

Stage 2 Alternative Analysis

California Department of Technology, SIMM 19B.2 (Rev. 2.2, 5/31/2020)

2.1 General Information

Agency or State Entity Name: Public Utilities Commission

If Agency/entity not in list, then enter here. [Click or tap here to enter text.](#)

Organization Code: 8660

Proposal Name: [Position & Employee Lifecycle Integration \(PELI\) 2.0](#)

Department of Technology Project Number (8660-093): [Click or tap here to enter text.](#)

2.2 Preliminary Submittal Information

Removed. Stage 2 Preliminary Assessment information moved to Stage 1 Business Analysis, Section 1.10.

2.3 Stage 2 Preliminary Assessment

Removed. Stage 2 Preliminary Assessment information moved to Stage 1 Business Analysis, Section 1.10.

2.4 Submittal Information

Contact Information

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Submission Date: 3/24/2022

Project Approval Executive Transmittal (see attachment- PELI_Project-Approval-Exec-Transmittal_1.18.2022_II signed.pdf)

Submission Type: New Submission

If Withdraw, select Reason: [Choose an item.](#)

If Other, specify reason here: [Click or tap here to enter text.](#)

Sections Updated

Sections Changed (List all the sections that have been updated.)

Summary of Changes (Summarize updates made.)

Update with current information

Condition (s) from Previous Stage(s) **New solution for Cloud services**

Condition #: [Click or tap here to enter text.](#)

Condition Category: [Choose an item.](#)

If Other, specify:

Condition Sub-Category:

If Other, specify: [Click or tap here to enter text.](#)

Condition: [Click or tap here to enter text.](#)

Assessment: [Choose an item.](#)

If Other, specify:

Agency/State Entity Response: [Click or tap here to enter text.](#)

Status: [Choose an item.](#)

If Other, specify: [Click or tap here to enter text.](#)

NOTE: Use **Ctrl+c** and **Ctrl+v** to copy and paste as needed throughout the template.

TIP: Copy and paste to add Conditions as needed.

2.5 Baseline Processes and Systems

2.5.1 Description PELI 2.0 As-Is

Human Resources Division (HRD) is comprised of two branches: Employee Operations Office and Talent Management Office. The Employee Operations Office is responsible for hiring, pay and benefits, labor relations, classification, performance management, Worker's Compensation, and position control for the CPUC. The Talent Management Office is responsible for recruitment, selection, on-boarding and offboarding, Employee Health & Safety, training, and development, workforce, and succession plans of employees of the CPUC.

The CPUC met its needs in 2014 by integrating the Work Tracking System (WTS) with the Employee Timesheet System (ETS),

an application developed by the CPUC's Application Development team. By integrating the State Controller's Office (SCO) California

Leave Accounting System (CLAS), ETS has become a vital and accurate solution in which to track and maintain Employee timesheets and

leave, while following the various rules of the State for the bargaining units present within the Commission. ETS was recognized as one

of the Top-5 applications at the 2015 Government Transformation Forum.

In conjunction with ETS, Human Resources System (HRS) was developed as a suite of modules to manage the employee and position information. HRS provides the employee and position information that ETS utilizes. HRS and SCO exchange basic employee information for comparison and reconciliation.

The CPUC has also developed its Travel and Training Authorization (TTA) application. This application provides workflows for employee travel and training processing employees wish to attend. Additionally, an Equipment, Supply, & Services Request (ESSR) application supports goods and services purchase requests of employees. Business workflows of these applications are dependent on unit and branch information stored within HRS.

2.5.2 Business Process Workflow

(As-Is Process Flow Diagram attached to email submission- File Name: HR Application System Architecture.docx)

2.5.3 Current Architecture Information: Currently, HR system in CPUC is built on APPHOST1 and APPHOST2. These are shared server systems managing other applications and services outside of HR services. HR staff must pull all required information manually from different servers, and request through outside department sources to gather information in various file locations such as file Shares, database queries and creating their own spreadsheets - manual processes to acquire the collective information.

These systems have a function in HRD: The HRS was developed as a suite of modules to manage the employee and position information. The Employee Time Sheet system (ETS) - logs daily time for time reporting; TTA - is Training and Travel Authorization, requests for approval for training and travel. These are all currently part of the legacy Oracle systems that will not be maintained into the future.

Business Function/Process(es)

Much of the data and information for achieving HRD work tasks must be obtained from several discrete sources and cross-compared and combined manually. Additionally, manual data entry by HRD staff results in duplicate information, errors, and requires valuable staff time in

preparing management reports in support of decision-making. Managers and supervisors rely on data and reports of employees, positions, and hiring from HRD. The current process does not have up-to-date, integrated data, or notifications causing reports from HRD to be unreliable due to manual data entry required by HRD staff. Management visibility into HRD processes for their respective divisions' employees (vacancies, duty statements, staff evaluation and reports, etc.) is minimal at best. Providing real-time reports supporting management's hiring activities will provide greater visibility and capabilities for divisions to manage their workforce.

