Technology Services Board

Quarterly Meeting
September 13, 2022
9:00 a.m. – 11:00 a.m.

Current TSB Members

Industry Members
Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO
Tanya Kumar – T-Mobile

Legislative Members
Rep. Matt Boehnke – House R
Rep. David Hackney – House D
Sen. Joe Nguyen – Senate D

Executive Branch (Agency Directors)
Bill Kehoe – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS

Other Government
Viggo Forde – Snohomish County

Vacancies:
Agency Director
Senate Representative
Labor Union Representative
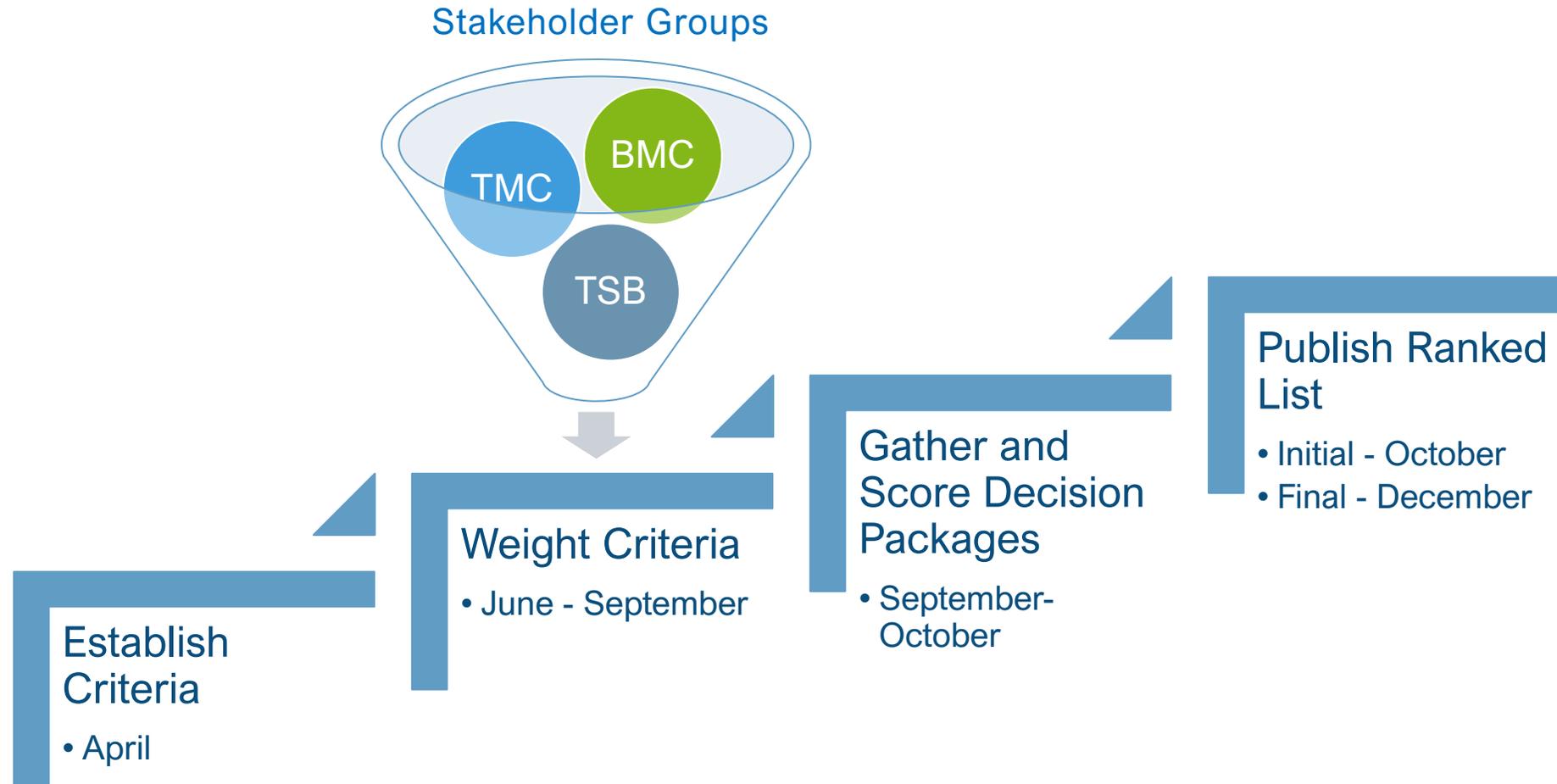
Members present
Members absent

