February 4, 2020

The Honorable Ronald D. Kouchi,  
President, and  
Members of The Senate  
Thirtieth State Legislature  
Hawaii State Capitol, Room 409  
Honolulu, Hawaii  96813

The Honorable Scott K. Saiki,  
Speaker, and  
Members of The House of Representatives  
Thirtieth State Legislature  
Hawaii State Capitol, Room 431  
Honolulu, Hawaii  96813

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within ten days of receiving the report, please find attached the IV&V report the Office of Enterprise Technology Services received for the State of Hawaii Department of Accounting and General Services’ Time & Leave Project.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see “Reports”).

Sincerely,

DOUGLAS MURDOCK  
Chief Information Officer  
State of Hawai‘i

Attachment (2)
Time & Leave Project

Phase II of the HawaiiPay project

Department of Accounting and General Services (DAGS)

IV&V Monthly Status Report – Final
For Reporting Period: December 1 – 31, 2019

Draft Submitted: January 22, 2020
Final Submitted: January 31, 2020
Overview

- Executive Summary
- IV&V Findings and Recommendations
- IV&V Status
- Appendices
  - A – IV&V Findings Log & Priority Ratings
  - B – Standard IV&V Inputs
  - C – IV&V Details
The Time and Leave (TL) project continued to make good progress during this reporting period. As Group 1 analysis and design draws to a close, the project is poised to begin integration and UAT testing. Productive union consultation meetings are ongoing and recent meetings with UPW and HGEA have proved positive. Initial concerns that unions would push back on project efforts to standardize and streamline processes, thus far, have not been realized. The project continues to make progress in mitigating the (previously reported) loss of a key lead Business Analyst (BA) but is still facing challenges with the loss of some subject matter expertise. The project added new resources to the project team, including a TL Analyst and a dedicated Application Security Analyst, improving the project’s capacity to execute. Efforts to turnover HawaiiPay support to payroll operations has progressed and TL team members are spending less time on HawaiiPay support. IV&V remains concerned with the complexity of CBA rules, TL configuration impacts to payroll, and the lack of an effective operations management plan for Payroll and post go-live TL support.

<table>
<thead>
<tr>
<th>Category</th>
<th>IV&amp;V Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources Management</td>
<td>The project continues to make progress in mitigating the (previously reported) loss of a key lead Business Analyst (BA). Despite good efforts to transfer their knowledge before departing, the project has reported some challenges recalling departed BA’s guidance, plans, and artifacts. The project has also made progress in adding new resources to the project team, including a TL Analyst and a dedicated Application Security Analyst, and reported headway in acquiring additional resources. However, Payroll Operations has reported interviews for their new hires have been put on hold due to the holidays and efforts to form the new Payroll Operations Technical Support Office (TSO) could be delayed. Standing up a highly functional TSO is intended to be an important step towards weening Payroll Operations off utilizing project team members for operations support. IV&amp;V recommends efforts to create and operationalize the TSO be accelerated so that the project team can focus on project activities and ensure the TSO is ready to effectively support TL users before Group 1 go-live.</td>
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</tbody>
</table>
## Executive Summary (cont’d)

<table>
<thead>
<tr>
<th>Category</th>
<th>IV&amp;V Observations</th>
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</thead>
<tbody>
<tr>
<td>Knowledge Transfer</td>
<td>Transition of responsibility for the HawaiiPay Help Desk support to Payroll Operations (PO) continues to progress and PO support capabilities have increased. It remains unclear if a complete and comprehensive knowledge transfer process between the TL staff and the Payroll Operations Help Desk support staff has been completed, as TL team members continue to be involved in support activities. To prevent unnecessary risk and delayed responses to TL support issues, a comprehensive transition of the HawaiiPay support services to Payroll Operations is critical.</td>
</tr>
<tr>
<td>Operational Readiness</td>
<td>As the analysis and design phase for Group 1 departments draws to a close, the project reports growing confidence in Group 1 readiness for go-live. With TL team’s reduced involvement in HawaiiPay support, TL staff can better focus on TL project activities. IV&amp;V noted concerns that the 4½-month staffing contract for HawaiiPay Help Desk may expire close to the first go-live of the TL solution. The lack of support at this critical juncture may cause significant risk to the success of the TL implementation and could delay go-live. Therefore, IV&amp;V has elevated this risk category from Low to Medium.</td>
</tr>
</tbody>
</table>
| Organizational Change Management | The project continues to effectively leverage their department mentoring process to not only ensure operational readiness but to mobilize department participants as change agents and “super users” (or departmental TL system experts) to help drive OCM, readiness, and post go-live support efforts.  

