KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 10, 2004

Motion 11923

Proposed No. 2004-0185.2   **Sponsors** Gossett, Patterson and Hague

1   A MOTION approving the program charter for the

2   quantifiable business case for recommended business

3   operations model for King County enterprise financial,

4   human resources, and budget management project and the

5   project charter for the payroll initiatives projects.

6

7

8   WHEREAS, the council through Motion 11729 approved the Enterprise

9 Financial, Human Resource, and Budget Management Vision and Goals Statement, April

10 2003, and

11   WHEREAS, the vision and goals statement provides the critical framework from

12 which to launch a business case analysis and other preparatory work to ensure the

13 financial business operations project success, and

14   WHEREAS, the quantifiable business case for recommended business operations

15 model for King County enterprise financial, human resources, and budget management

16 ("QBC") project was authorized as a follow-up action through adoption of the vision and

17 goals statement to evaluate options and recommend a business operations model for the

18   county, including what this means in terms of implementing new financial, payroll,

19   budget and human resources systems, and

20   WHEREAS, the council through the 2004 Budget Ordinance approved funding in

21   the finance and business operations division budget for the MSA standardization/payroll

22   improvements projects ("PIP"), and

23   WHEREAS, key objectives of PIP are to clean up the data on the current payroll

24   system and to improve the consistency of payroll processing countywide to reduce

25   current liabilities as well as to prepare for mitigation to a single human resources/payroll

26   system as stated in the vision and goals statement, and

27   WHEREAS, the advisory committee overseeing the QBC project has endorsed

28   the advisory committee's authorities and responsibilities described in the QBC program

29   charter, Attachment A, with regard to both the QBC program as well as PIP because of

30   potential impact on future changes in the county's business operations model, and

31   WHEREAS, the QBC program advisory committee requests the support of the

32   QBC program charter by the county executive and county council, and

33   WHEREAS, the PIP project charter, Attachment B to this motion, has been

34   developed to described the project level detail of this project.

35   NOW, THEREFORE, BE IT MOVED by the Council of King County

36   The council hereby approves the separate charters for the QBC program and PIP,

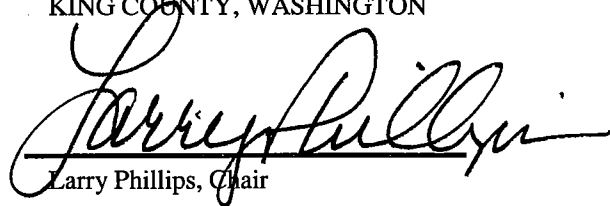37   Attachments A and B to this motion.

38

Motion 11923 was introduced on 4/12/2004 and passed by the Metropolitan King County Council on 5/10/2004, by the following vote:

       Yes: 10 - Mr. Phillips, Ms. Edmonds, Ms. Lambert, Mr. Pelz, Mr. McKenna, Mr. Ferguson, Mr. Hammond, Mr. Gossett, Ms. Hague and Mr. Constantine
       No: 0
       Excused: 3 - Mr. von Reichbauer, Mr. Irons and Ms. Patterson

                    KING COUNTY COUNCIL
                    KING COUNTY, WASHINGTON

                    Larry Phillips, Chair

ATTEST:

Anne Noris, Clerk of the Council

Attachments   A. Quantifiable Business Case (QBC) Recommended Business Operations Model for King County Enterprise Financial, Human Resources, and Budget Management Program, Program Charter April, 2004, B. Finance and Business Operations Division (FBOD) Payroll Initiatives Projects (PIP) Project Charter March 2004
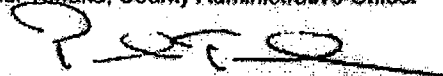
King County

Quantifiable Business Case (QBC)

*Recommended Business Operations Model for King County
Enterprise Financial, Human Resources, and Budget Management
Program*

Program Charter

April, 2004

In support of the goals of King County as stated in Enterprise Financial, Human Resource, and Budget Management Vision and Goals statement, April 18 2003, the members of the Quantifiable Business Case for Recommended Business Operations Model for King County Enterprise Financial, Human Resources, and Budget Management Program (QBC) Advisory Committee mutually endorse the project manager's and advisory committee's authorities and responsibilities described in the program charter. The undersigned members request the support of the program charter by the County Executive and County Council.

Department of Executive Services

Paul Tanaka, County Administrative Officer	Date
	4-2-04

Office of Information Resource Management

David Martinez, Chief Information Officer	Date
	4/8/04

Assessor

Rich Medved, Chief Deputy, DOA	Date
	4/9/04
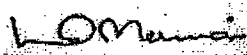
Council

Shelley Sutton, Policy Staff Director, County Council	Date
Shelley Sutton	4/8/04
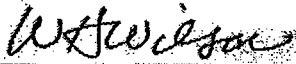
Superior Court

Paul Sherfey, Chief Administrative Officer – Superior Court	Date
	Apr 09, 2004

Prosecuting Attorney's Office

Leesa Manion, Deputy Chief of Staff – Prosecuting Attorney	Date
	4-9-2004
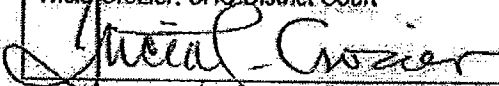
Sheriff's Office

Bill Wilson, Chief Financial Officer – Sheriff's Office	Date
	4/9/04

Budget Office

Steve Call, Budget Director – Budget Office	Date
	4/9/04

District Court

Tricia Crozier, CAO District Court	Date
	4-15-04

11923

Purpose

The purpose of this document is to describe the Program scope and the current project deliverables, project approach, work plan with deliverables schedule, project organization, structure, roles and responsibilities.

Upon Program endorsement by the Program Advisory Committee Members, the Members, and other program participants, are committed to this effort and their roles and responsibilities as described in the Charter, for the period of November 2003 thru June 2004 to support development of the Quantifiable Business Case Report, and further, for the period of the report presentations and until an action is taken to the Council.

For a future potential recommended business model implementation, an **implementation** advisory committee should be formed to advise on Business Model Recommendation implementation, and continue to advise and support the Payroll Initiatives Program (PIP) in order to ensure PIP alignment with the QBC Program.

Should the Program Charter require changes in order to improve it, the Charter will be amended, and submitted to the Advisory Committee for the amendment endorsement.