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome and Agenda Review	**Bill Kehoe**	**Introductory remarks**	**9:00**
Review and Approve Minutes from June 14 Meeting	**Bill Kehoe**	**Approval of minutes**	**9:05**
Decision Package Scoring Criteria Weighting Exercise • **Decision Package Prioritization Process** • **Criteria Weighting Exercise using Decision Lens**	**Cammy Webster Stephanie Roe**	**Interactive exercise with Board members**	**9:15**
Program Update: One Washington Legacy System Remediation	**Amy Pearson Manoj Verma**	**Program status**	**9:45**
Project Status: Dept. of Labor & Industries Workers' Compensation System Modernization (WCSM) • **Elizabeth Smith, WCSM Executive Sponsor** • **Christy Campbell, WCSM Program Director** • **Karen Peterson, WCSM Project Director** • **Sherri Young, Business Transformation**	**Amy Pearson**	**Project status and Board feedback**	**10:00**
Sharing IT Project Best Practices and Lessons Learned: Risk Management and Mitigation	**Stacy Steck**	**Discussion and Board feedback**	**10:30**
Public Comment			**10:55**

Approve 6/14/22 Meeting Minutes

Decision Package Scoring Criteria Weighting Exercise

Decision Package Prioritization Process

Stakeholder Groups

TMC

BMC

TSB

Publish Ranked List
- Initial - October
- Final - December

Gather and Score Decision Packages
- September-October

Weight Criteria
- June - September

Establish Criteria
- April

Authorized by RCW 43.88.092 and 43.105.240

Questions We Want To Answer

Is the agency poised for success?	**Is this the right technology?**	**What business outcome does this enable?**

23-25 Biennium Criteria

Poised for Success

Agency Readiness

- Due diligence
- Governance and management
- Planning and readiness

Right Technology

Technical Alignment

- Strategic/technical alignment
- Reuse and interoperability

Business Outcomes

Business Alignment

- Business driven technology
- Measurable business outcomes

One Washington Legacy System Remediation

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REMEDIATIONS AND RATIONALIZATION FRAMEWORK BACKGROUND

Agency Financial Reporting System (AFRS) sends and receives data from hundreds of systems managed by various agencies. When AFRS is replaced by Workday, system modifications will be necessary, so agency computer system/applications are compatible.

Due to the magnitude and complexity of the systems, a dedicated workstream to manage the system remediations was established in Fall 2021.

Jan – Feb 2022	Mar – Apr 2022	May 2022	Jun - Aug 2022
For consistency across a wide nest of disparate systems across the Enterprise, a "**Remediations and Rationalization Framework**' was developed. The framework was approved by the Executive Director for Technology Transformation.	Four agencies volunteered to pilot: • WSDOT • DFW • HCA • WaTech	Lessons learned from the pilot phase were used to update the framework approach.	Executed "Pass-1" of the improved and streamlined remediation framework process with remaining agencies.

SUMMARY OF VALIDATED SYSTEM INVENTORY (PASS #1)

Agencies	Systems Reviewed	Final Count of Rationalized Systems	Systems Consolidated	Systems Removed	Systems Added	Integration Methodologies
41	330	253	Modules of same system listed separately. Agency creating internal intermediate transformation layer.	No accounting values used in system. Databases that will retain legacy data and no changes are required (not retired).	Subsidiary systems identified that receive or send data to primary systems. New databases using FDM values to replace existing database that will be retained for legacy data. These databased compile data from Workday and other multiple sources.	This information was not captured as part of Pass 1. Maintain could be crosswalk or use FDM. Modernize could use crosswalk if remediation not completed by go live date. Integrations for each system are being tracked by the integrations team.