Application, System, or Component:

COTS, MOTS, or Custom: Custom

Name/Primary Technology: Oracle

Runtime Environment

Cloud Computing Used: No

If "Yes," specify: [Choose an item.](#)

Server/Device Function: [Click or tap here to enter text.](#)

Hardware: [Click or tap here to enter text.](#)

Operating System: [Click or tap here to enter text.](#)

System Software: [Click or tap here to enter text.](#)

System Interfaces:

Data Center Location: Agency/state entity operated by agency/state entity

If Other, specify: [Click or tap here to enter text.](#)

Security

Access: (answer Yes or No to all choices)

Public: No

Internal State Staff: Yes

External State Staff: No

Other: [Choose an item.](#) Specify: [Click or tap here to enter text.](#)

Type of Information (answer Yes or No to all choices)

Personal: Yes

Health: Yes (IF DISCLOSED FOR ACCOMMODATION)

Tax: Yes

Financial: No

Legal: No

Confidential: No

Other: Yes Specify: PII

Protective Measures (answer Yes or No to all choices)

Technical Security: Yes

Physical Security: Yes

Backup and Recovery: Yes,

Identity Authorization and Authentication: Yes

Other, specify: [Click or tap here to enter text.](#)

Data Management

Data Owner Name: Art Sederquist

Data Owner Title: Business Project Lead SME

Data Owner Business Program: CPUC Human Resources Division

Data Custodian Name: Karthy Paramanathan

Data Custodian Title: IT Lead Application Development

Data Custodian Business Program: CPUC ITSD

TIP: Copy and paste entire section to add Business Functions/Processes as needed.

2.5.4 Current Architecture Diagram –

(Attach Current Architecture Diagram to the email submission File Name: HR Application System Architecture.docx)

2.5.5 Security Categorization Impact Table

(PELI Security Categorization Impact Table attached to email submission PELI 2.0 - Business Complexity Assessment - 20220309 v2.0 (002).xlsm).

SECURITY CATEGORIZATION IMPACT SUMMARY

Confidentiality: Medium

Integrity: Low

Availability: Low

2.6 Mid-Level Solution Requirements

(See attached file to email submission)

2.7 Assumptions and Constraints

Assumptions/Constraints: This project is waiting for BCP funding approval, if approved, funds will remain available during the project lifecycle.

Description/Potential Impact: Funding from this project is expected to be funded by an approved Legislative Budget Change Proposal. These funds will be used to finance this project. If the funds are not approved, this project will be placed on hold and modernization of human resources information systems, and the efficiencies those systems offer, will be delayed until funding is approved in the future.

Assumptions/Constraints: Executive approvals will be timely and will not negatively affect project progress.

Description/Potential Impact: Executive approvals are required for many of the stage-gates for this project. These approvals need to happen in a timely fashion to meet the planned and accelerated schedule. If approvals are delayed, this project could be delivered late, and this could exhaust available funds that were approved for this project and could very well halt the project and/or impact the ability to implement the Human Capital Management (HCM) system.

Assumptions/Constraints: CPUC will have an organization change management (OCM) specialist assigned to this project to help prepare stakeholders, users, and affected staff for this new system.

Description/Potential Impact: IT has an OCM Specialist on staff. We assume he will be available to participate on this project. This will help prepare carriers and staff to utilize the system.

Assumptions/Constraints: The existing legacy Oracle HR applications that will be replaced by PELI can be decoupled from the applications that will remain.

Description/Potential Impact: Technologies must provide data accuracy, and more streamlined and automated processes as current and future HR requirements continue to change. Without automation, this puts an impact on the overall operational effectiveness of HR and its meeting necessary requirements.

2.8 Dependencies

Dependency Element: System needs to integrate with Employee Timesheet System.

Dependency Description: . Implementing an integrated system to track and measure workforce related data will aid HRD strategic objectives to develop succession and workforce plans. In addition, with the ongoing pandemic the need for teleworking staff to perform their work (non-paper based) and have access to accurate integrated electronic records is crucial to ongoing business operations.

Dependency Element: Funding for this project is pending BCP approval.

Dependency Description: If the BCP is approved it will enable the CPUC to implement workforce-supporting technologies--human capital management and related data initiatives--to provide employee data accuracy, streamlined and error-free automated human resources business processes, including collection and processing key information related to tracking hiring, onboarding, employee health &

safety, training, benefits, pay, and offboarding and the need for information to be collected electronically through automated data workflow business processes.

2.9 Market Research

2.9.1 Market Research Methodologies/Timeframes

Methodologies Used to Perform Market Research

Request for Information (RFI): No

Internet Research: Yes

Vendor Forums/Presentation: Yes

Trade shows: No

Published Literature: Yes

Leveraged Agreements: No

Collaboration with other Agencies/state entities or governmental entities: Yes

Other: [Choose an item](#). Specify: [Click or tap here to enter text](#).

Time spent conducting market research: 6 months

Date market research was started: 8/10/2021

Date all market research was completed: 1/4/2022

2.9.2 Results of Market Research: Upon evaluating and after multiple discussions among the members of IT-Technical team, IT Enterprise Architect, IT Top Management, IT PMO, IT Procurement, and Human Resources Division, the following alternatives are considered as the top three alternatives keeping in mind the current investments, the project scope, budget, and timelines. Below are the top three alternatives with Alternative Solution number 1 decided by HRD as the selected solution in the end.

2.10 Alternative Solutions

2.10.1 Solution Type (Recommended or Alternative): **Recommended**

Alt 1 = Recommended Solution

2.10.2 Name: Oracle Fusion Cloud Human Capital Management (HCM)

2.10.3 Description: This Solution uses Oracle Fusion Cloud Human Capital Management (HCM), a complete solution connecting every human resource process from hire to retire. Providing a consistent experience across devices, enables one source for Human Resources data to improve decision-making, market-leading innovation to address Human Resources Division (HRD) needs today and into the future.

CPUC Human Resources Division (HRD) recommends, desires, and selects Oracle Cloud HCM as its future human resources management service platform for HRD's current identified business needs, ease, and completeness of integration with current systems, the solution's key functional areas, and greatest potential for immediate return on investment and into the future.

