November 24, 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: June 1 – 30, 2020

Draft Submitted: July 21, 2020
Final Submitted: July 24, 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
Executive Summary

The project continues to make progress towards preparations for a Group 2, December 1, 2020 go-live, as they reach out to participating departments to validate requirements and security configurations. The project team is leveraging lessons learned from Group 1 users feedback based on their ongoing operation of the live system and is now able to demonstrate how functionality is meeting user needs. IV&V remains concerned with the large number of users and complexity of business rules for Group 2 as well as the implementation activities that may largely be performed virtually. Due to COVID-19 related budget impacts, the HIP Service Center (help desk) staffing contract will likely end in September; the loss of seasoned help desk staff could potentially reduce the quality of the help desk and lead to user frustration and complaints. DAGS is making preparations to potentially staff the Payroll/Time & Leave help desk with existing resources, which could put an additional strain on a DAGS operations team that may already be at capacity, hence, the project team will likely be pulled away from project activities to support this transition and assist with ongoing ticket resolution. IV&V also remains concerned that key project team members are being pulled off to assist with other projects.

<table>
<thead>
<tr>
<th>Category</th>
<th>IV&amp;V Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources Management</td>
<td>While the project has made efforts to limit project team members participation in operational support, they continue to be relied on to some extent, which could distract some team members from their project activities. The project continues to work to delegate responsibilities away from key individuals, that are at capacity, in order to mitigate this risk. However, key project resources have been recently tapped to assist with other ETS initiatives which could increase this risk. Recent budget cuts due to COVID-19 will likely lead to the loss of the outsourced staffing for the HIP Service Center. DAGS has indicated they will make preparations to staff the service center with existing staff. It remains unclear whether DAGS efforts will be able to adequately staff the service center and maintain quality of service, as well as manage their other normal duties. DAGS operations will rely on the project team to train their support team and may continue to rely on them to assist with ongoing ticket resolution and operational support. Overallocation of project resources can reduce the quality of project activities and ultimately pose a risk to the project schedule and budget as well as the overall quality of the project. IV&amp;V remains concerned with ongoing COVID impacts to state resources including potential 1-2 day/week furloughs, retirement of key resources (due to pay cuts), and additional efforts required to conduct project activities virtually.</td>
</tr>
</tbody>
</table>
## Executive Summary (cont’d)

<table>
<thead>
<tr>
<th>Category</th>
<th>IV&amp;V Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Transfer</td>
<td>No significant increase in project staff workload related to the deployment of the TL functionality was identified. However, IV&amp;V remains concerned that a reduction in help desk capacity due to budget cuts and potential staff furloughs may increase the workload on the project to help resolve help desk issues. As DAGS prepares to replace the contracted help desk team, IV&amp;V will be monitoring for effective knowledge transfer so as not to reduce the quality of the help desk. As noted previously, IV&amp;V remains concerned that the project team will be supporting TL Group 1 while attempting to execute tasks necessary for TL Group 2 go-live.</td>
</tr>
<tr>
<td>Operational Readiness</td>
<td>IV&amp;V did not note any significant issues for the Group 1 go-live related to the state of readiness of either the project team or departments, therefore, this category risk has been set to “Low”. IV&amp;V will be closely monitoring Group 2 readiness activities as this group represents a significantly larger and more complex user base which includes the complexities of hourly worker timekeeping. IV&amp;V will also be monitoring the potential impact of delays in the release the RFP to support departmental OCR scanning of leave documents. Any further delays could impact some departments go-live dates.</td>
</tr>
<tr>
<td>Organizational Change Management (OCM)</td>
<td>OCM activities continue as the project prepares for a 12/1/2020 Group 2 go-live. They are currently planning a system security informational session for key departmental stakeholders that should help to reduce confusion and reduce permissions problems at go-live. The project continues to actively update their OCM plan for Group 2 based on feedback from stakeholders and lessons learned from Group 1 go-live. The project continues to develop strategies for increasing user engagement in OCM activities as well as updating training materials to include additional process/procedure context (TL controls, policies, deadlines), instead of just system navigation.</td>
</tr>
</tbody>
</table>
## Executive Summary (cont’d)