Rationalized Disposition

Pass 1 Group	Maintain	Modernize	Retire	TBD	Grand Total
Pilot	10	5	2		17
Group 1	9	16	3	4	32
Group 2	22	17	13	7	59
Group 3	19	28		1	48
Group 4	10	13			23
Group 5	22	12	4	1	39
Group 6	6	22			28
Group 7	1	3			4
Group 8		3			3
Grand Total	99	119	22	13	253
Percentage	39%	47%	9%	5%	100%

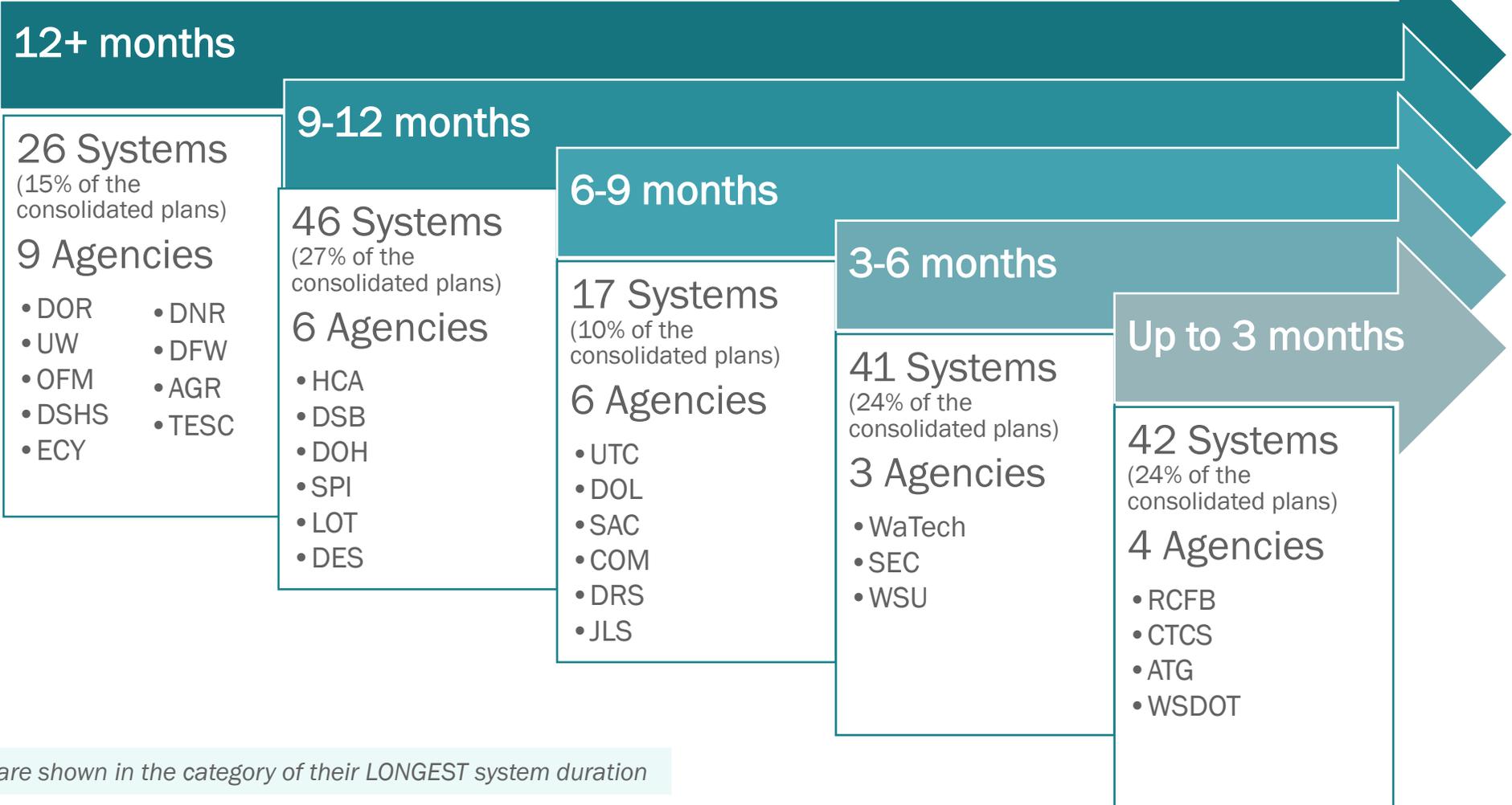| Agency Systems	Count
Original Systems	264
Systems Added	66
Systems Removed	(44)
Systems Consolidated	(33)
Total (after completion of Pass 1)	253

Data updated 08.18.2022

SUMMARY OF REMEDIATIONS BASELINE SCHEDULE (PASS #1)

30 agencies have submitted project plans, accounting for 196 inventoried systems.
172 of 196 received baseline schedules have been consolidated.

