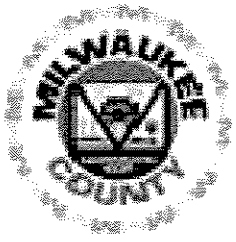
Milwaukee County



Ceridian Human Resources Information System Implementation

Assessment Report

March 29, 2007

Executive Summary and Conclusions

Virchow Krause & Company, LLP (Virchow Krause), together with Milwaukee County and the Ceridian project team, participated in a one day limited project review for the Ceridian Human Resources Information System (HRIS) project. Significant work and progress has been made on the project to date, and the teams remain committed and working together in a productive fashion.

Our limited review compared industry best practice project management practices against practices reviewed on the Milwaukee HRIS project. Although industry best practices for project management transcend across private and public sector industries, the fiscal constraints on public sector projects add additional challenges when attempting to adequately staff projects to address best practices. Having acknowledged the fiscal challenge, many examples of State, County and Municipal public sector projects exist where they have made best practice project management practices a priority for specific projects with very positive results.

Our limited one day project review focused on understanding several key questions including:

1. What is the likelihood of meeting the July 1st implementation date?
2. Does the project have the necessary resources to move forward with success?
3. Are the right project tools and techniques in place to help increase the probability for a successful outcome?

Question 1: Based on our limited review, Virchow Krause believes the likelihood of meeting the July 1st implementation date is improbable when considering the quantity of open items, number of available resources, the level of testing completed to date and the relatively low tolerance for risk within Milwaukee County. The project team will need to consider significant changes to project fundamentals to increase the likelihood for meeting the July 1st date.

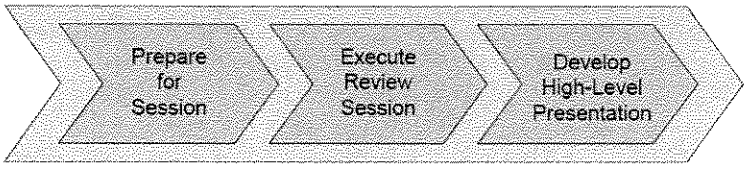
Question 2: The project team was not able to provide a consolidated, resource leveled work plan which is critical in answering question number 2 with any degree of certainty. Based on the lack of consolidated resource leveled work plans, our answer to question 2 is based on anecdotal evidence from our one day project assessment. Our findings indicated the project has suffered from lack of subject matter experts on the County team that are capable of defining and confirming the business requirements the project team needs to ensure success. Without industry standard work plans indicating the work units, work unit estimates and resource assignments, it is very difficult to comment with certainty on the remaining resource allocation for the project team.

Question 3: The HRIS project utilizes many solid project management tools and techniques, including: the existence of a steering committee, frequent status meetings, appropriate communication protocols and good team chemistry between the Ceridian team and the County team. However, the findings section contained within this report indicates several project management tools and techniques that warrant focus to better assure Milwaukee County succeeds at achieving its desired results.

A. Background

Milwaukee County's implementation of the Ceridian Human Resources Information System (HRIS) is reaching a critical period. Over the next four months, plans include executing end user training, completion of software customizations, completion of data conversion, execution of parallel testing, final "go live", post conversion support as well as other critical tasks.

Given the project is currently at a critical crossroad, the County requested an independent review session to assess the current status of the implementation. The session goal was to provide an objective assessment of the project's baseline status, as well as a high-level integrated project plan to identify remaining activities and responsibilities associated with the HRIS project. The project was broken into three phases, as illustrated by the following graphic.



Each phase is explained in more detail below.

Prepare for Session
This activity included appropriate activities to help the Virchow Krause, County, and Ceridian participants prepare for the review sessions. Virchow Krause presented a data collection list in advance of the working session and the County and Ceridian project teams provided the requested background information.

Execute Review Session
The team conducted a single review session consisting in total of eight hours of meetings with key project personnel and sponsors. The review sessions confirmed project status, confirmed key issues and risks, and identified the key remaining project activities and appropriate timeframes.

Develop High-Level Presentation and Roadmap
Based on the collective information from the project documentation and review sessions, the Virchow Krause team completed our analysis and documented our findings and recommendations within this report.

Methodology
The evaluation of the Milwaukee County HRIS project was measured against aspects of the Virchow Krause (VK) Project Assessment and QA Monitoring Tool. Given the abbreviated nature of the engagement, an abridged version of the tool was utilized.