Background

Ten years after the merger of Metro and King County, King County government continues to rely on the operation of two sets of accounting and financial reporting systems and two sets of human resources (HR)/payroll systems. This contributes to "poor integration, redundant data entry, time-wasting reconciliation, and high systems maintenance, staff support and upgrade costs...County departments follow divergent policies and procedures, use inconsistent business processes and support multiple computing systems." (Vision and Goals Statement, p. 1)

In June 2003, the County took a major step forward in assuring the success of future efforts to successfully implement consolidated systems for one core financial system and one core HR/payroll system. Motion No. 11729 approved the Enterprise Financial, Human Resource, and Budget Management Vision and Goals Statement (see Appendix F). The Vision and Goals Statement is comprised of an overall vision statement and a list of guiding principles. It also identifies specific goals for each for the four business areas impacted by the existence of dual systems—financials, budget, HR and payroll.

The Vision and Goals Statement has far-reaching value to the County's continuing effort to implement a single countywide system. This document serves as the critical framework from which to launch a quantifiable business case (QBC) analysis and other preparatory work to ensure the financial business operations project success. It provides criteria against which to evaluate proposed projects that potentially impact the County's move to a single financial,

budget, HR, payroll system. Future efforts impacting these systems should be aligned with the vision, principles and goals contained in this key document

Since adoption of the Vision and Goals Statement, the Chief Information Officer (CIO) and the County business sponsor (County Administrative Officer) have been directing follow-up efforts to maintain the momentum for the QBC program. Three of these efforts described below include the Roadblock Identification and Action Plan, the QBC Report, and the Payroll Initiatives Program.

The CIO and CAO established the QBC Program Advisory Committee to serve as a single oversight group for the QBC program. This group is the forum for providing advice and input on cross agency project issues. Members review draft project deliverables, and ensure that the perspectives and understanding of difference stakeholders are factored into policy level discussions and decisions. The Advisory Committee is providing oversight to the three efforts currently underway. It is likely that other projects will be added to their oversight responsibilities as implementation plans are developed next year.

Program Advisory Committee

The Program Advisory Committee was established in November 2003. Its members are: Paul Tanaka, CAO, Business Sponsor; David Martinez, CIO, Program Sponsor; Rich Medved, Chief Deputy, Department of Assessments; Shelley Sutton, Policy Staff Director, County Council; Leesa Manion, Deputy Chief of Staff, Prosecuting Attorney; Paul Sherfey, CAO, Superior Court and Bill Wilson, CFO, Sheriff's Office. In January 2004, Steve Call, Director, Office of Management and Budget, joined the Advisory Committee. In March 2004, Tricia Crozier, CAO, District Court joined the Advisory Committee.
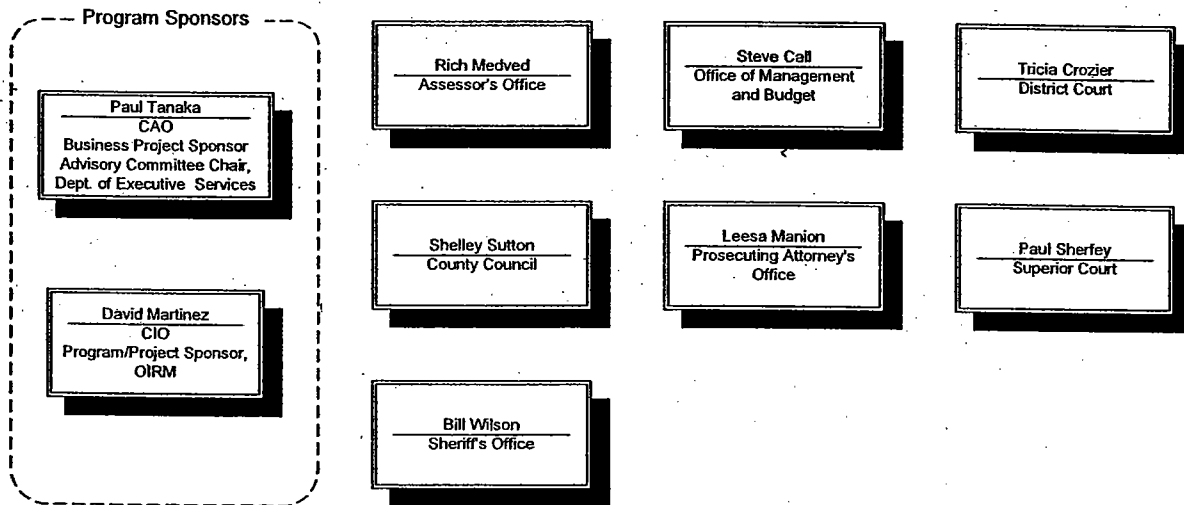
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,--- Program Sponsors ---.
/                          \
|                          |   ┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
|                          |   │      Rich Medved     │   │      Steve Call      │   │    Tricia Crozier    │
|  ┌─────────────────────┐ |   │   Assessor's Office  │   │ Office of Management │   │    District Court    │
|  │     Paul Tanaka     │ |   └─────────────────────┘   │      and Budget      │   └─────────────────────┘
|  │         CAO         │ |                             └─────────────────────┘
|  │Business Project Sponsor│|
|  │Advisory Committee Chair,│|
|  │Dept. of Executive Services│|
|  └─────────────────────┘ |   ┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
|                          |   │    Shelley Sutton    │   │     Leesa Manion     │   │     Paul Sherfey     │
|                          |   │    County Council    │   │ Prosecuting Attorney's│  │    Superior Court    │
|  ┌─────────────────────┐ |   └─────────────────────┘   │        Office        │   └─────────────────────┘
|  │    David Martinez   │ |                             └─────────────────────┘
|  │         CIO         │ |
|  │Program/Project Sponsor,│|
|  │         OIRM        │ |   ┌─────────────────────┐
|  └─────────────────────┘ |   │      Bill Wilson     │
|                          |   │    Sheriff's Office  │
|                          |   └─────────────────────┘
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Figure 1. Program Advisory Committee Chart

Program Management

The Program Management Organization Chart with a brief description of major roles and responsibilities is show below.

The CAO's role and responsibilities include decision making on Program business components. The Finance and Business Operations Division Manager provides business advice to the Program Business Sponsor.

