

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 10/20)

Fiscal Year 2023-24	Business Unit SCO – 0840 CalHR – 7501	Department State Controller's Office (SCO) Department of Human Resources (CalHR)	Priority No. 1
Budget Request Name 0840-038-BCP-2023-MR 0840-047-BCP-2023-MR 7501-016-BCP-2023-MR		Program SCO - 0500 CalHR - 6200 and 9900100	Subprogram SCO – 0500300 and 0500900 CalHR – N/A

Budget Request Description
 California State Payroll System (CSPS) Project

Budget Request Summary

The State Controller's Office (SCO) and the Department of Human Resources (CalHR) request the following resources to support the California State Payroll System (CSPS) (Project) as it passes from planning to implementation, following the anticipated successful completion of the California Department of Technology's (CDT) Project Approval Lifecycle (PAL) Stage 4 process during fiscal year 2023-24, resulting in CSPS achieving official CDT-approved project status.

State Controller's Office

SCO requests \$46,810,000 General Fund (GF) and 6.5 permanent positions in 2023-24 and that provisional language be added to SCO's main GF support item to reflect that \$28,393,000 of the amount requested will be available for Department Agency Readiness Teams (DART) activities following CDT's approval of the CSPS Stage 4 PAL submission.

In addition, SCO requests \$3,300,000 GF and an additional 1.5 permanent positions in 2024-25; \$3,316,000 GF in 2025-26; \$2,455,000 GF in 2026-27; and \$2,471,000 GF in 2027-28 and ongoing.

Furthermore, SCO requests reappropriation of the unencumbered balance of funding for the System Integrator (SI) contract that was appropriated in the 2022-23 state budget.

Department of Human Resources

CalHR requests \$2,892,000 GF and 9.0 permanent positions in 2023-24, \$1,821,000 GF in 2024-25, and \$2,007,000 GF in 2025-26, and ongoing, to support the continuation of the CSPS Project.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO Todd Boltjes, Chief, Information Systems Division	Date

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. 0840-086 **Project Approval Document:** S3SD

Approval Date: 3/29/2022

If proposal affects another department, does other department concur with proposal? Yes No
 Attach comments of affected department, signed and dated by the department director or designee.

Analysis of Problem

Prepared By Chris Maio, Director, CSPS Project	Date	Reviewed By Jennifer Chavez, Chief, Admin and Disb. Division	Date
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Department Director Russell Fong, Chief Administrative Officer	Date	Agency Secretary N/A	Date
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Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE Dept. of Technology

PPBA Lisa Mierczynski	Date submitted to the Legislature 5-12-2023
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A. Budget Request Summary

The CSPS is expected to successfully complete Stage 4 PAL during fiscal year 2023-24 and the outcome of that will be contracting with an SI for implementation of the CDT-approved project, and onset of DART activities. SCO and CalHR requests the following resources to support the Project's transition from planning to implementation of the state's new payroll system.

State Controller's Office

SCO requests \$46,810,000 General Fund (GF) and 6.5 permanent positions in 2023-24 and provisional language for the SCO's main GF support item reflecting that \$28,393,000 of the amount requested for DART activities will become available once the project has completed state 4 of the PAL process (see attachment).

In addition, SCO requests \$3,300,000 GF and an additional 1.5 permanent positions in 2024-25; \$3,316,000 GF in 2025-26; \$2,455,000 GF in 2026-27; and \$2,471,000 GF in 2027-28 and ongoing.

Furthermore, SCO requests reappropriation of the unencumbered balance of funding for the System Integrator (SI) contract that was appropriated in the 2022-23 state budget.

It is also requested that provisional language be added to SCO's main GF support item for funds to be allocated with the approval of CDT's PAL Stage 4 and written notification to the chairpersons of the budget committees in both houses of the Legislature, the Joint Legislative Budget Committee, and the appropriate subcommittees in both houses of the Legislature as follows 1) reappropriation of \$83,250,000 from the 2022 budget package for CSPS future solution costs 2) \$28,393,000 of the requested funding for Department Agency Readiness Teams (DART) (see Attachment I, Provisional Language).

Department of Human Resources

CalHR requests \$2,892,000 GF and 9.0 permanent positions in 2023-24, \$1,821,000 GF in 2024-25, and \$2,007,000 GF in 2025-26, and ongoing, to support the continuation of the CSPS Project.

B. Background/History

Beginning in 2016, SCO began to assess current information technology (IT) and the latest industry standards and initiated the re-engineering of a new human resource (HR) management and payroll system. This initiative is named the California State Payroll System (CSPS) Project. CSPS product scope includes functionality for Core HR (Position Control, Benefits Administration, Personnel Administration, Time Management, and Payroll), as well as Travel and Expense Management functionality.

In late 2020, the project Executive Steering Committee agreed that CalHR's active participation and leadership in the Project was critical to project success, making CalHR a full partner on the Project. While CSPS will bring a multitude of changes to the state's HR practices, the single largest transformation will be the state's transition from its outdated monthly payroll cycle to biweekly payroll in arrears. CalHR is responsible for the timely development of updated human resources laws, rules, policies, and bargaining agreements that specify how the state will operate under a biweekly payroll model for 300,000+ employees. Until all state departments are transitioned onto the CSPS solution, CalHR's workload will essentially double, as all laws, rules, policy, and bargaining agreements will have to recognize both the existing monthly payroll cycle for departments that are not yet on CSPS, while simultaneously recognizing the new biweekly payroll cycle for departments and their employees who have transitioned onto the CSPS solution. This

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duality is inescapable as it remains infeasible to implement biweekly payroll in SCO's Uniform State Payroll System.

The Project received CDT approval on PAL Stage 1 Business Analysis (S1BA) in October 2017, PAL Stage 2 (S2SD) in April 2021, and PAL Stage 3 (S3SD) in March 2022. In the last year, the Project team completed the following key project planning milestones:

Solicitation and Proof of Concept (POC) – The Project team, along with CDT, released a Request for Proposal (RFP) for the future solution, using a Challenge Based Procurement Approach with 3 separate phases. These are defined as (1) States Administrative Requirements and Bidder Mandatory Qualifications; (2) Proof of Concept (POC) and Narrative Response; (3) Negotiations and Contract Award. The Project evaluation team completed Phase 1 and Phase 2, which included the POC and Narrative Response. Phase 3 began as scheduled in May 2023.

Organizational Change Management (OCM) – The OCM team conducted several informational sessions with Department Agency Readiness Teams (DART) across all state departments. These information sessions provided an overview of the Project; DART structure and engagement activities; DART roadmap; and future activities. As a result of the DART information sessions, the OCM team worked with all state departments and the California State University Chancellor's Office to identify a sponsor and liaison that will be key to ensuring all project preparation activities are executed within the project timeline. The OCM team conducted the DART Sponsor and Liaisons Kickoff meeting in November 2022. All departments are engaged with the project for upcoming key activities.

Data Analysis and Planning – The Project team completed procurement and selected SupportFocus, Inc. as the new data conversion services vendor to provide services related to data cleansing, data conversion and data validation. The data conversion team has completed Phase I of the Data Cleansing Plan, which includes system analysis, extraction, and data load to the Databank (a data staging environment for future data cleansing and migration activities). SupportFocus, Inc. will assist with the Data Cleansing Plan Phase 2 activities, which includes data analysis error identification, data cleansing, and data migration and validation to the future solution.

Project Advisor Services – The Project team contracted with Gartner, Inc. to act as project advisors to the CSPA executive management to ensure the project's goals and objectives are achieved. Gartner will provide consultation on: the future solution solicitation; architectural design for POC; PAL Stage 4 activities; bidder's implementation approach and alternative approaches; development, maintenance and improvement of project process; recommendations and implementation support of business transformational opportunities; OCM strategies; risk assessment; future solution technical architecture and integration with SCO's current system architecture; project change requests; and assessment of the approach to developing the future solution functionality and related data infrastructure.

The project is in the process of completing PAL Stage 4, Project Readiness with an anticipated submission of June 2023 with contract award in August 2023.

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SCO Resource History

(Dollars in thousands)

Program Budget	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Authorized Expenditures	\$2,377	\$5,833	\$3,974	\$6,878	\$9,458	\$17,565	\$106,122
Actual Expenditures	\$1,452	\$4,541	\$3,860	\$6,780	\$8,522	\$11,381	TBD
Revenues	-	-	-	-	-	-	-
Authorized Positions ¹	4.0	19.0	19.0	18.0	25.0	44.5	78.5
Filled Positions	4.3	15.8	16.0	16.6	25.0	30.5	TBD
Vacancies	0.0	3.2	3.0	1.4	0.0	14.0	TBD

¹ 2022-23 reflects 63.0 permanent, and 15.5 LT positions.

CalHR Resource History

(Dollars in thousands)

Program Budget	2021-22	2022-23
Authorized Expenditures	\$230	\$3,647
Actual Expenditures ¹	\$114	TBD
Authorized Positions	1.0	16.0
Filled Positions	1.0	16.0
Vacancies	0.0	0.0

¹ The 2022-23 authorized expenditures represent 2022-23 CalHR BCP funding.

C. State Level Consideration

The Project intends to replace the current Uniform State Payroll System (USPS), comprised of multiple 1970s-era legacy systems. Through the CDT PAL Process, the Project has developed a comprehensive approach to satisfy all stakeholders' needs and concerns, and meet the best interests of the state to acquire a solution that aligns with SCO and CalHR's strategic goals. Over the past four years, the Project has documented the solution requirements that capture the desires and needs of the impacted stakeholders. A modern Human Capital Management (HCM) System will allow SCO and CalHR to meet strategic objectives; provide excellent customer service; deliver core services more effectively through innovative business processes and technology solutions, invest in its employees to create a skilled, motivated, and diverse workforce; enhance communications and information sharing; and enable SCO to promote financial integrity and accountability. This project will result in considerable change in business processes impacting over 165 departments and 300,000+ end users. OCM will be critical to the Project's success.

D. Justification

State Controller's Office

A reappropriation is needed to allow the Project the ability to use the future solution funding for an SI vendor contract and related resources that was approved in the 2022-23 budget. While evaluating bidders' offers, there was a need to request further clarification from bidders. This request was unexpected but necessary to be able to properly evaluate the offers. As a result, the evaluation timeline was extended six weeks, which moved the contract's proposed execution date into the 2023-24 fiscal year. Although the Project will experience a slight delay in onboarding the SI, at this time, there is no impact to when the Project Execution Phase will be completed.

During Stage 2 and 3 of the PAL Process the Project identified the future project resource needs which are reflected in the Financial Analysis Worksheets (FAWs) and the CSPA Resource

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Management Plan. The resource needs were determined using results from market research; past project history and industry best practices for projects of this size, scope and complexity. The contract execution with a chosen HCM Solution and SI is anticipated in early 2023-24. With the SI onboard, solution design, development and implementation activities will commence, requiring the Project to have all resources available. In order for the resource plan to be realized, SCO is requesting permanent positions and vendor resources in addition to IT solutions to support Project activities until Stage 4 Project Readiness is approved by CDT. Once approved, the Project will reevaluate resource needs for future requests through the Project execution phase.