The following areas were evaluated as part of the review:

1. Business Case / Return On Investment (ROI)
2. Project Organization
3. Scope
4. Change Management
5. Approach
6. Resource Management
7. Communication Management
8. Issue Management

9. Risk Management
10. Quality Assurance
11. Work plan Management
12. Technical Environment
13. Solution Development Life Cycle
    a. Analysis & Requirements
    b. Design
    c. Development
    d. Testing
    e. Conversion

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B. Summary of Findings

The following is a summary of key findings from the review:

1. **Business Case / Return On Investment**
   - The project team documented the original business case and return on investment (ROI) criteria to approve the project.
   - The project team and sponsors have not returned to the project business justification for a measure of project success.
   - The team is not capturing metrics against the business case for project ROI.
   - Lack of focus on overall business case and ROI has contributed to lack of sponsorship and project momentum.

2. **Project Organization**
   - Project management responsibilities are split among the County and the vendor.
   - The current Steering Committee contains members that have not attended Steering Committee meetings and are unclear as to their role.
   - The weekly operating committee meeting, which consisted of representatives of Department of Administrative Services (DAS) departments, was disbanded last year. This meeting, while contentious, did result in issue resolution.
   - Significant turnover in the Steering Committee has impacted commitment of resources to project and lack of consistency over project life cycle.
   - Project is seen as an IT initiative by County personnel potentially due to the lack of focus on the business case and ROI.
   - The technology teams from both the County and the vendor have had a high commitment level over entire project and the working relationship between the County and vendor remains positive.
   - It was not apparent that the current project organization and "meeting infrastructure" was working in a results oriented fashion and more emphasis should be placed on issue resolution mechanisms within the project organization.

3. **Scope**
   - Requirements documents existed for the Request for Proposal (RFP)
   - "Core requirements" are not completely mapped to software or to customizations because of open business requirements definition (BRD). Scope is largely defined by the BRD. Completion and sign off on configuration, development, change orders, implementation and training are all impacted down stream by the incomplete sign off on the BRDs. The following enumerates VK's understanding of the status of requirements / discovery being complete by major application / area:
     - The largest piece of the HRIS (HPW) has a requirement document that is 25% complete.
     - Benefits requirement document is 90% complete.
     - The requirement document for the Recruiting function is incomplete.
     - The requirements for several large customizations are incomplete.
   - Key features of the software are not identified and documented because of open business requirements documents (BRD)
   - Scope is not approved nor signed off. The open BRDs drive scope, requirements and configuration.

4. **Change Management**
   - The appropriate work flows and process flows have not been developed for the future state. The future state process flows have not been articulated to the team or organization causing uncertainty relative to how the system will impact current processes and procedures.

- The need for new roles or tasks has not been assessed because of the incomplete process flows.
- Organizational change management activities, including training development and delivery, cannot take place because the work process flows for various activities have not been defined. The final work process flows may have specific impacts to the job functions for internal DAS staff and end users that will need to be formalized and presented.

5. **Approach**
   - The project is divided into appropriate modules by application. An attempt was made at the project management level to recognize that individual applications could be sub tasks under the main project.
   - An attempt has been made to divide the project into appropriate phases within a System Development Life-Cycle (SDLC). The project team has not been successful in following the SDLC. For example, several work units have entered into the configuration and development phases when the discovery phase has not yet been finalized on the foundational BRD documents.
   - It was not apparent during our review that a master project plan exists for the project. We were unable to identify during our review a plan containing all project work units and the resources required to complete the work units. Currently, core HR / Payroll (HPW), self service (SS) and Time and Attendance (CTA) are in a single work plan. Additional project plans exist for benefits (CBS) and recruitment (CRS). The team also provided separate documentation in Microsoft Project and Microsoft Excel that covered integration, conversion and customizations activities.
   - The project team appears to be in multiple phases of the system development lifecycle across several different applications all at the same time. This leads to confusion with team members and sponsors as to the status of the overall project. Our review indicated struggles in defining the critical path activities, milestones and milestone dates. The IOC (IOC) and Sponsors cannot get an accurate view of the project from the current status reports and multiple project plans.
   - Project plan is updated and monitored on a weekly basis.
   - Our review indicated the project would benefit from an activity to re-baseline the project plans and integrate the work plans for the final push toward implementation. A revised status reporting and executive update capability should be considered.
   - The project plan is not broken down to the appropriate level of detail showing tasks, milestones, and resource management. Various items on the project plans are of inappropriately large or lengthy timeframes not allowing significant visibility to these tasks to allow proactive management.