After program shares the transformed business processes configured into Workday and provides the following artifacts:
1. *Future 'to-be' processes and how those are configured into Workday*
2. *Financial Data Model (FDM)*
3. *Tech. specifications ITI/OTI, API, EIB*

12+ months

26 Systems
(15% of the consolidated plans)

9 Agencies
- DOR
- UW
- OFM
- DSHS
- ECY
- DNR
- DFW
- AGR
- TESC

9-12 months

46 Systems
(27% of the consolidated plans)

6 Agencies
- HCA
- DSB
- DOH
- SPI
- LOT
- DES

6-9 months

17 Systems
(10% of the consolidated plans)

6 Agencies
- UTC
- DOL
- SAC
- COM
- DRS
- JLS

3-6 months

41 Systems
(24% of the consolidated plans)

3 Agencies
- WaTech
- SEC
- WSU

Up to 3 months

42 Systems
(24% of the consolidated plans)
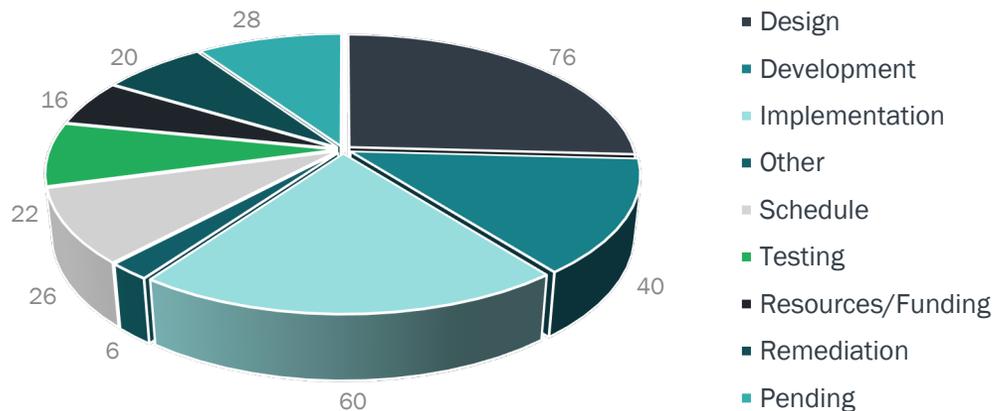
4 Agencies
- RCFB
- CTCS
- ATG
- WSDOT

