Stage 1 Business Analysis

California Department of Technology, SIMM 19A.3 (Ver. 3.0.9, 02/01/2022)

1.1 General Information

1. **Agency or State entity Name: 0845 - Insurance, Department of**

   If Agency/State entity is not in the list, enter here with the 413.

2. **Proposal Name and Acronym: HR Human Capital Management Project**

3. **Proposal Description: (Provide a brief description of your proposal in 500 characters or less.)**

   The Human Resources Management Division proposes to implement a new, cloud-based human resources information system to replace CDI's current cdiHR (Oracle-based) system, which will reach end of life in 2035.

4. **Proposed Project Execution Start Date: 07/XX/2025**

5. **S1BA Version Number: Version 1**

1.2 Submittal Information

1. **Contact Information**

   Contact Name: Theresa LeClaire

   Contact Email: Theresa.LeClaire@insurance.ca.gov

   Contact Phone: 916-492-3271

2. **Submission Type: New Submission**

   If Withdraw, select Reason: Choose an item.

   If Other, specify reason here: Click or tap here to enter text.

   Sections Changed, if this is a Submission Update: (List all sections changed.)

   Click or tap here to enter text.

Summary of Changes: (Summarize updates made.)

Click or tap here to enter text.

3. **Attach Project Approval Executive Transmittal** to your email submission.
4. **Attach Stage 1 Project Reportability Assessment** to your email submission.

1.3 Business Sponsorship

1. **Executive Champion (Sponsor)**

   Title: Deputy Commissioner

   Name: Laurie Menchaca

   Business Program Area: Administration & Licensing Services Branch (ALSB)

2. **Business Owner**

   Title: HRMD Division Chief

   Name: Jenny Ruth

   Business Program Area: Administration & Licensing Services Branch (ALSB), Human Resources Management Division (HRMD)

3. **Product Owner**

   Title: HRMD Division Chief

   Name: Jenny Ruth

   Business Program Area: Administration & Licensing Services Branch (ALSB), Human Resources Management Division (HRMD)

1.4 Stakeholder Assessment

1. **Indicate which of the following are interested in this proposal and/or the outcome of the project. (Select 'Yes' or 'No' for each.)**

   State Entity Only: Yes

   Other Departments/State Entities: Yes

   Public: No

   Federal Entities: No

   Governor's Office: No

   Legislature: No

Media: No

Local Entities: No

Special Interest Groups: No

Other: No

2. **Describe how each group marked 'Yes' will be involved in the planning process.**

   Other Departments/State Entities: There will be transfer of data via a secured interface to and from the State Controller's Office.

1.5 Business Program

1. **Business Program Name:** Human Resources Management Division (HRMD)

2. **Program Background and Context:**

   The California Department of Insurance (CDI), Administration & Licensing Services Branch, Human Resources Management Division (HRMD) develops and delivers innovative human resource programs and services. Those core services and competencies include recruitment and staffing, employee relations, organizational and employee development and well-being, compensation and benefits, payroll, and human resources information management. There are 48 HRMD employees within the following 10 units: Business Resource Unit, Classification & Consultation Unit, Departmental Training Unit, Examinations Unit, Health & Safety Management Unit, Labor Relations Unit, Performance Management Unit, Personnel & Disability Transactions Unit, Process Improvement Unit, and Talent Acquisition & Engagement Unit.

   HRMD is legally obligated to maintain complete and accurate time and attendance records for each employee and officer employed within the agency over which it has jurisdiction (per CCR §599.665 Attendance Records). They must also maintain complete records of attendance and absences for each employee during each pay period (per SAM §8539 Attendance Records). The records must be properly certified to ensure accurate payment of wages.