6. **Resource Management**
   - An official list of detailed work units and resource assignments was not available.
   - Formal requests for decisions needed from County personnel were not apparent.
   - Project managers are available and committed to project, however some confusion exists as to which project manager has responsibilities for what tasks
   - Functional project team members do not have the necessary capacity to perform project duties and non project duties without impinging on project due dates.
   - Availability of Department of Human Resources Subject Matter Experts (SMEs) and project team member has been extremely limited during the project. This has impacted the project team's ability to complete the requirements for the HR function and design the HR process flow.
   - Technical team project members are committed 100% to the project, understand what is required of them and appear to be executing what is requested.
   - Bi weekly payroll takes away project team members and critical Subject Matter Experts for two full weeks per month.

- It is unclear if specific work assignments to specific resources are occurring universally in this project.
- Production support activities have taken precedence over project responsibilities for both the technical and functional teams at times during life-to-date of this project. For example, members of the technology team have been reassigned for periods to address mandatory changes or issues with the existing Genesys system as problems occurred. The functional team members still allocate sufficient time to run the bi-weekly payroll activities.

7. **Communication Management**
   - Project expectations appear to be understood by team.
   - Regularly scheduled update sessions are occurring. The meetings review project status to a large degree and do not focus enough attention on resolving issues and critical path items. The large amount of project time wasted is a barrier to resolving issues. A new project mechanism is required.
   - The Steering Committee received updates on a semi-monthly basis. However, Steering Committee members can not focus on critical path over due items and issues because the project plan is not integrated, base lined and rolled up to facilitate issue resolution.
   - The communication plan contains recognition of the need to update all County employees. The project team has allowed this to slip and non project team members are receiving mixed messages about software functionality, scope and project timelines.
   - History of missed dates has increased skepticism among sponsors and Milwaukee County end users.
   - Sponsor and Steering Committee role in communication were limited and require re-initiation. The Director of DAS has recently initiated a new communication process.

8. **Issue Management**
   - Issues are documented formally with dates of identification, owner, target resolution dates, level of severity, suggested in an accessible format and location.
   - Not enough time and energy at Steering and project status meetings are spent in the issue resolution process.
   - Issues that were discussed in the Steering Committee and project status meetings did not have the right resources involved to resolve the issue.

9. **Risk Management**
   - The team created a risk management document at the beginning of the project. However, the team did not return to this document and keep it current with updates to the risks and risk management plans to mitigate identified risks.
   - VK is not aware of any on-going risk management plan. It was not communicated or provided.
   - Methods to communicate and address changes in project risk were not apparent.

10. **Quality Assurance**
    - Outside of this limited independent review, no independent evaluation of project status has been conducted either by a true third party or by a non-stakeholder member of the County or Vendor community.
    - The appropriate level of rigorous testing has not been completed with significant input from end-users and project owners. Most of the testing appears to be deferred until parallel testing. The completed customizations have been unit tested by Ceridian developers with some level of acceptance testing by County IT staff.
    - Project plan is not base lined. Dates inside of the plan are frequently shifted. This leads the Steering Committee to be unclear as to what tasks have slipped and why they have slipped.

- Testing and parallel testing plans do not / have not focused on the more complex scenarios associated with union contracts and periodic or ad hoc processing.

11. Work plan Management

- Assignment of tasks and recording of responsible party for tracking purpose is complicated by the use of generic names in the project plan. Specifically, the project plan contains MC-1, MC-2, etc. to refer to Milwaukee County resources that may be assigned and CES to refer to Ceridian resources that may be assigned.
- The project is not managing to the plan to an appropriate level because while progress is tracked against plan and deviations are noted, adjustments have not been made to correct the issues and assignments that have fallen behind.
- A complete go forward list of work units was not available during the review.

12. Technical Environment

- Because of the hosted environment, the County does not have full development, test, QA and production environments. The hosted environment limits Milwaukee County's ability to do development testing and overall application integration testing.
- The hosted environment will impinge on the County's ability to migrate code for both parallel testing and production.
- Milwaukee County does not have a "sandbox" test environment to test out configurations and gain comfort with the system. The County is asked to make and sign off on design and configuration solely on the basis of paper based design.
- Converted data may be open to the risk of database changes associated with customization and modifications.
- Speed and performance testing (i.e. stress and volume testing) plans were not available.

13. Solution Development Life Cycle (SDLC)

- The following graph shows our understanding of where various parts of this project are relative to the Ceridian project methodology.