The CIO's role and responsibilities include decision making on all Program contract management, quality and technology components.

In rare instances where the best business decisions and best technology decisions may be in conflict, and the sponsors require input to reach an agreement, the Program Executive Sponsor will be consulted.
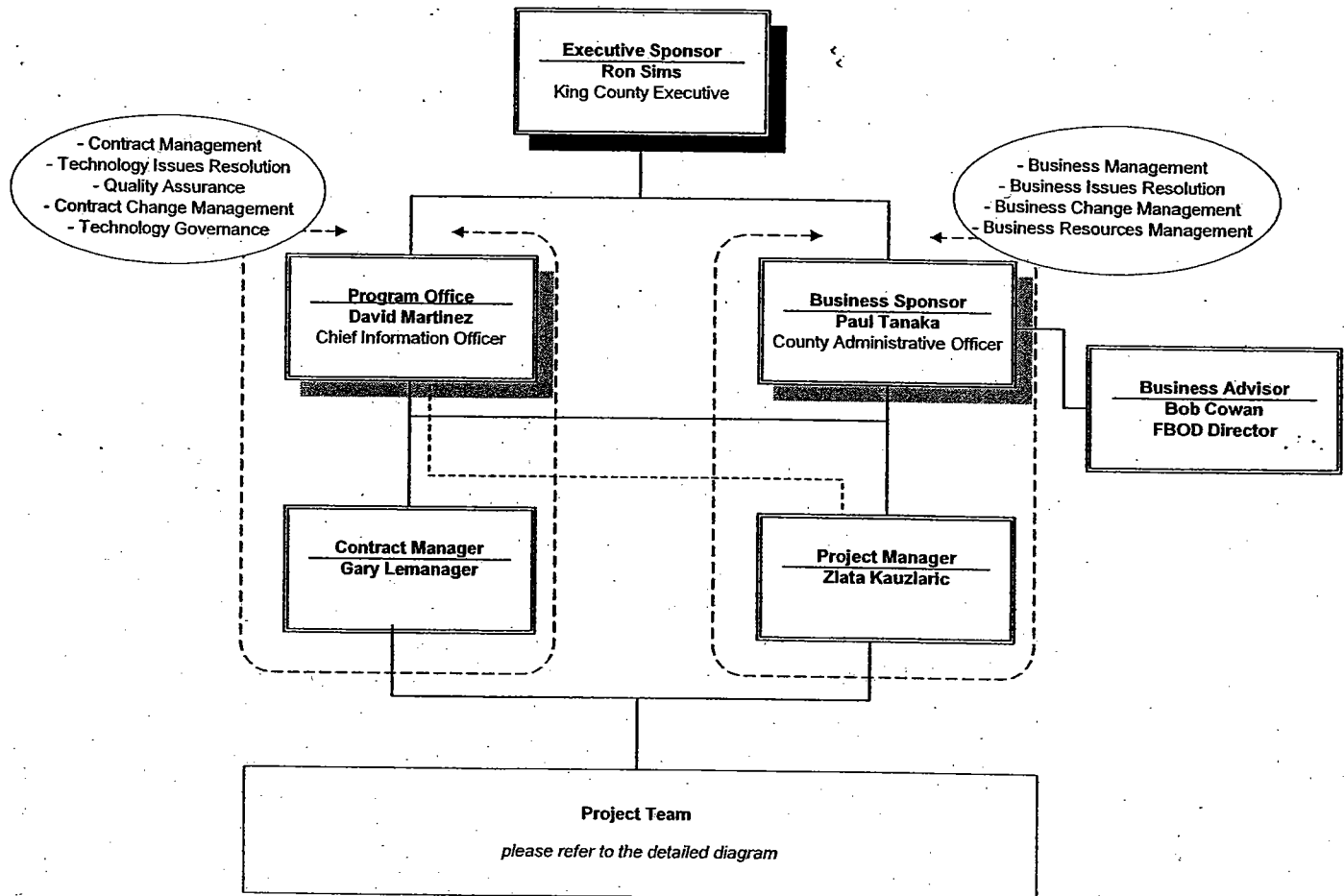
Executive Sponsor
Ron Sims
King County Executive

- Contract Management
- Technology Issues Resolution
- Quality Assurance
- Contract Change Management
- Technology Governance

- Business Management
- Business Issues Resolution
- Business Change Management
- Business Resources Management

Program Office
David Martinez
Chief Information Officer

Business Sponsor
Paul Tanaka
County Administrative Officer

Business Advisor
Bob Cowan
FBOD Director

Contract Manager
Gary Lemanager

Project Manager
Zlata Kauzlaric

Project Team
please refer to the detailed diagram

Figure 2. QBC Program Management Organizational Chart

Program Plan and Deliverables

The Program Plan with Timelines and Deliverables are depicted in Figure 3.

The Program deliverables to date include:

- **Vision and Goals Statement**

  As described above, the Vision and Goals Statement provides the framework for future actions related to identifying and implementing a Business Operations Model for the County.

  The Vision and Goals Statement is available at: http://kcweb/oirm/projects/qbc.htm

- **Roadblock Identification and Action Plan**

  Motion No. 11729 adopting the Vision and Goals Statement also supported the development of a roadblocks action plan as a necessary step to assist decision makers in determining whether to move forward with transforming county business operations in the future.

  A comprehensive list of roadblocks to implementing a single financial, payroll, HR, and budget system countywide has been compiled. Action plans have been developed identifying how each specific roadblock will be addressed.

  The document, Roadblock Identification and Action Plan, is available at: http://kcweb/oirm/projects/qbc.htm

- **QBC Report**

  A consultant team led by Dye Management will be recommending in June 2004 a Business Operations Model for the County based on best practices and industry standards. The consultant will be developing a business case justifying future investments into business model transformation and replacement of the current legacy systems.

  The Vision and Goals Statement endorsed by the full elected leadership of King County provides the critical framework from which to launch a business case analysis and other preparatory work to ensure the financial business operations project success. It serves as the foundation for the current QBC project.

  VISION STATEMENT
  King County's financial, human resource and budget management
  functions are fully integrated, efficient and effective, and enhance the
  County's ability to provide essential services to its customers.

