ADOA-ASET
Arizona Strategic Enterprise Technology

Project Investment Justification

HRIS Modernization

AD22009

Department of Administration

Contents

1. General Information

PIJ ID: AD22009
PIJ Name: HRIS Modernization
Account: Department of Administration
Business Unit Requesting: Human Resources
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2. Meeting Pre-Work

2.1 What is the operational issue or business need that the Agency is trying to solve? (i.e....current process is manual, which increases resource time/costs to the State/Agency, and leads to errors…):

The State of Arizona's current HRIS, procured at the turn of the millennium, has been in a state of decline for 10 years. The system is responsible for ensuring the processing of 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 (COBOL) last developed 10 years ago. The current version, v10, is the final version the vendor supports.

The system is expected to reach its end of life by 2027. At that time the vendor will no longer provide application support in the form of critical security patches and updates, compliance updates, or technical support for issues. Use of unsupported software puts the State's critical processes and sensitive information at risk, which includes the personnel records and financial information of its current and former workforce. The State currently relies on the existing staffing to support the system, of which, over half of the team will have reached retirement eligibility by 2027. Without the necessary technical staff to support the system, the State is at risk of needing to hire costly IT contractors with experience programming older systems. Individuals that hold this technical expertise are scarce and come at a premium. By 2027, the technology will be almost 30 years old, running on a programming language that is 70 years old, with capabilities frozen in time since 2011.

2.2 How will solving this issue or addressing this need benefit the State or the Agency?

The benefits of this solution are numerous, allowing the State to carry out efficient and compliant HR services by using proven “best practice” business process flows. The modernized HRIS will have superior analytical reporting and dashboards that can be used across the entire state, providing HR personnel the ability to gain powerful people insights, perform “what if” scenarios, and take immediate action on those scenarios when desired. A secure, role-based, and user-friendly interface will allow our employees and retirees access to the system from any device type they choose, from anywhere in the United States.

Further benefits include:

Continuity of Operations: The fully supported employee payroll, benefits, and human resource system will serve us for years to come. State-controlled configuration will allow us the flexibility for future initiatives.

Group State HR Assets: By consolidating systems, we will eliminate the need for unique training, testing, upgrades, and integrations for each system.

Industry Best Security: The system will be designed to achieve best standards for system security, performance, reliability, and availability, while also protecting employee personnel and financial information.

Current Technology: The system will remove the need to self-fund ongoing system updates and upgrades.

Full Stack HR Support: The system will provide malleable/configurable HR solutions that support the full employee lifecycle.

Changing Workforce: HR personnel will be able to respond more effectively to the workforce changes post-pandemic; the system will be more connected, automated, distributed, and provide a better employee experience and service.

Operational Efficiencies: The system will provide employees the capabilities to more effectively perform their work by having an intuitive user experience, taking advantage of best practice process flows and allowing system access from numerous device types including mobile phones, tablets, laptops, and PCs.

Robust Reporting: The system will provide a single source for employee data, with analytical reports and dashboards that support decision making and allow users to take immediate action when required.

Digital Assistant: Using the system's digital assistant, employees will be able to ask and get answers to questions by simply typing them in. The digital assistant can also guide the employee through the process of performing common tasks such as entering time sheets or requesting time off, finally routing the request for approval or denial.

2.3 Describe the proposed solution to this business need.

Our solution is to implement a full scale, integrated, single platform cloud solution that is an application leader favorable for large government enterprises. It will include the following functions:

Core HR (personnel transactions, position management, workforce planning, etc.)

Benefits

Payroll

Absence Management

Time Entry

Recruitment

Talent Management (job posting, onboarding, performance management, employee relations, etc)

HR Service Delivery (enterprise inquiries, central HR response, HR service desk, etc)

Employee Self-Service

Our solution will allow employees access to the system using multiple device types such as mobile phones, PCs, laptops and tablets, closing a huge gap that many of our employees and retirees are experiencing with the current HRIS.

This solution will align with the State's "Cloud First" policy and create opportunities that come at no additional cost to the State such as automatic upgrades. This 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.

2.4 Has the existing technology environment, into which the proposed solution will be implemented, been documented?

Yes

2.4a Please describe the existing technology environment into which the proposed solution will be implemented.

2.5 Have the business requirements been gathered, along with any technology requirements that have been identified?

Yes

2.5a Please explain below why the requirements are not available.