Approach (Answer Yes or No to all choices):

Increase staff – new or existing capabilities: No

Modify the existing business process or create a new business process: Yes

Reduce the services or level of services provided: No

Utilize new or increased contracted services: Yes

Enhance the existing IT system: No

Create a new IT system: Yes

Perform a business-based procurement to have vendors propose a solution: No

Other: [Choose an item](#). Specify: [Click or tap here to enter text](#).

2.10.4 Benefit Analysis

Benefits/Advantages: • CPUC HRD determined Oracle Cloud HCM's fit by comparing vendors, their responsiveness and completeness in presenting their solutions' fit with CPUC HRD's needs, and it is HRD's belief that Oracle Cloud HCM will provide the greatest value into the future. This value is, in part, gained through CPUC's current use of Oracle information systems and the desired vendor's familiarity. CPUC HRD trusts the company, its technology and Oracle HCM's partner interaction with CPUC ITSD specialists.

- Reflected throughout Oracle Cloud HCM's value proposition to CPUC HRD was an organized team of account, technology, and HCM specialists who will consult, guide, and lead the implementation from the vendor side of engagement. CPUC HRD trusts the Oracle implementation team, as evidenced, and gained through Oracle's presentation of solution fit, supporting documentation, communication style, approach, and availability. CPUC HRD trusts the company, its experience, and consultative method.

- Additionally, Oracle Cloud HCM has greater integration potential. Oracle Cloud HCM integrates with the CPUC's Cornerstone On-Demand Learning Management System (LMS). Oracle Cloud HCM, in the cloud, serves as a database whereas the other services considered are not as comprehensive cloud-data stored HR solutions. Further, with the Statewide Payroll Project on the horizon, Oracle Cloud HCM will integrate with any electronic timekeeping solution (whether Tempo or the future product out of SCO), where Workday's integrated solution could not be separated out.

- Oracle Cloud HCM, compared to alternatives ServiceNow and Workday, best supports CPUC HRD's human resource processes, from hire to retire. Oracle Cloud HCM provides a consistent experience across devices, enables one source for Human Resources data to improve decision-making, greatest potential for current and future systems integration, and addresses Human Resources Division's (HRD) management and support needs. CPUC HRD trusts the solution will provide the efficiencies needed for current and future

operational efficiencies. CPUC Human Resources Division selects Oracle Cloud HCM.

- The diagram below is a list of Oracle's HCM functionality and process areas. In addition to this list some of the Project Characteristics provided by the vendor are Payroll, Benefits, Time and Labor, Absence management, Recruiting, Workforce Compensation, Talent Management, and Learning Management. The other two Alternatives do not support a robust and integrated solution as does Oracle's platform.

TIP: Copy and paste to add Benefits/Advantages as needed.

Disadvantages: While HRM focuses on developing and managing systems and processes that enable employees to effectively perform their jobs, HCM focuses on maximizing employees' economic value to an organization. Put another way, HRM is the foundation and structure of the human resource function that enables HCM to grow and prosper.

TIP: Copy and paste to add Disadvantages as needed.

Anticipated Time to Achieve Objectives After Project Go-Live

(Choose one: Within 1 Year, 2 Years, 3 Years, 4 Years, Over 4 Years)

Objective Number: within 2 years

Objective Timeframe 2 years

TIP: Copy and paste to add Objective Numbers and Timeframes as needed.

Anticipated Time to Achieve Financial Benefits after Project Go-Live

Increased Revenues: [Choose an item.](#)

Cost Savings: [Choose an item.](#)

Cost Avoidance: [Choose an item.](#)

Cost Recovery: [Choose an item.](#)

2.10.5 Assumptions and Constraints

It is assumed that Project funding will be approved and remain available throughout the project lifecycle. Dedicated Staff will remain in their current roles and will be redirected once solution is implemented. New Hardware is functional.

Constraints Internal - Privacy or security considerations. External constraint – Technological issues

TIP: Copy and paste to add Assumptions/Constraints as needed.

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed

(Answer Yes or No for each)

Enhance the current system: No

Develop a new custom solution: No

Purchase a Commercial off-the-Shelf (COTS) system: Yes

Purchase or obtain a system from another government agency (Transfer): No

Subscribe to a Software as a Service (SaaS) system: Yes

Other:

Identify cloud services to be leveraged (Answer Yes or No for each)

Software as a Service (SaaS) provided by OTech: No

Software as a Service (SaaS) provided by commercial vendor: Yes

Platform as a Service (PaaS) provided by OTech: No

Platform as a Service (PaaS) provided by commercial vendor: No

Infrastructure as a Service (IaaS) provided by OTech: No

Infrastructure as a Service (IaaS) provided by commercial vendor: No

If no cloud services will be leveraged by this alternative, provide a justification of why cloud services are not being leveraged: New Cloud Services to be leveraged by HRM for current and future enhancement opportunities.

Identify who will modify the existing system or create the new system (Select Yes or No for each):

Agency/state entity IT staff: No

A vendor will be contracted: Yes

Inter-agency agreement will be established with another governmental agency. No

Specify Agency name(s): [Click or tap here to enter text.](#)

Other: No Specify: [Click or tap here to enter text.](#)

Identify the implementation strategy:

All requirements will be addressed in this proposed project in a single implementation.

No

Requirements will be addressed in incremental implementations in this proposed project. Yes

Some requirements will be addressed in this proposed project. The remaining requirements will be addressed later: Yes

Specify the year when the remaining requirements will be addressed: FY2023 once customization options are reviewed and discussed with vendor the business (HR) will determine what incremental approach to take regarding implementation for the business current and future needs considering staff resources available for testing and training.