  The QBC project was specifically authorized as a follow-up action through adoption of the Vision and Goals Statement. The objective of the QBC is to evaluate options and recommend a Business Operations Model for the County, including what this means in terms of implementing new financial, payroll, budget, and human resources

11923

systems. The Vision and Goals Statement guiding principles and industry best practices will be reflected in the evaluation criteria against which the Business Operations Model options will be evaluated. Initial costs for implementing the recommendations and the Total Cost of Ownership (TCO) over a 10-year time frame are identified deliverables of the project. The target date for completion of this study is June 2004.

The project deliverables are described in this document. Additional information is available at http://kcweb/oirm/projects/qbc.htm.

Strategic Advisory Council (SAC) Review

The Program deliverables are subject to SAC review.

The Vision and Goals Statement document has been reviewed and endorsed by the SAC at their meeting of April 16, 2003.

The following Program deliverables will be presented to SAC for their review:

- Program Charter
- Roadblock Identification and Action Plan
- QBC Report

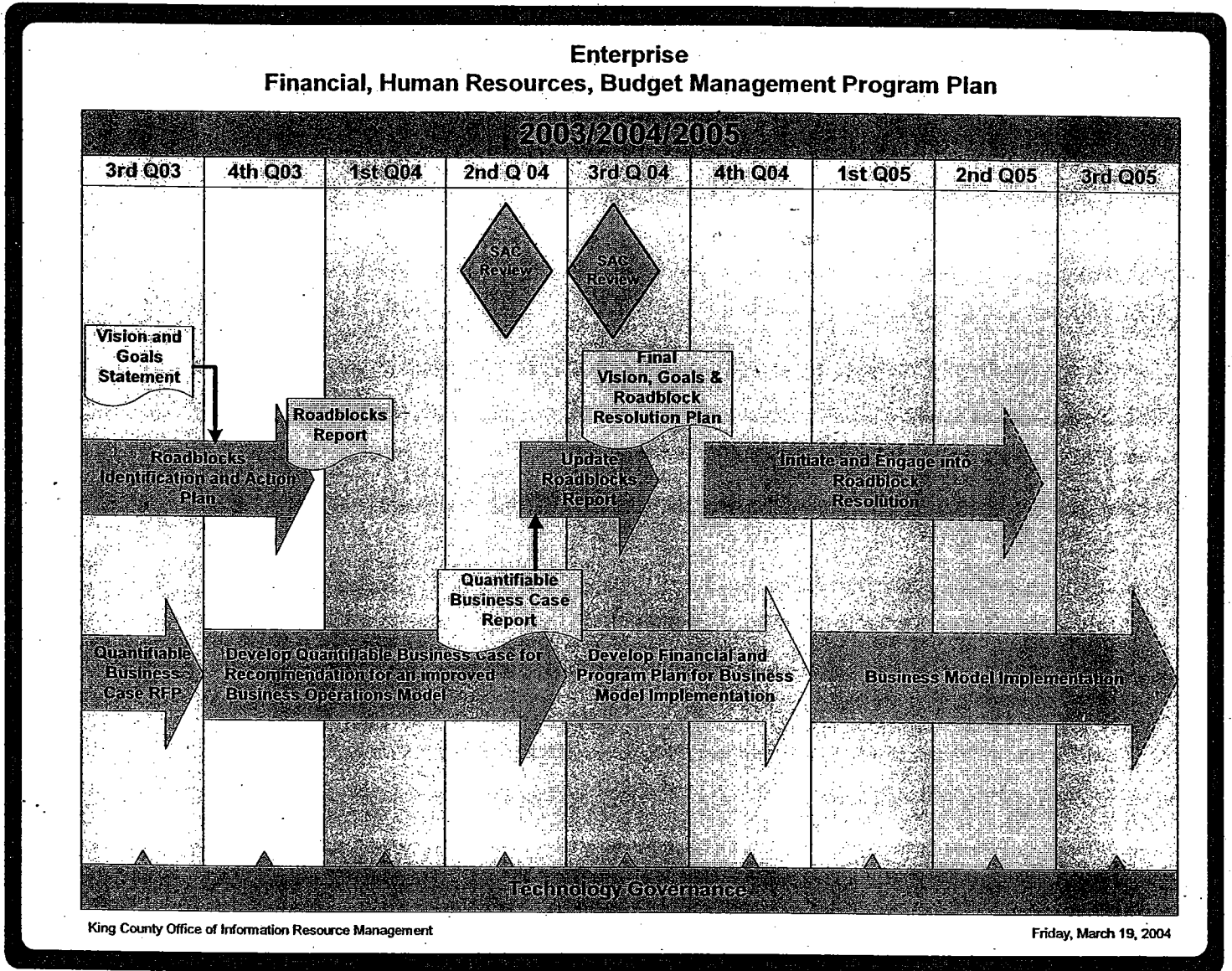The SAC meetings are planned for July and September 2004.

**Enterprise
Financial, Human Resources, Budget Management Program Plan**

Figure 3. Program Timelines and Deliverables

Other Initiatives

The Finance and Business Operations Division (FBOD) is proceeding with a Payroll Initiatives Program (PIP) to improve the consistency and accuracy of payroll data and processes. Initial efforts will be focused on cleaning up payroll data in the MSA payroll system and documenting problems and inconsistencies in current processes. PIP will then develop proposals to improve and/or standardize payroll processes across one or both existing payroll systems.

PIP proposals related to payroll process changes will be reviewed for alignment with the QBC Program by the Advisory Committee. PIP will also provide project status reports to the Advisory Committee regarding the MSA standardization work.

PIP is a follow-up activity of the Vision and Goals Statement. Project efforts will be guided by the following Payroll Business Goals, which are contained in the Vision and Goals Statement:

> *Comply with labor agreements, as well as federal, state and County laws.*
>
> *Reduce time required to capture time and process payroll, and shorten the lag between end of pay-period and payday.*
>
> *Provide employees the information needed to validate that their pay stubs are accurate.*
>
> *Provide timely and accurate paychecks.*
>
> *Improve access to historical information.*
>
> *Pay all employees on a common, bi-weekly, pay cycle from a single payroll system by migrating all employees to the PeopleSoft system.*
>
> *Support labor distribution with a system that is compatible with PeopleSoft and the financial system that is implemented.*

The PIP project charter is available at http://financeweb/payben/payben.htm.