3. Pre-PIJ/Assessment

3.1 Are you submitting this as a Pre-PIJ in order to issue a Request for Proposal (RFP) to evaluate options and select a solution that meets the project requirements?

No

3.1a Is the final Statement of Work (SOW) for the RFP available for review?

3.2 Will you be completing an assessment/Pilot/RFP phase, i.e. an evaluation by a vendor, 3rd party or your agency, of the current state, needs, & desired future state, in order to determine the cost, effort, approach and/or feasibility of a project?

Yes

3.2a Describe the reason for completing the assessment/pilot/RFP and the expected deliverables.

-Preparation and release of an RFI with detailed business requirements to gauge what was available in the market

In coordination with business experts and consultants, SPO released a Request for Proposal for the solution

-Established a cross-functional team of business users and experts to form an evaluation committee that evaluated the proposals in alignment with the procurement code.

-Performed 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..

3.2b Provide the estimated cost, if any, to conduct the assessment phase and/or Pilot and/or RFP/solicitation process.

80000

3.2e Based on research to date, provide a high-level cost estimate to implement the final solution.

85300800

4. Project

4.1 Does your agency have a formal project methodology in place?

Yes

4.2 Describe the high level makeup and roles/responsibilities of the Agency, Vendor(s) and other third parties (i.e. agency will do...vendor will do...third party will do).

STATE

Executive Sponsors:

- Champion the project
- Executive 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

SHARED

PMO Support

Quality Assurance Review

Functional Leadership

Workstream synergy

Technical Reporting

Organizational Change Management

VENDOR

Program Manager

Oversees Project and Coordinates with Executives

Project Manager :

Accountable for delivery of services and deliverables as outlined in the Statement of Work.

Coordinates People and processes to deliver project on time within budget and with desired outcomes

4.3 Will a PM be assigned to manage the project, regardless of whether internal or vendor provided?

Yes

4.3a If the PM is credentialed, e.g., PMP, CPM, State certification etc., please provide certification information.

4.4 Is the proposed procurement the result of an RFP solicitation process?

Yes

4.5 Is this project referenced in your agency's Strategic IT Plan?

Yes

5. Schedule

5.1 Is a project plan available that reflects the estimated Start Date and End Date of the project, and the supporting Milestones of the project?

Yes

5.2 Provide an estimated start and finish date for implementing the proposed solution.

Est. Implementation Start Date	Est. Implementation End Date
8/1/2022 12:00:00 AM	7/30/2025 12:00:00 AM

5.3 How were the start and end dates determined?

Based on project plan

5.3a List the expected high level project tasks/milestones of the project, e.g., acquire new web server, develop software interfaces, deploy new application, production go live, and estimate start/finish dates for each, if known.

Milestone / Task	Estimated Start Date	Estimated Finish Date
Kickoff- Meeting, planning and communication begin.	08/01/22	09/15/22
Phase 1A Orchestrate= Project DED's Create, Review and complete	08/01/22	09/30/24
Phase 1A Replacement of Core HR, Payroll, Benefits, Workforce Management Employee and Manager Self Service, HR Service Management, Reporting and Analytics.	08/01/22	07/30/24
Phase 1A Align- Initiation & Planning Fit/Gap & To-Be Processes	09/22/22	02/28/23
Phase 1A Configure & Develop- Configuration and Development Testing (IST,UAT, Performance, Disaster Recovery)	10/13/22	04/26/24
Phase 1A Achieve: Deployment	07/29/23	07/26/24
PHASE 1B TALENT MANAGEMENT - Performance Measures	07/01/24	09/30/24

Phase 1B Align - Initiation & Planning Fit/Gap/ & To-Be Processes	07/24/24	10/10/24
Phase 1B Replacement of Talent Acquisition, Talent Management, Performance Management and Learning.	08/01/24	07/30/25
Phase 2a HyperCare for Modules in Phase1A Flexible Timeline for the HyperCare	08/01/24	10/31/24
Phase 1B Configure & Develop - Configuration & Development Testing (IST, UAT, Peformance, Disaster Recovery)	01/17/25	03/07/25
Phase 2b HyperCare for Modules in Phase1B Flexible Timeline for the HyperCare	08/01/25	10/31/25

5.4 Have steps needed to roll-out to all impacted parties been incorporated, e.g. communications, planned outages, deployment plan?