   HRMD manages the Department's current human resources information system (Oracle-based) called 'cdiHR'. The cdiHR system is accessed by CDI's 1,398 employees, who are spread across 13 different office locations throughout the State. The cdiHR system allows employees to perform a wide range of human resource functions, such as: manage/submit timecards, view leave balances, submit Electronic Requests for Personnel Actions (eRPAs), input new employee data, track employee personally identifiable information, monitor position movements, submit important HR related forms, produce cdiHR and timecard reports, capture paid overtime, and send out notifications/alerts.

   The cdiHR system interfaces with nine APEX applications and six APEX timekeeping subsystems called: cdiACTIVITY, FIDB(CRIMS), cdiACTIVITY - Legal, CSD, IDCM, TARS (FAD). These timekeeping subsystems capture employee specific information to record daily workload (activities/tasks) and calculate and allocate costs by revenue stream and funding source.

The cdiHR system is 10 years old and will sunset in 2035. As a result, the nine APEX applications will be decommissioned, too. Because cdiHR provides essential human resource capabilities for the Department's employees, it must be replaced with a more modern technology.

This proposal requests to replace the cdiHR (Oracle) system and nine APEX applications with a new, cloud-based human resources information system that encompasses these Oracle and APEX requirements.

1. **Attendance and Leave (HR Timecard) -**

   The HR timecard is customized monthly for attendance and leave reporting. It aligns with the State's pay period calendars and allows employees to enter hours worked, leave used, dock, overtime, and alternate work week deficits. There are specific calculations and validations for all employee types. The HR timecard functionality is interfaced with an APEX application.

2. **Leave Balance Maintenance (CLAS Balances) & Interface -**

   The State Controller's Office (SCO) Leave Accounting System (CLAS) is used as the official record for leave accounting. CLAS has monthly automated accrual cycles for the previous qualifying pay periods. HRMD runs an automated monthly CLAS interface that captures all leave usage from the HR timecard. Then, it is manually uploaded into the SCO CLAS system by the 3rd Friday of each pay period. The following Monday, CDI receives a new file with updated leave balances that includes leave accruals and usage from the prior pay period. A Personnel Specialist can make corrections as needed to employee leave balances in the HR Timecard's leave balance table. The monthly interface to SCO and the functionality to perform manual uploads are built in cdiHR (Oracle).

3. **Electronic Request for Personnel Action (eRPA) -**

   An eRPA is an automated application for position action requests, such as transfers, promotions, etc. The eRPA allows HRMD staff to work on a Request for Personnel Action via an automated system, where it can be routed among program areas, the Budget Office, and various units within HRMD through automated notifications. The eRPA application also provides a way to maintain change history, setup alerts, run reports on HR data, and track eRPA processing timeframes. The eRPA functionality is interfaced with an APEX application.

4. **New Employee Entry Process -**

   HRMD's Position Control Unit enters newly hired employee's information into cdiHR to create their employment record prior to their start date. This new employee entry process allows impacted parties to set up a newly hired employee with a computer/laptop, phone, network drives, Active Directory account, badge, etc. Additionally, new employees can access the cdiHR system, HR Timecard, and time reporting subsystems after their start date without a delay and/or having to wait for their assigned Personnel Specialist to key into the SCO system. The new employee entry process functionality is built in cdiHR (Oracle).

5. **Employee Information -**

All employee personally identifiable information (PII) is captured and stored within cdiHR. A new employee's basic information is entered prior to his or her start date via the new employee entry process. The remainder of the employee information is obtained via cdiHR's automated, daily SCO T-Log interface. After the Personnel Specialist keys the employee into the SCO payroll system, HR receives a file from SCO the following morning. That file is uploaded to cdiHR via the T-log. Employee PII information includes: name, gender, SSN, DOB, employee number, person number, retirement ID, address, work phone, work email, personal email, personal phone, and office location. PII also identifies appointment information, such as classification, position number, tenure, time base, supervisor, CBID, WWG, anniversary date, probation end date, salary, and work schedule. Some employee PII in cdiHR is interfaced with other departmental sub-systems, such as APEX timekeeping subsystems and cdiSMART. The SCO T-Log interface that captures employee PII is interfaced with an APEX application.