QBC Project

This current phase of the QBC Program, Quantifiable Business Case Report, hereafter referred to as the **QBC project,** was initiated in July 2003 in response to Executive and Council directives to move forward to transform budget, financial and human resource business practices. The initial project scope was defined and the project target completion date was agreed to as June 2004. Gary Lemenager of OIRM was selected as contract manager and Zlata Kauzlaric of FBOD as project lead. The project team was organized in November/December 2003. Please see the following project organization chart of the team and related reporting relationships.

The reminder of this document describes the charter for the QBC project. Any future QBC Program phase will most likely require development of a charter specific for that phase.

1. Project Organization Chart
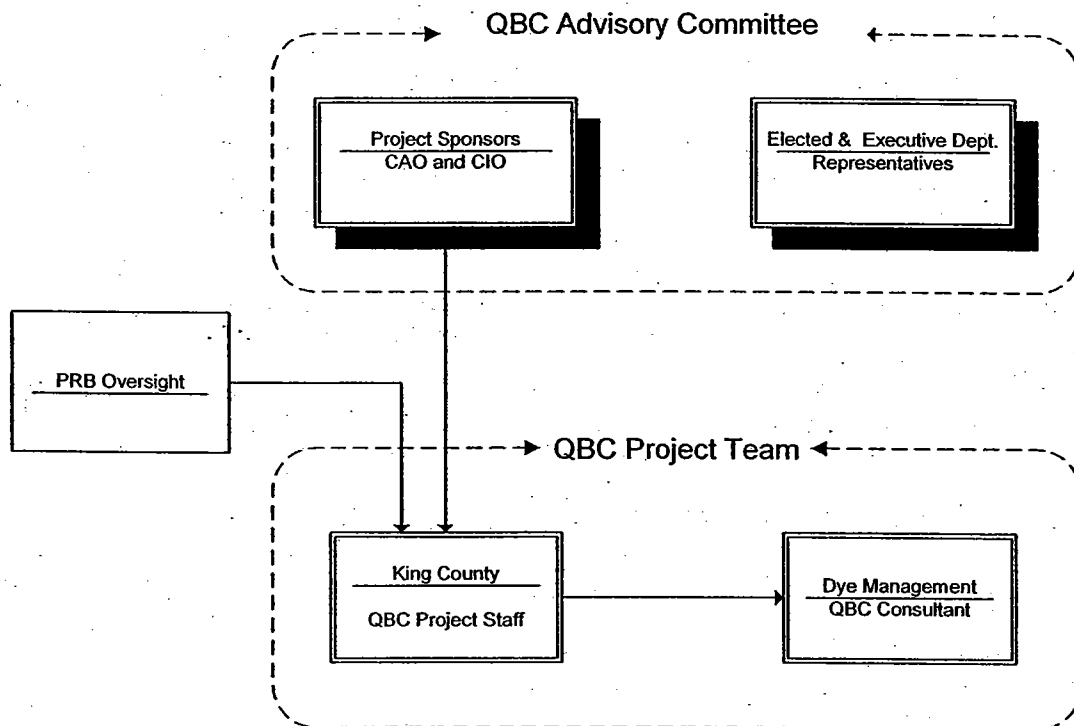
Project Organization Chart Legend:

* Solid reporting lines indicate relationships for the duration of the project involving assignment of tasks and progress monitoring evaluation of results.
* The project and advisory teams are grouped within dashed borders.

Figure 4. QBC Project Organization Chart

2.   Project Team

Technology Governance
BMC/TMB
Members Listed in Appendix A

Caroline Whalen
Dept. Of Executive Services,
Resource Coordinator

Gary Lemenager
Office of Resource Management,
Contract Manager

Zlata Kauzlaric
Finance and Business Operations,
Project Lead

Bill Dye
Consulting Project Manager

Project Support
FBOD and OIRM
Listed in Appendix D

Distributed Expertise

Human Resources
Departmental Subject Matter Experts*

Payroll
Departmental Subject Matter Experts*

Budget
Departmental Subject Matter Experts*

Financials
Departmental Subject Matter Experts*

Departmental Technology Leads*

Internal Service Expertise

Human Resources Subject Matter Experts*

Payroll Subject Matter Experts*

Budget Subject Matter Experts*

Financials Subject Matter Experts*

Technology Leads*

Pamela Harding
Human Resources Functional Lead

Tracey Dang
Payroll Functional Lead

Jim Walsh
Budget Functional Lead

Eric Polzin
Financials Functional Lead

John Anthony
Technology Lead

Larry Layman
Consulting Human Resources and Payroll Lead

Dave Fish
Consulting Budget and Financials Lead

Mike Silverman
Consulting TCO Lead

* Subject Matter Experts and Technology Leads are listed in Appendix B. SMEs - Business Cost Data Providers are listed in the Appendix C.

Figure 5. QBC Project Team

3.   Consulting

The consultant selected for this effort is Dye Management Group, INC. of Bellevue WA. Bill Dye is the president and the consulting manager for this project.

Dye has engaged a sub-contractor, Pacific Technologies, INC. (PTI) of Bellevue WA. Mike Silverman and Dan Borgen, are the company's Co-CEOs. PTI is the lead for the Total Cost Of Technology (TCO) report.