No

5.5 Will any physical infrastructure improvements be required prior to the implementation of the proposed solution. e.g., building reconstruction, cabling, etc.?

No

5.5a Does the PIJ include the facilities costs associated with construction?

5.5b Does the project plan reflect the timeline associated with completing the construction?

6. Impact

6.1 Are there any known resource availability conflicts that could impact the project?

Yes

6.1a Have the identified conflicts been taken into account in the project plan?

Yes

6.2 Does your schedule have dependencies on any other projects or procurements?

Yes

6.2a Please identify the projects or procurements.

Current setup with ADFS and Active directory and will just be reconfiguring for new system

6.3 Will the implementation involve major end user view or functionality changes?

Yes

6.4 Will the proposed solution result in a change to a public-facing application or system?

Yes

7. Budget

7.1 Is a detailed project budget reflecting all of the up-front/startup costs to implement the project available, e.g, hardware, initial software licenses, training, taxes, P&OS, etc.?

Yes

7.2 Have the ongoing support costs for sustaining the proposed solution over a 5-year lifecycle, once the project is complete, been determined, e.g., ongoing vendor hosting costs, annual maintenance and support not acquired upfront, etc.?

Yes

7.3 Have all required funding sources for the project and ongoing support costs been identified?

Yes

7.4 Will the funding for this project expire on a specific date, regardless of project timelines?

Yes

7.5 Will the funding allocated for this project include any contingency, in the event of cost over-runs or potential changes in scope?

Yes

8. Technology

8.1 Please indicate whether a statewide enterprise solution will be used or select the primary reason for not choosing an enterprise solution.

The project is using a statewide enterprise solution

8.2 Will the technology and all required services be acquired off existing State contract(s)?

Yes

8.3 Will any software be acquired through the current State value-added reseller contract?

No

8.3a Describe how the software was selected below:

8.4 Does the project involve technology that is new and/or unfamiliar to your agency, e.g., software tool never used before, virtualized server environment?

Yes

8.5 Does your agency have experience with the vendor (if known)?

No

8.6 Does the vendor (if known) have professional experience with similar projects?

Yes

8.7 Does the project involve any coordination across multiple vendors?

Yes

8.8 Does this project require multiple system interfaces, e.g., APIs, data exchange with other external application systems/agencies or other internal systems/divisions?

Yes

8.9 Have any compatibility issues been identified between the proposed solution and the existing environment, e.g., upgrade to server needed before new COTS solution can be installed?

No

8.9a Describe below the issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you.

8.10 Will a migration/conversion step be required, i.e., data extract, transformation and load?

Yes

8.11 Is this replacing an existing solution?

Yes

8.11a Indicate below when the solution being replaced was originally acquired.

2003

8.11b Describe the planned disposition of the existing technology below, e.g., surplused, retired, used as backup, used for another purpose:

Upon successful archiving of data for reporting, systems will be decommissioned. Server hardware will be sent to surplus.

8.12 Describe how the agency determined the quantities reflected in the PIJ, e.g., number of hours of P&OS, disk capacity required, number of licenses, etc. for the proposed solution?

Based on the current number of employees and retirees with projected growth.

8.13 Does the proposed solution and associated costs reflect any assumptions regarding projected growth, e.g., more users over time, increases in the amount of data to be stored over 5 years?

Yes

8.14 Does the proposed solution and associated costs include failover and disaster recovery contingencies?

Yes

8.14a Please select why failover and disaster recovery is not included in the proposed solution.

8.15 Will the vendor need to configure the proposed solution for use by your agency?

Yes

8.15a Are the costs associated with that configuration included in the PIJ financials?

Yes

8.16 Will any app dev or customization of the proposed solution be required for the agency to use the project in the current/planned tech environment, e.g. a COTS app that will req custom programming, an agency app that will be entirely custom developed?

No

8.16a Will the customizations inhibit the ability to implement regular product updates, or to move to future versions?

8.16b Describe who will be customizing the solution below:

8.16c Do the resources that will be customizing the application have experience with the technology platform being used, e.g., .NET, Java, Drupal?

8.16d Please select the application development methodology that will be used:

Other

8.16e Provide an estimate of the amount of customized development required, e.g., 25% for a COTS application, 100% for pure custom development, and describe how that estimate was determined below:

8.16f Are any/all Professional & Outside Services costs associated with the customized development included in the PIJ financials?

