



Hill, Judy <judy.hill@pittsburghpa.gov>

RE: City Owners

1 10/25/2013 10:36

Griser, Amy B. <Amy.Griser@alleghenycounty.us>
To: "Hill, Judy" <judy.hill@pittsburghpa.gov>

Tue, Jul 30, 2013 at 4:59 PM

Hi Judy- Sorry I missed your call.

Want to discuss a concern of mine that City employees are not in the driver's seat on the City PR project. I have been through many implementations and those that are successful are driven by the Business Process Owners. These folks should be enforcing attendance of City employees who have a need for training and be able to process a payroll, from the creation of the employee master, to guiding PR Clerks in the departments how to enter time properly to filing tax returns.

Have serious concerns that the folks identified (below) are committing the time necessary to run the City's PR. Of course, the JDESC will be here to help, but this really needs to be the City's project.

The General Ledger project was successful because employees in the City Controller's Office worked daily with resources to understand configuration, test, and train other employees in the City.

I believe your message said that you were unavailable until Thursday. Please call me at your earliest convenience.

Thank you,

Amy

From: Tanda Nelson [mailto:TNelson@denovo-us.com]
Sent: Tuesday, July 30, 2013 2:00 PM
To: Griser, Amy B.; Robinson, Sylvia
Cc: Cholewinski, Tony; Half, Chuck; Hill, Judy
Subject: RE: City Owners

Amy,

Attached is the documentation completed as of today, less any UPK's or Testing Scripts that have been completed in preparation of training and testing. We have time in the new schedule to complete all of the documentation by 9/16 prior to the start of user training on 9/20.

Additionally, it is my understanding that the BPO's are as listed:

Payroll Processing – Donna Todd

Benefits Management – Sylvia Robinson

Time and Attendance – Donna Todd

Employee Master/Maintenance – LaVonne Shannon

Let me know if you have any questions,

Tanda

From: Griser, Amy B. [mailto:Amy.Griser@AlleghenyCounty.US]
Sent: Tuesday, July 30, 2013 9:16 AM
To: Tanda Nelson
Cc: Cholewinski, Tony; Half, Chuck; Hill, Judy
Subject: City Owners

Tanda-

I was reviewing some JDE documents in preparing for the JDE Board meeting that is scheduled for later today. Attached are minutes from the March 2012 meeting in which we have documented (near the end, item #7), the County BPO's provided for Board Members knowledge. Also attached is the City GL Design document in which, under section 2.2, the BPO's for the City GL project are identified.

Can I request 2 things. One, the City BPO for Benefit Management, Payroll Processing, and Time and Attendance and second, the most recent version of the Design Document for the Payroll Project?

Thank you,

Amy

----- LEGAL DISCLAIMER Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure, forwarding, or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message. Any questions should be directed to Allegheny County Service Desk at 412-350-HELP (412-350-4357) or e-mail ServiceDesk@AlleghenyCounty.US -----

8/6/13

City of Pittsburgh Mail - RE: City Owners

Roles, Rules of Engagement and Future Shared Service Participation in the City of Pittsburgh Payroll Implementation.

July 19, 2013

Author: Anthony Cholewinski, Manager Shared Services

This report is being issued to attempt to seek a definition of the roles of the Shared Service Center in the ongoing Payroll implementation. The trigger for this review is the recent unilateral decision to stretch the go-live date for the project into September after numerous shared go-live dates have been selected in a reasonable consensus building manner, an unclear understanding of the roles in the training of time keepers for the City which has lead to mediocre training, unclear results and miscommunication to an already leery time keeping community. City roles in the project have never been clearly filled, or have been filled with names of people who clearly have never been instructed as to what those roles purposes are. In an attempt to keep this project moving, Shared services personnel have attempted to fulfill many of these roles with no rules of engagement, no authority to make decisions which has lead to a mindless closed end loop of design, configure, test, propose, semi-acceptance, rethought and back to design. Another closed end loop has occurred where City stakeholders refuse training until a final solution is ready, however make internal decisions on process which has led to a mind numbing time keeping process that will not have a true integration test prior to go-live, and ties the hands of Denovo and County SME's by not allowing for training in time saving techniques.

Existing Roles for the City, Denovo and the Shared Service Center.

There is no existing agreement with the City and Shared Service Organization in relation to the City Payroll Implementation and has led to misinterpretation, ability for both organizations to deny responsibility or assign responsibility with nothing to base those assumptions. In the beginning, benefit and deduction structure was assumed by the service center through Sean Craig and this task is complete with subsequent re-design due to recent discovery handled by Steve Bradnam and now Traci Cutri. This task is 98 % complete pending any further discovery. Pay types setup was completed by Sean Craig and Chris Carragher much earlier in the project and has had minor adjustments due to recent discovery. These items have been complete for some time now. Cindy Fleming has been attached to the project from the beginning and has successfully led with equal participation from Denovo to the implementation of 3 pension fund payrolls with minimal participation of City resources. She has also attempted to fulfill ignored City responsibility for project management and training while designing checks and various other tasks as assigned. One of the required obligated roles of the service center is b

segmenting audiences and stakeholders), managing the timeline or maintaining project records and documentation.