With the renewal of the 4½-month outsourced HawaiiPay help desk staffing contract and subsequent restoration of full help desk support hours and improved responsiveness, the project hopes to regain their user base confidence in HawaiiPay and future TL help desk customer support, which should help improve participation in TL OCM efforts.  

The project has reported that they are poised to address IV&V initial concerns around non-intuitive user interfaces, that could hinder user buy-in and satisfaction, through extensive training efforts and other methods. |
## Executive Summary (cont’d)

<table>
<thead>
<tr>
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</thead>
</table>
| Project Management and Organization         | With the renewal of the outsourced HawaiiPay help desk contract, TL project management resources are now better able to focus on project activities. The project continues to have productive consultation meetings with stakeholder unions and has recently met with UPW and HGEA. Initial concerns that unions would push back on project efforts to standardize and streamline processes, thus far, have not been realized.  
  The project has reported that it is highly likely that some departments will not participate in the TL project. Therefore, the project team and payroll operations is preparing for the eventuality that they will need to maintain two different processes for processing TL and payroll. Efforts are underway to plan for and properly resource these processes as well as improve process efficiencies.  
  Project/DHRD collaborative efforts have progressed, leading to resolution of 3 of 4 key DHRD concerns. However, communication challenges between the project and Payroll Operations have reportedly not been completely resolved, which has hindered resolution of some challenges that could pose risks to the project.  
  With the (previously reported) loss of a key project resource, executive management has taken steps to address related project risks, including mobilizing Payroll Operations to take on additional payroll operations support responsibilities. |
| Quality Management                          | The project noted that a full end-to-end payroll comparison test for the January payroll would be executed. IV&V noted that the stated exit criteria for this testing cycle should include a requirement that the comparison test results match to the penny with the exception of any “known” differences and concurs that this is a valuable quantitative method to confirm payroll accuracy as well as ensure changes made to the production code base do not negatively impact Payroll. Further, the SI has assured the state that comprehensive regression testing should further mitigate these quality risks. |
IV&V has identified 11 findings (2 preliminary concerns, 8 risks, and 1 issue). Of the open risks/issues, 4 are related to Project Management. The following charts breakdown the risks by type and category/priority.
### IV&V Findings and Recommendations (cont’d)

#### Summary of IV&V Open Risks/Issues Criticality

<table>
<thead>
<tr>
<th>Category</th>
<th>Finding Title</th>
<th>Criticality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Management</td>
<td>5 - Over reliance on a few skilled and overtaxed project resources could lead to significant project disruption in the event of their departure</td>
<td>High</td>
</tr>
<tr>
<td>Risk</td>
<td>6 - Lack of dedicated leads filling key roles could impact the effectiveness of the project team and reduce quality of deliverables</td>
<td>Medium</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>4 - Payroll production support dependence on key Time and Leave Resources</td>
<td>High</td>
</tr>
<tr>
<td>Operational Readiness</td>
<td>8 - Detailed processes to integrate Time &amp; Leave Maintenance and Operations support with production Payroll support not finalized</td>
<td>Medium</td>
</tr>
<tr>
<td>Organizational Change Management</td>
<td>17 - Non-intuitive user interface could reduce user adoption and satisfaction and lead to user error and frustration at go-live.</td>
<td>Low</td>
</tr>
<tr>
<td>Project Organization &amp; Management</td>
<td>9 - Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope</td>
<td>Low</td>
</tr>
<tr>
<td>Preliminary Concern</td>
<td>11 - Collective Bargaining Agreements complexity could prove problematic and lead to project delays and result in an overly complex system that may be difficult to support</td>
<td>n/a</td>
</tr>
<tr>
<td>Issue</td>
<td>13 - Departments choosing not to participate in the TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out</td>
<td>Medium</td>
</tr>
<tr>
<td>Risk</td>
<td>14 - Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns</td>
<td>Medium</td>
</tr>
<tr>
<td>Risk</td>
<td>15 - Key project risks and issues management and escalation processes may not be effective</td>
<td>Low</td>
</tr>
<tr>
<td>Quality Management</td>
<td>12 - Potential lack of consideration for unexpected or unintended impacts on payroll functionality when making T&amp;L design decisions or configurations, could necessitate rework of T&amp;L designs and/or impact payroll quality</td>
<td>n/a</td>
</tr>
</tbody>
</table>
IV&V Findings and Recommendations (cont’d)