<table>
<thead>
<tr>
<th>Category</th>
<th>IV&amp;V Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Management and</strong></td>
<td><strong>Observations</strong></td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>IV&amp;V noted that although a risk related to the lack of approval of the RFP for an OCR solution has been documented for some time, there are continuing delays in approving the OCR solution. Delays in providing the Group 2 departments an OCR solution for scanning their leave balances could push out their planned go-live date.</td>
</tr>
<tr>
<td></td>
<td>IV&amp;V is not aware of unions raising any additional concerns. The project is preparing memos to be sent to unions to explain the outcomes of Group 1 go-live with the intent to reassure unions that the system is meeting union member expectations and that there have been no reported complaints with regard to standardization of pay calculations.</td>
</tr>
<tr>
<td></td>
<td>The project has sent communications indicating a 7/17/2020 deadline for opting-in. Once the scope of departments participating in the TL project has been finalized, the project team should be able to focus their efforts toward confirmed departments. DOE has yet to respond to project communications with regard to opt-in requirements and clarification of potential go-live dates. HHSC and Judiciary have yet to officially opt-in for the project.</td>
</tr>
<tr>
<td></td>
<td>The project and DHRD appear to have established regular, responsive, and productive communications. The Payroll Operations (PO) liaison replacement appears to be providing a similar level of support as the previous liaison and project/PO communications appear to be adequate.</td>
</tr>
<tr>
<td><strong>Quality Management</strong></td>
<td><strong>Observations</strong></td>
</tr>
<tr>
<td></td>
<td>IV&amp;V continues to recommend that processes, procedures, and responsibilities related to release management be fully documented, reviewed and approved by all parties involved in production updates to the HawaiiPay and TL solution. IV&amp;V also observed that the identification and resolutions of defects related to TL functionality have been limited and resolved in a timely manner.</td>
</tr>
</tbody>
</table>
IV&V Findings and Recommendations

IV&V is currently tracking 9 findings (6 risks, and 3 issue) for this reporting period. Of the open risks/issues, 5 are related to Project Management. The following charts breakdown the risks by type and category/priority.

Findings by Type

Open Risks/Issues by Category/Priority

- Knowledge Transfer: 1 Medium
- Organizational Change Management: 1 Medium
- Quality Management: 1 Low
- Project Organization & Management: 3 Medium, 2 Low
- Human Resource Management: 1 Medium
## IV&V Findings and Recommendations (cont’d)

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Type</th>
<th>#</th>
<th>Finding Title</th>
<th>Criticality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Management</td>
<td>Risk</td>
<td>5</td>
<td>Over reliance on a few skilled and overtaxed project resources could lead to significant project disruption in the event of their departure</td>
<td>Medium</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>Risk</td>
<td>4</td>
<td>Payroll production support dependence on key Time and Leave Resources</td>
<td>Medium</td>
</tr>
<tr>
<td>OCM</td>
<td>Risk</td>
<td>18</td>
<td>Complexity of communications to end-users could lead to confusion at go-live</td>
<td>Medium</td>
</tr>
<tr>
<td>Project Organization &amp; Management</td>
<td>Risk</td>
<td>9</td>
<td>Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Issue</td>
<td>13</td>
<td>Departments opting-out of 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></td>
<td>Risk</td>
<td>14</td>
<td>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>Low</td>
</tr>
<tr>
<td></td>
<td>Issue</td>
<td>19</td>
<td>COVID-19 State-wide shutdown could hinder project activities and negatively impact the project schedule and budget</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Risk</td>
<td>15</td>
<td>Key project risks and issues management and escalation processes may not be effective which may result in negative impact to project goals</td>
<td>Low</td>
</tr>
<tr>
<td>Quality Management</td>
<td>Risk</td>
<td>20</td>
<td>Inadequate release management processes could lead to user confusion and frustration</td>
<td>Low</td>
</tr>
</tbody>
</table>
### 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>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>
### 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>Medium</td>
</tr>
</tbody>
</table>

### Recommendations

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 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.</td>
<td>In progress</td>
</tr>
<tr>
<td>• 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.</td>
<td>In progress</td>
</tr>
</tbody>
</table>
## IV&V Findings and Recommendations (cont’d)