6. **Employee Emergency information (HRM-001) -**

   The cdiHR system automates the collection of employee emergency contact information. This data is collected annually, but employees can update their information at any time. In the event of an emergency, employee Supervisors/Managers may need to contact an employee or a designated individual. Having accurate contact information on file in an Emergency Information (HRM-001) form saves valuable time in the notification process. It ensures that those close to employees are informed if something happens to their health and/or safety. The collection of employee emergency information is interfaced with an APEX application.

7. **Position Control Management -**

   HR's Position Control Coordinator utilizes cdiHR to create, manage, maintain and effect movements of all CDI positions. cdiHR tracks and maintains all CDI positions for historical purposes and position information. The Position Control Coordinator inputs all new employee and position information into cdiHR by utilizing the eRPA module within cdiHR and subsequently assigns them to Personnel Specialists. The cdiHR system interfaces with SCO's Personnel Information Management System and updates position movement when current employees have changes to their position or appointment as a result of Personal Action Requests. The cdiHR system pulls information from eRPA and Oracle's position tracking data to create the 607 documents. There are also several report features with unit and location information, including an interface report that runs a position comparison against the SCO Official Departmental Position Roster. The Organizational Hierarchy functionality within Oracle is also maintained within cdiHR's position control function. It establishes the appropriate hierarchy for supervisory/management approvals in cdiHR, as well as other systems like eRPA, cdiSMART, cdiActivity, etc. Position control management functionality is built in cdiHR (Oracle).

8. **Telework Agreement (STD 200) -**

   The cdiHR system has an automated Telework Agreement, which is a formal document prepared and signed by the teleworker and supervisor. The Telework Agreement provides a framework for general expectations that need to take place between a supervisor and

employee in order to work effectively. The Telework Agreement functionality is interfaced with an APEX application.

9. **Telework Stipend Payments -**

   Telework Stipend Payments is an automated process where employees indicate their telework designation monthly on their HR timecard. Employees select Remote Centered, Office-Centered, or Not Teleworking. Stipend payments are based on the employee's designation on their approved HR Timecard for each eligible pay period. They are payable the following month. Between the 10th – 15th of each pay period, the Process Improvement Unit runs the monthly Telework Stipend payment file and uploads it to the SCO's ConnectHR system. The telework stipend payments are generally issued the following day if there is an available 'green cycle'. SCO establishes monthly 'green cycles', which are days where they are not processing their system updates and files. Telework Stipend Payments functionality is interfaced with an APEX application.

10. **Performance and Probation Reporting System -**

    This is an automated notification system that sends out automated alerts to Managers/Supervisors to advise them of due dates for Performance Appraisals and Probationary Reports for their employees. The frequency of alerts and notification levels are separate for Performance Appraisals and Probationary Reports. The cdiHR system assists the HRMD in ensuring compliance with the State Personnel Board so that all Performance Appraisals and Probationary Reports are completed. This reporting system data is manually entered in an APEX application development platform, but it is stored directly within cdiHR (Oracle).

11. **cdiHR Reports/HR Timecard Reports -**

    There are 63 various active reports in cdiHR that are used by all HRMD units for different purposes and tasks. System Admins can grant user access to certain reports. Additional reports exist that are only available to the cdiACTIVITY Financial and Business Services Division – Accounting Services Bureau (FBMD-ASB) , as well. These reports are interfaced with an APEX application.

12. **Overtime Interface -**

    In cdiHR, there is a monthly overtime interface that occurs around the 10th of the pay period. It captures all paid overtime entered in the HR timecard for a specific pay period. The file is retrieved within cdiHR and then manually interfaced via a File Transfer Protocol to the State Controller's Office for the issuance of payments. The payments are generally issued the following business day as long as there is a green cycle. The overtime interface functionality is built in cdiHR (Oracle).