Human Resource Management

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td><strong>Risk</strong> - Over reliance on a few skilled project resources could lead to significant project disruption in the event of their departure: There are currently 3-4 individuals who are relied on more than others. Over reliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals, but also presents a risk of significant project disruption in the event of their departure. Resource losses from the Phase I team have not been backfilled and include the loss of the OCM manager and the SI project manager role; their responsibilities have been transferred to existing team members who appear to be at capacity. While most projects have this risk, the risk impact for this project, from IV&amp;V's perspective, is higher than most, and while the project could be impacted by the loss of several key individuals, there are 3-4 individuals who would create more significant project disruption than others.</td>
<td>High</td>
</tr>
<tr>
<td>6</td>
<td><strong>Risk</strong> - Lack of dedicated leads filling key roles could impact the effectiveness of the project team and reduce quality of deliverables: The project does not have single, designated management leads for key areas such as OCM, Project Management, Training, and Testing. Current designated leads manage multiple Time and Leave functional areas, act as mentors for several departments, and have the added burden of supporting Phase 1 M&amp;O. The SI and project team have agreed to go without an SI project manager which could put an additional strain on the state PM.</td>
<td>Medium</td>
</tr>
</tbody>
</table>
## IV&V Findings and Recommendations (cont’d)

### Human Resource Management (cont’d)

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>• DAGS leadership work quickly to assist payroll operations to resolve resource challenges.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Work quickly to increase state resources.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Create and utilize a resource management plan to assure planful, instead of reactive, addition and management of resources. Assure the plan reflects an understanding of how many people are needed, and in which roles, to accomplish various tasks. Plan should address movement of resources as project transitions to different phases (e.g. moving from DD&amp;I to M&amp;O).</td>
<td>Not started</td>
</tr>
</tbody>
</table>
IV&V Findings and Recommendations (cont’d)

Knowledge Transfer

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td><strong>Risk - Payroll production support dependence on key Time and Leave Resources:</strong> The concurrent DDI (Design Development &amp; Integration) and production maintenance and operations (M&amp;O) support activities are heavily reliant on key Time and Leave resources which may degrade their quality of work and/or cause resources to be unavailable to the Time and Leave project during critical times due to demands from Payroll support. Key project Time and Leave team members remain significantly involved in providing M&amp;O support for the Payroll solution. At least one key team member reports spending 60% of their time providing help desk support to Payroll.</td>
<td>High</td>
</tr>
</tbody>
</table>

Recommendations

- Develop and implement a transition plan to allow the Time and Leave key resources to share their knowledge while significantly reducing the time spent on providing Payroll support. | In progress |
- Accelerate efforts to create and operationalize the Payroll Operations Technical Support Office (TSO) so that the project team can focus on TL project activities and ensure the TSO is ready to effectively support TL users before Group 1 go-live. | In progress |
## Operational Readiness

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td><strong>Risk</strong> - Detailed processes to integrate Time and Leave M&amp;O support with production Payroll support not finalized: A strategy to integrate Time and Leave M&amp;O with the ongoing Payroll M&amp;O, then transition support of both solutions to DAGS operations, is not yet available. The lack of a documented process to integrate Time and Leave M&amp;O support with Payroll production support may cause unnecessary risk at Time and Leave Phase 1 go live. Changes to the current Help Desk support vendor were planned but stopped prior to execution. The lack of an executable strategy indicates the strategy should be re-evaluated. IV&amp;V has also logged a related risk (#4) that Time and Leave resources are spending more time than planned with Payroll service M&amp;O support activities.</td>
<td>Medium</td>
</tr>
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</table>

### Recommendations

<table>
<thead>
<tr>
<th>Recommendations</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• Develop and implement a long-term strategy for providing effective, integrated ongoing M&amp;O support for both Time and Leave and Payroll solutions. This strategy should ensure that there are sufficient capabilities and capacity to provide the required support without drawing on resources already allocated to other projects.</td>
<td>In progress</td>
</tr>
</tbody>
</table>
## Organizational Change Management