Module	Discovery	Configuration	Test	Production
HPW – HR/Payroll Web	BRD – 25% Started	Started	Started	
CTA – Ceridian Time & Attendance	Complete	Complete	Started	
CBS – Ceridian Benefits Services (dependent upon HPW)	CBS – 90% On Hold as of 3/15/07	On Hold	On Hold	
COBRA	Complete	Complete	Complete	Complete
FSA – Flexible Spending Accounts	Complete	Complete	Complete	Complete
CRS – Ceridian Recruiting Solutions	WO's Started (estimate total of 15)	Started		Estimate live in late May
SS – Self-Service	Complete	Complete	Started	
PS – Professional Services (Customizations)	SRS – 8 of 11	Started	Started	

BRD = Business Requirements Definition (used for HPW, SS, CTA)
SRS = System Requirement Specifications (used for PS customizations)
WO = Work Orders (used for CRS)
CBS = Configuration and Enrollment Signoff

- **Analysis & Requirements**
- **Design**
  - The Ceridian methodology appears to put analysis, requirement gathering, design and some development into a phase labeled "Discovery".
  - Various applications are at various levels of completion in the lifecycle (see chart above).
  - Activities are occurring out of phase or before sign offs are obtained on parts of the SDLC. This will result in regression testing and configuration changes at best and potentially change orders. This also increases the risk that future changes will break portions of the system already tested, forcing increased regression testing.
  - Requirements are incomplete for HPW, Benefits, Recruiting and the Professional Service customizations.
  - Ceridian team uses multiple terms for business requirements definition across their application suite.

- **Development**
  - The HRIS project has identified eleven large customizations requiring professional services from Ceridian to complete. Eight of these customizations are required at go live. Seven of the day one required customizations have been designed, one has not been designed. Of the seven with complete designs, none of the work units have been signed off as complete and accurate by the County. Complete signoff entails signoff for the design, coding, testing and verification of the specified work unit.
  - These customizations represent a major risk to the project and need special attention to marshal not only design sign off, but development, unit testing and integration testing.
  - These customizations represent some of the counties most difficult processing for leave and OT accruals. The project team needs to better understand testing requirements and build test scripts, expected results and test data.
  - The impact of these customizations on the production code from a timeline perspective with impacts on parallel test needs to be better understood and documented and rolled into the single project plan.
  - Ceridian is completing requested change orders and system modifications. There has been a variable level of quality on the code when turned over to the County for testing and verification.
  - Ceridian has a firm migration process that sets timelines on when code must be complete before it can be moved to production. These dates need to be understood and included as milestones on the main project plan.
  - Weekly detailed work unit level tracking does not appear to be occurring. This level of tracking would cover, at the individual work unit level, time budget – actual time spent – estimated time to complete – and resources assigned to the work unit. This should be taking place for key customizations and items on the critical path.

- **Testing**
  - More complex testing scenarios need to be contemplated.
  - The team is putting a large emphasis on the two parallel tests to shake out most of the software issues from both a functional and technical perspective.
  - Limited automated reconciliation tools exist to help catch problems during the parallel testing process.
  - Little core system testing vetting the software and the County configuration of the software has occurred. This increases the likelihood of finding issues in the parallel test.

- The PS customizations have been unit tested before they are delivered. However, there has been a variable level of quality on the code where turned over to the County. This necessitates the need for the County to be vigilant in testing the modifications.

- **Conversion and interfaces**
  - Multiple work items remain unassigned with unknown effort as documented in the conversion and interface work plans provided by the County.
    - HRIS team needs to investigate when these work units are needed to support parallel and go live.
    - Only cursory testing has occurred on the General Ledger interface.
  - Converted data is open to increased risk given possible database schema changes associated with modifications.
  - It was unclear whether the team had a full and complete formal inventory of specific interfaces that must be developed and tested.

C. Summary of Recommendations

The following is a summary of recommendations from the project review:

1. **Business Case/ROI**
   a. Reconnect to the business case. Assure that current project has not wavered from the listed goals.
   b. Create a process and methodology to begin to capture data from the project and post implementation for utilization in proving the business case goals were met.

2. **Project Organization**
   a. Review membership, ground rules and roles and responsibilities of the Steering Committee in light of new membership and the absenteeism of some members. Assure that Steering Committee understands role as champions and responsibility to resolve issues and review timelines.
   b. Drive to have a functional Steering Committee member become overall project champion. Best practice for large business systems such as HRIS would be to have overall sponsorship in the functional area, not in IT.

3. **Scope**
   a. Complete the business requirement document for all applications and PS customizations.
      i. Human Resources Payroll Web Business Requirement Document (HPW BRD) should receive attention immediately.
         1. Consider breaking this document up into manageable pieces that can be written and signed off separately. For example: configuration, decisions, documentation, process flow, integration, reporting might be individual sub BRDs. If this is currently being managed this way, then prioritize items in the BRD to what must be signed off immediately to achieve go live date.
         2. Follow best practice from a project management perspective and generally try to keep single work items to less than 40 hours.
         3. Itemize required reports and build them into the plan in the proper project phase.
      ii. Complete requirements for PS Customizations.
         1. One PS customization required for go live is not designed. The team needs to understand how long it will take to move through each phase of the SDLC and build that into the plan.