### Organizational Change Management

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td><strong>Risk</strong> - Complexity of communications to end-users could lead to confusion at go-live and overwhelm the help desk: The project has identified a significant number of different user groups to prepare separate communications for pre-go-live. Each user group will have different instructions for how they will prepare for and interact with the new and old payroll and TL system. For example, Group 1 users, non-Group 1 users, Single Sign On (SSO) users, and non-SSO users. Each user group combination may require unique communications, system preparation and go-live instructions. Communications to this many groups could lead to confusion pre- and post-go-live especially if they interact with other employees in different groups who have different instructions. Failure to effectively control these communications could lead to user confusion, reduced user buy-in, increased help desk calls, and negative public perceptions of the project (“bad press”).</td>
<td>Medium</td>
</tr>
</tbody>
</table>

### Recommendations

<table>
<thead>
<tr>
<th>Progress</th>
</tr>
</thead>
</table>

- 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. **In progress**

- Prepare a fully vetted communication plan for communications to the various user groups and begin early communications. **In progress**
### IV&V Findings and Recommendations (cont’d)

**Project Management & Organization**

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td><strong>Risk</strong> - Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope: 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>Medium</td>
</tr>
<tr>
<td>13</td>
<td><strong>Issue</strong> - 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: 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>
</tr>
</tbody>
</table>
### IV&V Findings and Recommendations (cont’d)

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

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<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 central operations groups. 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>Low</td>
</tr>
<tr>
<td>15</td>
<td><strong>Risk</strong> - Key project risks and issues management and escalation processes may not be effective which may result in negative impact to project goals: 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>
</tr>
<tr>
<td>19</td>
<td><strong>Issue</strong> - COVID-19 State-wide shutdown could hinder project activities and negatively impact the project schedule and budget: On 3/23/2020, the Governor issued a “stay at home, work from home order” that has reduced several departments ability to be fully functional as the large majority of state workers will be required work from home/remote at least until the end of April and some offices may be completely shut down. Many project department readiness activities could be significantly hindered during this time. For example, leave balances can are paper-based and would require physical access in order to provide the project with accurate leave balances. Departments may be unable (due to stricter shutdown policies) or unwilling to perform these activities during this chaotic time. UAT and Training will more than likely be conducted remotely which could negatively impact these activities. Planned SI on-site visits will also likely be changed to remote.</td>
<td>Medium</td>
</tr>
</tbody>
</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>• Closely monitor legislative and union actions and/or initiatives that could</td>
<td>In progress</td>
</tr>
<tr>
<td>impact the project and provide them feedback as needed to ensure informed</td>
<td></td>
</tr>
<tr>
<td>decisions and clear understanding of impacts to payroll and the time and</td>
<td></td>
</tr>
<tr>
<td>leave project.</td>
<td></td>
</tr>
<tr>
<td>• Partner with Unions to clarify CBA rules so that in the end union objectives</td>
<td>In progress</td>
</tr>
<tr>
<td>are met wherever possible within the scope of the Time and Leave project.</td>
<td></td>
</tr>
<tr>
<td>• Work closely with departments that are unsure of their TL participation to</td>
<td>In progress</td>
</tr>
<tr>
<td>assist with readiness and collaborate to remove any blocks to their full</td>
<td></td>
</tr>
<tr>
<td>participation.</td>
<td></td>
</tr>
<tr>
<td>• Develop contingency plans for the possibility that some departments may not</td>
<td>In progress</td>
</tr>
<tr>
<td>participate in TL.</td>
<td></td>
</tr>
<tr>
<td>• Work with executive leadership and business operations groups to address the</td>
<td>In progress</td>
</tr>
<tr>
<td>root cause of these communication challenges and prepare a plan/strategy for</td>
<td></td>
</tr>
<tr>
<td>corrective action.</td>
<td></td>
</tr>
<tr>
<td>• Establish a clear and detailed risk management plan for escalating risks and</td>
<td>In progress</td>
</tr>
<tr>
<td>issues and follow defined escalation steps for risks/issues that are not</td>
<td></td>
</tr>
<tr>
<td>actively being worked.</td>
<td></td>
</tr>
<tr>
<td>• Update the OCM Plan to include any new activities or updates to planned</td>
<td>In progress</td>
</tr>
<tr>
<td>activities to address the impacts of COVID-19.</td>
<td></td>
</tr>
</tbody>
</table>
**IV&V Findings and Recommendations (cont’d)**