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td><strong>Risk - Non-intuitive user interface could reduce user adoption and satisfaction and lead to user error and frustration at go-live:</strong> The project has elected to minimize PeopleSoft (PS) customizations in order to increase long-term system maintainability (ease system upgrades and system maintenance). However, some out-of-the-box (OOTB) PeopleSoft user interfaces and functionality are non-intuitive. While minimizing PS customizations will help mitigate system complexity and other M&amp;O risks, it can negatively impact user adoption, training, OCM level of effort and effectiveness, help desk call volume, and system usability. For example, the help desk could get flooded with calls at go-live from users that remain confused with some non-intuitive interfaces. Further, some training challenges could be difficult to overcome and leave users with a perception that the system is overly complex. This could erode user adoption and buy-in and lead to a negative perception of the systems usefulness/effectiveness and ultimately lead to a negative legislative and/or public perception of the project. If the OCM plan does not effectively address this risk, users could have trouble at go live and lead to significant user complains/errors/frustration. Ultimately departments slated for Group 1 go-live could opt for a later go-live group or pull out altogether, which could lead to schedule slippage as well as negative budget impacts.</td>
<td>Low</td>
</tr>
</tbody>
</table>

### Recommendations

- Develop a plan for identifying the most challenging UI components and for implementing customizations to address these on a limited basis. **In progress**

- Update the OCM strategy and plan to address challenging user interfaces that includes milestones/gates that get early user feedback to ensure they understand the complex elements of the system. **Not started**
### IV&V Findings and Recommendations (cont’d)

#### Project Management & Organization

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td><strong>Risk - Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope:</strong> The State Legislature and Unions may make laws or change Collective Bargaining Agreements (CBA) that could require significant system changes thereby disrupting the project’s progress, activities, schedule, and/or budget. These changes to SOH processes could be decided without consideration of impact to the project or providing the project time to react to such changes.</td>
<td>Low</td>
</tr>
<tr>
<td>11</td>
<td><strong>Preliminary Concern - Collective Bargaining Agreements (Union time/leave rules) complexity could prove problematic and lead to project delays and result in an overly complex system that may be difficult to support:</strong> IV&amp;V observations of CBA-related planning activities indicate that implementation and long-term support of an extensive set of complex rules could prove to be difficult to implement and manage/support long-term. Inconsistent rule interpretation could lead to extensive OCM efforts and some departments may struggle to adopt clarified CBA rules and require the project to initiate extensive OCM efforts to assure departmental adoption of clarified rules implemented in the new system are feasible and are managed effectively.</td>
<td>n/a</td>
</tr>
<tr>
<td>13</td>
<td><strong>Issue - Departments choosing not to participate in the TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out:</strong> If any department chooses to opt-out of the TL project, DAGS must continue support of the gross pay input system (ePCS) that was planned for decommission. IV&amp;V is not aware of budgets, resources, or plans to continue ePCS support beyond TL project completion. Further, departments could initially decide to participate in TL and the project team could expend significant resources preparing for and implementing department specific features only to find out that they will opt-out.</td>
<td>Medium</td>
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# IV&V Findings and Recommendations (cont’d)

## Project Management & Organization (cont’d)

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<tr>
<td>14</td>
<td><strong>Risk</strong> - Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns: IV&amp;V has observed and has also been informed of communication challenges between the Project Team and business operations. IV&amp;V was also informed that some business operation plans relevant to the project are not immediately being shared with the project team. Some business operations teams have stated their capacity is constrained due to lack of sufficient resources as well as challenges in filling open positions. However, even simple or basic project communications appear to go unanswered.</td>
<td>Medium</td>
</tr>
<tr>
<td>15</td>
<td><strong>Risk</strong> - Key project risks and issues management and escalation processes may not be effective: Some risks and issues currently tracked in the RIOD process may not be actively worked or reported on. For example, the project is currently tracking several risks owned by payroll operations that show little to no progress. The lack of progress may unnecessarily cause a risk to be realized and triggered into an issue that could have lasting negative impacts to the project, when it could have been avoided.</td>
<td>Low</td>
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</table>
## IV&V Findings and Recommendations (cont’d)

### Project Management & Organization (cont’d)

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue early efforts to document and track CBA rules (and union discussion topics) that may need clarification for departments.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Closely monitor legislative and union actions and/or initiatives that could impact the project and provide them feedback as needed to ensure informed decisions and clear understanding of impacts to payroll and the time and leave project.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Partner with Unions to clarify CBA rules so that in the end union objectives are met where ever possible within the scope of the Time and Leave project.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Initiate early and often discussions with Unions for rule clarifications and general understanding and agreements on how CBA rules will be implemented.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Work closely with departments that are unsure of their TL participation to assist with readiness and collaborate to remove any blocks to their full participation.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Develop contingency plans for the possibility that some departments may not participate in TL.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Work with executive leadership and business operations groups to address the root cause of these communication challenges and prepare a plan/strategy for corrective action.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Establish a clear and detailed risk management plan for escalating risks and issues and follow defined escalation steps for risks/issues that are not actively being worked.</td>
<td>In progress</td>
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</table>
### IV&V Findings and Recommendations (cont’d)