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┌─────────────────────────┐                              ┌──────────────────────┐
│        Bill Dye         │                              │   PTI Consulting     │
│ Budget Business Expert, │──────────────────────────────│   Sub-Contractor     │
│  Consulting Project     │                              │                      │
│       Manager           │                              └──────────────────────┘
└─────────────────────────┘                                        │
        │                                                          │
┌──────────────────┐                              ┌──────────────────────┐
│   Dave Fish      │                              │   Mike Silverman      │
│ Financial Business│──┐                           │   TCO Consultant      │
│   Expert Lead    │  │                           │     Manager           │
└──────────────────┘  │                           └──────────────────────┘
                      │                                        │
┌──────────────────┐  │                           ┌──────────────────────┐
│  Lynn Johnson    │  │                           │     Dan Borgen        │
│ Financial Business│──┤                           │                      │
│    Expert        │  │                           └──────────────────────┘
└──────────────────┘  │
                      │                           ┌──────────────────────┐
┌──────────────────┐  │                           │     Bruce Rehm        │
│  Larry Layman    │  │                           │                      │
│ Payroll/HR Business│─┤                           └──────────────────────┘
│   Expert Lead    │  │
└──────────────────┘  │                           ┌──────────────────────┐
                      │                           │    Dave Robison       │
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│ Cherm Mercer-    │  │                           └──────────────────────┘
│   Gilbert        │──┘
│ Payroll/HR Business│
│   Expert         │
└──────────────────┘
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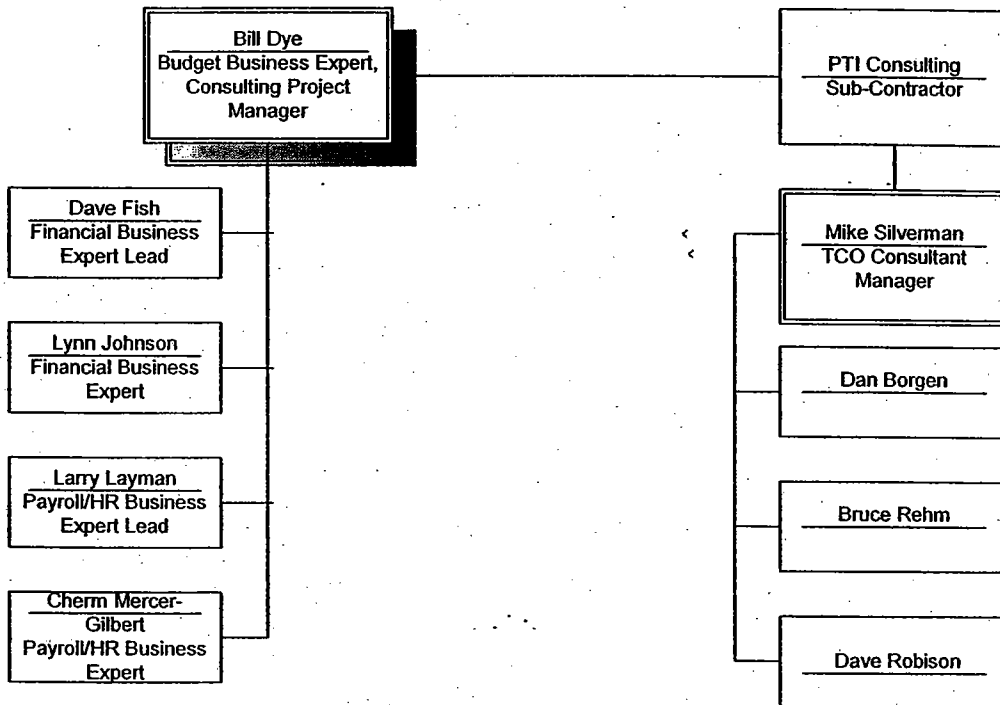
Figure 6. QBC Consulting Organizational Chart

4.   Project Scope

Please see the project scope section in the Attachment E of this document for a complete description of project scope. The purpose of this project is to provide King County with a quantifiable business case which justifies replacing or improving the County's current budget, financials, human resources and payroll operations model and the array of distributed systems and the business practices that support them. The project assesses current business processes and operations models for King County budget, financials, human resources and payroll business area. The project will then develop a recommendation for transformation of the business model following the industry best business practices that would contribute to increased efficiency and effectiveness of King County government. The project will then develop a business case justifying future investments into business model transformation and replacement of the legacy systems. Guidelines for the project are defined in the Vision and Goals statement.

The total cost of information technology (TCO) is one of the project deliverables. The technology components that relate to business areas in the scope will be one of the evaluation criteria for the recommended business operations model.

Major deliverables of the project are:

Information Technology Cost Report

The project will analyze, define, and collect all information technology costs in the county, by agency, and in total. Costs for the four functional areas will be separately identified to provide the base technology costs for evaluating business operations model alternatives.

The Technology Cost Report will include:

✓ County's total costs for IT service allocation and support costs, including applications, system software, telecommunications, hardware, personal productivity tools, and support, as well as service efficiency and current year capital spending on IT.

✓ Level of centralization/decentralization/federation of the four major IT service areas: customer service, system services, business application services, and administration and planning. This information will help the County plan future changes to its service delivery approach. The report will also include measures such as IT operating spending as a percentage of total county operating spending and IT operating spending per citizen – figures that can be used to benchmark the County against similar organizations

✓ Updateable TCO Model. This deliverable consists of an Excel spreadsheet that automatically calculates major TCO components and associated instructions for using the spreadsheet. The Updateable Model will include a user manual with instructions for use and maintenance including description about the data source, tools for collecting the data, and how to enter the data.

Business Operations Model Report

Business Operations Model Assessment

The project will study the current business operation and processes in each of the business areas: budget, financials, human resources and payroll. The assessment will focus on the current processes evaluating the gaps, inefficiencies, and possible improvements. The assessment will identify the cost of performing the current business processes.

Business Operations Model Evaluation

The project will analyze the Assessment results and develop at least three options, including the status quo option, for a new business operating model that is conducive to implementing new financial, payroll, budget, and human resource systems. The options will be developed with efficiency in mind.

The options will be analyzed based on the pre-developed evaluation criteria resulting from the Vision and Goals Statement guiding principles and industry best practices.

Business Operations Model Recommendation

The project will recommend the Business Operational Model that best meets the county's objectives. The recommendation will be based primarily on the County's vision and goals as well as other factors including risks and cost. It will describe a recommended business operations model that transforms business practices countywide and provides for efficient and effective budgeting, financials, payroll and human resources management. The recommended model will be based on industry best practices, can be implemented in the county, and would be supported by available technology.

Quantifiable Business Case Report

The project will analyze both the financial and non-financial aspects of the recommended business operations model over a 10-year time frame, and include traditional financial calculations such as Net Cash Flow and Return on Investment, as well as business impacts, risk management, assumptions, and critical success factors. The Business Case will identify the business need and key performance indicators to justify the recommended transformation of business practices.

The Business Case will include the following components:

✓ **Costs.** Costs will include the initial costs of implementing the recommendations, and the estimated Total Cost of Ownership (TCO) over a 10-year period.