- *Agencies with multiple systems are shown in the category of their LONGEST system duration*
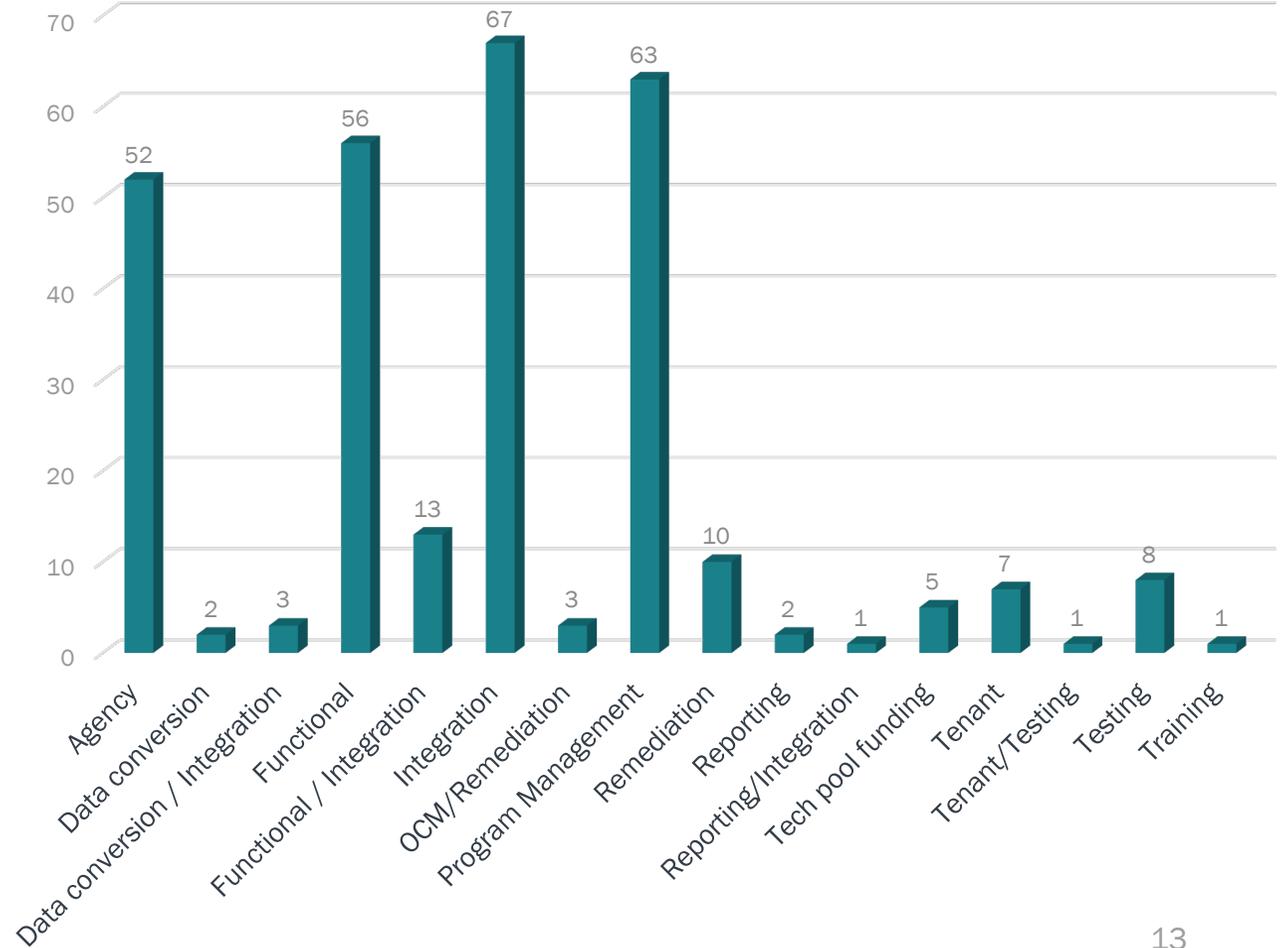
SUMMARY OF AGENCY ASSUMPTIONS

- Received 293 assumptions from the agencies in support of their baseline remediation schedule

- The program is actively reviewing and responding to all agency assumptions, with 78 remaining responses. To ensure consistency, the system remediation team is collaborating with the change management and communications

- OCM and Communications reviewing to ensure consistency across responses and there is "one voice" to the responses.

Total Assumptions By Category

Legend:
- Design — 76
- Development — 40
- Implementation — 60
- Other — 6
- Schedule — 26
- Testing — 22
- Resources/Funding — 16
- Remediation — 20
- Pending — 28

Total Assumptions By Workstream

Workstream	Value
Agency	52
Data conversion	2
Data conversion / Integration	3
Functional	56
Functional / Integration	13
Integration	67
OCM/Remediation	3
Program Management	63
Remediation	10
Reporting	2
Reporting/Integration	1
Tech pool funding	5
Tenant	7
Tenant/Testing	1
Testing	8
Training	1

Data updated 08.26.2022

Washington State Department of Labor & Industries

Workers' Compensation System Modernization Project (WCSM)

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What is WCSM?

- The project aims to replace L&I's nearly 40-year-old workers' comp computer systems with a modern technical solution(s). This will help streamline and automate business processes, which will lead to more efficiencies and even better return-to-work outcomes for injured workers.

- We hope to:
  - Simplify the workers' compensation technology architecture.
  - Replace manual and paperwork processes with electronic features.
  - Expand and improve self-service features for customers who expect on-demand services.
  - Free up staff to directly serve the needs of injured workers and employers.
  - Improve return-to-work outcomes and reduce costly long-term disability.

WCSM Background

WCSM officially kicks-off
- Organized six project teams.
- Hired systems integrator and QA vendors.
- Added change management expertise.
- Developed procurement strategy for a commercial off-the-shelf product and implementer.