During the OCM led DART information sessions, the project requested that departments identify resources to act as DART Team members to carry out critical OCM readiness, technical and training activities. Multiple departments expressed concern with the workload required for the aforementioned activities. The Project conducted a survey to determine resource needs for the departments and this request includes funding for departments based on their input, project history and advice from the contracted OCM vendor and Project Advisors.

Position Summary and Project Activities

SCO requests funding to support 6.5 permanent resources in 2023-24 and an additional 1.5 permanent resources in 2024-25 and ongoing. In 2023-24, 5.0 positions will be effective July 1, 2023 and 3.0 positions will be effective January 1, 2024. 1.0 position (existing LT position, set to expire June 30, 2023) is needed to continue to support procurement and contract management activities. 2.0 positions are needed for information technology support and 3.5 positions are needed for OCM and training activities that will drive the implementation of the new statewide personnel and payroll solution. In 2024-25, the additional 1.5 resources will be added to the existing 3.5 resources received in 2023-24 for a total of 5.0 resources. The following table provides the requested position details and Attachment II, Workload Justification provides further information related to the specific tasks for each position.

SCO CSPS New Permanent Positions (6.5 in 2023-24 and 8.0 in 2024-25 and ongoing):

Role	2023-24 Positions	2024-25 Positions and Ongoing	Classification	Major Workload
Instructional Designers	2.0	2.0	Associate Governmental Program Analyst (AGPA)	Perform all activities to design and develop training curriculum and materials to support the Project's trainers.
Trainers	1.5	3.0	AGPA	Perform all activities needed to assist in the development and delivery of the Project's training program.
Procurement and Contract Specialist ¹	1.0	1.0	IT Specialist II	Perform all activities identified in the CSPS Contract Management Plan.
Information Security Office Resource	1.0	1.0	IT Specialist I	Provide technical information security expertise in governance, risk, and compliance.

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Role	2023-24 Positions	2024-25 Positions and Ongoing	Classification	Major Workload
Information Systems Resource	1.0	1.0	IT Specialist I	Act as Tier 1, 2, 3 Service Desk Support. Provide technical support of SCO's current and future Microsoft Windows operating systems for desktop and laptop computers.
Total Positions	6.5	8.0		

¹ Requesting to extend 1.0 LT position (existing LT position set to expire 6/30/23).

Instructional Designers and Trainers

The level of complexity of the Project is very high. As identified in the project's Change Magnitude Assessment, one factor driving this complexity is the number of state departments and individuals that will be impacted by the Project. Based on this, the Project team understands the critical need to identify and engage all key stakeholders.

The training program and approach is a critical aspect of project success. The OCM training team will be charged with designing and conducting trainings for over 165 departments and approximately 300,000 end-users.

Instructional Designers (2.0 AGPAs)

While trainers' competencies are centered on facilitating the trainings, the instructional designers will provide curriculum and materials necessary for trainers to do their jobs. The primary role expectations for the instructional designer is detailed in Attachment II, Workload Justification.

If we do not have instructional designers who lay the foundation for the rest of the trainers/training, we will lack the curriculum, courses and training delivery methodologies needed to prepare end-users to successfully engage with the system.

The benefits of having instructional designers include:

- Ensures students learn efficiently by creating high quality learning materials that take into account the strengths and weaknesses of students.
- Develops strategies to engage students so that they understand and are able to use the content being taught.
- Students' educational goals are more likely to be met when the research-based methods of instructional design are used in learning program development.
- Allows the training team to "see" the learning path from your students' perspective; a thorough program review for consistency and alignment.
- Enables us to identify and correct critical gaps that hinder repeatable positive learning outcomes.
- Helps eliminate redundant content and resource use, which creates a poor experience for the learner; eliminating what doesn't belong also helps create space for updated content, new concepts and ideas.

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Trainers (3.0 AGPAs)

Investing in training will allow the Project to see the benefits that come with the implementation of a new IT system. Training before the CSPS officially goes live will give employees a chance to acclimate to any new processes and work out any problems with the system before it is implemented. This will also help with potential resistance from employees who are hesitant of change.

By training employees from the state's 165+ departments on how to use the CSPS the way it is meant to be used will help diminish doubts, misunderstandings, unnecessary errors and problems. User training helps with implementation of a new system and helps ensure maximum efficiency from the start.

As of 2022-23, the CSPS training team includes 3.0 trainers, which is not enough to effectively and efficiently address all training facilitation needs for the Project. Thus, SCO is requesting 1.5 positions in 2023-24 and an additional 1.5 positions in 2024-25 and ongoing to add to the training team. CSPS is requesting these 3.0 new resources to begin in January 2024 and continue full time into the future years.

The following are primary role expectations for CSPS Trainers:

- Perform activities to assist the Training Manager, Instructional Designers and SI in the implementation of the CSPS Training Plan including identification of target audience and training requirements
- Apply learning concepts to analyze, design, develop, and implement engaging and interactive instructional eLearning and instructor-led courses, training simulations and vignettes, webinars, videos, teleconferences, and exercises that enhance retention and knowledge and skill transfer.
- Maintain training materials such as course outlines, lesson plans, business process flow diagrams, reference manuals, job aids, participant guides, facilitator guides, producer notes, presentations, or other learning materials as needed
- Ensure curricula, learning objectives, and training materials meet ADA compliancy, department standards, and Project training guidelines and specifications to ensure trainings are current and using emerging learning trends providing high-quality learning opportunities for CSPS stakeholders.
- Implement effective learning programs for CSPS stakeholders (executives, project team, Business Process Owners, Process Advisory Committees, other Subject Matter Experts, DARTs, Personnel and Payroll Specialists, and state employee end-users) by applying participant-centered training techniques, using learning principles, and aligning training development models to conduct training courses and supporting materials.
- Pinpoint training issues, learning gaps and assist in the development of mitigation plans to resolve them.
- Identify and notify OCM management of potential resistance, and help develop and support plans to mitigate resistance.
- Prepare state agencies to continue delivering quality CSPS training after the Project has ended.

An important aspect of the OCM approach is assigning one Agency Change Expert (ACE) and one trainer to each of the areas within scope of the Project of which there are six (personnel administration, benefits administration, time and attendance, payroll, position control and travel and business expense). Assigning an ACE and a trainer to champion an area within scope will

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provide additional focus to these areas and enhance efficiency as the pair will attend design sessions, user acceptance testing, etc. rather than the entire OCM team attending each session. Adding three trainers will enable the Project to execute this important aspect of the OCM approach.

Procurement and Contract Specialist (1.0 IT Specialist II)

In 2021-22 the Project received 1.0 LT IT Specialist I position from a CalATERS Replacement Project (CRP) BCP that expires June 30, 2023. The position was reclassified to an IT Specialist II to provide support to the contract manager. The support provided is associated with managing the 6 ancillary contracts already executed and ongoing procurement efforts for new contracts for OCM services, Project Management Office (PMO) services, Business Analysis and IT Services, as well as the future solution for the new HCM system. In addition, this positions has been instrumental in leading miscellaneous contracting needs for staff training and managing complex software procurement for IBM Doors, Harmon.ie, WellSaid, Captivate, and many more. With the critical nature of this work and its impact on the Project's success, it was determined that this position is needed to continue to provide procurement and contract management support.

Information Security Office Resource (1.0 IT Specialist I)

SCO's Information Security Office (ISO) currently adheres to all applicable tailored security and privacy controls based on:

- National Institute of Standards and Technology, Standards Publication (SP) 800-53 Revision 5
- The Federal Information Processing, SP 199 and 200

SCO's ISO mission is to provide independent, objective assurance and consulting activity designed to add value and improve SCO's information security posture and business operations. They help SCO accomplish its mission, business, and information security objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of information security risk and internal control management, security assurance, statutory compliance, and governance processes. This position is necessary to provide technical information security expertise in governance, risk, and compliance throughout the remaining phases of the CDT PAL process and systems development life cycle. Ongoing Information Security support will be necessary through system retirement. This position will be responsible for providing direct input to the PAL documentation requirements, performing highly technical and complex duties involving the definition of performance, availability, scalability, security, maintainability, accessibility, deploy ability, and extensibility requirements. SCO has oversight responsibilities over transmission of electronic transactions. Due to the transactional capabilities of CSPS, inappropriate access could potentially result in malicious users gaining access to the system, which may result in significant losses of state funds. It is critical that SCO participates in developing security policies and procedures, reviews data requests, reviews requirements for accessing data, performs risk assessments, governance standards, and policy and compliance audits. Without assurances regarding CSPS system security, SCO cannot be confident it has met its oversight responsibilities adequately.

Information Systems Resource (1.0 IT Specialist I)

The Information Systems Division (ISD) Service Desk provides technical tier one, tier two and tier three support (see table below) of all SCO's current and future Microsoft Windows operating systems for desktop, laptop computers and smart phones. Current industry standards for IT support is one IT professional to every 40 users. SCO is currently operating one IT professional to every 64 users. With the growth of the Project it has become imperative that SCO Service Desk (SSD) receives 1.0 IT Specialist I. This will ensure the SSD can provide timely responses and resolutions for

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requests and incidents as well as mitigate delays with production in support of the Project current and ongoing needs.

Tier 1 - Basic help desk resolution and service desk delivery.

- Support for basic customer issues such as solving usage problems and fulfilling service desk requests that need IT involvement.
- If no solution is available, tier 1 personnel escalate incidents to a higher tier.
- Lower-level technical personnel, trained to solve known problems and to fulfill service requests by following scripts.

Tier 2

- In-depth technical support
- Experienced and knowledgeable technicians assess issues and provide solutions for problems that cannot be handled by tier 1.
- If no solution is available, tier 2 support escalates the incident to tier 3.
- Support personnel with deep knowledge of the product or service, but not necessarily the engineers or programmers who designed and created the product.

Tier 3 - Expert product and service support

- Access to the highest technical resources available for problem resolution or new feature creation.
- Tier 3 technicians attempt to duplicate problems and define root causes, using product designs, code, or specifications.
- Once a cause is identified, the company decides whether to create a new fix, depending on the cause of the problem. New fixes are documented for use by Tier 1 and Tier 2 personnel.
- Tier 3 specialists are generally the most highly skilled product specialists, and may include the creators, chief architects, or engineers who created the product or service.

See Attachment III, Resources by Fiscal Year and Workload, for a historical overview of the personnel resources by workload and SCO Division, beginning in 2016-17 through 2027-28. SCO staff levels have been determined using workload history, workloads of similar projects and the results of the market research, published as CSPS Deliverables 2.2 (Market Research Report) and 2.3 (Narrative on the CSPS Market Research). These staff levels are also part of the Resource Management Plan submitted as part of the CDT S3SD.