✓ Benefits. Benefits will be based on the results of the Assessment and Recommendation Tasks of the Business Operations Model Phase. The benefits will identify qualitative benefits and quantitative benefits.

✓ **Risks.** The risks associated with the transition will be identified with mitigation measures that can be taken to eliminate, reduce, or manage the risk. The costs of mitigation measures that are quantifiable will be computed.

✓ **Assumptions.** The assumptions used in developing the business case will be documented.

5.   Project Approach

- The QBC project will follow a structured methodology for business model assessment. Existing business process and operations model documentation will be collected and evaluated. The focus groups including subject matter experts (SMEs) from all branches of government will provide the county's business expertise. The consultant brings to the project a solid expertise regarding best business practices, that have been in other governments, to assess and recommend potential improvements. Templates, surveys and interviews will be used to verify the existing model as well as the recommendation.

- The departmental technology leads (TCO Leads) will be coordinating data collection for the total cost of technology.

- The business experts (Functional Leads) indicated in the project organization chart will assist in developing the deliverables that document new policies, practices and procedures. In addition, they will play a key role in validating new business processes.

- Quality assurance (QA) will be structured within project activities with appropriate consulting resources committed to QA tasks.

- Major milestones and deliverables will be reviewed for scope compliance by the Project Lead and Contract Manager.

- Major deliverables will be reviewed by the project functional leads for content, quality and feasibility.

- Major deliverables will be reviewed for acceptance and approval for payment by the Project Sponsors.

- Major deliverables will be presented to Technology Governance for review and input. The Technology Governance will ensure a high level of departmental commitment through each department dedicating Subject Matter Experts and Technology Leads to participate in the project.

- Major deliverables will be reviewed by the project advisory committee for policy discussions and decisions.

6.   Project Budget

The project budget has been established for project 344190 – Financial Business Case Analysis.

The Dec-03 project report, shows the budget of $500,000, and lifetime to date of $70,411.58. An amount of $ 49,461.75 was spent for ITS Billing Study (as directed by Council).

The amount of $429,588 is left for the QBC consulting contract and project work. The consulting contract is for the amount of $427,900.

The project status and transactions reports are available at http://ibisreps.metrokc.gov/.

7.   Project Work Plan

The project is scheduled for completion in June 2004.

A high level project timelines and major deliverables are presented below.

	DEC	JAN	FEB	MAR	APR	MAY	JUN
1.0 Initiate Project							
2.0 Determine Technology Costs							
3.0 Develop Business Operations Model							
4.0 Draft Business Case							
5.0 Present Business Case							

Figure 7. Project Deliverables and Timelines

8.   Project Communication Map

The project is working with approximately 200+ county employees. In order to ensure for timely and quality communication the following communication map has been developed and implemented.
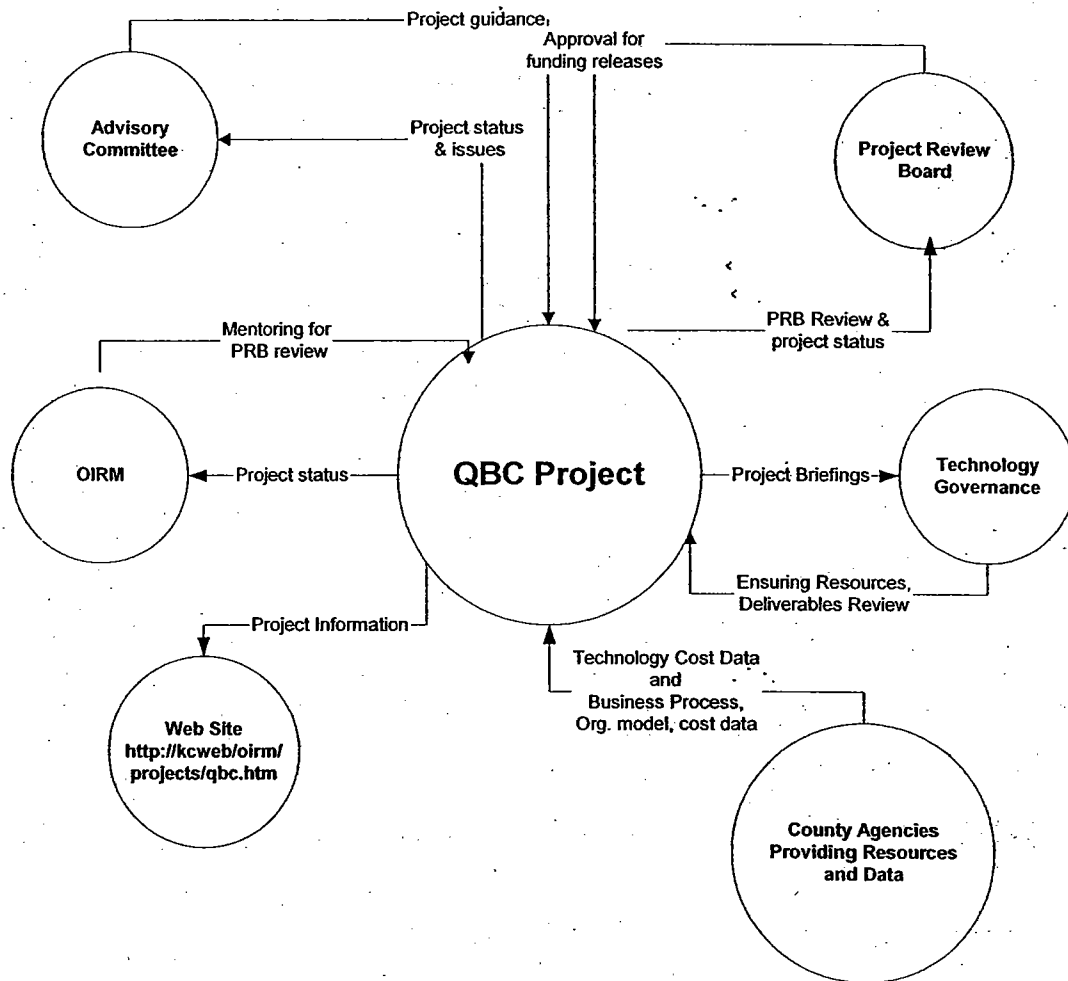
Figure 8. Project Communication Map

9.   Project Charter

The QBC project charter clarifies the responsibilities and authorities of the Project Manager and the project Advisory Committee. Additionally, it describes the escalation process that will be used to obtain decisions on critical items that threaten the project schedule.