Making our case
- Years of planning and research result in developing and submitting the robust 150-page WCSM Business Case to the state Legislature.

Project work in full-gear
- Systems-integration work starting to ramp up.
- Pandemic hits, project pauses; L&I hires outside firm to conduct independent review.

Results and reaction
- WCSM project team uses results of independent review to restructure governance, and re-scope and re-strategize.

Independent look at WCSM
- L&I completes the independent review and results produce 13 recommendations.

2019

2018

2020

2021

2022

What the independent review looked at…

Environmental Landscape Assessment (ELA)	Procurement Approach Assessment (PA)	Implementation/ Integration Assessment (IMPA & INTA)	Decommission Approach Assessment (DA)	Budget Assessment (BA)
▪ Assess the conditions, drivers and circumstances that have influence over the WCSM replacement program. ▪ Evaluate changes to environmental conditions from the initial stages of the WCSM replacement program to current day.	▪ Review the chosen procurement approach for achieving the goals and objectives of the overall modernization program. ▪ Identify gaps, risks, mitigations and recommendations that include potential alternatives to accelerate project delivery and reduce cost while meeting the goals and objectives.	▪ Review the WCSM future state vision for the system to understand the processes and system functional considerations that went into the development of the current strategic approaches. ▪ Evaluate the current implementation approach and integration approach to determine if they align project objectives.	▪ Evaluate the current Decommission Approach in the context of the first three Gartner Assessments. ▪ Review current day inputs that contribute to reducing decommissioning risk. ▪ Examine the feasibility of the current approach for multi-system support and cutover and make recommendations as appropriate.	▪ Review the existing budget, cost management plan and project cost forecast models. ▪ Assess how the budget is structured and what research was done to support cost estimates. ▪ Develop a recommended budget model that aligns with recommended strategies.

Independent Review Findings

Resolve Governance Conflicts

- Refine governance roles, structure and processes (ELA-1; complete)
- Align WCSM with oversight authority processes (ELA-3); in-progress)

Solidify WCSM Outcomes & Metrics

- Continue to engage key stakeholders to secure feedback (BA-1; in-progress)
- Develop actionable outcomes with associated metrics (ELA-2; in-progress)
- Calculate potential decommission fiscal metrics for WCSM (DA-2; not started)