2. Hardware installation, environment creation, technical operation support, technical go live support, interfaces, conversions – City responsible completed by County and Denovo.

3. Execute prototype – City responsible completed by Denovo and County.

4. Assist in Design, Build, test, and configuration – City assist, Denovo responsible, status = not completed.

5. Execute integration testing – In process, however city is balking at demands of participation.

6. Attend train the trainer – City responsible and is responsible for training. City has claimed that they have completed training, however when challenged with time keepers only having a demonstration, I was told that this is training in the City. The City is responsible for the training of City stakeholders, however this has not been clearly communicated by the City PM leading to the failure of training and that failure being laid upon Denovo and Shared Services. Subsequently, City management has stated an aversion to the train the trainer concept despite general acceptance in project implementations.

The level of the City participation expectation is defined from the matrix in the Denovo Proposal depicted below:



From: Chuck Half <chuck.half@pittsburghpa.gov>

Re: Critical Dates for_DPW January Reconciliation Plan

1 message

Osterman, Dave <dave.osterman@pittsburghpa.gov>

Thu, Jan 9, 2014 at 12:39 PM

To: "Half, Chuck" <chuck.half@pittsburghpa.gov>

Cc: Dianne Carter <dianne.carter@pittsburghpa.gov>, Michele Burch <michele.burch@pittsburghpa.gov>, Donna Todd <donna.todd@pittsburghpa.gov>, Guy Costa <guy.costa@pittsburghpa.gov>, Judy Hill <judy.hill@pittsburghpa.gov>, Debbie Lestitian <debbie.lestitian@pittsburghpa.gov>, Nick Lyons <nick.lyons@pittsburghpa.gov>, Debra Lam <debra.lam@pittsburghpa.gov>, Kate DeSimone <kate.desimone@pittsburghpa.gov>

Chuck:

I am not able to respond to your inquiry appropriately at this time, since we have had no response from you on our prior requests for information, technical support, meetings, or updates.

Specifically:

1) At the December 18 meeting, (As well as in the prior November meeting) it was determined that most, if not all of the remaining outstanding items were ones that Departmental Timekeepers could NOT make. Steve Bradnam indicated that he would need to make these entry's and corrections himself, once he received information that Tara was itemizing. Despite two inquiries from me to you as to whether these entry's had been made, we still have no idea if this has occurred.

2) On December 31 in a telephone conversation I had with you, it was suggested by me that Dianne of my staff meet with Donna, and Tara, to try to finalize any outstanding remaining items. This was to occur AFTER the entry's described above occurred. You said you were going to facilitate this meeting. This meeting was never set up, and never occurred.

Once again, my suggestion would be that Dianne meet with Donna, AND the JDE Staff (Steve and perhaps Cindy), to finalize any remaining issues (If in fact there are any), once the entry's Steve needed to make are complete. I am not available, as currently I have too many other things going on.

Director Costa:

I would appreciate the opportunity to speak with you privately regarding this matter. I would like to fully lay out to you the complete unaltered history of this situation.

Thank you.

Dave Osterman
City of Pittsburgh
Dept. of Public Works
412-255-2760
Fax 412-255-0720

On Thu, Jan 9, 2014 at 10:40 AM, Half, Chuck <chuck.half@pittsburghpa.gov> wrote:
Dave and Diane -

DPW still has a number of individual employees with their gross pay reconciliations outstanding. Because that DPW task still remains open, as it also does for Police, I want to share some critical January dates for Mayor Peduto to achieve by March 2014, the transition from outside payroll vendor Ceridian to internal paycheck production and printing using JDE ERP.

Both the City's Personnel Payroll Team, as well as Denovo's SteveB, and County's CindyF & TraciC began on January 6th validating the "net pays" for all other City employees. That means that all deductions, taxes, accruals, garnishments, FLSA, etc. are being reconciled to ensure that the JDE ERP checks will be 100% accurate. That net reconciliation on Fire, EMS, Mayor's Office, BBI, etc. employees must be completed by Monday, January 20th, a City holiday.

DPW's net reconciliation will begin on Tuesday, January 21st.

Therefore, any outstanding gross pay issues must be agreed upon and changed in the TimeKeeper spreadsheets and JDE ERP Payroll, by Monday, January 20th.

What information or resources are needed to ensure those outstanding gross pay reconciliations are resolved?