13. **Workflow Notifications/Alerts -**

    There are established workflow notifications/alerts that are used for different purposes for each cdiHR functionality. For example, notifications are used for approvals of or a missing HR

Timecard, eRPA, probation/performance tracking, new Supervisors, new employees without balances, incorrect separation dates, late dock/absent without leave, Family and Medical Leave Act near max, and ex-Supervisors with direct reports. Workflow notifications/alerts functionality is interfaced with an APEX application, but cdiHR's Oracle scheduling function sends them out to current CDI employees.

3. **How will this proposed project impact the product or services supported by the state entity?**

The existing cdiHR system will sunset in 2035, requiring CDI to upgrade to a new human resources information system. Without a replacement, the Department would revert to manual processes and be unable to efficiently and accurately perform its current human resource functions. Furthermore, the APEX subsystems and processes won't work with other software besides Oracle.

As HRMD's business needs and processes evolve over time, CDI continues to enhance and extend its Oracle E-Business Suite (EBS) implementation because the technology is out-of-date. However, further development presents challenges and risks, and our efforts will eventually need to be redone when Oracle EBS becomes obsolete. Instead of waiting until 2035 to replace cdiHR, it is more efficient and beneficial for CDI to start replacement efforts to a new platform now.

CDI would be required to rely on external Control Agencies for critical data, position management, leave balance information, and recording of leave. Critical payroll validation/process requirements would not exist, resulting in overpayments due to a lack of validation for the usage of leave and inaccurate reporting of dock, Compensating Time-Off (CTO), and Paid Overtime (PTO).

If this proposed project is implemented, then CDI can continue to perform the current cdiHR functions and improve processes that have been limited due to Oracle technology constraints.

CDI staff will require training prior to using the proposed solution. The selected consulting vendor will be responsible for developing the training materials and conducting end-user training. A highly customized and repeatable training program will be needed to ensure user acceptance of the new system and revised business processes. The vendor will also be responsible for training CDI technical staff on the operation and maintenance of the system through formal classroom training and knowledge transfer sessions.

1.6 Project Justification

1. **Strategic Business Alignment**

Enterprise Architect

Title: Enterprise Architect

Name: Johnny Vu

Strategic Plan Last Updated? 5/22/2024

Strategic Business Goal: Goal 1. Consumer Protection - Ensure the protection of California consumers through outreach and education, responsiveness, industry regulation, fraud prevention, and investigation.

Alignment: A modern cdiHR system will help achieve CDI's goal to deliver responsive service and improve the consumer experience through technological advances. It will improve 13 current processes that have been limited due to Oracle technology restrictions.

Strategic Business Goal: Goal 2. Workforce Strength - Promote a diverse, forward-looking, engaged, and supportive workforce culture throughout our team.

Alignment: Implementing newer technology will advance the workforce and simplify current processes by providing functionality and tools that are easy to access and use in one location. Some of those advancements include allowing HRMD to perform dynamic position control management, improve alerts/notifications, and automate data transfer processes.

Strategic Business Goal: Goal 3. Operational Efficiency - Enhance and improve access to a standardized, resilient, and collaborative-focused administrative operations management system.

Alignment: Replacing the current 10-year-old Oracle cdiHR system will reduce risks associated with outdated technology. It will streamline business processes throughout the Department and the confidence in CDI's data integrity.

Strategic Business Goal: Goal 4. Fiscal Stewardship - Responsibly manage our public resources with integrity and accountability while ensuring flexibility to address unforeseen impacts, emerging issues, and new priorities.

Alignment: A modern cdiHR system will optimize staff productivity and be cost-effective because the current APEX functions and subsystems will be included in one new system. It will automate processes, improve interfaces, effectively communicate through alerts/notifications, and provide more customizations.

Strategic Business Goal: Goal 5. Effective Leadership - Serve as a leader of insurance protection by providing expertise and proactively identifying and addressing emerging challenges and trending issues.