**Quality Management**

<table>
<thead>
<tr>
<th>#</th>
<th>Key Findings</th>
<th>Criticality Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td><strong>Risk – Inadequate release management processes could lead to user confusion and frustration:</strong> The project team has stated that existing release management processes may be incomplete and/or lack clear responsible parties for release communications. If release manage procedures are unclear or if the execution of release procedures lack sufficient rigor, this could lead to missteps that could frustrate users and lead to user confusion. This could ultimately lead to reduced user buy-in, reduced departmental leadership (and legislative) project support, and a negative public perception that could be picked up by the local media (aka &quot;bad press&quot;).</td>
<td>Low</td>
</tr>
</tbody>
</table>

**Recommendations**

<table>
<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>
<tr>
<td>• Revisit and clarify existing release management processes and procedures and ensure clear owners of each release activity.</td>
<td>Not started</td>
</tr>
</tbody>
</table>
IV&V Status

• **IV&V activities performed during the reporting period:**
  - Attended Scrums
  - Attended PCAB meeting
  - Attended RIO-D meetings
  - Led Project Team Risk Review sessions
  - 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>
</tr>
</thead>
<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
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.
**Disruption and Leave Resources**

There are currently 2 individuals who are reliant on to a greater extent than others. Over reliance on key resources can not only create significant risk, but also reduce the effectiveness of these individuals’ work, and thereby reduce the overall project performance. While these individuals have the right capability, their workload is not managed to their strengths, which could result in critical issues being missed, and thereby reduce the overall project performance. Over reliance on key resources can not only create significant risk, but also reduce the effectiveness of these individuals, and thereby reduce the overall project performance.

**Recommendation:**

- Consider reducing the number of requests from key resources, and potentially reallocate these requests to other resources.
- Develop a strategy to ensure that key resources are used in the most effective way.
- Ensure that key resources are not overloaded, and that their workloads are managed to their strengths.
- Consider providing training and development opportunities to key resources to improve their effectiveness.

**Risk:**

- Disruption and Leave Resources
- Dependence on key resources
- Key resources being overloaded
- Key resources being underutilized

**Updates:**

- 03/31/2020 - New resource productivity continues to progress and efforts to offload key resource responsibilities, thus far, appear to be successful.
- 04/30/2020 - IV&V noted a continued decrease in unexpected load due to resource efforts to reduce the reliance on key resources.
- 05/31/2020 - The project continues to leverage the newest team members to reduce the reliance on project resources.
- 06/30/2020 - While the project has made efforts to limit project team members participation in operational support, they continue to be relied on to some extent, which could distract some team members, who are already at capacity, from their primary responsibilities.

**Knowledge Transfer:**

- IV&V noted the need to transition the HIP Service Center to ensure the overall project performance.
- Consider providing training and development opportunities to key resources to improve their effectiveness.

**Organizational Resources:**

- Development and implementation of a transition plan to ensure that resources are trained and ready to take on new responsibilities.
- Consider providing training and development opportunities to key resources to improve their effectiveness.
- Consider providing resources with the necessary knowledge and skills to perform their responsibilities effectively.

**Management:**

- Consider providing training and development opportunities to key resources to improve their effectiveness.
- Consider providing resources with the necessary knowledge and skills to perform their responsibilities effectively.
Departments choosing not to participate in the TL project could lead to unnecessary costs for the state as well as project team members which could negatively impact the project. Some departments who were initially scheduled to opt-out have reconsidered and decided to opt-in to the project or provide input to assist with readiness and collaboration to support the project’s goals.

- Initiating efforts to mitigate risks around having 2 payroll systems by transitioning them to PeopleSoft for some reporting.
- The project continues to support operational readiness activities for departments that may opt-out.
- DOE has yet to respond to project communications with regard to opt-in requirements and clarification of potential go-live dates. HHSC and Judiciary have yet to officially opt-in for the project. The project has sent clear communication to DOE that details required readiness activities for them to be included in Group 3 or 4 go-live.
- DOE has yet to respond to project communications with regard to opt-in requirements.
- The project continues to have productive consultation meetings with stakeholder unions and has recently met with the unions for consultation in October 2019 where no objections were reported; the project has reported HGEA has been largely unresponsive to project communications since then. It remains unclear why HGEA would wait until 2 weeks before the deadline to file their grievance.
- HGEA has filed a class grievance with DAGS with regard to standardization of pay calculations that could adversely affect their members and therefore impact the project moving forward given line.