8.17 Have you determined that this project is in compliance with all applicable statutes, regulations, policies, standards & procedures, incl. those for network, security, platform, software/application &/or data/info found at aset.az.gov/resources/psp?

Yes

8.17a Describe below the compliance issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you:

8.18 Are there other high risk project issues that have not been identified as part of this PIJ?

No

8.18a Please explain all unidentified high risk project issues below:

9. Security

9.1 Will the proposed solution be vendor-hosted?

Yes

9.1a Please select from the following vendor-hosted options:

Vendor's data center environment

9.1b Describe the rationale for selecting the vendor-hosted option below:

The solution will incorporate user access management best practices and be AZRAMP compliant, ensuring data security and integrity. In addition, the solution can be accessed using multiple device types including mobile phones and tablets, meeting the needs of our diverse workforce and retirees on whatever device they prefer. The solution will be highly configurable and eliminate the need to perform most, if not all, customizations. Upgrades will be performed by the vendor at no additional cost and will not impact the State's configuration. Regularly scheduled upgrades will allow the State to stay current with new features, industry trends and take advantage of implementing best practices that have been proven throughout both private and public sectors.

9.1c Has the agency been able to confirm the long-term viability of the vendor hosted environment?

Yes

9.1d Has the agency addressed contract termination contingencies, e.g., solution ownership, data ownership, application portability, migration plans upon contract/support termination?

Yes

9.1e Has a Conceptual Design/Network Diagram been provided and reviewed by ASET-SPR?

No

9.1f Has the spreadsheet located at https://aset.az.gov/arizona-baseline-security-controls-excel already been completed by the vendor and approved by ASET-SPR?

No

9.2 Will the proposed solution be hosted on-premise in a state agency?

No

9.2a Where will the on-premise solution be located:

9.2b Were vendor-hosted options available and reviewed?

9.2c Describe the rationale for selecting an on-premise option below:

9.2d Will any data be transmitted into or out of the agency's on-premise environment or the State Data Center?

9.3 Will any PII, PHI, CGIS, or other Protected Information as defined in the 8110 Statewide Data Classification Policy be transmitted, stored, or processed with this project?

Yes

9.3a Describe below what security infrastructure/controls are/will be put in place to safeguard this data:

Secured at every layer -

Resource Layer - Server Security, Anti Virus, CIRT

Control Layer - Account Management including ID creation and admin service accounts, FTP accounts and local accounts, Defined Security Policies and Standards, Workforce Identification Policy, User Request Form tool admin

Perimeter Layer - Firewall Management, DMZ configuration, penetration testing as needed

Extended Layer - Web Filtering, Intrusion detection, Email filtering, Investigation/forensic activities, Business Unit CIRT

Physical Layer- Secure facilities and devices

Compliance Layer- Thereat and Usage Reporting

erimeter, Extended, Physical and Compliance.

Features include Server Security, Anti-Virus, CIRT, Account Management, Defined Security Policies, Web Filtering, Intrusion detection, Threat and usage reporting, etc.

10. Areas of Impact

Application Systems

Other

New Vendor SaaS HRIS

Database Systems

Other

Vendor Dependent

Software

Other

Vendor Dependent

Hardware

Other

Vendor Cloud Based

Hosted Solution (Cloud Implementation)