Alignment: Implementing a cloud-based human resource information system will streamline processes and address emerging challenges with system security, data protection, real-time performance, regulatory compliance, and teleworking.

Mandate(s): None

Bill Number/Code, if applicable: Click or tap here to enter text.

Add the Bill language that includes system-relevant requirements:

Click or tap here to enter text.

2. **Business Driver(s)**

Financial Benefit: Yes

Increased Revenue: No

Cost Savings: Yes

Cost Avoidance: No

Cost Recovery: No

Will the state incur a financial penalty or sanction if this proposal is not implemented? No

If the answer to the above question is "Yes," please explain:

Click or tap here to enter text.

Improvement

Better Services to the People of California: Yes

Efficiencies to Program Operations: Yes

Improved Equity, Diversity, and/or Inclusivity: Yes

Improved Health and/or Human Safety: Yes

Improved Information Security: Yes

Improved Business Continuity: Yes

Improved Technology Recovery: Yes

Technology Refresh: Yes

Technology End of Life: Yes

1.7 Business Outcomes Desired

Executive Summary of the Business Problem or Opportunity:

The primary goal of this project is to replace CDI's current cdiHR (Oracle-based) system, which sunsets in 2035, and nine APEX applications with a new, cloud-based human resources information system. This will also be an opportunity to improve and expand upon the current cdiHR processes that have been limited due to Oracle technology restrictions.
The cdiHR system launched in 2014 when two systems, called 'Time Activity Reporting' and the 'Human Resources Information System (HRIS)', were combined into one. During the implementation, system users discovered that CDI's HRMD and the FBMD-ASB had different and conflicting timekeeping needs, which Oracle could not completely satisfy. As a result, in 2018 the HR timecard was launched to meet HRMD's needs. Then, six separate timekeeping subsystems were developed with APEX or Microsoft CRM technology.

In addition, 9 out of 13 existing cdiHR system operations are performed in APEX applications because they are not supported by Oracle technology. End users can access those 9 functions via cdiHR, which gives the illusion that everything is in one system even though it is not. This project is an opportunity for a new cloud-based system to include all 13 functions and expand/automate

some HRMD functions that are currently manual processes. Newer technology would add additional security by following the National Institute of Standards and Technology (NIST) framework and guidelines. For example, there would be one sign-in option to a single system, and users won't have to log into different portals.

It is important to do this project now because the current system will be decommissioned in six (6) years with no options for renewal and no support will be provided for this system. Additionally, after the COVID-19 pandemic, this project has been on the CDI Insurance Commissioner's project priority list, and subsequent strategic plan, to accomplish. The current and future teleworking workforce requires more streamlined and automated processes for hiring, onboarding, position control management, employee health and security, attendance and leave reporting, workflow notifications, dashboards, etc.

Additionally, the implementation of a new HR system will increase efficiency and reduce resource waste. The current system does not integrate with other business tools, which leads to CDI staff manually copying or uploading data into cdiHR. CDI requires a system that will allow for seamless data sharing and integration, specifically in light of the SCO's California State Payroll System Project (CSPS) that's forthcoming. In order to avoid inefficiencies, such as duplicate data entry, data errors, and communication gaps between systems, the timing of CDI's request will allow for an appropriate amount of time to build and customize; transition data from the Oracle system; adequately test; and rollout the system. This will also ensure that CDI has sufficient time to fully transition from the legacy Oracle system, prior to the decommission.

Furthermore, a cloud-based system would streamline processes, and make it easier for CDI employees to work in a hybrid telework environment because they would have access to everything in one system. Supervisors could better manage employees, their records, and HRMD information as it would be located in one place. For instance, HRMD employees save historical documentation in the Department's network drives. When internet/network connections are down in the office, employees can't access their documents. This requires them to wait until connections are restored (which could be several days) or physically go into the office to work.