Chuck Half

Manager - Enterprise Systems Productivity

City Information Systems, 612 City-County Building, 414 Grant Street

412.287.2650 - direct mobile



Hill, Judy <judy.hill@pittsburghpa.gov>

Re: Critical Path Problem_TKer Corrections Risk

1 message

Half, Chuck <chuck.half@pittsburghpa.gov>

Fri, Oct 18, 2013 at 4:40 PM

To: "Hill, Judy" <judy.hill@pittsburghpa.gov>

Cc: Michele Burch <michele.burch@pittsburghpa.gov>, Donna Todd <donna.todd@pittsburghpa.gov>, Nick Lyons <nick.lyons@pittsburghpa.gov>

7:30 or 8:00 AM Monday works for me.....

Chuck

On Fri, Oct 18, 2013 at 4:25 PM, Hill, Judy <judy.hill@pittsburghpa.gov> wrote:

Chuck

- What is 'full time dedication'? (whatever it takes for however many hours to get it done)
- Why wouldn't we want to identify 'the laggards' as you call them? (we do, have been, and will continue to at the Director/Supervisor level)
- Do they have issues that we are not aware of? (Probably; the TKer survey only had 25/45 responses. Does non-survey response = non-engaged with the process? Not 1:1 for sure, but I expected more participation)
- Once again I repeat is there a 'capacity issue' for some? (that is what I had heard; with no options to accomplish this task)
- Have you reached out to Directors for the specific departments where the works hasn't been completed? (Fire and Police again today with CC to MikeH)
- Have you 'recently' shared the names of the departments with this group for possible intervention and/or assistance? (not enough, obviously)

I am available Monday 730a-930a and then 1p-3p.

Judy

Judy Hill Finegan
 Director
 Personnel & Civil Service Commission
 City of Pittsburgh
 (v) 412.255.2717
 (f) 412.255.4736
 judy.hill@pittsburghpa.gov

On Fri, Oct 18, 2013 at 3:59 PM, Half, Chuck <chuck.half@pittsburghpa.gov> wrote:

Judy, Donna, and Michele -

As of now, there are approximately 1,000 employees who's gross does not balance for Pay 13. Until the gross balances, we can not balance net. We are nearly out of time. TandaN and I, as well as TonyC, agree that unless we have full-time dedication to remediation, we will not meet the current timeline. No blame here; just the facts. I am looking for ideas, realities, incentives, whatever to figure out how to do this. I am NOT enclosing a spreadsheet of who and how many are the laggards. We have that. How best can we get the TKers done? Can we meet early Monday?

10/22/13

City of Pittsburgh Mail - Re: Critical Path Problem_TKer Corrections Risk

Progress in many areas is being made and on schedule, such as the completion of training. CindyF still has a few agreed upon training changes that will occur next week, but the planned training has been completed. Interfaces are completed and in the unit testing phase; and will be ready for Integration Testing as planned. DonnaT provided some input on the paychecks for which the changes are in process, and another draft will be ready for review on 10/25. Employee Maintenance will be live on Monday; cut-over began today and will complete over the weekend.

Chuck Half

City Innovation & Performance Manager - PittMAPS

Office of Mayor Luke Ravenstahl



Hill, Judy <judy.hill@pittsburghpa.gov>

Re: JDE Payroll - Change Order - 2013-06.doc

1 message

Hill, Judy <judy.hill@pittsburghpa.gov>

Thu, Aug 15, 2013 at 11:35 AM

To: "Half, Chuck" <chuck.half@pittsburghpa.gov>

Cc: Tanda Nelson <TNelson@denovo-us.com>, Scott Sears <SSears@denovo-us.com>, Nick Lyons <nick.lyons@pittsburghpa.gov>, Jennifer Sample <jennifer.sample@pittsburghpa.gov>, Douglas Anderson <douglas.anderson@pittsburghpa.gov>, Michele Burch <michele.burch@pittsburghpa.gov>, Donna Todd <donna.todd@pittsburghpa.gov>

After review Personnel would like to dispute a 'consideration' presented by the author of the Project Change Order specifically: While the plan was for the business payroll team to support the timekeepers during entry of the two payrolls, in actuality, the IT implementation team became the sole support due to the business payroll team unavailability, despite repeated attempts to engage them.

As the Director of Personnel at NO time did we agree to support the timekeepers on-site during entry of the two payrolls but did agree to be 'on call' when issues needed to be addressed specifically by city payroll staff and we did. The IT implementation team was NOT the sole source of support.

Thank you,

Judy

Judy Hill Finegan
Director
Personnel & Civil Service Commission
City of Pittsburgh
 (v) 412.255.2717
 (f) 412.255.4736
 judy.hill@pittsburghpa.gov

On Wed, Aug 14, 2013 at 4:43 PM, Half, Chuck <chuck.half@pittsburghpa.gov> wrote:

Tanda -

This approved change order reflects all parties agreeing to delay bringing Payroll in-house.....