DART Resources

The level of complexity of the CSPS Project is very high. As identified in the Change Magnitude Assessment, one factor driving this complexity is the number of State departments and individuals that will be impacted by the CSPS Project. Based on this reality, the CSPS Project Team understands the critical need to identify and engage all key stakeholders. As stated above, the OCM team led DART information sessions and multiple departments expressed concern with the workload required for the upcoming project activities.

Several lessons learned from the previous 21st Century Project were captured in the Post-Implementation Evaluation Report (PIER) and the California Senate Office of Oversight and Outcomes, *Crash Course: Failure to heed early warnings, troubles of the past contributed to payroll system collapse Report*. Based on the findings and recommendations, it is imperative that the CSPS Project invest in the resources to properly support and effectively manage the changes that will impact all state departments.

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Developing a change network, commonly referred to as a Change Agent Network is a common best practice in the Organizational Change Management discipline. Change Agent Networks vary widely depending on the needs of the change initiative, however they generally all have a common purpose of influencing the change effort by increasing the adoption of new behaviors of those impacted by the change. A Change Agent Network can help bridge the gap between the project and the various stakeholders.

On IT implementations, an effective Change Agent Network is critical to the success of user adoption of the new system and helping to ensure organizations are prepared for and commit to the changes. Creating an effective Change Agent Network requires:

- **Focus on Change Agent selection:** A Change Agent must be trusted by both their peers and by management. They need to be supportive of the change, have an aptitude for technology, and be quick learners especially if there is unfamiliarity with the new technology. They generally show an explicit interest in the project and can be involved in the design, creating a sense of ownership. Additionally, at least one Change Agent representative from each part of the business impacted should be involved.
- **Adequate training:** The project team must teach Change Agents about the project itself (such as the scope, the “why” behind the technology decision, and the timeline), and also how to act as an effective Change Agent. It should be emphasized that they have the power to detect resistance, implement resistance mitigation strategies and accelerate the change adoption process, which will increase project success and ultimately productivity.
- **Communication Skills:** Facilitating messages between the formal project team and the end users is critical. In technical environments, Change Agents act as bridge between the two groups and often have to convey and translate difficult concepts, which must be delivered enthusiastically and confidently. The team should design various types of communications for cascading important messages through Change Agents.

Within each DART there are many roles that will need to be fulfilled. Department/Agency resources will perform critical roles in the change management process within their agencies. Many of these roles may be held by one person depending on the size of the department/agency. The various roles include but may not be limited to:

- Liaison
- Training Coordinator
- Reporting Coordinator
- Technical Coordinator
- Personnel Administration Subject Matter Expert (SME)
- Benefits SME
- Time and Attendance SME
- Payroll SME
- Position Control SME
- Travel and Business Expense SME

As CSPA moves into the Project Execution Phase each role will be developed and resources assigned. At this time each department has selected a DART Liaison and the CSPA OCM team has begun engagement efforts. The DART Liaison will work closely with CSPA Agency Change Experts (ACEs) to provide a bridge for communication and accountability between CSPA and the agency. In addition, liaisons will help organize, develop, and coordinate the work of DARTs.

Following are specific role expectations for DART Liaisons:

- Help establish and monitor agency stakeholder relevance, confidence, trust, and satisfaction with CSPA.

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- Coordinate CSPS communications, change readiness assessments, training assessments, end-user training, agency commitment and readiness events, and business process improvement activities.
- Ensure agency-wide support for CSPS.
- Promote effective teamwork and continuous improvement.
- Work with agency management at all levels to promote awareness, understanding and commitment to CSPS.
- Provide accurate, timely, and relevant information about CSPS to agency management and their employees.
- Coordinate and ensure the timely and effective completion of CSPS agency implementation assignments.
- Lead, support, and advise agency process improvement and organizational change.
- Minimize the negative impact of the workforce transition to CSPS on agency productivity by proactively identifying implementation issues and solutions.
- Coordinate and ensure the technical infrastructure necessary for CSPS deployment.
- Coordinate end user training for agency employees.
- Track benefits attainment after CSPS implementation is complete.

The benefits of providing the Liaisons include:

- The Liaison will have come from the department that they will serve and understand the culture of the department.
- Liaisons will have already developed relationships within their departments.
- Liaisons will have the knowledge of who and how operations are performed within the department.
- Ramp up time for someone to understand HR/Payroll would be much quicker if promoted from an existing position vs. hiring from the outside.
- Departments may perceive this as positive since the project would not be removing anyone, but rather promoting internally.

Recognizing the importance of Organizational Change Management and specifically developing a robust Change Agent Network, the CSPA Project is requesting funding for departments to support DART resources.

This request includes \$28,393,000 in funding in 2023-24 to support departments as needed to complete project activities, prepare them for change, and ensure department readiness for implementation of the future solution. Resource estimates are based on the Staff Services Manager I mid-range level salaries as of January 2022 in the amount of \$7,358 per month and benefits are based on State Administrative Manual Section 8299 at 53.13%. Additionally, estimates are based on the size of the departments, using the Department of Human Resources form CalHR 88, and the varying size of workloads that each department will have in preparing for the CSPA solution.

The Project extracted data from the State Uniform Payroll System (USPS) as of December 31, 2022, which provides a listing of all civil service departments and a count of established Full Time Equivalents (FTE) and reflects 158 departments. Of these departments it was confirmed on the USPS Personnel Information Management System (PIMS) Agency Table that 67 departments do not process their own HR/Payroll work. The FTEs for each department that does not process their own HR/Payroll work were added to the department that actually does the work to ensure the departments are categorized as accurately as possible. The CSU system as a whole was added to this analysis and categorized as a mega department based on position count information from the Department of Finance Budget Galley.

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Department Classification	Micro	Small	Medium	Large	Mega	Total
Size of Depts. by FTEs	25-100	101-800	801-8,000	8001-17,000	17,001+	
Count of Depts.	12	36	36	5	3	92
FTE per Size	.5	1	3	6	10	
FTE Total	6	36	108	30	30	210

Budget Category	Cost
Salaries / Wages	\$18,542,000
Benefits	\$ 9,851,000
Total¹	\$28,393,000

¹ Rounded to thousands

To ensure transparency of how this funding is utilized, SCO will provide the Department of Finance (DOF) proposed fiscal year funding allocations (based on department eligibility by size) and the SCO criteria for funding (based on department participation in project activities) for input and concurrence. Additionally, SCO will report final annual allocation totals by department (based on departments ability to meet SCO funding criteria), and total SCO reversion of unallocated funding. This process will ensure oversight and departmental accountability that funding is appropriately utilized for project efforts.

Vendor Resources

During PAL Stage 2 the Project identified the resource needs and acquisition strategy for the required activities as identified during PAL Stage 2 and as outlined in the State Information Management Manual (SIMM) 17 California Project Management Framework (CA-PMF) to fully execute the project. Project activities occur in the following areas: Project Management; Business Analysis; IV&V; CDT Project Oversight; OCM; Enterprise Architecture; Data Migration and Validation (i.e. Data conversion); System Design and Development; System Integrations; Quality Assurance; System Maintenance and Operations. The CSPS Resource Management Plan provides the acquisition and transition strategies for the resource needs for the duration of the Project. The acquisition strategy includes obtaining state resources in partnership with vendors. Vendor partnerships help mitigate risk, provide missing expertise and guidance, and broaden creativity and innovation. The recruitment and staff management capabilities of contractors is a key component of realizing the goals of the CSPS Resource Management Plan. This BCP requests funding for the following vendor resources to compliment the state resources identified above.

- System Integrator Services
- Business Analysis and Information Technology Services
- Data Migration and Validation
- IV&V Services
- OCM Services
- PMO Services
- Project Advisor Services

Refer to Section H. Supplemental Information for cost and service description details.

Department of Human Resources

As the Project transitions from the planning and procurement phase into the design, development, configuration, and implementation phase, additional CalHR resources are critical to project success. A portion of these resources will augment existing resources,

Analysis of Problem

which are vital to support the breadth of system implementation activities (including design, data conversion, testing, training, and change management). The remainder of these additional resources will support CalHR's required work to update laws, regulations, policy, and bargaining agreements to reflect the modernized human resource management functions that the CSPA solution will bring.

The largest of these CalHR efforts will operationalize the state's transition from its outdated monthly payroll cycle to a positive pay biweekly payroll cycle for all state employees. This work will involve looking at all aspects of how the state manages its employee compensation operations from the biweekly perspective including: pay scales, pay differentials, benefit deductions, qualifying pay periods, leave accruals, and the like. These resources are essential to support the CalHR's workload that will essentially double as all laws, rules, policy, and bargaining agreements will have to recognize both the existing monthly payroll cycle for departments and their employees that are not yet on CSPA, while simultaneously recognizing the new positive pay biweekly payroll cycle for departments and their employees who have transitioned onto the new CSPA solution. The below resource requests support the CalHR's efforts required to successfully modernize the state's human resources policies and practices.

CalHR CSPA New Permanent Positions (9.0 beginning in 2023-24):

Role	Position	Classification	Major Workload
Data Analytics and Reporting Lead	1.0	Staff Services Manager II	Business lead for CSPA data ingestion and integration with existing data sets to ensure the CalHR's operational and analytical reporting remains functional during and after the transition to the CSPA solution. Ensure uniform reporting across CSPA and USPS data representative of the entire state workforce.
Data Conversion Analysts	2.0	Staff Services Manager I	Partner with SCO data conversion team to correctly identify current CalHR data elements, data usage, data arrangement, and data placement in the new CSPA solution.
Classification and Pay Analysts	2.0	Staff Services Manager I	Dedicated resources are required to focus solely on the changes required to exempt and rank-and-file pay scales, salary relationships, pay differentials, work week groups, salary adjustments, and other changes to compensation required by the transition to biweekly pay.
Talent Delivery Leads	3.0	Staff Services Manager I	Perform research, design, revision, and implementation of all CalHR training courses resulting from CSPA implementation and process changes that support state departmental human resources personnel. Training will be developed, delivered, tracked, and maintained through the CalHR's Learning Management System (LMS).
Web Developer	1.0	IT Specialist I	Provide ongoing web site design and web page programming for CalHR's internal and external web pages as they are continuously updated with new and revised policies and communications throughout the course of Project efforts.
2023-24 Positions	9.0		

Analysis of Problem

E. Outcomes and Accountability

SCO and CalHR resources requested in this BCP will allow the project to adhere to the schedule, as outlined above, and ensures all related activities are completed accurately with a high quality leading to project success. Accountability for project resources will be achieved through various management processes, with updates provided to stakeholders on a regular basis according to the CSPS Governance Management Plan, CSPS Stakeholder Management Plan and through ongoing partnership with the CDT Project Approval and Oversight (PAO) and CDT Statewide Technology Procurement (STP).

F. Analysis of All Feasible Alternatives

Alternative 1: Provide SCO and CalHR with the appropriate level of funding and positions to support the Project through the project's System Development Lifecycle.