This project will also better serve the public because it aligns with our Strategic Plan Goal 2: Workforce Strength, which aims to promote a diverse, forward-thinking, engaged, and supportive workforce culture throughout our team. Successful implementation of our goal will help CDI cultivate a supportive work environment, which then directly impacts the Department's ability to effectively serve the people of California. A cloud-based system will streamline and automate processes, improve data accuracy, and reduce manual workload. CDI employees will be able to dedicate more time to other workload priorities that contribute to the Department's mission.

Overall, the current cdiHR system has the following significant limitations and challenges:

1. Inconsistent System Updates –
Different functions, such as workflow processes, can go down in cdiHR. This occurs often during weekend software updates. CDI has customized many features outside of cdiHR because Oracle

out-of-the-box didn't meet all the original requirements. As a result, software updates are more difficult because they must not change current functionality. Also, system updates for software versions aren't consistently performed in a timely manner, so CDI has hired consultants to help process them.

2. **Data Limitations –**
Due to Oracle character limitations in flexfields, CDI had to develop abbreviations/two-digit codes for different functionalities. Whole names of items are stored in various tables and/or new tables were created to store the data.

3. **Manual Corrections to Assignment Histories –**
The current cdiHR system's assignment history updates/transactions will not populate automatically for retro transactions and will only process current transactions due to date tracking issues. Additionally, the assignment history does not match the current SCO assignment history. The assignment history also inaccurately considers Supervisor updates and schedule changes as additional assignments, which doesn't meet CDI's business needs. This process requires cdiHR's HR System Administrators to do a lot of manual corrections to assignment histories within the Oracle database to ensure that information is kept up-to-date.

3. **No File Transfer Option –**
Many of the Department's interfaces use Oracle to create the interface file. However, there is no file transfer option within the current cdiHR system, so it requires an additional manual file transfer process. Also, ITD has created a separate process to transfer the file information to various internal systems.

4. **Inefficient Alerts/Notifications –**
Current cdiHR alerts/notifications have a lot of limitations in Oracle that don't allow programmers to customize and/or provide attachments and links. As a result, the majority of CDI's alerts/notifications have been redeveloped in APEX to meet the business needs of HRMD. Only the scheduling piece is used in cdiHR (Oracle) to trigger when to send out alerts. Additionally, Oracle alerts/workflows fail and/or go down very frequently. As a result, ITD had to create an alert to notify the cdiHR database programmers when the workflow goes down, so they can restore it as soon as possible.

5. **Limited Separation Types –**
It was recently discovered that only one separation type is allowed for an employee. They can never have the same separation type again within the system. As a result, HRMD must code the employee's latest separation type as a different separation type in order to separate the employee in cdiHR.

6. **Limited Gender Codes –**
Gender restrictions don't allow HRMD to code employees as 'non-binary' because Oracle systems don't provide a non-binary option, and Oracle is not going to create one. This has caused the Department to code correctly in the SCO system. However, HRMD must make manual, incorrect designations in cdiHR, since there is no other option besides Male and Female.

7. **Time Consuming Position Control Management –**
This entire process from creating new units, positions, classifications, position history and tying them back to the Organizational Hierarchy has always had many restrictions that are not user friendly. Although HRMD can track positions, Oracle is not dynamic enough to allow them to use

the data more efficiently to meet CDI's business needs. Everything is listed individually instead of in one location, which requires more time and effort to manually complete these processes/movements in order to keep accurate record keeping and locate vacant positions.

Objective ID 1.1: Central Data Storage

Objective: Centralized data storage will allow HR users to more effectively access and manage their data. It will reduce errors caused by data synchronization and redundancy. Ensuring data consistency and enabling efficient collaboration will also result in more accurate metrics.

Metric: Reduce custom interfaces and data synchronization processes. Reduce the number of systems that HR staff have to access to perform their business processes.

Baseline: Currently, cdiHR data is stored in an Oracle-based system and 15 separate APEX applications with custom interfaces, as Oracle out-of-the box did not meet all of HR's business needs.