Chuck Half

City Innovation & Performance Manager - PittMAPS

Office of Mayor Luke Ravenstahl



Hill, Judy <judy.hill@pittsburghpa.gov>

Re: JDE Payroll - Change Order - 2013-06.doc

Half, Chuck <chuck.half@pittsburghpa.gov>

Wed, Aug 14, 2013 at 4:43 PM

To: Tanda Nelson <TNelson@denovo-us.com>

Cc: Scott Sears <SSears@denovo-us.com>, Nick Lyons <nick.lyons@pittsburghpa.gov>, Jennifer Sample <jennifer.sample@pittsburghpa.gov>, Douglas Anderson <douglas.anderson@pittsburghpa.gov>, Judy Hill <judy.hill@pittsburghpa.gov>

Tanda -

This approved change order reflects all parties agreeing to delay bringing Payroll in-house.....

Chuck Half

City Innovation & Performance Manager - PittMAPS

Office of Mayor Luke Ravenstahl



JDE Payroll - Change Order - 2013-06_OK.doc

72K

Project Change Order Document

| | | |
|--|---|---|
| Date: August 14, 2013 | Project Name: City of Pittsburgh JDE Payroll | |
| Contract No. | Submitted by: Tanda Nelson | Change Order Number: 2013-006 |
| <p>Reason for Change Order: City Payroll extended to first payroll of 2014 year (January 10, 2014), as first live payroll in JD Edwards</p> <p>Other notable dates: Employee Maintenance will cut-over and go live the week of September 23, 2013 Employee Benefits will cut-over and go live December 16th, 2013 or sooner (as soon as ready but no later than). Timekeepers Entry will cut-over and go live the weekend of December 13th, 2013 in preparation of entry starting 12/15/13.</p> <p>Considerations: Several factors were included in the decision to push the first payroll run in JD Edwards to the 1/10/14 payroll. Timekeeper entry for the two payrolls required to validate the system was grossly under-estimated to complete by 7/12. While the plan was for the business payroll team to support the timekeepers during entry of the two payrolls, in actuality, the IT implementation team became the sole support due to the business payroll team unavailability, despite repeated attempts to engage them. As a result, little effort was placed on the IT implementation team's tasks.</p> <p>Concentrated effort of finalizing OT rules and Accruals presented more of a challenge than anticipated. At this point the OT rules are completed and Accruals are being tested. We expect there to be decisions the Tuesday Governance team will need to make regarding gaps between JD Edwards functionality (OT/Accruals) and City of Pittsburgh unique requirements (mostly union related).</p> <p>In addition, we added the following to the timeline:</p> <ul style="list-style-type: none"> • Documentation – rather than wait until after go-live • Connect and develop UPK training – to train and keep users fresh • Non-competing time for training – to avoid over-committing resources • Advanced class for Timekeepers (i.e. Excel import) – to assist timekeepers in time entry • Integration Test for both IT and Business - to minimize errors and/or risks to ensure go-live success <p>Resource & Cost Change beginning September 2104 through February 2014:</p> <ol style="list-style-type: none"> 1) Tanda - 352 hours, \$1400 in bi-weekly expenses, planning 3 day trips every other week 2) Steve - 1,040 hours, \$232 in weekly mileage and parking expenses 3) Don - 160 hours, \$4800 total expenses for three trips 4) Allows for 1.5 months of support by Steve after paycheck is delivered to employees on January 10th. 5) Contingency of 10% has been added to this Change Order. The Denovo PM will manage the project to minimize use of contingency. | | |
| Impact if Not Approved: Refer to other notable dates above | | |
| Impact if Accepted: Cost impact | | |
| Activities Required: Several. Tasks are identified and calendared. Cut-Over and Training/Testing plans have been completed and agreed to by the project team. | | Cost: \$80,246.00 |
| Roles Required: All | | Responsibilities: Per project plan. |

Project Change Order Document

| | | |
|--|----------------------------|--|
| Schedule Change: Revised City Payroll Go-live August 9th, 2013 to first payroll in January 2014 (1/10/14 payroll) | | |
| Original Budget (after CO# 2013-05) | Change Order Amount | Revised Budget Total |
| \$865,141 | \$296,484.00 | \$1,161,625 |
| By accepting this change order, customer agrees to pay for the above outlined additional services and to provide qualified customer employees as outlined in the <i>Software License, Service, and Maintenance Agreement, and Engagement Letter</i> . By not signing and accepting change, customer agrees to accept specified impact. | | |
| <u>Customer Authorized Representative</u> | | <u>Denovo Authorized Representative</u> |
| <i>Chuck Half</i> | | <i>Janda Nelson</i> |
| <u>Title:</u> Project Manager City of Pittsburgh | | <u>Title</u> Project Manager Denovo |
| <u>Date:</u> 08/14/13 | | <u>Date:</u> 08/14/13 |