State Controller's Office

SCO requests \$46,810,000 General Fund (GF) and 6.5 permanent positions in 2023-24 and that provisional language be added to SCO's main GF support item to reflect that \$28,393,000 of the amount requested will be available for Department Agency Readiness Teams (DART) activities following CDT's approval of the CSPS Stage 4 PAL submission.

In addition, SCO requests \$3,300,000 GF and an additional 1.5 permanent positions in 2024-25; \$3,316,000 GF in 2025-26; \$2,455,000 GF in 2026-27; and \$2,471,000 GF in 2027-28 and ongoing.

Furthermore, SCO requests reappropriation of the unencumbered balance of funding for the System Integrator (SI) contract that was appropriated in the 2022-23 state budget.

Department of Human Resources

CalHR requests \$2,892,000 General Fund and 9.0 permanent positions in fiscal year 2023-24, \$1,821,000 General Fund in fiscal year 2024-25, and \$2,007,000 General Fund in fiscal year 2025-26, and ongoing, to support continuation of the California State Payroll System project.

Pros:

- Provides funding for Departments/Agencies to cover a dedicated resource for the DART team.
- Provides SCO sufficient resources to continue and ramp up critical OCM activities to properly engage hundreds of internal and external stakeholders.
- Provides funding necessary to meet our contractual obligations.
- Reduces risk to project success by providing sufficient resources to prepare stakeholders for new system.
- As a key partner, CalHR will be able to grow its project involvement and ensure that all aspects of collective bargaining, human resources, and benefits administration are accounted for in the project.
- Allows CalHR to support project timelines and implementation.
- Ensures CalHR subject matter expertise is provided, which will decrease the risk of overlooked obstacles, missed business requirements, and lack of buy-in from stakeholders and unions.

Cons:

- Requires permanent funding.

Analysis of Problem

Alternative 2: Deny this request.

Pros:

- No increase in funding will be necessary.

Cons:

- Puts burden of using existing funding on Departments/Agencies to support DART activities taking them away from performing department specific activities.
- Does not provide needed SCO resources to continue and ramp up critical OCM activities to properly engage hundreds of internal and external stakeholders.
- Does not provide funding to meet our contractual obligations.
- Increased risk to project success if stakeholders are not properly prepared for new system.

G. Implementation Plan

See Attachment IV for the current Project Timeline.

H. Supplemental Information

State Controller's Office

In addition to SCO Standard OE&E complement, SCO requests additional funding for Consulting and Professional Services, Information Technology and Office Equipment.

General Expense - \$162,000 in 2023-24

Department of General Services (DGS) Contract Fees - \$162,000 in 2023-24 for DGS Contract Fees to be included on the ancillary contracts using leveraged procurements.

SCO Consulting and Professional Services (Interdepartmental and External)

See Attachment V, Consultant Timeline and Costs for a breakdown of contract timelines, costs and funding.

Interdepartmental Services - \$28,393,000 in 2023-24

DART Team Resources - \$28,393,000 in 2023-24 to provide funding for departments as needed to support dedicated resources to create an effective Change Agent Network which is critical to the success of the CSPS. These department based resources will keep their department informed of project progress, complete project activities, prepare their department for change, and ensure department readiness for implementation of the future solution. These resources will know and understand best the needs of their departments. Under the direction and with assistance of the OCM ACEs these resources will bridge the gap between the Project and the future end users.

External Contracts - \$15,090,000 in 2023-24

Business Analysis and Information Technology Services - \$8,400,000 in 2023-24 to provide resources for the functional and technical project teams to carry out project execution phase activities (design, build, test and implement). These resources would serve as the business analysts on the functional team and technical analysts on the technical team performing the work required to implement the future state CSPS solution.

Data Migration and Validation Services - \$400,000 in 2023-24 to continue Data Migration and Validation Services, which include but are not limited to, developing a comprehensive Data Conversion Plan; establishing the environments to migrate legacy data; performing data collection; working with the SI to map data to the future solution; validating converted data; resolving data errors; and performing conversion for system cutover.

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Independent Verification and Validation Services (IV&V) (Project Phases) - \$290,000 in 2023-24 for additional IV&V services after completion of the planning phase, to continue through the project phases. IV&V services are required for the full project lifecycle.

Project Management Office (PMO) Services (Project Phases) - \$3,000,000 in 2023-24 for the newly executed PMO services contract.

Organizational Change Management Services (Project Phases) - \$2,000,000 in 2023-24 for an OCM services contract to cover the remaining phases of the project lifecycle. This contract will provide additional resources to partner with the state Agency Change Experts as shown in the proposed organizational chart (Current OCM contract expires in 2023-24).

Project Advisor Services (Technical Architect) - \$1,000,000 in 2023-24 to continue technical and strategic services, assist the project in engaging industry partners, pressure test and refine the project's vision and strategy from an independent perspective against best practices. These advisors will participate alongside the Project team during the project lifecycle and provide guidance on project activities.

Consolidation Data Center (California Department of Technology Costs) - \$866,000 in 2023-24 through 2027-28

CDT Project Oversight - \$522,000 in 2023-24 through 2027-28 to provide resources for project oversight through the project phase.

Statewide Technology Procurement (STP) Services - \$336,000 in 2023-24 through 2027-28 for resources required by CDT to provide project oversight during the project phase.

CDT Data Storage Fees (CalATERS) - \$8,000 in 2023-24 through 2027-28 for CDT fees for data storage of CalATERS data for use in data conversion and cleansing activities.

Information Technology – \$84,545,000 in 2023-24, \$1,286,000 in 2024-25, \$1,302,000 in 2025-26, \$441,000 in 2026-27, \$457,000 in 2027-28

Information Technology (Future Solution) Costs - Request to re-appropriate \$83,250,000 future solution costs approved in the 2022-23 BCP.

Software and Licenses - SCO requests the following software licenses and services costs for 2023-24 through 2027-28:

Software Licenses	2023-24	2024-25	2025-26	2026-27	2027-28	Total Costs
IBM Doors contract (Requirements Management Tool)	\$150,000	\$162,000	\$174,000	\$187,000	\$201,000	\$874,000
Environment Costs	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Microsoft Visual Studio	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$320,000
Service Monitoring	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$30,000
Data Analysis Software	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Security Tools	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$80,000
Microsoft SQL Server Integration Services (SSIS) licenses for the data conversion activities	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000

Analysis of Problem

Software Licenses	2023-24	2024-25	2025-26	2026-27	2027-28	Total Costs
Merit licenses for state staff and vendor staff	\$46,000	\$48,000	\$52,000	\$53,000	\$55,000	\$254,000
IBM Support (Global Expense Reimbursement System/GERS)	\$875,000	\$875,000	\$875,000	-	-	\$2,625,000
Visio Professional Licenses	\$2,000	-	-	-	-	\$2,000
Total	\$1,274,000	\$1,286,000	\$1,302,000	\$441,000	\$457,000	\$4,760,000

Hardware - \$21,000 for computers (laptops) for 7.0 new positions.

Office Equipment - \$50,000 in 2023-24

Secure State Server - \$50,000 in 2023-24 for Solid State Server storage and hardware are needed for future data growth and data cleansing and conversion activities.

Department of Human Resources

The CalHR and SCO have worked in close partnership to ensure the project resource requests are collective recognizing the joint project approach, and not duplicative across the two departments. The below CalHR resource requests are in support of the CalHR's unique business needs and support its unique responsibilities for the Project:

CalHR Consulting and Professional Services (External)

Cooperative Personnel Services - \$262,000 in 2023-24 for expert consultative services with specific knowledge of California's complex laws, rules, policies, and bargaining agreements in the areas of position control, personnel administration, employee compensation, benefits administration, and time and attendance. These expert resources will support the CalHR's efforts in reevaluating and modernizing 40+ years of state personnel laws, rules, policies, and bargaining agreements to support biweekly payroll in arrears while standardizing many of the state's HR processes and procedures. The CalHR will redirect an additional \$746,000 previously approved for CalHR OCM services in 2023-24 towards these services.

CalHR Information Technology

Cloud Direct Connection and Data Transfer - \$100,000 in 2023-24 to provide a robust secure data transmission method that facilitates transferring CSPS data from the CSPA cloud hosting environment into CalHR's Enterprise Data Management solution. This integration is necessary to facilitate data analysis on the state's workforce using CSPA data as well as internal and public data sets to analyze to measure and report on key issues such as gender and racial equity, pay equity, and workforce demographics, and support CalHR data-driven decision making. Additionally, throughout transition, the CalHR will need to integrate and homogenize the CSPA data with legacy USPS data to ensure its data analysis is comprehensive and uniform across the entire state workforce.

Learning Management System (LMS) Expansion - \$500,000 in 2023-24 to expand the CalHR's LMS platform to house, deliver, and track CSPA system end user training for both employees and personnel specialists. While the CSPA solution vendor will develop and deliver training materials and train the state's trainers, the State owns the responsibility to deliver initial and ongoing training to over 285,000 state employees through various training mediums. The CalHR will redirect \$186,000 in 2024-25 towards these services that were previously approved for CalHR OCM services. The CalHR will redirect \$186,000 in 2024-25 from its previously approved CSPA OCM contract funding to reduce the 2024-25 funding need to \$314,000.

Report Development Services - \$560,000 in 2023-24 to provide expert data architecture, data analysis, and report development resources to support the CalHR's data analysis and reporting needs. With the transition from the USPS data model to the CSPA data model, many if

Analysis of Problem

not most of CalHR's existing operational and analytical reports will need to be re-architected and rebuilt to include the new CSPA data set. This will require comprehensive analysis of the CSPA data model and a firm comprehension of the CSPA data conversion efforts to understand where CalHR's business data will reside in the new solution so that it can be extracted, homogenized with legacy USPS data, and reported on consistently. The CSPA solution data model is anticipated to evolve throughout the course of the transition as functionality, departments, bargaining units are deployed in the system, and requiring continuous reevaluation until transition is complete and stable. The CalHR will redirect \$560,000 in 2024-25 from its previously approved CSPA OCM contract funding.

I. Recommendation

Approve Alternative 1 and provide SCO and CalHR with the requested resources to support the Project through PAL Stage 4 and into the execution phase of the System Development Lifecycle of the approved project.