Identify if the technology for the proposed project will be mission critical and public facing:

The technology implemented for this proposed project will be considered mission critical and public facing. No

2.10.7 Architecture Information

Business Function/Process(es): A custom solution designed with vendor to provide business (HR) with a cloud-based management services that host HR application services accessible by a web dashboard solution that is backed up on a redundant system accessible to managers and staff to add information and compile standard forms, requests, reports, etc.

This customized solution will provide access to integrate with existing systems HRS, SCO but add features for HRS Employee Operations Office and Talent Management office.

Application, System, or Component: [Click or tap here to enter text.](#)

TIP: Copy and paste to add an Application, System, or Component as needed.

COTS, MOTS, or Custom: Custom

Name/Primary Technology: [Click or tap here to enter text.](#)

Runtime Environment

Cloud Computing Used: Yes

If "Yes," specify: SaaS - Software as a Service

Server/Device Function: Oracle Cloud

Hardware: [Click or tap here to enter text.](#)

Operating System: [Click or tap here to enter text.](#)

System Software: [Click or tap here to enter text.](#)

TIP: Copy and paste to add system software information if the application, system, or component uses additional system software.

System Interfaces: [Click or tap here to enter text.](#)

Data Center Location: State data center operated by CDT

If Other, specify: [Click or tap here to enter text.](#)

Security

Access: (answer Yes or No to all choices)

Public: No

Internal State Staff: Yes

External State Staff: No

Other: [Choose an item.](#) Specify: [Click or tap here to enter text.](#)

Type of Information (answer Yes or No to all choices)

Personal: Yes

Health: Yes (IF DICLOSED FOR ACCOMODATION)

Tax: Yes

Financial: No

Legal: No

Confidential: No

Other Yes Specify: PII

Protective Measures (answer Yes or No to all choices)

Technical Security: Yes

Physical Security: [Yes](#)

Backup and Recovery: Yes

Identity Authorization and Authentication: Yes

Other, specify: [Click or tap here to enter text.](#)

Data Management

Data Owner Name: Art Sederquist

Data Owner Title: Business Project Lead SME

Data Owner Business Program: CPUC Human Resources Division

Data Custodian Name: Karthy Paramanathan

Data Custodian Title: IT Lead Application Development

Data Custodian Business Program: CPUC ITSD

TIP: Copy and paste to add Business Functions/Processes as needed.

2.10.1 Solution Type (Recommended or Alternative): Alternative

Alt 2 = Alternative Solution

2.10.2 Name: ServiceNow

2.10.3 Description: ServiceNow provided information that included the following operational objectives for their Human Resources Service Delivery (HRSD) Solution:

- Enhance automation and remote work capabilities in light of new working environment due to COVID-19
- Streamline and digitize common paper-based and/or in-person HR processes
- HRSD role-based access ensures employee information is protected while in the ServiceNow cloud
- HRSD includes specific leave and time reporting functionality that aligns with State of California process and requirements

Approach (Answer Yes or No to all choices):

Increase staff – new or existing capabilities: No

Modify the existing business process or create a new business process: Yes

Reduce the services or level of services provided: No

Utilize new or increased contracted services: Yes

Enhance the existing IT system: No

Create a new IT system: Yes

Perform a business-based procurement to have vendors propose a solution: No

Other: [Choose an item](#). Specify: [Click or tap here to enter text](#).

2.10.4 Benefit Analysis

Benefits/Advantages:

Enhance automation and remote work capabilities in light of new working environment due to COVID-19.

Streamline and digitize common paper-based and/or in-person HR processes.

HRSD role-based access ensures employee information is protected while in the ServiceNow cloud.

HRSD includes specific leave and time reporting functionality that aligns with State of California process and requirements.

Disadvantages:

- No Position Control/Management information to show how their solution will track information based on positions and not employees
- Does not provide a comprehensive cloud-data stored for HR solutions
- Does not support CPUC HRD's human resource processes, from hire to retire

The project cost is \$8,730,935

Anticipated Time to Achieve Objectives After Project Go-Live

(Choose one: Within 1 Year, 2 Years, 3 Years, 4 Years, Over 4 Years)

Objective Number: within 2 years

Objective Timeframe 2 years

TIP: Copy and paste to add Objective Numbers and Timeframes as needed.

Anticipated Time to Achieve Financial Benefits after Project Go-Live

Increased Revenues: [Choose an item.](#)

Cost Savings: [Choose an item.](#)

Cost Avoidance: [Choose an item.](#)

Cost Recovery: [Choose an item.](#)

2.10.5 Assumptions and Constraints

It is assumed that Project funding will be approved and remain available throughout the project lifecycle. Dedicated Staff will remain in their current roles and will be redirected once solution is implemented. New Hardware is functional.

Constraints Internal - Privacy or security considerations. External constraint – Technological issues

TIP: Copy and paste to add Assumptions/Constraints as needed.

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed

(Answer Yes or No for each)

Enhance the current system: No

Develop a new custom solution: No

Purchase a Commercial off-the-Shelf (COTS) system: Yes

Purchase or obtain a system from another government agency (Transfer): No

Subscribe to a Software as a Service (SaaS) system: Yes

Other:

Identify cloud services to be leveraged (Answer Yes or No for each)

Software as a Service (SaaS) provided by OTech: No

Software as a Service (SaaS) provided by commercial vendor: Yes

Platform as a Service (PaaS) provided by OTech: No

Platform as a Service (PaaS) provided by commercial vendor: No

Infrastructure as a Service (IaaS) provided by OTech: No

Infrastructure as a Service (IaaS) provided by commercial vendor: No

If no cloud services will be leveraged by this alternative, provide a justification of why cloud services are not being leveraged: New Cloud Services to be leveraged by HRM for current and future enhancement opportunities.