4. **Change Management**
   a. The need for new roles, impact on current processes and tasks cannot be assessed until the functional process flows are designed.

5. **Approach**
   a. Base line the entire project on a single project plan
      i. Resource load the project plan
      ii. Derive resource needs from the resource loaded plan
      iii. Derive resource dependencies and utilization from the plan
   b. Clearly delineating the critical path, resources required on the critical path and dependencies to items on the critical path.
   c. Use names on the project plan for resources on both County and Ceridian side to drive accountability.
   d. Roll the information up to a single high level view for the IOC and sponsors. Present at the IOC meetings highlighting critical path, dependencies and resources requirements.

e. Weekly detailed work unit level tracking needs to occur. Track time budget – actual time spent – estimated time to complete at the individual work unit level. This should be taking place for key customizations and items on the critical path.

6. Resource Management

a. Assign dedicated functional resources to this project. The critical phase that this project is in necessitates that personnel be dedicated to the project. If this is not possible, then implications to project timeline, dates and costs need to be understood and accepted.

7. Communication Management

a. The Director of DAS has begun a new communication process. This should help mitigate the communication to end user community on expectation and project delivery dates.

8. Issue Management

a. Re-institute the weekly Operating Committee meeting as a forum to drive issue resolution among functional owners.
b. Utilize the weekly project meeting for issue resolution. If issues cannot be resolved at the project meeting, they need to be elevated and resolved by the Steering Committee. The Steering Committee must accept the responsibility to resolve issues when appropriate.

9. Risk Management

a. Create or update existing risk management plan. Include appropriate risk mitigation activities in the plan.

10. Quality Assurance

a. Consider instituting a recurring independent evaluation of project status by a true third party or by an experienced project management professional from the County.
b. Begin process of assuring quality by creating detail test scripts of day to day and complex scenarios. This should include periodic and ad hoc items that run the gamut of existing HR Payroll processing needs for a year's time.

11. Work Plan Management

a. Specific recommendations made in "Approach" section above.
b. Consider adding work plan management and issue resolution resources during this critical period.

12. Technical Environment

a. Fully investigate and document the release cycle in the hosted environment. Create a code migration and test plan that takes this cycle into account. Build this into the project plan.
b. Investigate the availability or the better utilization of a "sandbox" test environment to build credibility and comfort in the software for the functional individuals. Make these environments more available to functional users.

13. Solution Development Life Cycle

a. Analysis & Requirements
b. Design
    i. To mitigate risk of re-work and regression testing, best practice in system development would be to remain in phase of the SDLC until the phase is effectively signed off. This is not possible at this point for this project without jeopardizing the 7/1 go live.
    ii. Some sections and items in the HPW BRD require immediate attention as the decisions will cause configuration changes and regression testing.
    iii. Implement a more effective system to capture the County's requirements accurately the first time. Both functional and technical teams report multiple

