AUDIT & MANAGEMENT

AMAS

ADVISORY SERVICES

Memorandum Report

UCPath Operational Readiness Assessment (systemwide)

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Approved
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UC SANTA CRUZ

EXECUTIVE SUMMARY

Audit and Management Advisory Services (AMAS) has completed a review of the UCPath project at UC Santa Cruz (UCSC). This audit was included on the campus FY19-20 Internal Audit Plan and was part of the systemwide coordinated effort with the OP Office of Ethics, Compliance and Audit Services. The scope of this audit was limited to inquiries with stakeholders, and UCPath activities and documentation available through November 2019.

The main purpose was to conduct an assessment of campus readiness for UCPath implementation and highlight any key risks that could impact deployment. Areas of focus included:

- Data Conversion
- Quality Assurance
- Security and Segregation of Duties
- Training and End-User Readiness
- Implementation and Stabilization Readiness

Based on our work, we determined that the project is overall proceeding as planned and that there are no critical issues that should impact the Go-Live date. Stakeholders interviewed as of October 2019, were generally positive about the direction and progress of the project. All stakeholders were confident about meeting the proposed Go-Live date.

INTRODUCTION

Background

UCPath is a project launched by the University of California (UC) to standardize payroll, benefits, human resources, and academic personnel for all UC employees. Prior to UCPath, these processes were managed within highly customized systems used across ten UC campuses, UC Office of the President (UCOP), and affiliated UC entities. Since 2015, UCPath has been rolled out in stages at multiple locations. UC Davis, and Agriculture and Natural Resources are the most recent campuses to deploy UCPath in September 2019. The next locations to deploy UCPath will be UC Irvine and UC Santa Cruz in January 2020.

In support of UCPath, the UCPath Center (UCPC) has been established as the UC systemwide shared services center located in Riverside, CA. UCPC provides services to all UC employees and has established operational teams in support of specific subjects.

At UCSC, the UCPath Program Team is comprised of the Executive Steering Committee, Operational Steering Committee, and the Program Management Office (PMO). There is also a Core Project Team, which provides local functional expertise and includes divisional and unit subject matter experts.

Leading up to the campus deployment of UCPath, AMAS was engaged to perform an assessment of campus readiness for UCPath implementation in conjunction with another campus that is scheduled to deploy along with UCSC.

Scope

The scope of this audit was limited to UCPath activities and documentation available through November 2019. We conducted this audit by means of the following:

- Gained and documented an understanding of the project's progress through detailed interviews with UCSC Executive and Operational Steering Committee members, the Program Manager, Program Management Office leads, and other stakeholders.

- Made inquiries and reviewed documentation for the following areas:
  - Data Conversion
  - Quality Assurance
  - Security and Segregation of Duties
  - Training and End-User Readiness
  - Implementation and Stabilization Readiness

- Provided status updates and follow-ups in weekly systemwide conference calls with OP Office of Ethics, Compliance and Audit Services, a consulting firm, and other campuses working on this review.

SUMMARY OF WORK PERFORMED AND RESULTS

Work Performed	Results

• In October 2019, conducted a series of interviews with:
   o Executive Steering Committee Members
   o Operational Steering Committee Members
   o PMO Program Manager
   o PMO Leads
   o Other Stakeholders
 	
• Made inquiries and reviewed documentation through November 2019 for the following areas:
   o Data Conversion
   o Quality Assurance
   o Security and Segregation of Duties
   o Training and End-User Readiness
   o Implementation and Stabilization Readiness
 	
• Provided status updates and follow-ups in weekly systemwide conference calls with OP Office of Ethics, Compliance and Audit Services, a consulting firm, and other campuses.
	• *Data Conversion*: As of August 2019, overall results were high in both accuracy and completeness. There were no critical issues regarding data conversion testing. Minor issues are being resolved or require manual cleanup. We also observed a data conversion approach has been documented. A validation team comprised of representatives from Staff Human Resources, Academic Divisions, Benefits, Payroll, Information Technology Services, and Enterprise Financial Systems are also involved in the data clean up and data validation on all impacted areas.
	
	• *Quality Assurance*: Both PMO and interviewed stakeholders have positive impressions regarding overall testing results. We noted a systemwide issue with the Effort Reporting System. We were informed a campus contingency plan will be developed at a future date if there are indicators that UCOP cannot resolve this by May 2020. We suggest this plan include manual efforts and an escalation path to assist with effort report remediation. We found remaining issues to be minor, with mitigation plans in place or being developed.
	
	• *Security and Segregation of Duties*: Through vetting with divisions, the PMO has completed identifying staff access and roles in the Payroll Personnel System and assigned their appropriate roles in UCPath.
	
	• *Training and End-User Readiness*: Training is currently underway and is on schedule. The training plan has been reviewed by the Operational Steering Committee. Training content has been developed and tailored to campus processes based on feedback from divisions and initial testers who completed training. Current feedback as of November 2019 indicates training is satisfactory and meeting people's needs. We believe the project may benefit from identifying critical training courses and, as training progresses, enforcing an appropriate rate of completion to meet established percent completion requirements developed by the campus project team.

Work Performed	Results
	• *Other Observations:* o Concerns were expressed regarding the question of funding and retaining appropriate resources to maintain and support UCPath after deployment. o There was also a concern that response to campus issues by the UCPC may be delayed, especially after deployment of subsequent campuses.