BCP Fiscal Detail Sheet

BCP Title: California State Payroll System (CSPS) Project

BR Name: 0840-047-BCP-2023-MR

Budget Request Summary

Personal Services

Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Positions - Permanent	0.0	6.5	8.0	8.0	8.0	8.0
Total Positions	0.0	6.5	8.0	8.0	8.0	8.0
Salaries and Wages Earnings - Permanent	0	559	671	671	671	671
Total Salaries and Wages	\$0	\$559	\$671	\$671	\$671	\$671
Total Staff Benefits	0	323	389	389	389	389
Total Personal Services	\$0	\$882	\$1,060	\$1,060	\$1,060	\$1,060

Operating Expenses and Equipment

Operating Expenses and Equipment	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5301 - General Expense	0	175	16	16	16	16
5304 - Communications	0	7	8	8	8	8
5322 - Training	0	13	16	16	16	16
5340 - Consulting and Professional Services - Interdepartmental	0	28,393	0	0	0	0
5340 - Consulting and Professional Services - External	0	15,090	0	0	0	0
5344 - Consolidated Data Centers	0	866	866	866	866	866
5346 - Information Technology	0	1,334	1,334	1,350	489	505
5368 - Non-Capital Asset Purchases - Equipment	0	50	0	0	0	0
Total Operating Expenses and Equipment	\$0	\$45,928	\$2,240	\$2,256	\$1,395	\$1,411

Total Budget Request

Total Budget Request	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Budget Request	\$0	\$46,810	\$3,300	\$3,316	\$2,455	\$2,471

Fund Summary

Fund Source

Fund Source	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
State Operations - 0001 - General Fund	0	46,810	3,300	3,316	2,455	2,471
Total State Operations Expenditures	\$0	\$46,810	\$3,300	\$3,316	\$2,455	\$2,471
Total All Funds	\$0	\$46,810	\$3,300	\$3,316	\$2,455	\$2,471

Program Summary

Program Funding

Program Funding	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
0500300 - Personnel/Payroll Services	0	46,810	3,300	3,316	2,455	2,471
Total All Programs	\$0	\$46,810	\$3,300	\$3,316	\$2,455	\$2,471

Personal Services Details

Positions

Positions	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2023)	0.0	2.0	2.0	2.0	2.0	2.0
1414 - Info Tech Spec II (Eff. 07-01-2023)	0.0	1.0	1.0	1.0	1.0	1.0
5393 - Assoc Govtl Program Analyst (Eff. 01-01-2024)	0.0	1.5	3.0	3.0	3.0	3.0
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2023)	0.0	2.0	2.0	2.0	2.0	2.0
Total Positions	0.0	6.5	8.0	8.0	8.0	8.0

Salaries and Wages

Salaries and Wages	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2023)	0	187	187	187	187	187
1414 - Info Tech Spec II (Eff. 07-01-2023)	0	111	111	111	111	111
5393 - Assoc Govtl Program Analyst (Eff. 01-01-2024)	0	112	224	224	224	224
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2023)	0	149	149	149	149	149
Total Salaries and Wages	\$0	\$559	\$671	\$671	\$671	\$671

Staff Benefits

Staff Benefits	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5150900 - Staff Benefits - Other	0	323	389	389	389	389
Total Staff Benefits	\$0	\$323	\$389	\$389	\$389	\$389

Total Personal Services

Total Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Personal Services	\$0	\$882	\$1,060	\$1,060	\$1,060	\$1,060

BCP Fiscal Detail Sheet

BCP Title: California State Payroll System (CSPS) Project-Reappropriation of 2022-23 Future Solution Costs

BR Name: 0840-038-BCP-2023-MR

Budget Request Summary

Operating Expenses and Equipment

Operating Expenses and Equipment	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5346 - Information Technology	0	83,250	0	0	0	0
Total Operating Expenses and Equipment	\$0	\$83,250	\$0	\$0	\$0	\$0

Total Budget Request

Total Budget Request	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Budget Request	\$0	\$83,250	\$0	\$0	\$0	\$0

Fund Summary

Fund Source

Fund Source	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
State Operations - 0001 - General Fund	0	83,250	0	0	0	0
Total State Operations Expenditures	\$0	\$83,250	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total All Funds	\$0	\$83,250	\$0	\$0	\$0	\$0

Program Summary

Program Funding

Program Funding	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
0500300 - Personnel/Payroll Services	0	83,250	0	0	0	0
Total All Programs	\$0	\$83,250	\$0	\$0	\$0	\$0

BCP Fiscal Detail Sheet

BCP Title: California State Payroll System (CSPS) Project

BR Name: 7501-016-BCP-2023-MR

Budget Request Summary

Personal Services

Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Positions - Permanent	0.0	9.0	9.0	9.0	9.0	9.0
Total Positions	0.0	9.0	9.0	9.0	9.0	9.0
Earnings - Permanent	0	830	830	830	830	830
Total Salaries and Wages	\$0	\$830	\$830	\$830	\$830	\$830
Total Staff Benefits	0	466	466	466	466	466
Total Personal Services	\$0	\$1,296	\$1,296	\$1,296	\$1,296	\$1,296

Operating Expenses and Equipment

Operating Expenses and Equipment	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5301 - General Expense	0	27	27	27	27	27
5302 - Printing	0	9	9	9	9	9
5304 - Communications	0	9	9	9	9	9
5320 - Travel: In-State	0	18	18	18	18	18
5322 - Training	0	21	21	21	21	21
5324 - Facilities Operation	0	63	0	0	0	0
5340 - Consulting and Professional Services - External	0	262	-746	0	0	0
5346 - Information Technology	0	1,187	1,187	627	627	627
Total Operating Expenses and Equipment	\$0	\$1,596	\$525	\$711	\$711	\$711

Total Budget Request

Total Budget Request	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Budget Request	\$0	\$2,892	\$1,821	\$2,007	\$2,007	\$2,007

Fund Summary

Fund Source

Fund Source	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
State Operations - 0001 - General Fund	0	2,892	1,821	2,007	2,007	2,007
Total State Operations Expenditures	\$0	\$2,892	\$1,821	\$2,007	\$2,007	\$2,007
Total All Funds	\$0	\$2,892	\$1,821	\$2,007	\$2,007	\$2,007

Program Summary

Program Funding

Program Funding	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
6200 - Human Resources Management	0	2,857	1,802	1,649	1,649	1,649
6210 - Benefits Administration	0	35	19	358	358	358
9900100 - Administration	0	-574	-581	165	165	165
9900200 - Administration - Distributed	0	574	581	-165	-165	-165
Total All Programs	\$0	\$2,892	\$1,821	\$2,007	\$2,007	\$2,007

Personal Services Details

Positions

Positions	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2023)	0.0	1.0	1.0	1.0	1.0	1.0
4800 - Staff Svcs Mgr I (Eff. 07-01-2023)	0.0	7.0	7.0	7.0	7.0	7.0
4969 - Staff Svcs Mgr II (Mgrial) (Eff. 07-01-2023)	0.0	1.0	1.0	1.0	1.0	1.0
Total Positions	0.0	9.0	9.0	9.0	9.0	9.0

Salaries and Wages

Salaries and Wages	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2023)	0	107	107	107	107	107
4800 - Staff Svcs Mgr I (Eff. 07-01-2023)	0	627	627	627	627	627
4969 - Staff Svcs Mgr II (Mgrial) (Eff. 07-01-2023)	0	96	96	96	96	96
Total Salaries and Wages	\$0	\$830	\$830	\$830	\$830	\$830

Staff Benefits

Staff Benefits	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5150900 - Staff Benefits - Other	0	466	466	466	466	466
Total Staff Benefits	\$0	\$466	\$466	\$466	\$466	\$466

Total Personal Services

Total Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Personal Services	\$0	\$1,284	\$1,284	\$1,284	\$1,284	\$1,284

STATE CONTROLLER'S OFFICE
California State Payroll System (CSPS) Project
Attachment I: Provisional Language

Add the following provision to the SCO's main GF support item:

19. Up to \$28,393,000 of the amount included in this item for Department Agency Readiness Teams costs shall be allocated upon order of the Department of Finance following the project's successful completion of Stage 4 of the Project Approval Lifecycle Process. Allocation of these funds shall be made no earlier than 45 days after notification in writing to the chairpersons of the budget committees in both houses of the Legislature, the Joint Legislative Budget Committee, and the appropriate subcommittees in both houses of the Legislature.

Add Item 0840-490 as follows:

0840-490—Reappropriation, Controller. The balances of the appropriations provided in the following citations are reappropriated for the purposes provided for in those appropriations and shall be available for encumbrance or expenditure until June 30, 2024.

0001—General Fund

- (1) Provision 17 of Item 0840-001-0001, Budget Act of 2022 (Chs. 43 and 45, Statutes of 2022)

Provisions:

17. Up to \$83,250,000 of the amount in this item for the System Integrator contract and related costs shall be allocated upon order of the Department of Finance following the project's successful completion of Stage 4 of the Project Approval Lifecycle Process. Allocation of these funds shall be made no earlier than 45 days after notification in writing to the chairpersons of the budget committees in both houses of the Legislature, the Joint Legislative Budget Committee, and the appropriate subcommittees in both houses of the Legislature.

STATE CONTROLLER'S OFFICE
California State Payroll System (CSPS) Project
 Attachment II: Workload Justification

Workload Description	2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
State Controller's Office (SCO)								
California State Payroll System (CSPS)								
Classification: Associate Governmental Program Analyst								
Major responsibility: As an Instructional Designer , performs all activities related to manage and execute the project's training program.								
>Design, develop and train when needed, courses and curriculum for computer-based trainings, virtual instructor-led trainings, instructor-led trainings, and micro learnings and includes creating participant training materials and instructor tools.	24	45	1,080	0.6	24	45	1,080	0.6
>Develop training guidelines, standards, and rubrics that follow current and best practices in instructional design and conduct quality assurance to ensure consistent learning experiences.	24	45	1,080	0.6	24	45	1,080	0.6
>Create and manage learning experiences and environments, including the selected learning management system.	24	30	720	0.4	24	30	720	0.4
>Create and conduct evaluations to assess the results of training courses and programs, including analyzing evaluation data to implement feedback, update training materials, and redefine learning objectives.	24	20	480	0.3	24	20	480	0.3
>Train others on how to deliver trainings and use learning technologies.	24	10	240	0.1	24	10	240	0.1

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California State Payroll System (CSPS) Project
Attachment II: Workload Justification

Workload Description	2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Workload assumption: Workload is based on similar tasks required on other projects similar to the size and scope of the CSPS Project.								
Subtotal: Associate Governmental Program Analyst	120	150	3,600	2.0	120	150	3,600	2.0
Classification: Associate Governmental Program Analyst								
Major responsibility: As a Trainer , performs all activities needed to develop and deliver the project's training program.								
>Assist the system integrator in developing the CSPS Training Plan.	18	45	810	0.5	38	45	1,710	1.0
>Execute the activities and methodologies identified in the CSPS Training Plan, including developing training materials and courses.	18	45	810	0.5	36	45	1,620	0.9
>Deliver training courses.	18	40	720	0.4	36	40	1,440	0.8
>Ensure training received was successful.	12	20	240	0.1	24	20	480	0.3
Workload assumption: Workload is based on similar tasks required on other projects similar to the size and scope of the CSPS Project. Positions requested to begin January 1, 2024.								
Subtotal: Associate Governmental Program Analyst	66	150	2,580	1.5	134	150	5,250	3.0
Classification: Information Technology Specialist II								
Major responsibility: As Contract/Procurement Specialist , this position will provide contract management support								

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 Attachment II: Workload Justification