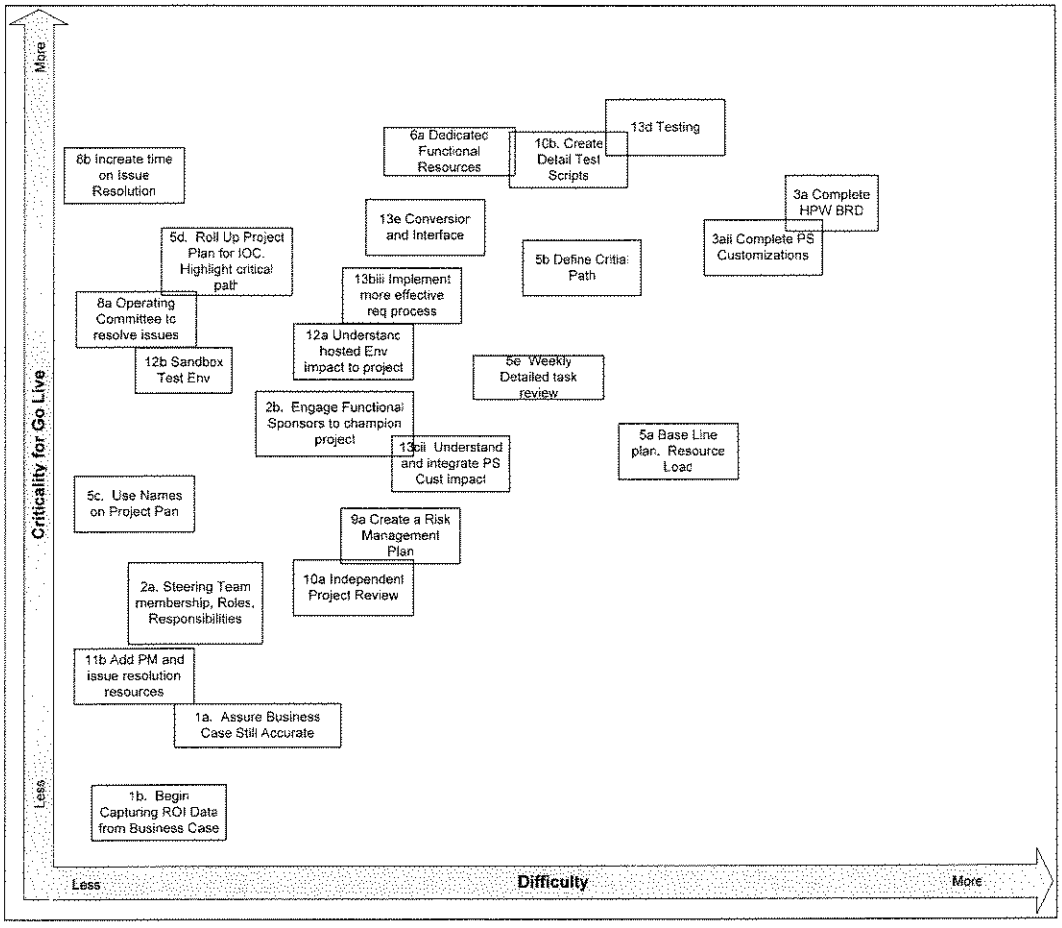
review cycles are frequently needed to completely and accurately capture specifications.

c. Development.
    i. Complete the development, unit and integration testing of all system customizations.
    ii. The PS customizations represent some of the counties most difficult processing for leave and Over Time accruals. The project team needs to better understand testing requirements and build test scripts, expected results and test data.
    iii. The impact of the PS customizations on the production code from a timeline perspective with impacts on parallel test needs to be better understood and documented and rolled into the single project plan.
    iv. Ceridian has a firm migration process that sets timelines on when code must be complete before it can be moved to production. These dates need to be understood and included as milestones on the main project plan.

d. Testing
    i. More complex testing scenarios need to be created. This should include all day to day processing, special processing, and ad hoc situations. All testing should take into account the most complicated situations that the County encounters.
    ii. Test plans should be created that validate the integration and conversions.
    iii. Validate the existing scripts for performance testing the applications. Confirm appropriateness of baselines that were already created.
    iv. Test plans should be created to assure any requisite batch processing fits in the available batch window.
    v. Consider appropriateness of automated tools or custom programs to check balances between systems for parallel testing.