Identify who will modify the existing system or create the new system (Select Yes or No for each):

Agency/state entity IT staff: No

A vendor will be contracted: Yes

Inter-agency agreement will be established with another governmental agency. No

Specify Agency name(s): [Click or tap here to enter text.](#)

Other: No Specify: [Click or tap here to enter text.](#)

Identify the implementation strategy:

All requirements will be addressed in this proposed project in a single implementation. No

Requirements will be addressed in incremental implementations in this proposed project. Yes

Some requirements will be addressed in this proposed project. The remaining requirements will be addressed later: Yes

Fiscal Year 23/24 is the year when the remaining requirements will be addressed: once customization options are reviewed and discussed with vendor the business (HR) will determine what incremental approach to take regarding implementation for the business current and future needs considering staff resources available for testing and training.

Identify if the technology for the proposed project will be mission critical and public facing:

The technology implemented for this proposed project will be considered mission critical and public facing. No

2.10.7 Architecture Information

Business Function/Process(es): ServiceNow:

Advanced High Availability Architecture

Every organization, regardless of size, relies upon access to IT and business data and services. In many cases, this accessibility is critical to the continued operation and success of the enterprise.

ServiceNow’s data centers and cloud-based infrastructure have been designed to be highly available. All servers and network devices have redundant components and multiple network paths to avoid single points of failure.

Through ServiceNow’s unique, multi-instance architecture, Advanced High Availability meets and exceeds stringent requirements surrounding data sovereignty, availability, and performance.

Application, System, or Component: [Click or tap here to enter text.](#)

TIP: Copy and paste to add an Application, System, or Component as needed.

COTS, MOTS, or Custom: Custom

Name/Primary Technology:

Runtime Environment

Cloud Computing Used: Yes

If “Yes,” specify: SaaS - Software as a Service

Server/Device Function: The development of the architecture, instance strategy, and data strategy for the Now Platform® need to be considered through a technical lens and to be driven by the business context and objectives for transformation. For the purpose of this document, “architecture” includes the Now Platform instance configuration and management, data architecture and configuration management, and integration strategy, design, and management.

Hardware: [Click or tap here to enter text.](#)

Operating System: [Click or tap here to enter text.](#)

System Software: [Click or tap here to enter text.](#)

TIP: Copy and paste to add system software information if the application, system, or component uses additional system software.

System Interfaces: [Click or tap here to enter text.](#)

Data Center Location: State data center operated by CDT

If Other, specify: [Click or tap here to enter text.](#)

Security

Access: (answer Yes or No to all choices)

Public: No

Internal State Staff: Yes

External State Staff: No

Other: [Choose an item](#). Specify: [Click or tap here to enter text](#).

Type of Information (answer Yes or No to all choices)

Personal: Yes

Health: Yes (IF DICLOSED FOR ACCOMODATION)

Tax: Yes

Financial: No

Legal: No

Confidential: No

Other Yes Specify: PII

Protective Measures (answer Yes or No to all choices)

Technical Security: Yes

Physical Security: [Yes](#)

Backup and Recovery: Yes

Identity Authorization and Authentication: Yes

Other, specify: [Click or tap here to enter text](#).

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Data Owner Business Program: CPUC Human Resources Division

Data Custodian Name: Karthy Paramanathan

Data Custodian Title: IT Lead Application Development

Data Custodian Business Program: CPUC ITSD

[Click or tap here to enter text](#).

TIP: Copy and paste to add Business Functions/Processes as needed.

2.10.1 Solution Type (Recommended or Alternative): Alternative

Alt 3 = Alternative Solution

2.10.2 Name: Workday

2.10.3 Description: This Solution vendor provided a demo and presentation of their HR Human Capital Management (HCM) product. The demo targeted specific features HRD requested to see in the demo. Workday is considered Alternative Solution 3 for the following conclusion and analysis:

Provides Position Management
Recruiting
Processing for Employee Transactions
Absence Management
Time Reporting and Performance & Talent

Approach (Answer Yes or No to all choices):

Increase staff – new or existing capabilities: No
Modify the existing business process or create a new business process: Yes
Reduce the services or level of services provided: No
Utilize new or increased contracted services: Yes
Enhance the existing IT system: No
Create a new IT system: Yes
Perform a business-based procurement to have vendors propose a solution: No
Other: [Choose an item](#). Specify: [Click or tap here to enter text](#).

2.10.4 Benefit Analysis

Benefits/Advantages:

A talent strategy that's based on skills: The machine learning helps you understand your people's skills today and build talent around the skills you'll need tomorrow.

This solution is cheaper than recommended solution. It is \$5,540,949

TIP: Copy and paste to add Benefits/Advantages as needed.

Disadvantages: • For costs, Vendor used a similar footprint from another California State Department to quote pricing for CPUC HRD

- Quote was not specifically tailored to costs for CPUC HRD key functional requirements
- Workday Solution is not able to separate out the integration part with other electronic timekeeping solutions
- Budgetary estimated cost for this Solution is costly and falls outside of HRD budget requirements

- Vendor quoted for Implementation costs to be between \$3.0M and \$3.5M (see below for breakdown)

Item	Description	Costs
1	Implementation Workday HRMS	\$3.0M - \$3.5M
2	Annual Subscription	\$319,000
3	Training	\$15,000 - \$20,000

Anticipated Time to Achieve Objectives After Project Go-Live

(Choose one: Within 1 Year, 2 Years, 3 Years, 4 Years, Over 4 Years)

Objective Number: within 2 years

Objective Timeframe 2 years

TIP: Copy and paste to add Objective Numbers and Timeframes as needed.