Workload Description	2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
and performing all procurement activities in support of the CSPS project.								
>Provides expertise in IT related goods and/or service procurements and acquisition.	12	40	480	0.3	12	40	480	0.3
>Perform vendor management activities for IT related goods and/or services, which include but are not limited to developing and executing procurement activities in accordance with the State Contracting Manual; dispute resolution and escalation.	12	40	480	0.3	12	40	480	0.3
>Review and provide feedback on deliverable approval to ensure the deliverables align with the original contract language, amending or closing contracts and identify any risks associated to the various contracts.	12	60	720	0.4	12	60	720	0.4
Workload assumption: Workload is based on similar tasks required on other projects similar to the size and scope of the CSPS Project.								
Subtotal: Information Technology Specialist II	36	140	1,680	1.0	36	140	1,680	1.0
Information Systems Division (ISD)								
Classification: Information Technology Specialist I								
Major responsibility: Act as a SME for all technology projects information security and governance related technology projects.								
>Act as the SME for information security and governance related technology projects. Manages the package of support functions required to field and maintain the	15	24	360	0.2	15	24	360	0.2

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Workload Description	2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
readiness and operational capability of systems and components.								
>Implementing the governance standards for the consistent monitoring, control, reporting, and assuring the activities within the project. Maintains the governance processes and supporting documentation/tools.	15	24	360	0.2	15	24	360	0.2
>Responsible for ensuring that data is used and stored appropriately within a system. Provide expertise in governance program evaluation. Developing/reviewing data collection tools, data collection, analysis and report writing. Evaluate governance subcomponents for all agency systems.	15	30	450	0.3	15	30	450	0.3
>Conducts policy and compliance audits, which will include liaising with internal and external auditors. Perform risk assessments and evaluations, maintaining records of system risk. Explaining the external risk posed by corporate governance to stakeholders.	15	30	450	0.3	15	30	450	0.3
Workload assumption: Workload is based on similar tasks required on other projects similar to the size and scope of the CSPS Project.								
Subtotal: Information Technology Specialist I	60	108	1,620	1.0	60	108	1,620	1.0
Classification: Information Technology Specialist I								

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 Attachment II: Workload Justification

Workload Description	2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Major responsibility: Act as Tier 1, 2, 3 Service Desk Support . Provide technical support of SCO's current and future Microsoft Windows operating systems for desktop and laptop computers.								
>Provide tier one support to CSPS staff.	12	24	288	0.2	12	24	288	0.2
>Provide tier two support to CSPS staff.	12	24	288	0.2	12	24	288	0.2
>Provide hardware, asset and software management through Helix and SCCM applications.	6	72	432	0.2	6	72	432	0.2
>Provide tier three support to CSPS staff.	8	20	160	0.1	8	20	160	0.1
>Implementation of various new technologies that demand support for the CSPS project like Helix Asset Manager and Ticketing Business Cases.	8	60	480	0.3	8	60	480	0.3
Workload assumption: Workload is based on daily, weekly and monthly averages of tier 1-3 workloads and IT Support.								
Subtotal: Information Technology Specialist I	46	200	1,648	1.0	46	200	1,648	1.0
Total SCO CSPS Positions	222	440	7,860	4.5	290	440	10,530	6.0
Total SCO ISD Positions	106	308	3,268	2.0	106	308	3,268	2.0
Total SCO Request	328	748	11,128	6.5	396	748	13,798	8.0

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Attachment II: Workload Justification

Workload Description	2023-24 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
California Department of Human Resources (CalHR)				
CalHR Financial Management Division				
Classification: Staff Services Manager II - Data Analytics & Reporting Lead				
Major responsibility: As Data Analytics & Reporting Lead in CalHR's Financial Management Division, responsible for CSPS data ingestion and integration with existing data sets to ensure the CalHR's operational and analytical reporting remains functional during and after the transition to the CSPS solution. Ensure uniform reporting across CSPS and USPS data representative of the entire state workforce.				
>Provides statewide human resources and financial reporting expertise.	12	60	720	0.4
>In coordination with technical data conversion staff, participate in the development of the CSPS Project data dictionary to represent CalHR's data needs. Advise data quality analysis staff performing data quality analysis within the data staging area and legacy production systems. Oversee documentation and resolution of data quality issues and defects. Escalate data conversion design decisions with an enterprise impact to CalHR leadership as necessary.	12	50	600	0.3
>In coordination with CalHR's enterprise data architect, oversee the consolidation of data from the CSPS solution with multiple legacy systems into a normalized integrated data store for CalHR's enterprise data analysis and reporting needs.	12	50	600	0.3
Workload assumption: Workload is based on similar statewide personnel and payroll changes impacting all 21 represented labor groups plus all excluded employees.				
Subtotal: Staff Services Manager II - Data Analytics & Reporting Lead				
	36	160	1,920	1.0
CalHR Personnel Management Division				
Classification: Staff Services Manager I (Specialist) - Data Conversion Analyst				
Major responsibility: As a Data Conversion Analyst in either CalHR's Personnel Management Division or Benefits Division, Partner with the SCO data conversion team to correctly identify current CalHR data elements, data usage, data arrangement, and data placement in the new CSPS solution.				

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Attachment II: Workload Justification

Workload Description	2023-24 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
>Provides CalHR data expertise. Data Acquisition - Assist in the development of the CSPS Project data dictionary. Analyze the legacy system data within the data staging area for initial data quality issues. Resolve initial data quality problems.	12	100	1,200	0.7
>Data Consolidation - Assist in consolidating the data from multiple systems into a normalized integrated data store. Assist in the identification of the system of record for data and de-duplication occurs. Assist in the mapping of Legacy data elements are and renamed to the CSPS solution standard. Assist in the data preparation activities for migration to the production environment.	12	100	1,200	0.7
>Data Quality - Assist in the improvement of data quality for final handoff to the CSPS solution provider. Assist in the validation of data business rules and data dictionary to identify non-conforming data. Assist in the identification and root cause of non-conforming data and develop remediation plans. Implement non-conforming data remediation measures in the legacy source where possible.	12	90	1,080	0.6
Workload assumption: Workload is based on similar tasks required on other projects similar to the size and scope of the CSPS Project.				
Subtotal: Staff Services Manager I (Specialist) - Data Conversion Analyst	36	290	3,480	2.0
Classification: Staff Services Manager I (Specialist) - Classification & Pay Analyst				
Major responsibility: As a Classification & Pay Analyst in CalHR's Personnel Management Division, conduct expert in-depth analysis focused solely on the changes required to exempt and rank-and-file pay scales, salary relationships, pay differentials, work week groups, salary adjustments, and other changes to compensation required by the transition to biweekly pay.				
>Provides CalHR classification & pay expertise.	12	100	1,200	0.7

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California State Payroll System (CSPS) Project

Attachment II: Workload Justification

Workload Description	2023-24 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
>Provides classification policy guidance to the CSPS project relative to the state's classification and pay structure including position allocation, establishment of new classifications and revisions to existing classifications; compensation program including salary analysis, pay differentials, red circle rates, special salary adjustments, salary relationship charts; and the CEA program.	12	120	1,440	0.8
>Provides support to the Labor Relations Division as a consultant to CalHR Labor Relations Officers engaged in negotiations, administration, and implementation of labor agreements; acts as liaison to management, line departments and control agencies such as the State Personnel Board, Department of Finance, and State Controller's Office.	12	75	900	0.5
Workload assumption: Workload is based on similar statewide personnel and payroll changes impacting all 21 represented labor groups plus all excluded employees.				
Subtotal: Staff Services Manager I (Specialist) - Classification & Pay Analyst	36	295	3,540	2.0
CalHR Workforce Development Division				
Classification: Staff Services Manager I (Specialist) - Talent Delivery Leads				
Major responsibility: As a Talent Delivery Lead in CalHR's Workforce Development or Benefits Divisions, perform research, design, revision, and implementation of all CalHR training courses resulting from CSPS implementation and process changes that support state departmental human resources personnel. Training will be developed, delivered, tracked, and maintained through either CalHR's Learning Management System (LMS) or other central training platform.				
>Provides CalHR talent delivery expertise.	12	90	1,080	0.6
>Design, develop and train when needed, courses and curriculum for computer-based trainings, virtual instructor-led trainings, instructor-led trainings, and micro learnings and includes creating participant training materials and instructor tools.	12	90	1,080	0.6
>Develop training guidelines, standards, and rubrics that follow current and best practices in instructional design and conduct quality assurance to ensure consistent learning experiences.	12	90	1,080	0.6

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Workload Description	2023-24 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
>Create and manage learning experiences and environments, including the CalHR's learning management system.	12	60	720	0.4
>Create and conduct evaluations to assess the results and effectiveness of training courses and programs, including analyzing evaluation data to implement feedback, update training materials, and redefine learning objectives.	12	40	480	0.3
>Train others on how to deliver trainings and use learning technologies.	12	30	360	0.2
>Assist the system integrator in developing the CSPS Training Curriculum.	12	30	360	0.2
>Ensure training is recorded and tracked to ensure delivery to all intended recipients.	12	20	240	0.1
Workload assumption: Workload is based on similar statewide personnel and payroll changes impacting all 21 represented labor groups plus all excluded employees.				
Subtotal: Staff Services Manager I (Specialist) - Talent Delivery Leads	96	450	5,400	3.0
CalHR Information Technology Division				
Classification: Information Technology Specialist I - Web Developer				
Major responsibility: As a Web Developer in CalHR's Information Technology Division, provide ongoing web site design and web page programming for CalHR's internal and external web pages in support of policy publishing and CSPS outreach efforts throughout the state targeted towards CalHR customers including employees, HR professionals, labor groups, and other stakeholders.				
>Provides CalHR web site support for resulting from and related to CSPS project activities.	12	30	360	0.2
>Independently create and update web page content, research and recommend innovative interactive content, and troubleshoot issues with webpages to ensure user-friendly internet and intranet pages for internal and external customers using web page software.	12	60	720	0.4

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Workload Description	2023-24 and Ongoing			
	New Annual Increased Workload/Task	Annual Hours per Task	Total Increased Hours	Number of Positions
>CalHR's Lead Content Author and Subject Matter Expert responsible for scheduling and leading content working group meetings, monitoring web communication trends, ensuring publicly available documents are ADA accessible. Represents CalHR in web content related meetings with the SCO in order to identify improvements to CSPS' website strategy using various software and resources.	12	60	720	0.4
Workload assumption: Workload is based on similar statewide personnel and payroll changes impacting all 21 represented labor groups plus all excluded employees.				
Subtotal: Information Technology Specialist I - Web Developer	36	150	1,800	1.0
Total CalHR Financial Management Division	36	160	1,920	1.0
Total CalHR Personnel Management Division	72	585	7,020	4.0
Total CalHR Workforce Development Division	96	450	5,400	3.0
Total CalHR Information Technology Division	36	150	1,800	1.0
Total CalHR Request	240	1,345	16,140	9.0

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California State Payroll System (CSPS) Project

Attachment III: SCO Resources by Fiscal Year and Workload

2016-17 LT Positions Workload	PPSD	CSPS	ISD	SARD	ADD	Total
Core Team ¹	-	7.0	-	-	1.0	8.0
Documentation/Development	-	-	-	-	-	-
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Subtotal		7.0	1.0	-	1.0	8.0
2016-17 Perm Positions Workload						
Core Team	-	-	-	-	-	-
Documentation/Development	-	-	-	-	-	-
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
2016-17 Total Positions						
Core Team ¹	-	7.0	-	-	1.0	8.0
Documentation/Development	-	-	-	-	-	-
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Total		7.0	1.0	-	1.0	8.0

¹ LT positions are 2-year LT, expiring 06/30/2018.