#### Quality Management

<table>
<thead>
<tr>
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<th>Key Findings</th>
<th>Criticality Rating</th>
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<tbody>
<tr>
<td>12</td>
<td><strong>Preliminary Concern</strong> – Potential lack of consideration for unexpected or unintended impacts on payroll functionality when making T&amp;L design decisions or configurations, could necessitate rework of T&amp;L designs and/or impact Payroll quality:  If not adequately planned for and tested, system and configuration changes required to deliver the Time and Leave functionality may include unexpected impacts to the current Payroll solution. It is unclear how the changes will be managed and what level of regression testing is planned.</td>
<td>n/a</td>
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</tbody>
</table>

#### Recommendations

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<thead>
<tr>
<th>Recommendations</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Define and document the regression testing plan to ensure that any Time and Leave changes do not have an unexpected negative impact on production Payroll functionality.</td>
<td>In progress</td>
</tr>
<tr>
<td>• Assure Time and Leave design and configuration includes consideration for impacts on Payroll, prior to implementing the design or configuration. This may be accomplished, in part, using an effective and integrated configuration management plan.</td>
<td>In progress</td>
</tr>
</tbody>
</table>
IV&V Status

• IV&V activities performed during the reporting period:
  • Attended Scrums
  • Attended PCAB meeting
  • Attended RIO-D meetings
  • Attended Department Mentor Sessions
  • Attended project Mentor team meetings
  • Led Project Team Risk Review sessions
  • Attended Conference Room Pilots
  • Lead Monthly Status Report review session

• IV&V next steps in the coming reporting period:
  • Attend key project meetings
  • Interview key department stakeholders
  • Deliver IV&V Monthly Status Report
Appendix A – IV&V Criticality Ratings

This appendix provides the details of each finding and recommendation identified by IV&V. Project stakeholders are encouraged to review the findings and recommendations log details as needed.

See definitions of Criticality Ratings below:

<table>
<thead>
<tr>
<th>Criticality Rating</th>
<th>Definition</th>
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<tbody>
<tr>
<td>H</td>
<td>A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.</td>
</tr>
<tr>
<td>M</td>
<td>A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely and a different approach may be required. Mitigation strategies should be implemented as soon as feasible.</td>
</tr>
<tr>
<td>L</td>
<td>A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.</td>
</tr>
</tbody>
</table>
Appendix B – IV&V Standard Inputs

To keep abreast of status throughout the Time & Leave project, IV&V regularly:

- Attends the project meetings
- Reviews the project documentation
- Utilizes Eclipse IV&V® Base Standards and Checklists

PCG Eclipse IVV Checklists
Appendix C – IV&V Details

• What is Independent Verification and Validation (IV&V)?
  • Oversight by an independent third party that assesses the project against industry standards to provide an unbiased view to stakeholders
  • The goal of IV&V is to help the State get the solution they want based on requirements and have it built according to best practices
  • IV&V helps improve design visibility and traceability and identifies (potential) problems early
  • IV&V objectively identifies risks and communicates to project leadership for risk management

• PCG IV&V Methodology
  • Consists of a 4-part process made up of the following areas:
    1. Discovery – Discovery consists of reviewing documentation, work products and deliverables, interviewing project team members, and determining applicable standards, best practices and tools
    2. Research and Analysis – Research and analysis is conducted in order to form an objective opinion.
    3. Clarification – Clarification from project team members is sought to ensure agreement and concurrence of facts between the State, the Vendor, and PCG.
    4. Delivery of Findings – Findings, observations, and risk assessments are documented in this monthly report and the accompanying Findings and Recommendations log. These documents are then shared with project leadership on both the State and Vendor side for them to consider and take appropriate action on.

Note: This report is a point-in-time document with findings accurate as of the last day in the reporting period.
There are currently 26 individuals who are relied on to deliver the payroll service. There is a significant concern that the loss of one or more critical leaders could negatively impact the project. This concern is heightened by the recent departure of a key project leader. At this point, the project team has been left to absorb the impact of this loss. This situation has resulted in increased workload and reduced effectiveness of the project team. The project is currently on a five-month delay due to the loss of key leadership. This delay has resulted in increased costs and decreased quality of service. The project team is now working on a transition plan to ensure the continuity of service and minimize the impact of the loss. The project team is also considering re-allocation of responsibilities from key project leaders to ensure the continuity of service.