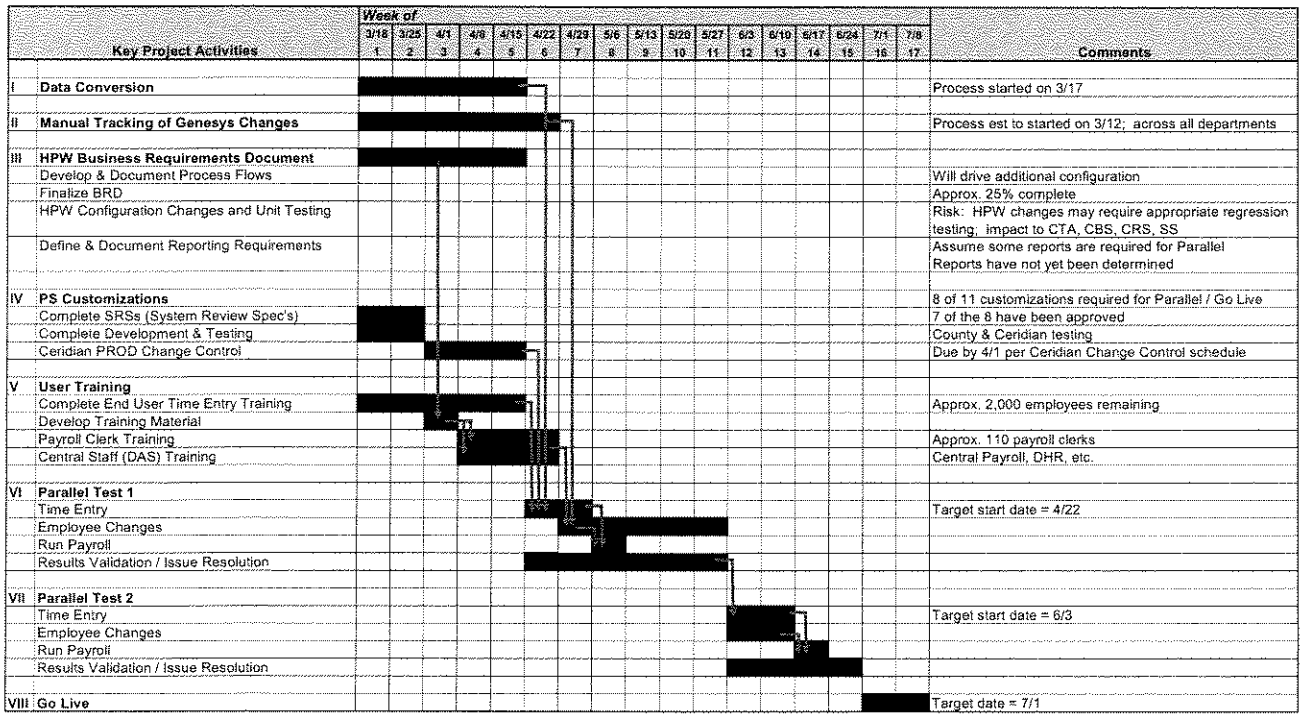
e. Conversion and interfaces
    i. Build all the conversions and interfaces into the overall project plan.
    ii. Determine the effort of these work items and any dependencies.
    iii. Determine when these are needed to support parallel and go live.
    iv. Assign a resource from Finance to validate the General Ledger interface.

The following graphic plots specific recommendations to criticality of a 7/1/2007 go live and the overall difficulty of the recommendation.



D. Summary of Remaining Activities

The following project bar chart illustrates the key activities required to support the target July 1st "Go Live" date. Specific task dependencies are represented by the red arrows. The following paragraphs provide more information regarding each key activity.



I. Data Conversion

The team has performed two prior data conversions, and audited approximately 10% of each. Conversion issues were being addressed during the week of 3/11. The team decided to begin the "live" data load on 3/18 as planned.

Predecessors

- Successful completion of data test load #2

County Considerations

1. Additional data conversion issues may arise as conversions and configurations get signed off. Individual tracking and monitoring of these issues will add visibility to progress in this area.
2. Additional data clean up may be required when conversions are fully audited.

II. Manual Tracking of Employee Changes in Genesys

Current Genesys system users, including central DAS users and user department staff, were instructed to maintain a folder of employee changes being made in the current Genesys system, beginning on 3/11. The queued changes will then be entered into the Ceridian system beginning 4/30.

Predecessors

- Communication to all users regarding tracking of employee changes

County Considerations

1. Issues will arise if all end users are not following dual entry procedures. Conducting periodic follow-ups may ensure all users are following this process.
2. Project may be viewed negatively if users need to continue this process in the event that parallel test is delayed beyond 4/22.

III. HPW Business Requirements Document (BRD)

The requirements document for the HR/Payroll/Web core system must still be completed and approved (currently 25% complete). A major component of the BRD is the documentation of process flows, impacting both central DAS users and end user departments. The completion of this document will trigger related configuration changes and unit testing. Reports must also be addressed (may be pulled out for a separate BRD).

Predecessors

- Participation from central DAS users and end user departments regarding appropriate process flows, as supported by the system's configuration

County Considerations

1. Additional configuration changes may be required before design is signed off.
2. Additional cascading changes from HPW design may cause changes in CTA, CBS, CRS, or SS.
3. Additional regression testing will be required.
4. Deferring the reporting analysis may be possible if the project can prioritize and sequence the timing for when specific reports are required for parallel and/or Go Live.

IV. System Customizations

Eleven required customizations have been identified to date; eight of the 11 are required for Go Live. System Requirement Specifications (SRS's) have been developed and approved for seven of the eight required for Go Live. Development and testing of the customizations are currently in progress.

Predecessors

- Each customization should have an SRS, design, development, testing, and migration to Production.

County Considerations

1. Ceridian requires the customizations to be ready for Production by 3/30, due to their QA change control requirements. County may feel rushed to test or accept very important and complex customizations.
2. To sufficiently test customizations for all functional scenarios, County expertise must be involved.
3. The Go-Live date is in jeopardy until there is clarity around the magnitude of the final customization still requiring an SRS.