2017-18 LT Positions Workload	PPSD	CSPS	ISD	SARD	ADD	Total
Core Team ¹	-	7.0	-	-	1.0	8.0
Documentation/Development ²	8.0	-	2.0	1.0	-	11.0
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Subtotal	8.0	7.0	2.0	1.0	1.0	19.0
2017-18 Perm Positions Workload						
Core Team	-	-	-	-	-	-
Documentation/Development	-	-	-	-	-	-
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
2017-18 Total Positions						
Core Team ¹	-	7.0	-	-	1.0	8.0
Documentation/Development ²	8.0	-	2.0	1.0	-	11.0
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Total	8.0	7.0	2.0	1.0	1.0	19.0

¹ LT positions are 2-year LT, expiring 06/30/2018.

² LT positions are 1-year LT, expiring 06/30/2018.

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California State Payroll System (CSPS) Project

Attachment III: SCO Resources by Fiscal Year and Workload

2018-19 LT Positions Workload	PPSD	CSPS	ISD	SARD	ADD	Total
Core Team	-	-	-	-	-	-
Documentation/Development ³	5.0	-	2.0	1.0	-	8.0
ESS Portal (Cal Employee Connect) ⁴	2.0	-	3.0	-	-	5.0
Subtotal	7.0	-	5.0	1.0	-	13.0
2018-19 Perm Positions Workload						
Core Team	-	10.0	-	-	1.0	11.0
Documentation/Development	-	-	-	-	-	-
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Subtotal	-	10.0	-	-	1.0	11.0
2018-19 Total Positions						
Core Team	-	10.0	-	-	1.0	11.0
Documentation/Development ³	5.0	-	2.0	1.0	-	8.0
ESS Portal (Cal Employee Connect) ⁴	2.0	-	3.0	-	-	5.0
Total	7.0	10.0	5.0	1.0	1.0	24.0

³ LT positions are 1-year LT, expiring 06/30/2019.

⁴ LT positions are 2-year LT, expiring 06/30/2020.

2019-20 LT Positions Workload	PPSD	CSPS	ISD	SARD	ADD	Total
Core Team	-	1.0	-	-	-	1.0
Documentation/Development	-	-	-	-	-	-
Change Control Management	-	-	-	-	-	-
ESS Portal (Cal Employee Connect) ⁴	2.0	-	3.0	-	-	5.0
Subtotal	2.0	1.0	3.0	-	-	6.0
2019-20 Perm Positions Workload						
Core Team	-	11.0	-	-	1.0	12.0
Documentation/Development	-	-	1.0	1.0	-	2.0
Change Control Management	3.0	-	-	-	-	3.0
ESS Portal (Cal Employee Connect)	-	-	-	-	-	-
Subtotal	3.0	11.0	1.0	1.0	1.0	17.0
2019-20 Total Positions						
Core Team	-	12.0	-	-	1.0	13.0
Documentation/Development	-	-	1.0	1.0	-	2.0
Change Control Management	3.0	-	-	-	-	3.0
ESS Portal (Cal Employee Connect) ⁴	2.0	-	3.0	-	-	5.0
Total	5.0	12.0	4.0	1.0	1.0	23.0

⁴ LT positions are 2-year LT, expiring 06/30/2020.

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Attachment III: SCO Resources by Fiscal Year and Workload

2020-21 LT Positions Workload	PPSD	CSPS	ISD	SARD	ADD	Total
Core Team ⁵	-	1.0	-	-	-	1.0
Documentation/Development	-	-	-	-	-	-
Change Control Management	-	-	-	-	-	-
Subtotal	-	1.0	-	-	-	1.0
2020-21 Perm Positions Workload						
Core Team	-	12.0	-	-	1.0	13.0
Documentation/Development	-	-	4.0	1.0	-	5.0
Change Control Management	5.0	-	1.0	-	-	6.0
Subtotal	5.0	12.0	5.0	1.0	1.0	24.0
2020-21 Total Positions						
Core Team	-	13.0	-	-	1.0	14.0
Documentation/Development	-	-	4.0	1.0	-	5.0
Change Control Management	5.0	-	1.0	-	-	6.0
Total	5.0	13.0	5.0	1.0	1.0	25.0

⁵ LT positions (two 0.5 Retired Annuitant positions) are 1-year LT, expiring 06/30/2021.

2021-22 LT Positions Workload	PPSD	CSPS	ISD	SARD	ADD	Total
Core Team ⁶	-	1.0	-	-	-	1.0
Documentation/Development	-	-	-	-	-	-
Change Control Management	-	-	-	-	-	-
CalATERS Replacement Project	-	10.5	-	2.0	-	12.5
Subtotal ⁷	-	11.5	-	2.0	-	13.5
2021-22 Perm Positions Workload						
Core Team	-	16.0	-	-	2.0	18.0
Documentation/Development	-	-	5.0	1.0	-	6.0
Change Control Management	5.0	-	1.0	-	-	6.0
CalATERS Replacement Project ⁷	-	-	1.0	-	-	1.0
Subtotal	5.0	17.0	6.0	1.0	2.0	31.0
2021-22 Total Positions						
Core Team	-	17.0	-	-	2.0	19.0
Documentation/Development	-	-	5.0	1.0	-	6.0
Change Control Management	5.0	-	1.0	-	-	6.0
CalATERS Replacement Project ⁷	-	10.5	1.0	2.0	-	13.5
Total	5.0	27.5	7.0	3.0	2.0	44.5

⁶ LT positions (two 0.5 Retired Annuitant positions) are 1-year LT, expiring 06/30/2022.

⁷ CalATERS Replacement Project positions were transitioned to CSPS, as Travel and Expense Management functionality was added to the project scope. Of the 13.5 CRP positions, 1.0 permanent position will continue in ISD; CSPS requests to retain 7.0 positions and will allow 5.5 to expire on 06/30/2023.

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California State Payroll System (CSPS) Project

Attachment III: SCO Resources by Fiscal Year and Workload

2022-23 LT Positions Workload	PPSD	CSPS	ISD	SARD	ADD	Exec	Total
Core Team ⁸	-	1.0	-	-	1.0	1.0	3.0
Documentation/Development	-	-	-	-	-	-	-
Change Control Management	-	-	-	-	-	-	-
CalATERS Replacement Project ⁹	-	9.5	1.0	2.0	-	-	12.5
Subtotal	-	10.5	1.0	2.0	1.0	1.0	15.5
2022-23 Perm Positions Workload							
Core Team	-	50.0	-	-	3.0	-	53.0
Documentation/Development	-	-	3.0	1.0	-	-	4.0
Change Control Management	4.0	-	1.0	-	-	-	5.0
CalATERS Replacement Project	-	1.0	-	-	-	-	1.0
Subtotal	4.0	51.0	4.0	1.0	3.0	-	63.0
2022-23 Total Positions							
Core Team	-	51.0	-	-	4.0	1.0	56.0
Documentation/Development	-	-	3.0	1.0	-	-	4.0
Change Control Management	4.0	-	1.0	-	-	-	5.0
CalATERS Replacement Project	-	10.5	1.0	2.0	-	-	13.5
Total	4.0	61.5	5.0	3.0	4.0	1.0	78.5

⁸ LT positions (two 0.5 Retired Annuitant positions) are 2-year LT, set to expire 06/30/2024 (reference footnote 6). ADD and Exec LT positions are 4-year LT, set to expire 06/30/2026.

⁹ SCO received 13.5 positions from CRP in 21-22 (1.0 permanent position and 12.5 limited term positions). Of the 12.5 CRP LT positions set to expire 06/30/2023 we received permanent funding for 7.0 positions in the 22-23 BCP, the remaining 5.5 positions were set to expire. SCO is requesting permanent funding for 1.0 additional CRP position.

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California State Payroll System (CSPS) Project
Attachment III: SCO Resources by Fiscal Year and Workload

2023-24 LT Positions Workload	PPSD	CSPS	ISD	ISO	SARD	ADD	Exec	Total
Core Team	-	1.0	-	-	-	1.0	1.0	3.0
Documentation/Development	-	-	-	-	-	-	-	-
Change Control Management	-	-	-	-	-	-	-	-
Subtotal	-	1.0	-	-	-	1.0	1.0	3.0
2023-24 Perm Positions Workload								
Core Team	-	60.5	1.0	1.0	-	3.0	-	65.5
Documentation/Development	-	-	4.0	-	2.0	-	-	6.0
Change Control Management	4.0	-	1.0	-	-	-	-	5.0
Subtotal	4.0	60.5	6.0	1.0	2.0	3.0	-	76.5
2023-24 Total Positions								
Core Team	-	61.5	1.0	1.0	-	4.0	1.0	68.5
Documentation/Development	-	-	4.0	-	2.0	-	-	6.0
Change Control Management	4.0	-	1.0	-	-	-	-	5.0
Total by Program	4.0	61.5	6.0	1.0	2.0	4.0	1.0	79.5
Existing Authorized Perm Positions	4.0	56.0	5.0	-	2.0	3.0	-	70.0
Existing LT Positions¹⁰	-	1.0	-	-	-	1.0	1.0	3.0
New Requested Perm Positions¹¹	-	4.5	1.0	1.0	-	-	-	6.5
Total by Program	4.0	61.5	6.0	1.0	2.0	4.0	1.0	79.5

¹⁰ LT positions (two 0.5 Retired Annuitant positions are 2-year LT, set to expire 06/30/2024 and 2.0 LT positions received in 22-23 SFL set to expire 06/30/2026).

¹¹ SCO received 13.5 positions from CRP in 21-22 (1.0 permanent position and 12.5 limited term positions). Of the 12.5 CRP LT positions set to expire 06/30/2023 we received permanent funding for 7.0 positions in the 22-23 BCP, the remaining 5.5 positions were set to expire. SCO is requesting permanent funding for 1.0 additional CRP position. Total BCP requested positions by type and program (5.5 new permanent positions and permanent funding request for 1.0 LT position set to expire 06/30/2023).