- The project continues to engage line teams to assist with readiness and collaborate to support the project’s goals.
- Project executive leadership continues to work with some departments that are considering an opt-out of the TL project in order to get closer to finalizing their decision. Finalizing these decisions will help free up the project teams to focus their efforts on departments that have opt-in.
- The project continues to support operational readiness activities for departments that may opt-out of the TL project.
- The project is preparing remedy to be sent to unions to explain the outcome of Group 1 as it goes live with the intent to reassure unions that the system is moving on member expectations and that there have been no reported complaints with regard to standardization of pay calculations. HGEA is not aware of unions raising additional concerns, therefore we have lowered this risk to "Medium".
- DOE has yet to respond to project communications with regard to standardization of pay calculations that could adversely affect their members which may also need to be expended removing these department specific features. Resources may have difficulty maintaining ePCS support. If departments decide at a later date to opt-out of the TL project or providing the project time to react to such changes could impact the T&L project and be proactive in preparation for them.
- The project continues to engage line teams to assist with readiness and collaborate to support the project’s goals.
- The project continues to support operational readiness activities for departments that may opt-out of the TL project.
- The project is preparing remedy to be sent to unions to explain the outcome of Group 1 as it goes live with the intent to reassure unions that the system is moving on member expectations and that there have been no reported complaints with regard to standardization of pay calculations. HGEA is not aware of unions raising additional concerns, therefore we have lowered this risk to "Medium".
- DOE has yet to respond to project communications with regard to standardization of pay calculations that could adversely affect their members and therefore impact the project moving forward given line.
- The project continues to engage line teams to assist with readiness and collaborate to support the project’s goals.
- The project continues to support operational readiness activities for departments that may opt-out of the TL project.
The project has demonstrated productive communications with state-wide agencies and partners, primarily due to the department's mentor strategy. High-level project stakeholders have been actively engaged in regular status meetings and have provided valuable input and direction. While challenges exist in communicating with some vendors and external partners, overall efforts have been successful in establishing productive relationships.

Current project risks include:

1. Lack of progress on key project milestones:
   - The project has reported a delay in the implementation of critical system components, which is hindering the project's ability to meet timelines. This issue is ongoing and requires continued monitoring.
   - The project has identified a risk related to the delayed implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended increasing the frequency of status meetings and progress reports to address these issues.

2. Communications challenges:
   - The project has observed communication gaps between the project team and external stakeholders, which may impact the project's ability to make decisions and implement changes effectively.
   - The project has recommended developing a more comprehensive communication plan to address these challenges.

3. Resource constraints:
   - The project has identified a risk related to resource constraints, which could impact the project's ability to meet its objectives.
   - The project has recommended leveraging existing resources and seeking additional support, if necessary.

4. Operational issues:
   - The project has observed operational issues related to the implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended conducting a more comprehensive risk assessment to address these issues.

5. Funding constraints:
   - The project has identified a risk related to funding constraints, which could impact the project's ability to meet its objectives.
   - The project has recommended seeking additional funding sources and exploring alternative funding options.

6. Technical issues:
   - The project has observed technical issues related to the implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended conducting a more comprehensive technical risk assessment to address these issues.

Recommended actions:

- Establish a clear and detailed risk management plan for the project.
- Monitor critical path tasks and report (early and often) to project leadership.
- Monitor risks and issues by severity and due date in order to ensure timely resolution.
- Establish a clear and detailed risk management plan for the project.
- Work with executive leadership and key project resource, executive management has taken steps to address related project risks, including mobilizing Payroll Operations and Project Management resources to support the project.

The project has recommended ongoing monitoring and review of key project risks, including:

- Lack of progress on key project milestones.
- Communications challenges.
- Resource constraints.
- Operational issues.
- Funding constraints.
- Technical issues.

The project has also recommended conducting a comprehensive risk assessment to identify potential risks and develop strategies to mitigate these risks.