Increased Revenues: [Choose an item.](#)

Cost Savings: [Choose an item.](#)

Cost Avoidance: [Choose an item.](#)

Cost Recovery: [Choose an item.](#)

2.10.5 Assumptions and Constraints

It is assumed that Project funding will be approved and remain available throughout the project lifecycle. Dedicated Staff will remain in their current roles and will be redirected once solution is implemented. New Hardware is functional.

Constraints Internal - Privacy or security considerations. External constraint – Technological issues

TIP: Copy and paste to add Assumptions/Constraints as needed.

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed

(Answer Yes or No for each)

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Infrastructure as a Service (IaaS) provided by OTech: No

Infrastructure as a Service (IaaS) provided by commercial vendor: No

If no cloud services will be leveraged by this alternative, provide a justification of why cloud services are not being leveraged: New Cloud Services to be leveraged by HRM for current and future enhancement opportunities.

Identify who will modify the existing system or create the new system (Select Yes or No for each):

Agency/state entity IT staff: No

A vendor will be contracted: Yes

Inter-agency agreement will be established with another governmental agency. No

Specify Agency name(s): [Click or tap here to enter text.](#)

Other: No Specify: [Click or tap here to enter text.](#)

Identify the implementation strategy:

All requirements will be addressed in this proposed project in a single implementation.
No

Requirements will be addressed in incremental implementations in this proposed project. Yes

Some requirements will be addressed in this proposed project. The remaining requirements will be addressed later: Yes

Specify the year when the remaining requirements will be addressed: FY2023 once customization options are reviewed and discussed with vendor the business (HR) will determine what incremental approach to take regarding implementation for the business current and future needs considering staff resources available for testing and training.

Identify if the technology for the proposed project will be mission critical and public facing:

The technology implemented for this proposed project will be considered mission critical and public facing. No

2.10.7 Architecture Information

Business Function/Process(es): The main purpose of developing a Workday tool is to minimize the tasks in the financial as well as with human resource management. Workday also a top SaaS cloud-based application. The management tool is needed in area such as Managing HCM capitals: Workday HCM module helps to perform services like staffing, employees' performance, benefits, compensation, absence, and developments. Payroll management: Workday is delivering a most appropriate payroll tool that allows the management to group employees, manages the calculation rules, and pays the company employees according to the company policy, and reporting needs. Financial management services: workday tool delivers the most powerful financial services like financial accounts, reports, documentation, resource management, customer accounts, supplier accounts, revenue accounts, and Cash management procurements. Workers spend management system: This spends management tool helps the user to track the expenses, handling desktop services and labor details. Workday benefit networks: The workday tool has pre-built integration features, which support more than 80 benefits/organization.

Application, System, or Component: Workday Architecture:

Workday application is designed to run only in memory, and it is a highly object-oriented structural tool. The latest version of the Workday application is used to protect the unsecured data. One more important thing is that Workday application data will be stored entirely in RAM and some amount of partial data will be stored on the Disks (audit files and documents). Below discusses the nature and environment of Workday.

Workday Architecture

The main components of Workday architecture included are:

Entry-level points for users

Flash or Flex-based

Wider browser

User interfaces will be generated automatically

iPhone development

Mobile HTML browsers

PDF export methods

Excel file exports.

TIP: Copy and paste to add an Application, System, or Component as needed.

COTS, MOTS, or Custom: Custom

Name/Primary Technology: [Click or tap here to enter text.](#)

Runtime Environment

Cloud Computing Used: Yes

If "Yes," specify: SaaS - Software as a Service

Server/Device Function: Oracle Cloud

Hardware: [Click or tap here to enter text.](#)

Operating System: [Click or tap here to enter text.](#)

System Software: [Click or tap here to enter text.](#)

TIP: Copy and paste to add system software information if the application, system, or component uses additional system software.

System Interfaces: [Click or tap here to enter text.](#)

Data Center Location: State data center operated by CDT

If Other, specify: [Click or tap here to enter text.](#)

Security

Access: (answer Yes or No to all choices)

Public: No

Internal State Staff: Yes

External State Staff: No

Other: [Choose an item.](#) Specify: [Click or tap here to enter text.](#)

Type of Information (answer Yes or No to all choices)

Personal: Yes

Health: Yes (IF DICLOSED FOR ACCOMODATION)

Tax: Yes

Financial: No

Legal: No

Confidential: No

Other Yes Specify: PII

Protective Measures (answer Yes or No to all choices)

Technical Security: Yes

Physical Security: [Yes](#)

Backup and Recovery: Yes

Identity Authorization and Authentication: Yes

Other, specify: [Click or tap here to enter text.](#)

Data Management

Data Owner Name: Art Sederquist

Data Owner Title: Business Project Lead SME

Data Owner Business Program: CPUC Human Resources Division

Data Custodian Name: Karthy Paramanathan

Data Custodian Title: IT Lead Application Development

Data Custodian Business Program: CPUC ITSD

[Click or tap here to enter text.](#)

TIP: Copy and paste to add Business Functions/Processes as needed.

TIP: Copy and paste to add Alternative Solutions; include Sections 2.10.1 thru 2.10.7 as needed.