STATE CONTROLLER'S OFFICE
California State Payroll System (CSPS) Project
Attachment III: SCO Resources by Fiscal Year and Workload

2024-25 through 2027-28 LT Positions Workload	PPSD	CSPS	ISD	ISO	SARD	ADD	Exec	Total
Core Team	-	-	-	-	-	1.0	1.0	2.0
Documentation/Development	-	-	-	-	-	-	-	-
Change Control Management	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	1.0	1.0	2.0
2024-25 through 2027-28 Perm Positions Workload								
Core Team	-	62.0	1.0	1.0	-	3.0	-	67.0
Documentation/Development	-	-	4.0	-	2.0	-	-	6.0
Change Control Management	4.0	-	1.0	-	-	-	-	5.0
Subtotal	4.0	62.0	6.0	1.0	2.0	3.0	-	78.0
2024-25 through 2027-28 Total Positions								
Core Team	-	62.0	1.0	1.0	-	4.0	1.0	69.0
Documentation/Development	-	-	4.0	-	2.0	-	-	6.0
Change Control Management	4.0	-	1.0	-	-	-	-	5.0
Total by Program	4.0	62.0	6.0	1.0	2.0	4.0	1.0	80.0
Existing Authorized Perm Positions	4.0	56.0	5.0	-	2.0	3.0	-	70.0
Existing LT Positions¹²	-	-	-	-	-	1.0	1.0	2.0
2023-24 Requested Perm Positions¹³	-	6.0	1.0	1.0	-	-	-	8.0
Total by Program	4.0	62.0	6.0	1.0	2.0	4.0	1.0	80.0

¹² 2.0 LT positions received in 22-23 SFL set to expire 06/30/2026. Future BCP request anticipated to extend or make positions permanent.

¹³ SCO is requesting 6.5 permanent positions in 2023-24. 5.0 positions to begin 7/1/2023 and 3.0 positions to begin 1/1/2024. In 2024-25 and ongoing all 8.0 permanent positions will be for the full fiscal year.

STATE CONTROLLER'S OFFICE
California State Payroll System (CSPS) Project
Attachment IV: Project Timeline

Activity	Start Date¹	End Date¹
Stage 4 Project Readiness and Approval		
Phase 0 Bidder's Survey	07/02/2021	08/06/2021
Phase 1 Solicitation Release	04/01/2022	08/16/2022
Phase 2 Proof of Concept	08/17/2022	02/14/2023
Phase 3 Contract Negotiations	04/06/2023	06/14/2023
Stage 4 Submission	06/14/2023	06/14/2023
Stage 4 Approval	06/14/2023	07/13/2023
JLBC Notification Period	06/16/2023	08/05/2023
Solicitation Award	08/31/2023	08/31/2023
Project Phase 0 - Planning	08/15/2023	06/12/2024
Project Phase 1 – Design and Execution		
Sprint 1-30 (unknown) Design Development Testing	06/13/2024	06/15/2025
Training	03/24/2025	08/08/2028
Project Phase 2 – Pilot Deployment	06/19/2025	01/16/2026
Project Phase 3 – Waves 2 through 6 - Deployments	01/19/2026	02/14/2028
Go Live/Transition	02/15/2028	08/08/2028
Maintenance and Operations	08/09/2028	08/08/2029

¹Dates beyond December 1, 2022 are estimated.

STATE CONTROLLER'S OFFICE
California State Payroll System (CSPS) Project
Attachment V: Consultant Timeline and Costs
(Dollars in 000's)

Actual and Estimated Contract Costs¹

Vendor/Service	Planning						Project						Totals
	(Actuals)						(Estimated)						
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
CalHR	-	\$269	\$321	\$343	\$297	-	-	-	-	-	-	-	\$1,230
DART Team Resources	-	-	-	-	-	-	-	\$28,393	\$28,393	\$28,393	\$28,393	\$28,393	\$141,965
Interdepartmental Contract - Total	-	\$269	\$321	\$343	\$297	\$0	\$0	\$28,393	\$28,393	\$28,393	\$28,393	\$28,393	\$143,195
Business Process Documentation/Reengineering	\$448	\$47	-	-	-	-	-	-	-	-	-	-	\$495
Procurement & POC Support – Crowe	-	\$1,657	\$704	\$704	\$1,935	\$983	-	-	-	-	-	-	\$5,983
Data Analysis & Planning – Providence Technology	-	-	-	\$496	\$650	-	-	-	-	-	-	-	\$1,146
Organizational Change Management – Crowe	-	-	-	\$867	\$798	\$252	-	-	-	-	-	-	\$1,917
Organizational Change Management – TBD for Project Phase	-	-	-	-	-	-	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	\$1,000	\$10,000
Project Management Services – Providence Technology	-	-	-	\$800	-	\$759	-	-	-	-	-	-	\$1,559
Project Management Services – Oak Technical	-	-	-	-	-	\$229	-	-	-	-	-	-	\$229
Project Management Services (Project Phase) – Crowe	-	-	-	-	-	-	\$1,500	\$3,000	\$3,500	\$3,500	\$3,500	-	\$15,000
Project Technical Architect/Project Advisor – Gartner	-	-	-	-	-	\$1,500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$7,500
IV&V – Public Consulting Group	-	-	-	\$310	\$660	\$659	\$225	\$290	\$348	-	-	-	\$2,492
IV&V – TBD for Project Phase	-	-	-	-	-	-	-	-	-	\$360	\$360	\$360	\$1,080
Business Analysis and IT Services	-	-	-	-	-	-	\$4,200	\$8,400	\$8,400	\$8,400	\$8,400	\$4,200	\$42,000
Data Migration and Validation - SupportFocus	-	-	-	-	-	-	\$200	\$400	\$400	\$400	\$400	\$200	\$2,000
Proof-of-Concept (POC)	-	-	-	-	-	-	TBD	-	-	-	-	-	TBD
External Contract - Total	\$448	\$1,704	\$704	\$3,177	\$4,043	\$4,382	\$8,125	\$15,090	\$15,648	\$15,660	\$15,660	\$6,760	\$91,401
CDT PAL Oversight	-	-	\$20	\$54	\$202	\$115	-	-	-	-	-	-	\$391
CDT Project Oversight	-	-	-	-	-	-	\$113	\$522	\$522	\$522	\$522	\$522	\$2,723
CDT STP	-	\$18	\$10	\$26	\$163	\$408	\$91	\$336	\$336	\$336	\$336	\$336	\$2,396

STATE CONTROLLER'S OFFICE
California State Payroll System (CSPS) Project
Attachment V: Consultant Timeline and Costs
(Dollars in 000's)

Vendor/Service	Planning						Project						Totals
	(Actuals)						(Estimated)						
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24 ²	2024-25	2025-26	2026-27	2027-28	
CDT (MVS, Data Storage, Misc, Peripheral)	-	\$7	\$5	\$19	\$86	\$135	-	\$8	\$8	\$8	\$8	\$8	\$292
Consolidated Data Center - Total	-	\$25	\$35	\$99	\$451	\$658	\$204	\$866	\$866	\$866	\$866	\$866	\$5,802
System Integrator (Future Solution Cost)	-	-	-	-	-	-	-	\$60,000	\$75,000	\$75,000	\$75,000	\$75,000	\$360,000
System Subscription (Future Solution Cost)	-	-	-	-	-	-	-	\$16,250	\$22,750	\$17,063	\$11,375	\$5,688	\$73,126
Hosting Services (Future Solution Cost)	-	-	-	-	-	-	-	\$7,000	\$8,750	\$8,750	\$8,750	\$8,750	\$42,000
Information Technology - Total	-	-	-	-	-	-	-	\$83,250	\$106,500	\$100,813	\$95,125	\$89,438	\$475,126
Grand Total	\$448	\$1,998	\$1,060	\$3,619	\$4,791	\$5,040	\$8,329	\$127,599	\$151,407	\$145,732	\$140,044	\$125,457	\$715,524

¹ Costs and durations are estimated based on rates, functions, and project expectations as of March 1, 2023. As the project progresses, future costs will be revised as necessary. Amounts displayed in 2022-23 and beyond are estimated.

² 2023-24 Information Technology costs reflects the requested re-appropriation of \$83,250,000 from 2022-23 approved BCP.

STATE CONTROLLER'S OFFICE
California State Payroll System (CSPS) Project
Attachment V: Consultant Timeline and Costs
(Dollars in 000's)

Approved Funding by Fiscal Year

Vendor/Service	Planning ¹							Project					Totals
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
CalHR	-	\$269	\$317	\$343	\$343	\$343	-	-	-	-	-	-	\$1,615
DART Liaisons	-	-	-	-	-	-	-	-	-	-	-	-	-
Interdepartmental Contract - Total	\$0	\$269	\$317	\$343	\$343	\$343	-	-	-	-	-	-	\$1,615
Organizational Change Management	-	-	-	\$867	\$867	\$867	\$1,000	-	-	-	-	-	\$3,601
Business Process Documentation/Reengineering	\$448	\$672	-	-	-	-	-	-	-	-	-	-	\$1,120
Project Advisors	\$1,004	-	-	-	-	\$500	\$1,000	-	-	-	-	-	\$2,504
Project Management Firm	-	\$591	-	\$800	\$800	\$800	\$1,500	-	-	-	-	-	\$4,491
Procurement	-	\$457	\$704	\$704	\$1,570	-	-	-	-	-	-	-	\$3,435
Data Conversion	-	-	-	\$496	\$496	\$496	\$200	-	-	-	-	-	\$1,688
IV&V	-	-	-	\$310	\$310	\$310	\$225	-	-	-	-	-	\$1,155
Business Analysis and IT Services	-	-	-	-	-	-	\$4,200	-	-	-	-	-	\$4,200
Proof-of-Concept (POC)	-	-	-	-	-	\$2,500	-	-	-	-	-	-	\$2,500
Procurement – POC	-	-	-	-	-	\$1,000	-	-	-	-	-	-	\$1,000
External Contract - Total	\$1,452	\$1,720	\$704	\$3,177	\$4,043	\$6,473	\$8,125	-	-	-	-	-	\$25,694
CDT ITPOD	\$54	\$54	\$54	\$54	\$342	\$342	-	-	-	-	-	-	\$900
CDT IPOC	\$302	\$302	-	-	-	-	\$113	-	-	-	-	-	\$717
CDT STP	-	-	-	\$91	\$293	\$293	\$91	-	-	-	-	-	\$768
Consolidated Data Center - Total	\$356	\$356	\$54	\$145	\$635	\$635	\$204	-	-	-	-	-	\$2,385
System Integrator (Future Solution Cost)	-	-	-	-	-	-	\$60,000	-	-	-	-	-	\$60,000
System Subscription (Future Solution Cost)	-	-	-	-	-	-	\$16,250	-	-	-	-	-	\$16,250
Hosting Services (Future Solution Cost)	-	-	-	-	-	-	\$7,000	-	-	-	-	-	\$7,000
Information Technology - Total	-	-	-	-	-	-	\$83,250	-	-	-	-	-	\$83,250
Grand Total	\$1,808	\$2,345	\$1,075	\$3,665	\$5,021	\$7,451	\$91,579	-	-	-	-	-	\$112,944

¹Costs reflect SCO expenditures and encumbrances, per Budget Act provisional language and approved BCPs.