Re-evaluate WCSM solution and implementation strategy

- Proceed with integration discovery activities (INTA-1; not started)
- Develop desired future state stakeholder journeys and refine requirements (IMPA-1; in-progress)
- Develop application modernization strategy for legacy workers' comp app. portfolio (DA-1; in-progress)
- Confirm revised solution & implementation strategy (PA-1; not started)
- Conduct market scan to align vendor solution/s with future state requirements (IMPA-2; not started)
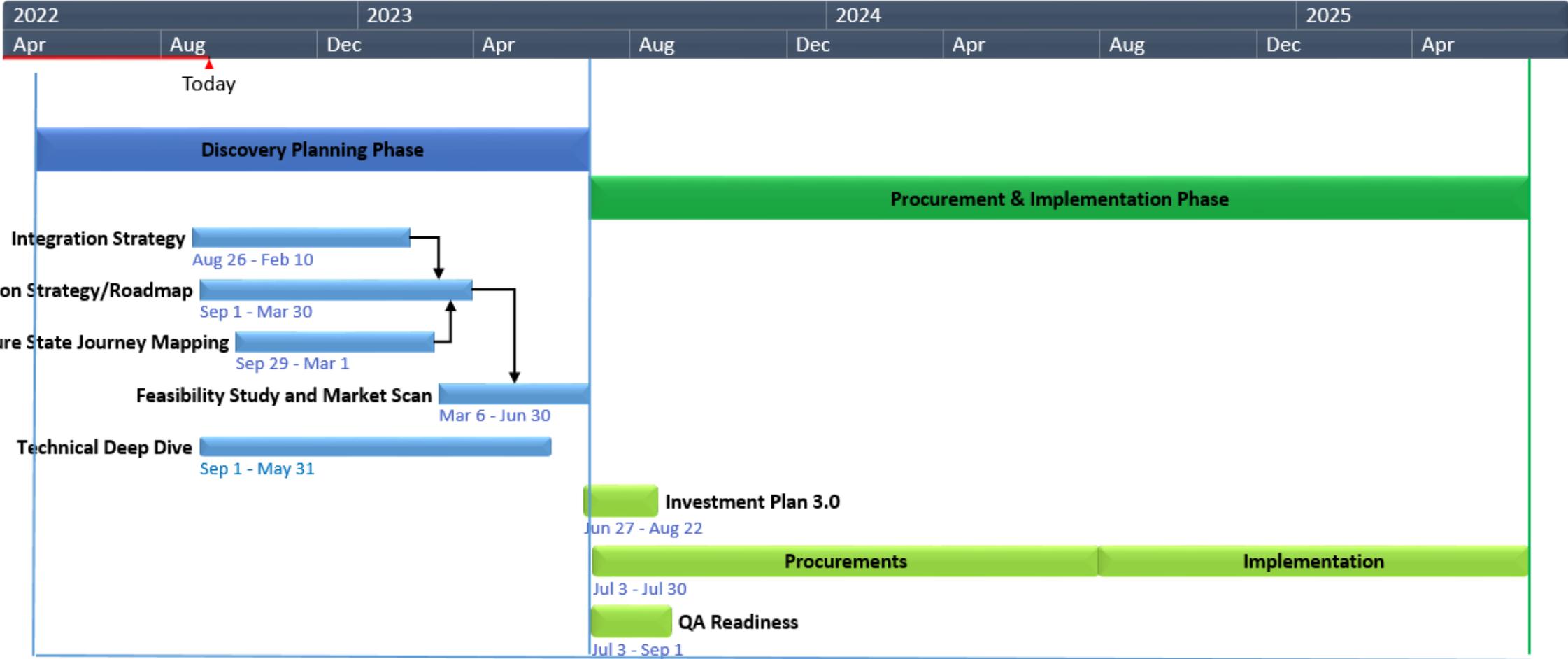
Program Execution Activities

- Revise budgetary estimates as required (BA-2; not started)
- Explore development of Vendor Management capability (PA-2; not started)
- Align RFP procurement with revised solution strategy & org structure (PA-3; not started)

Top Risks to Project

Risk Number	Risk Name	Risk Description	Risk Impact	Risk Status	Risk Owner
213	L&I Resource Constraints During the Discovery Phase	Due to limited resources in the agency the WCSM project may encounter resource capacity issues, impacts to schedule, and possibly the budget.	Unable to complete the work in the timeframes required which may result in increased timeline and increased budget.	Monitor	Liz Smith and Christy Campbell
198	Other priorities taking precedence over WCSM	There is always a risk other priorities may come along that take precedent over WCSM. Management must stay committed to this effort if at all possible.	Delay the project.	Mitigate (work with leaders to identify and communicate L&I project priorities to ensure resources on allocated based upon the Leadership priorities)	Liz Smith
69	Project Resource Contention	Projects like One Washington will require the same type of personnel as WCSM, creating competition.	If the project doesn't have the type of skilled personnel needed it can impact the schedule as tasks take longer, or increase the cost (hiring contractors, offering overtime, etc.)	Monitor	Christy Campbell

Questions?

IT Project Best Practices and Lessons Learned

Risk Management

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What is risk management?

Risk management is the formal process whereby risk factors are systematically identified, assessed and provided for.

- Such provisions constitute response planning and may include such defensive actions as mitigation by risk avoidance, deflection by insurance or contractual arrangement and contingent planning such as the provision and prudent management of budgeted contingency allowances to cover uncertainties.

