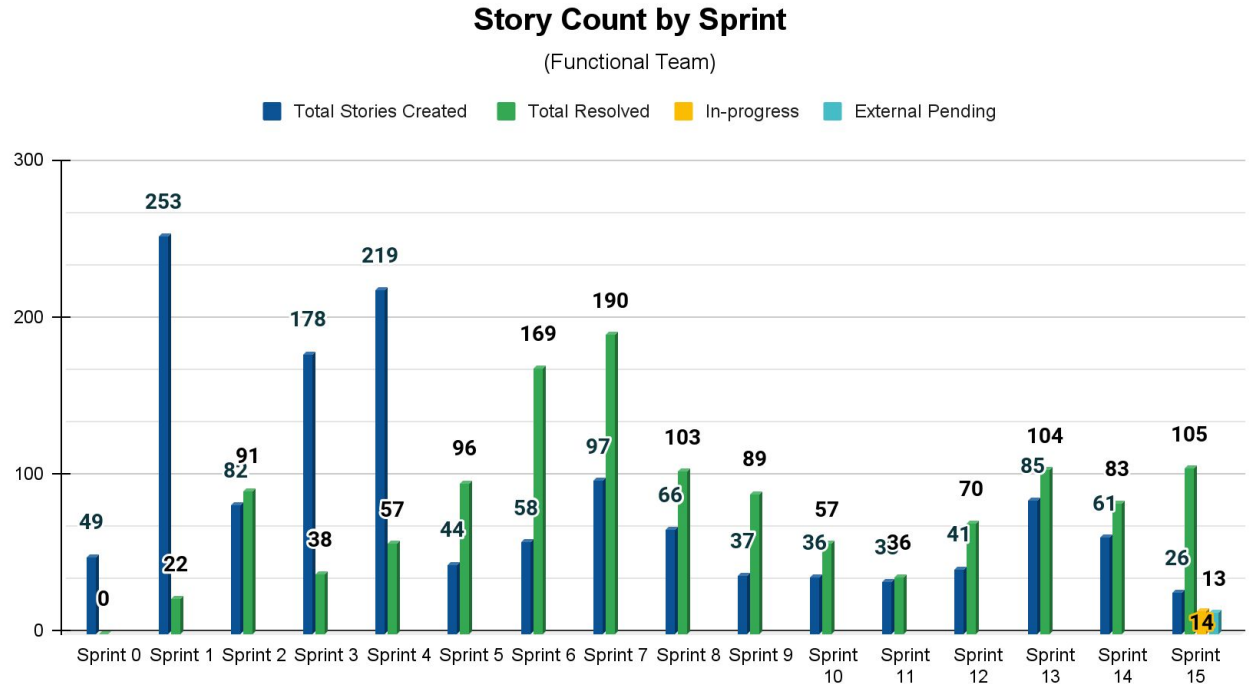
Updated: 04/05/2024 - 12:10pm

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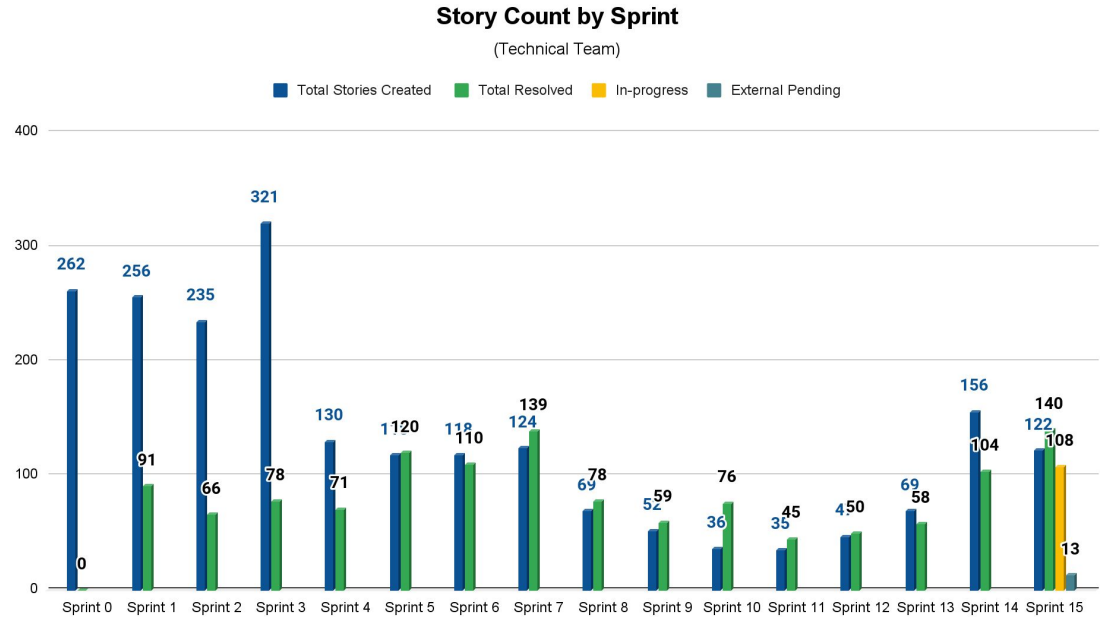
**A user story is the smallest unit of work in an agile project.

Technical Team - Total Story Count

Category	Count
Total Stories Created	2150
Total Resolved	1285
Total Remaining	865
Open	744
In Progress	108
External Pending	13

Updated: 04/05/2024 - 1:00 PM

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 15 have a total of 140 resolved, 744 open, 108 in progress and 13 reported defects.