Date

- The project has reported a delay in the implementation of critical system components, which is hindering the project's ability to meet timelines. This issue is ongoing and requires continued monitoring.
- The project has identified a risk related to the delayed implementation of key system components, which could impact the project's ability to meet its objectives.
- The project has recommended increasing the frequency of status meetings and progress reports to address these issues.

Current project risks include:

1. Lack of progress on key project milestones:
   - The project has reported a delay in the implementation of critical system components, which is hindering the project's ability to meet timelines. This issue is ongoing and requires continued monitoring.
   - The project has identified a risk related to the delayed implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended increasing the frequency of status meetings and progress reports to address these issues.

2. Communications challenges:
   - The project has observed communication gaps between the project team and external stakeholders, which may impact the project's ability to make decisions and implement changes effectively.
   - The project has recommended developing a more comprehensive communication plan to address these challenges.

3. Resource constraints:
   - The project has identified a risk related to resource constraints, which could impact the project's ability to meet its objectives.
   - The project has recommended leveraging existing resources and seeking additional support, if necessary.

4. Operational issues:
   - The project has observed operational issues related to the implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended conducting a more comprehensive risk assessment to address these issues.

5. Funding constraints:
   - The project has identified a risk related to funding constraints, which could impact the project's ability to meet its objectives.
   - The project has recommended seeking additional funding sources and exploring alternative funding options.

6. Technical issues:
   - The project has observed technical issues related to the implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended conducting a more comprehensive technical risk assessment to address these issues.

Recommended actions:

- Establish a clear and detailed risk management plan for the project.
- Monitor critical path tasks and report (early and often) to project leadership.
- Monitor risks and issues by severity and due date in order to ensure timely resolution.
- Establish a clear and detailed risk management plan for the project.
- Work with executive leadership and key project resource, executive management has taken steps to address related project risks, including mobilizing Payroll Operations and Project Management resources to support the project.

The project has recommended ongoing monitoring and review of key project risks, including:

- Lack of progress on key project milestones.
- Communications challenges.
- Resource constraints.
- Operational issues.
- Funding constraints.
- Technical issues.

The project has also recommended conducting a comprehensive risk assessment to identify potential risks and develop strategies to mitigate these risks.

Date

- The project has reported a delay in the implementation of critical system components, which is hindering the project's ability to meet timelines. This issue is ongoing and requires continued monitoring.
- The project has identified a risk related to the delayed implementation of key system components, which could impact the project's ability to meet its objectives.
- The project has recommended increasing the frequency of status meetings and progress reports to address these issues.

Current project risks include:

1. Lack of progress on key project milestones:
   - The project has reported a delay in the implementation of critical system components, which is hindering the project's ability to meet timelines. This issue is ongoing and requires continued monitoring.
   - The project has identified a risk related to the delayed implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended increasing the frequency of status meetings and progress reports to address these issues.

2. Communications challenges:
   - The project has observed communication gaps between the project team and external stakeholders, which may impact the project's ability to make decisions and implement changes effectively.
   - The project has recommended developing a more comprehensive communication plan to address these challenges.

3. Resource constraints:
   - The project has identified a risk related to resource constraints, which could impact the project's ability to meet its objectives.
   - The project has recommended leveraging existing resources and seeking additional support, if necessary.

4. Operational issues:
   - The project has observed operational issues related to the implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended conducting a more comprehensive risk assessment to address these issues.

5. Funding constraints:
   - The project has identified a risk related to funding constraints, which could impact the project's ability to meet its objectives.
   - The project has recommended seeking additional funding sources and exploring alternative funding options.

6. Technical issues:
   - The project has observed technical issues related to the implementation of key system components, which could impact the project's ability to meet its objectives.
   - The project has recommended conducting a more comprehensive technical risk assessment to address these issues.

Recommended actions:

- Establish a clear and detailed risk management plan for the project.
- Monitor critical path tasks and report (early and often) to project leadership.
- Monitor risks and issues by severity and due date in order to ensure timely resolution.
- Establish a clear and detailed risk management plan for the project.
- Work with executive leadership and key project resource, executive management has taken steps to address related project risks, including mobilizing Payroll Operations and Project Management resources to support the project.