2.11 Recommended Solution

2.11.1 Rationale for Selection: [Click or tap here to enter text.](#)

(See Attachment)

2.11.2 Technical/Initial CA-PMM Complexity Assessment

(Reference section 2.11.2 in the Stage 2 Alternative Analysis Preparation Instructions, [SIMM19B.1](#) and Complexity Assessment instructions [SIMM Section 45D.](#))

Business Complexity Score: 1.7

Technical Complexity Score: 1.5

Complexity Zone: Zone II/III - Medium Criticality/Risk

2.11.3 Procurement and Staffing Strategy

Select an **Activity**: Utilize Software Licensing Program agreement to procure solution. [Choose an item.](#)

Responsible (answer Yes or No to all choices)

Agency/state entity staff: Yes

STP staff: Yes

CDT Project Approvals and Oversight staff: Yes

CA-PMO staff: Yes

DGS staff: No

Contractor: No

Other: [Choose an item.](#) Specify: [Click or tap here to enter text.](#)

When Needed (answer Yes or No to all choices.)

Stage 3 Solution Development: Yes

Stage 4 Project Readiness and Approval: Yes

After project is approved (after Stage 4 Project Readiness and Approval): No

Cost Estimate Verification (answer Yes or No to all choices)

Market research conducted (MR): Yes

Cost estimate provided (CE): Yes

CDT CE: Yes

DGS CE: Yes

Request for Information (RFI) conducted: Yes

Comparable vendor services have been used on previous contracts (CV): No

Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Procurement Vehicle: [Choose an item.](#)

If Other, specify: [Click or tap here to enter text.](#)

Contract Type: [Choose an item.](#)

If Other, specify: [Click or tap here to enter text.](#)

TIP: Copy and paste to add Activities as needed.

DGS Delegated Purchasing Authority

Will any of the activities identified above result in a competitive or non-competitive solicitation that will be over the agency/state entity's DGS delegated purchasing authority? No

2.11.4 Enterprise Architecture Alignment: [Click or tap here to enter text.](#),

Information Technology Capability (Select Yes or No to identify capabilities that may be needed for this project.)

Public or Internal Portal/Website: Internal New Enterprise Capability Needed

Public or Internal Mobile Application: N/A [Choose an item](#). Not applicable

Enterprise Service Bus: [Choose an item](#). Not applicable

Identity and Access Management: Existing Enterprise Capability to be Leveraged

Enterprise Content Management (including document scanning and eForms capabilities): New Enterprise Capability Needed

Business Intelligence and Data Warehousing: [Choose an item](#). Not applicable

Master Data Management: [Choose an item](#). Not applicable

Big Data Analytics: [Choose an item](#). Not applicable

2.11.5 Project Phases

Phase Title: Procurement Profile and Project Readiness

Description: Stage 3 Solution Development and Stage 4 PRA

Phase Deliverable: 7/1/2022 for eighteen months thru 06/30/2022

Phase Title: Project Execution

Description: Design, Develop, Test

Phase Deliverable: 7/1/2022 for eighteen months thru 12/1/2023

Phase Title: Project Launch

Description: Go Live

Phase Deliverable: July 1, 2022

Phase Title: Maintenance and Operations

Description: Maintenance and Operations

Phase Deliverable: December 29, 2023

TIP: Copy and paste to add Project Phases as needed.

2.11.6 High Level Proposed Project Schedule

Proposed Project Planning Start Date: 8/2/2021

Proposed Project Planning End Date: 06/30/2022

Proposed Project Execution Start Date: 7/1/2022

Proposed Project Execution End Date: 12/29/2023

Activity Name: Stage 3 Solution Development

Start Date: 7/1/2022

End Date: 10/3/2022

Activity Name: Stage 4 Project Readiness and Approval

Start Date: 10/4/2022

End Date: 1/3/2023

Activity Name: Design

Start Date: 1/3/2023

End Date: 4/3/2023

Activity Name: Development

Start Date: 4/4/2023

End Date: 6/1/2023

Activity Name: Testing

Start Date: 6/2/2023

End Date: 6/30/2023

Activity Name: Training

Start Date: 7/1/2022

End Date: 7/21/2023

Activity Name: Data Migration

Start Date: 7/22/2022

End Date: 8/18/2023

Activity Name: Deployment

Start Date: 8/19/2022

End Date: 10/19/2023

Activity Name: Go Live

Start Date: 10/20/2023

End Date: 12/29/2023

Activity Name: 1 yr Maintenance and Operations

Start Date: 1/1/2024

End Date: 1/1/2025

TIP: Copy and paste to add Activities as needed.

2.11.7 Cost Summary

Total Proposed Planning Cost: \$1,546,275

Total Proposed Project Cost: \$5,698,900

Total Proposed Future Operations IT Staff & OE&E Cost (Continuing): \$721,794

Total Proposed Annual Future Operations IT Cost (M&O): \$428,320

2.12 Staffing Plan

2.12.1 Administrative

Human Resources Division (HRD) Administrative Staffing

HRD Admin staff will aid primarily in the initial analysis and final testing phases of the project, providing clear understanding of work breakdown of various paper-based tasks, their current routing, and confirming through testing that automated routines and lean process is effectively achieving the end-goals as intended. Additionally, HRD Admin staff may aid in coordinating schedules, materials, etc. as needed.

2.12.2 Business Program

Human Resources Division (HRD) Business Program Staffing HRD Business Program staff are primarily HRD management and are directly involved throughout the project as its chief stakeholder, implementing its lean processes through the vendor solution. Business Program staff are final decision-makers of the proposed solution, engagement with vendor, identifying the business outcomes and achieving those goals with the vendor through the solution's implementation, pilot, testing, system administration, and communication with HRD staff, stakeholders, and the greater CPUC as determined necessary.