Vendor Hosted

Security

Other

Vendor Dependent

Telecommunications

Other

Enterprise Solutions

Other

Contract Services/Procurements

11. Financials

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
Contractors, integration and IV&V	Professional & Outside Services	Development	1	1	$10,524,500	$10,524,500	0.00 %	$0	$10,524,500
Personal Services	Other	Development	1	1	$1,750,400	$1,750,400	0.00 %	$0	$1,750,400
ERE	Other	Development	1	1	$717,700	$717,700	0.00 %	$0	$717,700
Other operating expenses, i.e Hosting	Other	Development	1	1	$5,417,700	$5,417,700	0.00 %	$0	$5,417,700
Equipment	Hardware	Development	1	1	$150,000	$150,000	0.00 %	$0	$150,000
Contractors, integration and IV&V	Professional & Outside Services	Development	2	1	$4,750,300	$4,750,300	0.00 %	$0	$4,750,300
Personal Services	Other	Development	2	1	$2,150,400	$2,150,400	0.00 %	$0	$2,150,400
Equipment	Hardware	Development	2	1	$150,000	$150,000	0.00 %	$0	$150,000
ERE	Other	Development	2	1	$881,700	$881,700	0.00 %	$0	$881,700
Other operating expenses i.e Hosting	Other	Development	2	1	$4,331,200	$4,331,200	0.00 %	$0	$4,331,200
Contractors, integration and IV&V	Professional & Outside Services	Development	3	1	$5,431,800	$5,431,800	0.00 %	$0	$5,431,800
Personal Services	Other	Development	3	1	$2,150,400	$2,150,400	0.00 %	$0	$2,150,400
ERE	Other	Development	3	1	$881,700	$881,700	0.00 %	$0	$881,700
Other operating expenses, i.e. Hosting	Other	Development	3	1	$4,879,000	$4,879,000	0.00 %	$0	$4,879,000
Personal Services	Other	Operational	4	1	$1,066,700	$1,066,700	0.00 %	$0	$1,066,700
Other operating expenses, i.e. Hosting	Other	Operational	4	1	$3,546,700	$3,546,700	0.00 %	$0	$3,546,700
ERE	Other	Operational	4	1	$437,400	$437,400	0.00 %	$0	$437,400
ERE	Other	Operational	5	1	$301,900	$301,900	0.00 %	$0	$301,900

Other operating expenses, i.e. Hosting	Other	Operational	5	1	$3,808,300	$3,808,300	0.00 %	$0	$3,808,300
Personal Services	Other	Operational	5	1	$736,400	$736,400	0.00 %	$0	$736,400

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
$0	$0	0%
APF (Available)	**APF (To Be Req)**	**APF % of Project**
$22,397,800	$21,769,000	82%
Other Appropriated (Available)	**Other Appropriated (To Be Req)**	**Other Appropriated % of Project**
$0	$9,897,400	18%
Federal (Available)	**Federal (To Be Req)**	**Federal % of Project**
$0	$0	0%
Other Non-Appropriated (Available)	**Other Non-Appropriated (To Be Req)**	**Other Non-Appropriated % of Project**
$0	$0	0%

Total Budget Available	Total Development Cost
$22,397,800	$44,166,800
Total Budget To Be Req	**Total Operational Cost**
$31,666,400	$9,897,400
Total Budget	**Total Cost**
$54,064,200	$54,064,200

12. Project Success

Please specify what performance indicator(s) will be referenced in determining the success of the proposed project (e.g. increased productivity, improved customer service, etc.)? (A minimum of one performance indicator must be specified)

Please provide the performance objective as a quantifiable metric for each performance indicator specified.
Note: The performance objective should provide the current performance level, the performance goal, and the time period within which that performance goal is intended to be achieved. You should have an auditable means to measure and take corrective action to address any deviations.
Example: Within 6 months of project completion, the agency would hope to increase "Neighborhood Beautification" program registration by 20% (3,986 registrants) from the current registration count of 19,930 active participants.

Performance Indicators

Upon completion of this project, the State will have a vendor supported* system for the next 15 years.

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

More information in attachment: HRIS Performance Objectives - Sheet 1

13. Conditions

Conditions for Approval

Should development costs exceed the approved estimates by 10% or more, or should there be significant changes to the proposed technology scope of work or implementation schedule, the Agency must amend the PIJ to reflect

the changes and submit it to ADOA-ASET, and ITAC if required, for review and approval prior to further expenditure of funds.

Monthly reporting on the project status is due to ADOA-ASET no later than the 15th of the month following the start of the project. Failure to comply with timely project status reporting will affect the overall project health. The first status report for this project is due on September 15, 2022.

The agency shall provide the quarterly Independent Verification & Validation (IV&V) report, via email communication, to ADOA-ASET 90 days following the start of the project.