The project has recommended ongoing monitoring and review of key project risks, including:

- Lack of progress on key project milestones.
- Communications challenges.
- Resource constraints.
- Operational issues.
- Funding constraints.
- Technical issues.

The project has also recommended conducting a comprehensive risk assessment to identify potential risks and develop strategies to mitigate these risks.

Date
The project has identified a significant number of different user groups for impact assessment and has developed a comprehensive communication strategy for each group. Each group would receive different communication material to address their unique needs, as well as to ensure that the communication content was clear and actionable. The project team has also established clear timelines and milestones for communication activities to ensure that all stakeholders are informed of the upcoming changes in a timely manner.

Communications to the many groups could lead to confusion among stakeholders, and project team members have identified different communication strategies for different groups. In the few cases where there has been confusion, the project team has worked to clarify misunderstandings and ensure that all stakeholders are fully informed.

One project change highlights readiness activities could be significantly hindered during this time. For example, new employees are on a paper-based and would require physical access to provide the project with accurate leave balances. Departmental training may be a barrier to this type of training/positioning or unavailability for performing these activities. During this chaotic time, UAT and Training will more than likely be conducted remotely, which could negatively impact these activities. Planned in-person visits and site visits likely be changed to remote.

• Work with stakeholders to ensure clarity of understanding of changes to the project with the project team, as well as clarify communication activities as to what will remain the same.
• Assist stakeholders effectiveness in relying on remote access.

COVID-19. The SI continues to manage virtual work, as their offices are "closed" due to the "stay at home" order that has been issued in most regions. SI personnel are working from home and are planning to hold meetings with project leaders and stakeholders virtually. SI personnel are planning to hold virtual meetings with project leaders and stakeholders to discuss project progress and any changes that may need to be made. SI personnel have also reported that the "stay at home" order has led to a reduction in work hours and that there may be a reduction in the overall number of workers.

04/30/20 - The project appears to be making progress in addressing the impacts of this crisis. Efforts are being made to ensure the project stays on track and systems run smoothly; this may not be sustainable.

05/31/20 - The state legislature is currently contemplating implementing 1-2 day/week furloughs as well as salary cuts for other SI system enhancements. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality.

COVID-19. The SI continues to manage virtual work, as their offices are "closed" due to the "stay at home" order that has been issued in most regions. SI personnel are working from home and are planning to hold meetings with project leaders and stakeholders virtually. SI personnel have also reported that the "stay at home" order has led to a reduction in work hours and that there may be a reduction in the overall number of workers.

04/30/20 - The project appears to be making progress in addressing the impacts of this crisis. Efforts are being made to ensure the project stays on track and systems run smoothly; this may not be sustainable.

05/31/20 - The state legislature is currently contemplating implementing 1-2 day/week furloughs as well as salary cuts for other SI system enhancements. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality.

COVID-19. The SI continues to manage virtual work, as their offices are "closed" due to the "stay at home" order that has been issued in most regions. SI personnel are working from home and are planning to hold meetings with project leaders and stakeholders virtually. SI personnel have also reported that the "stay at home" order has led to a reduction in work hours and that there may be a reduction in the overall number of workers.

04/30/20 - The project appears to be making progress in addressing the impacts of this crisis. Efforts are being made to ensure the project stays on track and systems run smoothly; this may not be sustainable.

05/31/20 - The state legislature is currently contemplating implementing 1-2 day/week furloughs as well as salary cuts for other SI system enhancements. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality.

COVID-19. The SI continues to manage virtual work, as their offices are "closed" due to the "stay at home" order that has been issued in most regions. SI personnel are working from home and are planning to hold meetings with project leaders and stakeholders virtually. SI personnel have also reported that the "stay at home" order has led to a reduction in work hours and that there may be a reduction in the overall number of workers.

04/30/20 - The project appears to be making progress in addressing the impacts of this crisis. Efforts are being made to ensure the project stays on track and systems run smoothly; this may not be sustainable.

05/31/20 - The state legislature is currently contemplating implementing 1-2 day/week furloughs as well as salary cuts for other SI system enhancements. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality. The SI has indicated they have postponed planned travel for onsite work due to COVID; until just before Group 2 go-live, SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality.