

# PAYROLL TRANSITION PROJECT CHARTER & PLAN

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Table of Contents

Introduction ..... 3

Workforce Now ..... 4

Roles and Responsibilities ..... 6

Project Timeline ..... 10

Learning Strategy ..... 14

Communications Strategy ..... 17

Change Definitions and Protocols ..... 19

Post Go Live..... 23

# INTRODUCTION

## PAYROLL TRANSITION @THE COUNTY OF HUMBOLDT

The information contained in this project charter and plan represents a general framework for the successful transition of payroll operations to effectuate the Board direction that may be received at the meeting of April 12, 2022. This framework is intended to prescribe a collaborative and inclusive approach to payroll operations and technological expansion at the County of Humboldt. It is intended to serve as a roadmap for the successful transition of payroll operations and allow for enhanced service delivery to our staff and stakeholders.

***“OUR GOAL IS TO BECOME A HIGH PERFORMING ORGANIZATION”***

As is common with the execution of large-scale projects and organizational change interventions, as new information is acquired, plan shifts are often required. Consequently, this plan is intended to serve as a foundational document on which to expand and therefore does not include specific dates of actions, rather presents general timelines.

The purpose of this organizational change is to increase payroll accuracy and efficiency, improve communication and stakeholder engagement, enhance service delivery, leverage additional Finance Enterprise modules to empower employees, and foster transparency and trust in county payroll processes. The vision and objectives which underly these strategic goals are as follows:

## **VISION:**

To become a high performing organization

## **Primary Objectives:**

- Streamline payroll and organizational processes
- Improve accuracy and efficiency of the payroll process
- Automate processes to fullest extent possible
- Enhance service delivery
- Identify and address structural barriers to successful payroll
- Develop organization and empower employees
- Support Board's Strategic Framework

## **THE APPROACH:**

### **COUNTY OF HUMBOLDT PAYROLL TRANSITION**

Despite several attempts to rectify, the County of Humboldt has continued to experience significant challenges as related to payroll operations. These challenges are myriad and systemic. The approach outlined for this initiative was designed to reflect understanding that payroll is a complex process that begins with the employee and the accurate and timely capture and reporting of time worked. Additionally, this charter and plan seeks to recognize that all county departments have a role in the payroll process and genuine, sustained success will only be derived from obtaining department participation in the payroll process and operational design. As is always a risk when employing a collaborative approach to organizational problem solving, the addition of many stakeholders will increase the likelihood of scope creep. To prevent that, let it be clear that the primary domains and scope of this initiative are limited to:

- Payroll
- Time and attendance

- Finance Enterprise module deployment
- Training and education for departments
- Policy development
- Executime adoption
- Identification (and addressing) any structural barriers to success

Furthermore, as this initiative relies upon the demonstration of teamwork and the spirit of genuine collaboration to be success, guiding principles for all staff involved in this effort as follows:

### **Genuine Collaborative Spirit**

Success for this initiative will require a desire to work collectively to resolve this complex organizational challenge and establish a strong foundation for payroll operations moving forward.

### **Employ a Solutions-Based Approach**

Success for this initiative will require a desire to work toward identifying solutions and demonstrating an understanding that no one department will get everything they want and that the goal is what is best for the agency.

### **Role Model Desired Behaviors**

The Steering Committee and Focus Teams role model the behaviors documented in the description of the desired culture during and after the change process. (*We're doing the work of changing NOW.*)

### **Participatory and Collaborative**

It engages a broad spectrum of people, especially those who could be impacted by decisions, in meaningful ways through a variety of methods, including face to face meetings in various locations and on-line vehicles.

### **Demonstrate our Core Values**

Every employee understands the decision-making process and their role in it.

Efficient and Time Bound—Participants see it as a good use of their time.

### **Respectful**

Participants listen to one another and consider each other's points of view, even when they disagree.

## **STRUCTURE, ROLES, AND RESPONSIBILITIES:**

To reflect the collaborative approach associated with this initiative and to identify the needs of county stakeholders, the design of this initiative is such that it intended to include representatives from all county departments. Further, the design recognizes that department staff possess knowledge that may be applicable throughout different phases of this initiative and that success is dependent upon providing departments the needed flexibility to analyze and determine needs and allocate resources accordingly.

Key roles and responsibilities are as follows:

### **EXECUTIVE SPONSORS:**

Provide executive leadership and support for this endeavor. Key responsibilities include providing high level support through addressing any high-level project needs, securing political support, and removing roadblocks and barriers, as needed. Executive sponsors will liaise with the Project Manager and, occasionally, engage working groups leads. Executive sponsors for this effort are **Karen Clower**, Chief Operating Officer and Assistant County Administrative Officer and **Tabatha Miller**, Chief Financial Officer and Assistant County Administrative Officer.

### **PROJECT STEERING COMMITTEE:**

The steering committee will represent the governing body of this initiative. The committee will be comprised of department leaders (or designees) from every county department and determined by the department head; the department head may elect to serve on this committee themselves. Whether the department head participates directly or not, the committee will serve as the official governing body and all decisions made will assume department leadership support.

### **PROJECT MANAGER:**

The Project Manager assumes overall responsibility for the day-to-day oversight and management of the project. This includes coordinating internal and external resources to ensure success, leading the County of Humboldt project team, updating Executive Sponsors, and ensuring proper communication with internal stakeholders. **Jeremy Michael Clark, Ph.D.** will serve as the Project Manager for this effort. The Project Manager will also:

- Serve as a member of the Sponsorship Committee to ensure project progress
- Coordinate internal project team meetings
- Liaise with Executive Sponsorship

- Liaise with working groups
- Engage organizational stakeholders as needed
- Maintain responsibility for change management and controls

The Project Manager will be supported by the County of Humboldt’s internal project team and Executive Sponsors. This cross-functional and inter-departmental team will maintain collective responsibility for the implementation of this change effort from the planning/initiation phase to project completion.

**Steering Committee Members**

<b>Department</b>	<b>Name</b>
Airport	
Agriculture Commissioner	
Assessor	
Auditor-Controller	
Clerk of the Board	
Clerk-Recorder	
County Administrative Office	
County Counsel	
Department of Health and Human Services	
District Attorney	
Human Resources	
Library	
Planning and Building	
Probation	
Public Defender	
Public Works	
Sheriff	
Treasurer, Tax-Collector	
UC Cooperative Extension	

From an implementation perspective, this project will leverage a network of department experts/resources/super-users to contribute their department specific technical and domain knowledge, providing feedback to the various working groups.

## SUPERUSERS, DEPARTMENT EXPERTS, AND CHANGE CHAMPIONS:

This group will be comprised of individuals from various county departments tasked with contributing their specific departmental process knowledge to this change effort. Department support resources may be determined by the Steering Committee members, Working Group members, requested by the Project Manager or Executive Sponsors, but will not be allocated without the full support of leaders in their respective departments.

These resources may maintain responsibility for supporting payroll, providing support to Human Resources, identifying process improvements, serving as change champions, learning and sharing knowledge related to Finance Enterprise module deployments and functionalities, and capabilities. They will attend early education sessions and maintain responsibility for serving as system experts in their respective departments.

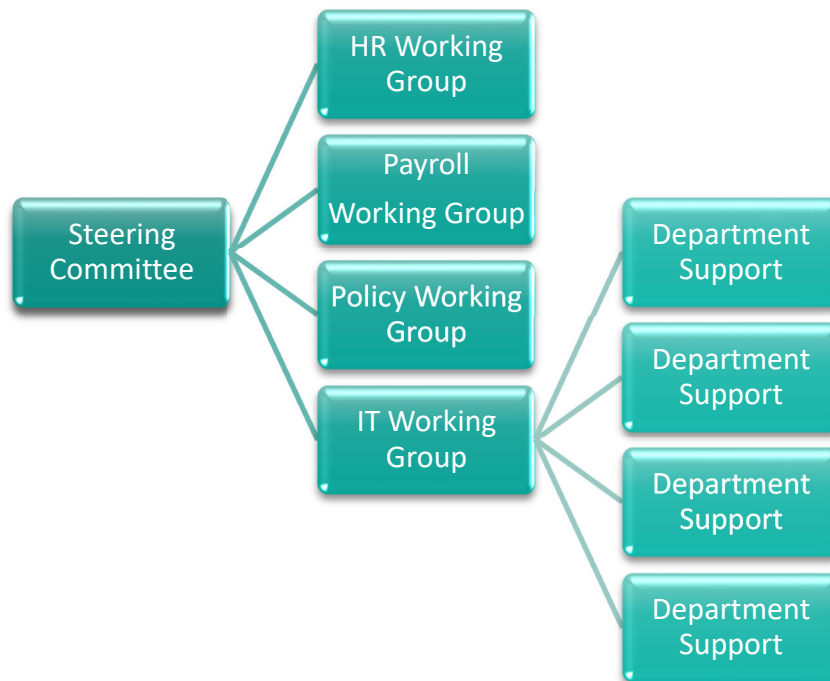
### Department Support - Superusers, Department Experts, and Change Champions

Department	Name
Airport	
Agriculture Commissioner	
Assessor	
Auditor-Controller	
Clerk of the Board	
Clerk-Recorder	
County Administrative Office	
County Counsel	
Department of Health and Human Services	
District Attorney	
Human Resources	
Library	
Planning and Building	
Probation	
Public Defender	
Public Works	
Sheriff	



Treasurer, Tax-Collector	
UC Cooperative Extension	

## CONCEPTUAL FRAMEWORK FOR PROJECT:



## PROJECT TIMELINE:

The timeline for this initiative is general at this point. Complete project timeline and milestones identification will be determined by the Steering Committee and individual groups and with the feedback of departments and other organizational stakeholders.

### General Project Milestones and Timeline

Project Phase	Dates
Board Direction Provided	April 12, 2022
Department Head Update	April
Working Groups Established	April
Timeline Development and Milestone Development	April
Working Groups Convene	April

## COMMUNICATIONS STRATEGY

Effective, multi-channeled communication is an essential component to any organizational change initiative. The communications strategy designed to support this transformation will leverage the following communication vehicles:

- Monthly updates to Board of Supervisors
- Email communications
- Department Head meetings
- HumNet utilization/Intranet site

This multi-channeled approach to communication will deliver key insights and messages to appropriate audiences in a timely manner. This approach should encourage buy-in and allow staff to develop an understanding of where we are in our transformation and what impact it has for them.

## **CHANGE DEFINITIONS AND PROTOCOLS:**

The following section will discuss change definitions, protocols, and responsibilities. Further, it presents project assumptions and discuss risks associated with this change initiative.

### Schedule Change

A schedule change is considered any material alteration to the implementation timeframe established in the most recent project plan. Minor, non-material changes to the schedule may be approved by the Project Manager in consultation with Executive Sponsorship team. Conversely, material changes will require the review and approval of the Change Control Board and/or Executive Sponsors. The Project Manager will be responsible for working with stakeholders and adjusting schedules accordingly. The Project Manager will also be responsible for communicating any changes to stakeholders.

### Scope Change

Changes in scope are considered any changes that materially alter the pre-determined scope of the project, thereby requiring subsequent adjustments to the project plan. The Project Manager will be responsible for the integration of any approved scope changes into the broader project plan (e.g., the addition of modules, significant departmental implementation changes).

## **CHANGE CONTROL PROCESS:**

No change is permitted to the project schedule, scope, budget, process, or any other approved plan, document, or baseline unless a request for change is first submitted in writing and approved by the change control board, in accordance with the processes described below (the Project Manager reserves the right to make small changes).

## **CHANGE REQUESTS:**

All requests for change must be submitted in writing on the approved change request form included below in Attachment A.

### *A. Who May Submit Change Requests*

The following people may initiate changes to the project:

1. Project Executive Sponsors
2. Project Manager
3. Working Groups

### *B. Deliver To*

All written requests for changes must be submitted via email to the Project Manager's County of Humboldt email address. The Project Manager will log and track each request on the Change Request Log.

### Review and Sizing

The Project Manager will maintain responsibility for analyzing change requests for critical factors such as impact to schedule, budget, risk and quality. Once completed, the Project Manager will electronically submit each change request to the change control board (with or without recommendation) for final dispensation.

### Dispensation by Change Control Board

Members of the change control board will evaluate each written change request and determine whether the request is approved, approved with modifications, rejected, or deferred. Once a determination is reached, the change request is digitally signed by an authorized member of the change control board. The Project Manager will communicate

the outcome to requestor and maintain responsibility for coordinating any planning revisions, communications, or impact to implementation.

**POTENTIAL CHANGE REQUEST DISPENSATIONS:**

*A. APPROVED*

When a change request is approved by the Change Control Board, the Project Manager will track the approval on the change request log. The Project Manager will also ensure implementation of the change is consistent with how it was submitted and approved.

Where implementation affect changes to the project management plan, the Project Manager will revise the plan and distribute a notice of the revision in accordance with the procedures set forth in the communication management plan.

*B. APPROVED WITH MODIFICATIONS*

When a change request is approved with modifications, the Project Manager will track the modified approval on the change request log. The Project Manager will also ensure implementation of the change, as it is modified and approved.

Where implementation affects changes to the project plan, the Project Manager will revise the plan and distribute notice of revision(s) in accordance with the procedures set forth in the communication management plan.

*C. REJECTED*

When a change request is rejected, the Project Manager will document the rejection on the change request log and provide written notice of the rejection to the requestor. No further action will be taken.

*D. DEFERRED*

When a change request is deferred, the Project Manager will log the deferred request on the change request log. The Project Manager will also notify the requestor.

No other action will be taken unless the change control board later approves, approves with modifications or rejects the change request.

**ASSUMPTIONS AND RISKS:**

When managing change, certain assumptions will be made. Assumptions and risks regarding this change initiative are documented here. The Project Manager has made the following assumptions and identified the following risks:

- Resistance will be encountered
- Staff will need appropriate time to negotiate the change curve
- Departments will support change initiative
- Training will not be completed as prescribed
- Project plan will need to be altered
- Key stakeholders will not participate in effort
- The County will need to be willing to make some adjustments to established processes

While not comprehensive, the item above represent an approximate prediction of risks and assumptions. As additional risk and assumptions are identified, they may be included above.

## **ISSUES:**

While managing change, it's possible that issues will arise. All issues regarding change will be documented in the Risks and Issues log and monitored for further management.

## **CHANGE REQUEST LOG:**

Change requests will be assessed and monitored in the digital Change Control log

## **PLAN APPROVAL:**

By signing below, I, Tabatha Miller, in my capacity as Project Sponsor approve of this Consolidated Project Plan.

Name: \_\_\_\_\_

Title: Assistant County Administrative Officer and Chief Financial Officer

By signing below, I, Karen Clower, in my capacity as Project Sponsor approve of this Consolidated Project Plan.

Name: \_\_\_\_\_

Title: Assistant County Administrative Officer and Chief Operating Officer