Target Result: Centralize 9 separate HR APEX applications, and reduce the 15 large custom interface and data synchronization processes by 40%. Implement one cloud-based HR system that includes all this functionality by 2035.

Objective ID 1.2: Automate System Updates

Objective: Implement a human resources information system that automatically performs regular system maintenance updates at least 90% of the time.

Metric: Average amount of time it takes ITD staff to perform system updates per month.

Baseline: Average of approximately 30 hours per month for ITD to perform cdiHR related system updates.

Target Result: Reduce the amount of time from 30 hours to 20 hours for CDI's ITD staff to perform system maintenance monthly within three months of system implementation.

Objective ID 1.3: Automate HR Processes

Objective: Increase the number of automated processes and corrections in cdiHR within 12 months of system implementation, streamlining CDI staff operations.

Metric: Number of manual processes and corrections that HR staff spend time on per month in cdiHR.

Baseline: There are approximately 117 manual processes and corrections that HR staff spend time and resources on per month in the current cdiHR system.

Target Result: Reduce the number of manual processes and corrections by 10% to 105 within the first three months of system implementation, optimizing CDI staff's workload.

Within one year of system implementation, reduce the number of manual processes and corrections by another 25% to 78 total.

Objective ID 1.4a: Automate Position Control Management

Objective: Automate position control management processes to reduce the amount of time HR staff spend on these tasks per month. Position control management duties include: producing HR-related reports, completing position movements, PAN notifications, new employee entries, auditing the SCO roster, producing the Schedule 8, creating/updating org charts, and auditing eRPA packages.

Metric: Average time per month to collect position control data and produce reports.

Baseline: HR staff spend 150 hours per month on position control management processes in cdiHR.

Target Result: Reduce the amount of time that 1 HR staff spends on manual position control management processes to 75 hours per month (a 50% reduction) within one year of system implementation.

Objective ID 1.4b: Automate HR Forms

Objective: Automate the completion, e-signature, and submission of HR forms, including benefits, employee action requests, and direct deposits, to significantly improve the security and privacy of sensitive information.

Metric: Percentage of employee HR forms in electronic format.

Baseline: Approximately 4% of HR forms are in electronic formats.

Target Result: At least 50% of HR forms are electronically completed, signed, submitted, and stored electronically within the first three months of system implementation.

Objective ID 1.4c: Automate Reporting/Analytics

Objective: Capture, analyze, and report on industry standard key performance indicators in real-time to more accurately account for vacancies, limited funding BCP positions, new hires, compaction, CEA exempt employees, and allocation metrics.

Metric: Average time per month to generate reports. Speed of ad-hoc reports.

Baseline: HR staff spend 32 hours per month manually populating point-in-time reports.

Target Result: Reduce the amount of time that 2 HR staff spend populating reports to 16 hours per month (a 50% reduction) within one year of system implementation.

Objective ID 1.5: Improve Security and Reduce Risks

Objective: Improve compliance with security policies, procedures and standards by eliminating reliance on outdated technology. Moving to the cloud permits CDI to retire outdated servers that can no longer be supported by security patches/updates to prevent vulnerabilities. Using cloud services will support modern security technology and tools.

Metric: Reduction in legacy servers.

Baseline: Nine end-of-life servers support the current HR systems.

Target Result: Eliminate 75% of the end-of-life servers that support the current HR systems. Once the cdiActivity subsystems are replaced in a separate project, 100% of the remaining end-of-life servers related to the timekeeping legacy subsystems will be retired.

Objective ID 1.6: Dashboard

Objective: Provide a dashboard as a single location for authorized users to search for, locate, and view customizable HR-related data and analytics in real-time.

Metric: Authorized users can access HR-related data and analytics in real-time via a dashboard.

Baseline: It currently takes staff an average of 10-15 minutes per transaction to access and view information stored in various systems/spreadsheets. This information is not always reliable due to data synchronization and redundancy issues.