V. User Training

Training is required for three primary groups of users:

- Central DAS staff – Central Payroll, DHR, and other DAS users must be trained on use of the system for their job functions
- User department payroll clerks and/or HR rep's – approx. 110 clerks require training for decentralized HR/Payroll functions
- Individual employees – approx. 2,000 more employees for time entry, and approx. 100 more supervisors for time approval)

Predecessors

- HPW BRD and related process flows are required to complete user procedures and/or training materials
- Adequate training materials are required to conduct effective end user training sessions

County Considerations

1. County needs to identify specific individuals for each user group to ensure system buy in.
2. County may have difficult time creating effective hands-on end user training with currently available environments.

VI. Parallel Test 1

Time entry for parallel test #1 is scheduled to begin 4/22. Entry of employee data changes is scheduled to begin 4/30. Employees are expected to continue their entry of hours into both Genesys and Ceridian during this two-week period. Central DAS users and end user departments will have seven days in which to enter the queued up employee changes from the Genesys system, prior to the running of payroll during the week of 5/6. Results will be reviewed the following three weeks, prior to Parallel Test 2.

Predecessors

- Finalizing the HPW BRD
- County documentation of process flows and training for payroll clerks
- Genesys data must be successfully converted (# I above)
- Changes entered into Genesys must be properly "queued up" (#2 above)
- Customizations must be successfully developed, tested, and migrated to Production (# IV above)
- Training must be completed; employee time entry and approval, and employee maintenance (# V above)

County Considerations

1. County must consider contingency plans in case CTA is not ready by 4/22.
2. County must consider contingency plan in case HPW is not ready by 4/30.
3. County should investigate existence of workarounds in case some of the customizations are not ready.
4. County should investigate if the three-week window between Parallel Test 1 payroll run and Parallel Test 2 start is sufficient.
5. County should consider if it has sufficient resources to continue the dual maintenance of employee data in Genesys and Ceridian throughout this time period.

VII. Parallel Test 2

Time entry for parallel test #2 is scheduled to begin 6/3. Entry of employee data changes will continue from parallel test #1. Payroll will be run during the week of 6/17. Results will be reviewed the following week, prior to the scheduled Go Live.

Predecessors

- Successful completion of Parallel Test 1
- Ongoing dual entry of hours into both Genesys and Ceridian
- Ongoing maintenance of employee data

County Considerations

1. County should consider creating contingency plans in case of significant issues with Parallel Test number 1.
2. County should consider if the one-week window between Parallel Test 2 payroll run and the Go Live sufficient.
3. County should consider if it has sufficient resources to continue the dual maintenance of employee data in Genesys and Ceridian throughout this time period.

APPENDIX – QA REVIEW AGENDA

Start	Finish	Topic	Participants		
			County	Ceridian	VK
8:00	8:30	Session Kick Off	Jerry Heer Mary Reddin Sponsors listed below Team members listed below	Kelly Nesemann Lisa Loveless Laura Acerbi Kevin Winter	Jim Paddock Tim Kreft
8:30	10:30	Project Scope & Project Management	Hugh Morris	Kelly Nesemann	Jim Paddock Tim Kreft
10:30	3:30				
		Individual Sponsor Meetings			
10:30	11:00	Rob Henken - Director DAS			Jim Paddock
10:30	11:00	Rick Ceschin - County Board Research			Tim Kreft
11:00	11:30	Dr. Karen Jackson - Director DHR			Jim Paddock
11:00	11:30	Greg Gracz - Director Labor Relations			Tim Kreft
11:30	12:00	Jerry Heer - Director Audit			Jim Paddock
11:30	12:00	Mary Reddin - Director IMSD			Tim Kreft
3:00	3:30	Scott Manske - Controller, DAS Fiscal Affairs			Jim Paddock & Tim Kreft
		Team Meetings			
1:00	2:00	Ceridian Team		Kelly Nesemann Lisa Loveless Laura Acerbi Kevin Winter	Tim Kreft
1:00	2:00	DAS Payroll Team	Bill Lochemes Jo-Ann Smith Felicia Dickerson Jennifer Stewart		Jim Paddock
2:00	3:00	IMSD Team	Mary Boomgard Mary Malone Tina Wetmore Fran Flanigan		Tim Kreft
2:00	3:00	DHR Team	Gloria Fritz Jean Mueller Patricia Perry-Wright		Jim Paddock
3:30	4:00	Prep for Wrap Up			Jim Paddock Tim Kreft
4:00	5:00	Session Wrap Up	Jerry Heer Mary Reddin		John Runte Jim Paddock Tim Kreft