2.12.3 Information Technology

CPUC's Tech Leads will be available to support the PELI project with many years of experience with architecting, design, development, testing and implementing solution using Agile Software development methodology. The Tech Lead will work with other CPUC's SME's in acquisition of proper software licenses for the project needs and will review and approve all technical deliverables for the projects. Technical resources are detailed in the Human Resources & Staffing Plan and are included in the FAW redirected resources.

2.12.4 Testing

UAT and End-Sprint Validations are performed by CPUC HR Division team (CPUC HR SMEs). Other kinds of tests (as mentioned in the contract) will be performed by Solution Vendor.

2.12.5 Data Conversion/Migration

No Data Conversion/Migration included in project. ITSD has records of current employees to populate Azure Active Directory systems, the CPUC Phone Directory, among other applications (e.g., LMS, HR Help Desk, etc.).

2.12.6 Training and Organizational Change Management

The CPUC understands the significance of Organizational Change Management (OCM) and Training given our previous efforts with various projects, and the OCM will be primarily led by the CPUC. CPUC will leverage the knowledge, experience, and lessons learned from previous projects to minimize any business disruption and customer impacts as a result of the PELI project. Training on the future solution will be the responsibility of the systems integrator (SI) in collaboration with the state resources on the project team. The SI will be responsible for developing and executing a comprehensive Training Plan. For OCM, the PELI Project Team will leverage the California Organizational Change Management Framework (OCMF) where possible, to help ensure we are using standards and templates approved by CDT during the implementation. As such, we anticipate utilizing a change network with key points of contact and sponsorship from each division of the CPUC. This will help ensure that all stakeholders impacted by PELI will be informed and ready for implementation. We also intend to leverage this change network to establish direct communication channels throughout the commission for training and implementation readiness purposes.

2.12.7 Resource Capacity/Skills/Knowledge for Stage 3 Solution Development

CPUC will utilize skilled and experience people in the IT Procurement unit where there are many years of combined experience conducting procurements and more specifically in using Leveraged Procurement Agreements (LPAs). The CPUC uses LPAs on more than 50% of our procurements including SLP which will be utilized for the PELI procurement. The CPUC also has a detailed checklist and review process that each procurement goes through before execution to ensure compliance and accuracy.

2.12.8 Project Management

2.12.8.1 Project Management Risk Assessment

Project Management Risk Score: 1.9

(Attach PM Risk Assessment to the email submission. SIMM Section 45C)

2.12.8.2 Project Management Planning

Are the following project management plans or project artifacts complete, approved by the designated Agency/state entity authority, and available for Department of

Technology review? (Choose: Yes, No, Not Applicable. If No or Not Applicable, provide the artifact status in the space provided.)

Project Charter: Yes

Scope Management Plan: Yes

Risk Management Plan: Yes

Issue and Action Item Management Plan: Not Applicable Issues included with Risk Mgmt Plan

Communication Management Plan: Yes

Schedule Management Plan: No To be submitted with Stage 4

Human Resource Management Plan: Not Applicable Included in Staffing Mgmt Plan

Staff Management Plan: Yes

Stakeholder Management Plan: Yes

Governance Plan: Yes

2.12.9 Organization Charts:

(Attach Organization Charts to the email submission.)

2.13 Data Conversion/Migration

Identify the status of each of the following data conversion/migration activities. If Not Applicable, explain why the activity is not applicable or if Not Started, explain when the activity is planned to begin and anticipated to be completed:

- Cloud-hosted Software-as-a-Service Human Capital Management System (SAAS HCM) will provide new data framework for future Human Resources operations; no past data migration requirements are necessary; however, past data and systems will inform the configuration of the selected SAAS HCM.
- Currently utilized employee data sources will inform and update the selected SAAS HCM platform with relevant employee data, including and not limited to: name, classification, various position codes and identifiers, date of employment, supervisor, office location, office phone, work email, future state ID, etc. No personal identifying information.
- The selected SAAS HCM data framework will be based on the identified business requirements to support improved Human Resources current and future operations described in proposed relevant business analyses and include: hiring, onboarding, position control/reporting, separation, position budgeting and forecasting, Notice of Personnel Action (NOPA) tracking and reporting, probationary report and individual development plan tracking and reporting.
- Where historic data for HR operations has been maintained in spreadsheets and through e- and paper-based tracking, the SAAS HCM does not depend on past data migration. Past business practices, however, will be leveraged to inform the data plan of the selected SAAS HCM.
- Where appropriate, recent historic data may be ported to the SAAS HCM. Data may include recent and current position control data, current hiring, onboarding, separation, individual development plan and probation report data.

Data Conversion/Migration Planning: In Progress [Click or tap here to enter text.](#)

Data Conversion/Migration Requirements: In Progress, [Click or tap here to enter text.](#)

Current Environment Analysis: Completed, [Click or tap here to enter text.](#)

Data Profiling: Not Applicable, [Click or tap here to enter text.](#)

Data Quality Assessment: Not Applicable

Data Quality Business Rules: Not Applicable

Data Dictionaries: Not Applicable

Data Cleansing and Correction: Not Applicable

2.12 Financial Analysis Worksheets

(See attachment)

Department of Technology Use Only

Original "New Submission" Date: 2/11/2022

Form Received Date: 5/10/2022

Form Accepted Date: 5/10/2022

Form Status: Completed

Form Status Date: 5/13/2022

Form Disposition: Approved

Form Disposition Date: 5/13/2022