The project is currently on a five-month delay due to the loss of key leadership. This delay has resulted in increased costs and decreased quality of service. The project team is now working on a transition plan to ensure the continuity of service and minimize the impact of the loss. The project team is also considering re-allocation of responsibilities from key project leaders to ensure the continuity of service.
8/31/19 - The project continues to make good progress in vetting CBA rules and has had productive discussion regarding the more complex/problematic rules. The project plans to setup meetings between project team and stakeholders to resolve outstanding issues and clarify CBA rules. The project plans to setup meetings between project team and stakeholders to resolve outstanding issues and clarify CBA rules.

9/30/19 - The project seems to be making good efforts to keep appraised of legislative and union activities. The project will also continue to provide support to Operations & Management to ensure that there is sufficient capabilities and capacity to proactively support OCM efforts and prevent potential disruptions to the project (e.g., changes to the current Help Desk support vendor was recently identified and may need to be revisited based on project requirements).

10/22/19 - The project has initiated the formal process for union consultation and has begun working closely with the unions to minimize the negative union reactions. The project will continue to provide support to Operations & Management to ensure that there is sufficient capabilities and capacity to proactively support OCM efforts and prevent potential disruptions to the project (e.g., changes to the current Help Desk support vendor was recently identified and may need to be revisited based on project requirements).

11/20/19 - The primary resource responsible for tracking and coordinating Union issues will soon leave the project. The project will seek final Union approval for changes being discussed before the May go-live date. The project will also continue to provide support to Operations & Management to ensure that there is sufficient capabilities and capacity to proactively support OCM efforts and prevent potential disruptions to the project (e.g., changes to the current Help Desk support vendor was recently identified and may need to be revisited based on project requirements).

12/31/20 - The project continues to have productive consultation meetings with stakeholders to clarify CBA rules the project will implement in the new TL system. The project plans to continue providing sufficient support to Operations & Management to ensure that there is sufficient capabilities and capacity to proactively support OCM efforts and prevent potential disruptions to the project (e.g., changes to the current Help Desk support vendor was recently identified and may need to be revisited based on project requirements).
During the project, the project team will need to develop a regression test plan that will be used to test the Payroll System. The project has been preparing for the eventuality that the project team and payroll operations will need to maintain and manage the time and leave functions in the current system. Further, DOE leave balance accuracy remains unclear, a key TL system onboarding requirement.

During the project, KTH reported that in addition tosalary and raises, the payroll system is also used to support other HR functions, such as new hires, terminations, 401k, etc. As such, the payroll team will need to ensure that the payroll system can accurately support these additional HR functions.

During the project, the project team will need to develop a plan for and properly staff these processes. The project is also looking for ways to make sure that the payroll team is properly staffed and that the payroll system is properly configured.

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Non-intuitive user interface (UI) could reduce user adoption and satisfaction and lead to user error and frustration at go-live.

The project has elected to minimize PeopleSoft (PS) customizations in order to increase long-term system maintainability (newer system support costs and fewer maintenance issues). However, some out-of-the-box (OOTB) PeopleSoft user interfaces and functionality are non-intuitive. While minimizing PS customizations will help mitigate system complexity and other M&O risks, it can negatively impact user adoption, training, OCM level of effort and effectiveness, help desk call volume, and system usability. For example, the help desk could get flooded with calls at go-live from users that remain confused with some non-intuitive interfaces. Further, user training challenges could also result if users are not convinced that the system is as easy to use as they are led to believe, and ultimately lead to a negative perception of the system at go-live.

The project team noted that they had already developed user interface (UI) best practices to help ensure that users are familiar with the system before go-live, which they hoped would help reduce the number of support tickets they might receive. However, the project team was concerned that some of these UI challenges might persist, especially if the OCM plan does not effectively address this risk.

The OCM plan does not address this risk. Users could have trouble at go-live and ultimately lead to a negative perception of the system at go-live, which could negatively impact user adoption, training, OCM level of effort and effectiveness, help desk call volume, and system usability.

The project team recognized the need to address this risk and has plans to develop training materials to help ensure that users are familiar with the system before go-live. They are also considering developing user interface (UI) best practices to help ensure that users are familiar with the system before go-live.

The project team has scheduled a meeting with stakeholders to discuss the non-intuitive user interfaces and have developed user interface (UI) best practices to help ensure that users are familiar with the system before go-live. They are also considering developing user interface (UI) best practices to help ensure that users are familiar with the system before go-live, which could help reduce the number of support tickets they might receive.