Story Count by Sprint

(Technical Team)

■ Total Stories Created ■ Total Resolved ■ In-progress ■ External Pending

Updated: 4/05/2024 - 1:00 PM

Executive summary

Project	HRIS Modernization Project
Project Team	Overall Project Team
Status Date	29 Mar 2024 Update
Overall Project status	
Status Summary	• Overall project status remains RED due to where we are with work complete compared to schedule • Design, development and unit test has pushed into sprint 15 with the expectation that majority of the To-Be processes will be finalized in sprint 15 • While good progress is being made in the functional space this sprint, the Payroll team is behind and additional state resources need to be added to the team to complete tasks in order to catch up • 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 • The Project phase 1 completion deadline of September 2024 cannot occur due to delays with overall project activities

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Project status

Project Category	Previous Status	Current Status	Summary
Schedule	🔴➡	🔴➡	The schedule has been realigned to accommodate resource constraints with targeted prioritization on overlap activities. The progress of the team is monitored closely throughout Sprint 14 with the aim to finalize most of the functional design, development and unit tests in this sprint. Items of the year end close and payroll testing are expected to finalize in later sprints. The remaining Functional User Stories are expected to complete at the end of Sprint 15 however, with current velocity, that is in jeopardy. 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	🟡➡	🟡➡	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 18 risks and 4 watch items. Tight timeline, scheduling, and resource management has been elevated to a red status and an issue. Project is tracking to yellow status risks.
Issues	🔴➡	🔴➡	The project has 10 issues that are being managed and evaluated weekly

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Where are we with workstream Accomplishments?

Workstream	Accomplishments
Position Ctrl.	• 36 of 42 positions created in SH3 for Payroll testing • Designer work on POSM, PSMT, and PMASW for configuration that had been wiped out on a previous release
Personnel	• Completed 23 user stories out of a total of 30 (2 blocked) • Completed testing of the ADOA Help Desk security role • Continued ESS and MSS security testing • Reviewed ESMT top of stack mapping and made some updates; more updates still needed • Received KT for step progression
Benefits	• Completed: 24 tickets (stories, tasks, tests) out of a total of 35 assigned to Sprint 15 are done; 4 blocked, 7 in progress • Initiated work on Life Events table creation. • Continue working with 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. Validate conversion loads.
Deductions	• 12 tickets (stories, tasks, tests) complete out of a total of 21 assigned to Sprint 15; 1 blocked, 8 in progress
Time & Leave	• 41 user stories complete out of a total of 89 assigned to Sprint 15; 24 BLOCKED
Payroll & PAM	• 108 user stories complete out of a total of 156 assigned to Sprint 15; 5 Blocked
Data Conversion	• Completed: Position Status Maintenance (PSMT) transactions with a 97.5% success rate • Discussion on a new PSMT/PAMT transaction import/submit processing to happen after SUB-TITLE refdata table is updated in SH3/MA3.
Interfaces	• Continuing to update and refine priorities as updates are made to Interfaces & BI workstreams
Reports	• 1 user stories complete out of a total of 10 assigned to Sprint 15; 3 BLOCKED
Forms	• None currently
OCM	• Coordinating upcoming UAT socialization strategy and communication plan for Agency Captains w/ Alex Perry • Planning Agency Captain Meeting (April 9) • Assisting with UAT Test Script writing

Where are we with workstream Counter Measures?

Workstream	Issue	Counter measures
Position Control	Positions conversion delayed.	• IST testing on converted data to start in this sprint
Personnel	Employees are not converted. This is stopping further testing	• Teams focused on employee record conversion starting first week of Sprint 12.
Benefits	Benefits CR08 and CR09 confirmation needed for PI22 inclusion	• 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	• 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	• 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	• 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	• 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	• 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 ➡️

Count of IST Tests	Count of IST Tests	By Sprint and Test Case Status																Grand Total
		Sprint10			Sprint 11				Sprint 12				Sprints 13, 14, & 15					
Workstream	Functional designation	FAIL	PASS	Total	TO DO	FAIL	PASS	Total	TO DO	FAIL	PASS	Total	TO DO	FAIL	PASS	Total	
Position Control	PC Position Control		17	17				0				0	2			2	19
Personnel	PM Personnel Mgmt		12	12	1	1	10	12				0				0	24
Benefits	BA Benefits	3	9	12		4	7	11				0	1+2		10	13	36
Deductions	DM Deduction Mgmt		5	5		3	4	7				0	28			28	40
Time & Leave	TE Time Entry	2	10	12			19	19			3	3	11	2	1	14	48
	AM Absence Mgmt	2	2	4		10	14	24			4	4	4			4	36
Payroll & PAM	PY Payroll		14	14			20	20	4	1	20	25	10+23	3	20	56	115
	PAM Payroll Acct Mgmt		12	12	1		11	12	2		2	4	4+3		1	8	36
	Grand Total	7	81	88	2	18	85	105	6	1	29	36	88	5	32	125	354

Red numbers are scripts that still need to be written

Notes:

Of the 354 planned IST test scripts:
- 287 are written and 67 remain to be written

Of the 287 existing IST test scripts:
- Almost all have been executed at least once, with many twice or more
- 227 have passed, 31 are in failed status, and 29 need to be executed or re-executed.

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Project Risks (new & elevated)

Team	Risk ID	Risk Description	Risk Assessment	Due Date	Assigned to
Functional		None currently			
Technical	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	01/31/24	Price, Sean
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
115	Delayed reference table creation and load, and data conversion activities impact project schedule	Critical	Milosavljevic, Sandra Valencia, Alba

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 (*section 4.2.1 Audience: State Trainers, HRIS Strategic Training Plan*).	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/1OOdjSiJYfhcKHJedBMzO3hL-652wRnmf?usp=sharing