Target Result: Less than three minutes for 1,395 authorized users to generate self-service reports (refreshed in real-time) within the first three months of system implementation.

Objective ID 1.7: Policy Acknowledgment Repository

Objective: Establish a policy acknowledgment repository to manage and maintain required employee policy acknowledgments with reporting capabilities to ensure compliance with control agency requirements. This repository will also improve timeliness of HRMD data access.

Metric: The number of hours that HR staff take to compile policies for audits.

Baseline: To demonstrate compliance for audits, HR and program staff spend an average of 40 hours manually per audit compiling completed policy acknowledgments. Policy acknowledgments are stored in eight different systems/units/spreadsheets, which contain data that may be outdated and inaccurate.

Target Result: Reduce the number of hours that 20 HR staff take to compile policies for audits by 50% to 40 hours or less by providing a single point of access for all Policy Acknowledgement data along with the ability to run reports within the first three months of system implementation.

1.8 Project Management

1. **Project Management Risk Score:** 0.2

   (Attach a completed Statewide Information Management Manual (SIMM) Section 45 Appendix A Project Management Risk Assessment Template to the email submission.)

2. **Project Approval Lifecycle Completion and Project Execution Capacity Assessment**

   Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants, or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?

   Answer: Yes

Does the Agency/state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

Answer (No, New, Existing, or Both)**:** Both New and Existing Processes

1.9 Initial Complexity Assessment

1. **Business Complexity Score:** 2.0

   (Attach a completed SIMM Section 45 Appendix C to the email submission.)

2. **Noncompliance Issues:** (Indicate if your current operations include noncompliance issues and provide a narrative explaining how the business process is noncompliant.)

   Programmatic regulations: Yes

   HIPAA/CIIS/FTI/PII/PCI: Yes

   Security: Yes

   ADA: Yes

   Other: No

   Not Applicable: No

   Noncompliance Description: N/A

   Click or tap here to enter text.

3. **Additional Assessment Criteria**

   If there is an existing Privacy Threshold Assessment/Privacy Information Assessment, include it as an attachment to your email submission.

   How many locations and total users is the project anticipated to affect?

   Number of locations: 13 office locations/telework locations (Employee Home addresses); approximately 1,398 positions

   Estimated Number of Transactions/Business Events (per cycle): cdiHR was accessed 4,543 times during the month of April 2024.

   Approximate number of internal end-users: All 1,398 employees will have access to cdiHR and approximately 50 HRMD employees will have access to cdiHR admin functions.

   Approximate number of external end-users: None

1.10 Funding

Planning

1. Does the Agency/state entity anticipate requesting additional resources through a budget action to ***complete planning*** through the project approval lifecycle framework? No, not at this time.

   If Yes, when will a budget action be submitted to your Agency/DOF for planning dollars?

2. Please provide the Funding Source(s) and dates funds for planning will be made available:

   Click or tap here to enter text.

Project Implementation Funding

1. Has the funding source(s) been identified for ***project implementation***? Yes

   If known, please provide the Funding Source(s) and dates funds for implementation will be made available:

   CDI will redirect existing staff and internal funds to this project for the procured solution.

   Will a budget action be submitted to your Agency/DOF? No.

   If "Yes" is selected, specify when this BCP will be submitted: Click or tap here to enter text.

2. Please provide a rough order of magnitude (ROM) estimate as to the total cost of the project: Less than $10 Million

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 1 and all attachments in an email to ProjectOversight@state.ca.gov.

Department of Technology Use Only

Original “New Submission” Date: 4/24/2025

Form Received Date: 4/24/2025

Form Accepted Date: 4/24/2025

Form Status: Completed

Form Status Date: 7/3/2025

Form Disposition: Approved

If Other, specify: Click or tap here to enter text.

Form Disposition Date: 7/3/2025

Department of Technology Project Number (0000-000): 0845-053