14. Oversight Summary

Project Background

The Arizona Department of Administration (ADOA) was established to support the operation of the state government. The Human Resources Division (HRD) manages the ADOA Personnel System which consists of approximately 37,000 state employees from approximately 100 state agencies, boards and commissions. HRD Maintains the infrastructure for personnel administration including the State's payroll/personnel system (HRIS), the centralized job board (azstatejobs.gov), the hiring system (Hiring Gateway), the State's centralized employee's self-service website (YES), the classification and compensation system, and the Personnel Rules and policies that govern personnel within the ADOA Personnel System.
The current solution is operating on legacy software (COBOL) last developed 10 years ago and nearing end-of-life by 2027. At that time the vendor will no longer provide application support in the form of critical security patches and updates, compliance updates, or technical support for issues. This will create a security issue if the state is utilizing unsupported software which includes the personnel records and financial information of its current and former workforce.
ADOA Oversight has evaluated the project background of the proposed project to modernize the current HRIS solution by replacing the current system with a new software as a service cloud-based solution. This project is in-line with the state IT Strategic plan, and the guiding principles; Enterprise Security, Cloud First, Shared Services/Optimization, Enterprise Applications and Data Sharing.

Business Justification

The metrics that will be improved by this solution and will impact multiple agencies by improving the workflow of the human resources environment. The Arizona Department of Administration will leverage the solution to improve the efficiency of the data collection. The proposed solution will decrease the amount of time the staff has to focus on manual processes or system errors. The new features incorporated in the service will improve the functions and processes for the human resources staff throughout the state.

This solution is in line with the IT Strategic plan for the State of Arizona, in which the state will utilize a cloud-based software as a service (SaaS) as a basis for the development of a human resources information system (HRIS). This solution will serve the state for several years to come, to ensure flexibility for future initiatives it will be State-controlled configuration. A major benefit to not only the staff utilizing the HRIS system in their day-to-day operations, all state employees will benefit by more access to the system using multiple device types such as mobile phones, PCs, laptops and tablets, closing a huge gap that many of our employees and retirees are experiencing with the current HRIS. This functionality will improve the experience every state employee has with HR related systems and information updates. The vendor will provide system upgrade, updates and features with no cost associated with the state.

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.

Performance Objectives:
Password Reset Requests - The new system will provide "Help" at the Password reset location. This is expected to reduce the requests by 50%
History Correction - Through new field validation and workflow, historical corrections will be reduced by 30%
Benefit Premium Billing - Automation of tasks on the new system should reduce this by 50%
Benefit Demographic Data - Only one location holds demographic data and duplicate maintenance is eliminated
Cobra Processing - Notification to carrier and employee will be automatic upon termination
HR Data Entry - Change in Manager and Employee Roles to take on their own entry - System changes result in 30% less allocation to HR data entry. Rework also is lowered due to data source doing entry.

ADOA Oversight has reviewed the business justification for the project favorably. The project plan is well developed (for this stage of the project), utilizes an agile hybrid methodology, incorporates multiple levels of oversight in addition to the ASET oversight and engagement managers this project includes additional oversight from the JLBC, ITAC and IV&V. The solution provides benefits as shown by the project investment justification information that will have a positive impact on the agency and the state. The technology being utilized will be able to provide stability and longevity to the state and Human Resources.

Implementation Plan

The solution will be hosted in the vendors cloud environment and is FedRamp authorized and was AZRamp certified in February 2022 and is valid thru 2025.
ADOA Oversight is confident in the business unit's ability to carry out the implementation of this solution. The business unit has hired a dedicated project manager and has identified additional project team members necessary for effective implementation. The environment that will be utilized has already been reviewed by security and is in use for another agency at the state. Based on the roles and responsibilities as described the project has sufficient checks and balances, communication standards and support to effectively implement the new solution.

AGENCY
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

Vendor Selection

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.

CGI - State Contract -FedRamp & AZRamp Certified

ADOA oversight has reviewed the initial RFI and IV&V communications. The agency was engaged in the evaluation process and clarification of key elements covered in the RFP. In total three proposals were submitted to the project team for review prior to the selection of the awarded vendor. All procedures were followed for procurement and received a favorable review from JLBC.

Budget or Funding Considerations

ADOA Oversight has discussed the current fundinging amounts versus the project development cycle to include risks associated with initiating development of the system without sufficient appropriation to cover project development costs through Phase 1 and Phase 2 deliveries. Prior to vendor selection, the Legislature provided intent to fund the project up to $68 million.

15. PIJ Review Checklist

Agency Project Sponsor

Emily Rajakovich

Agency CIO (or Designee)

J. R. Sloan

Agency ISO (or designee)

Ryan Murray

OSPB Representative

ASET Engagement Manager

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