In other words…

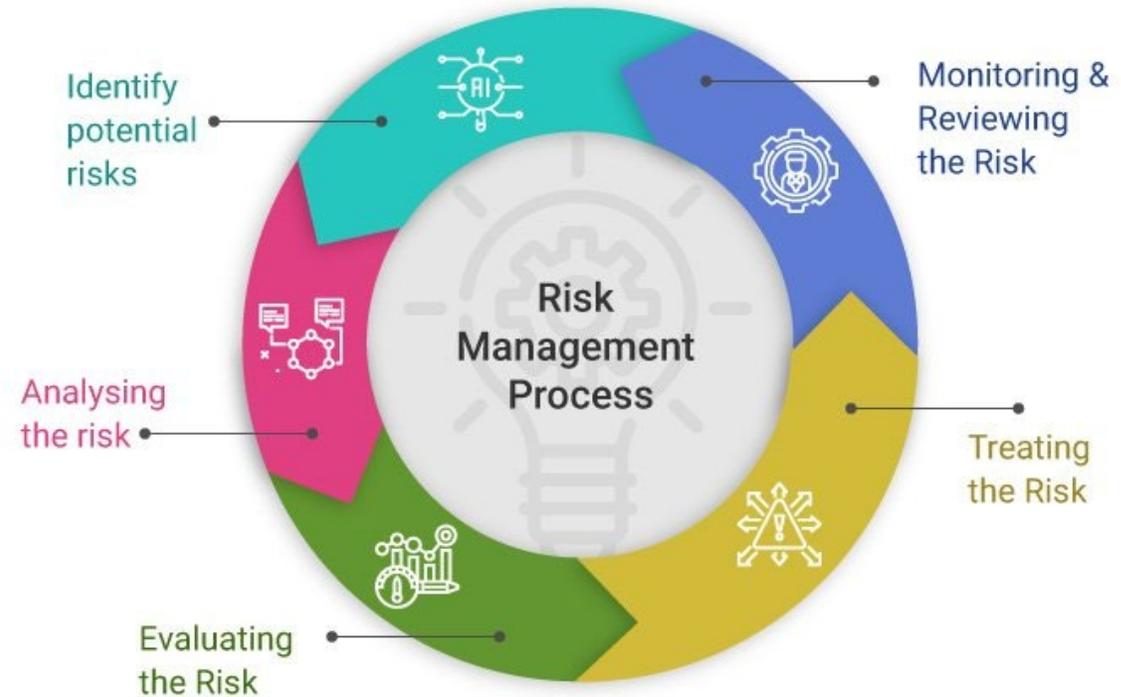You find yourself in the path of a fly ball. You have three choices:

- You can move to avoid the ball;
- You can deflect the ball; or
- You can repair the damage done by the ball.

At no time are you in control of the ball. What you have to manage is your response to the event (risk), not the event itself.

Pym, D. V. (1987). Risk Management. *PM Network, 1*(3), 33–36.

Best Practice: Risk Management

The whole point of undertaking a project is to achieve something new, to venture, **to take a risk**. Since **there is no point in taking any risk that is not necessary**, risk management should be a recognized project management responsibility on all projects—even on a small one.

Five Steps of Risk Management Process

- Identify potential risks
- Monitoring & Reviewing the Risk
- Treating the Risk
- Evaluating the Risk
- Analysing the risk

Risk Management Process

Pym, D. V. (1987). Risk Management. *PM Network, 1*(3), 33–36.

Let's check in.

Project team members at various levels identify and handle risks in different ways – often without a formal risk management framework.

The state does have one.

Is it working?

Discussion: What have you observed?

If….

- IF we think we have a problem with risk management, can we posit that the issue is a behavioral change / organizational change management (OCM) issue – and not a project management issue?

Discussion: Would you agree? Why (Not)?

Can we normalize risk management?

- **Traditional OCM approaches:**

  - Training / Education / Communication

  - Setting expectations and providing support.

  - Finding out: what's in it for them? (WIIFM)

  - Asking: how can we get them engaged?

  - Puzzling through: how can we build the **DESIRE**? (The **D** in ADKAR)

  - Demonstrating: what are the benefits?

  - Providing: incentives

  - How can we meet them where they are and help them?

Discussion: How would you handle this as an OCM problem?

For consideration…

Gamification	**Data Mining for Patterns**	**Pre-populated Risk Logs**
Metrics & Measurement	**Templates / Tools**	**Procedures**
De-Stigmatization	**Focus / Accountability**	**?**

Pym, D. V. (1987). Risk Management. *PM Network, 1*(3), 33–36.

How can we help?

Creative ideas here…

Available resources

- Resources do exist:
- Risk Management Best Practices
- Risk Management Process Guidance
- Risk Management Tools and Templates

- And key services:
- Project Management Professionals (PMPs)
- Oversight consultant consultation and expertise
- QA providers are abundant!

Public Comment