9.1   Project Manager

The Project Manager duties are provided by two individuals:

- Project Lead
- Contract Manager

The Project Lead and the Contract Manager act as the Project Manager. All project work is shared and communicated to detail, so each individual could act in each other behalf if needed.

The Project Lead has the following authority with regards to this project:

- Mobilize authorized project resources

- Resolve operational issues in collaboration with the Contract Manager and Consulting Manager

- Escalate selected operational issues and policy issues to the Contract Manager.

The Project Lead has the following responsibilities with regards to this project:

- Serve as a day-to-day contact for the consultants, functional leads, contact coordinator, project sponsors and advisory committee regarding project activities, issues, risks, quality, budget, and team

- Coordinate involvement of required county resources and work with the Resource Coordinator to obtain resources

- Monitor county resource involvement as defined in the scope

- Provide required project resources and logistics

- Review consultant deliverables verifying their compliance with the project scope and acceptance criteria

- Assist in BMC/TMB meetings and quarterly project briefings

- Assure compliance with project plan and standards by the project team

- Coordinate project activities with the Contract Manager

- Coordinate project activities with the Consulting Manger

- Initiate the management escalation process for critical decisions.
- Develop, negotiate, and review project contracts

The Contract Manager has the following authority with regards to this project:

- Approve invoice payment in accordance to deliverable acceptance criteria

- Resolve operational issues in collaboration with the Project Lead and Consulting Manager

- Escalate issues to the Project Sponsors

The Contract Manager has the following responsibilities with regards to this project:

- Coordinates project activities with the Project Lead

- Coordinate project activities with the Project Sponsors

- Assure compliance with project plan and standards by the project team and vendor

- Present and report project status to PRB and various levels of management on a regular basis

- Develop, negotiate, and review project contracts

- Manage activities of the vendor in accordance with contract provisions

- Ensure resolution of operational issues

- Initiate the management escalation process for critical decisions (see below)

- Issues change orders to contract if needed

9.2 Consulting Manager

The Consulting Manager has the following authorities with regards to this project:

- Execute work plan and deliver project deliverables per contract agreement

The Consulting Manager has the following responsibilities with regards to this project:

- Develop achievable project plan to deliver successful results

- Develop work plans (tasks, schedule and resource allocation) for project

- Develop plans for project communications, reporting, risk management and quality management, and define project processes as provided for in the scope of work

- Build strong project team

- Manage and control day-to-day project activities, resources, issues, risks, quality, budget, and team

9.3 Resource Coordinator

- Negotiates resources to dedicate to the project (project lead and functional leads).

9.4 Functional Leads

Functional leads roles and responsibilities are:

- Provide expertise on current business operations model and business processes.

- Provide review of consultant industry best practice recommendations for feasibility and fatal flaws in the county environment.

- Coordinate involvement and participation of subject mater experts.

9.5 Subject Matter Experts

Each agency identified individuals responsible for providing that agency's specific business process and business model information for their financial, budget, human resource and payroll functions.

Subject matter experts' roles are:

- Provide expertise in functional components of each business area.

- Provide input and validate results of the business operations model project components.

Business Managers for the four business areas, along with SMEs, participate in providing and coordinating the business cost data collection, as well as a higher-level business expertise for input and review as necessary.

The subject matter experts coordinate for alternate resources, if necessary, to ensure their organization's participation.

9.6   Technology Leads

Each agency identified a single individual responsible for providing that agency's IT cost information. This person may, in turn, have to coordinate with other individuals in the agency to gather the necessary data.

The technology lead's responsibility is to serve as the agency focal point for collecting and validating the requested technology data and provide a follow-up information as necessary.

9.7   Project Sponsors

The Project Sponsors have the following authority with regards to this project:

- Provide leadership and advocacy for the project
- Direct Project Lead and Contract Manager in carrying out project management for this effort

The Project Sponsors have the following responsibilities with regards to this project:

- Provide rapid turnaround of decisions that are critical to project progress as defined in the following escalation management process.
- Provide review of draft project deliverables and provide feedback
- Review major work products at key milestones
- Monitor project status reports and communicate to Advisory Committee and county leadership on a regular basis
- Communicate support for the project to county stakeholders
- Mobilize project resources

9.8 Business Management Council and Technology Management Board

The Business Management Council (BMC) and Technology Management Board (TMB) are essential in ensuring a county-wide project participation by providing the business and technology expertise from their organizations to provide input to the project and review project deliverables.

9.9 Advisory Committee

The Advisory Committee has the following authority with regards to this project:

- In instances where the Advisory Committee Member is not in position to endorse and support the Advisory Committee or the Program's recommendation, action or decision, the Member has an authority to take an exception. The Member will submit to Project Sponsors, in writing, a rationale for their agency position with a clear description of business impact that particular item would impose to their agency or the county. The Project Sponsors will take an action, via Action Plan, as described in the "Issue Resolution within the Advisory Committee" in Section 9.11 of this document.

The Advisory Committee has the following responsibilities with regards to this project:

- Ensure that the perspectives and understanding of different stakeholders are factored into policy level discussions and decisions
- Provide advice and input on cross agency project roadblocks relating to policy issues
- Provide review of draft project deliverables and provide feedback
- Monitor project status reports and communicate to their leadership on a regular basis
- Help support a county-wide vision and goals for business process improvements as adopted in Vision and Goals statement.

9.10 QBC Escalation Management Process

When decisions about risks and issues of a critical nature threaten the project due date, quality, or support, the project management will initiate the escalation management process. The process involves the following steps:

Timeline*	Responsibility	Step Activity
Day 1	Any team member	Critical problems identified.
Day 1	Project Team	Verify problem, quantify, and assess degree of threat to schedule.
Day 1	Project Team	Analyze problem, develop several possible solutions, determine time window when decision is required.
Day 2	Consulting Manager or Project Lead	Develop decision document that • summarizes the problem, • describes the desired end result, • describes 2 or more solutions, (with advantages and disadvantages of each) • summarizes the recommended solution.
Day 2	Contract Manager	Notify Project Sponsors that decision is required by a specific due date – distribute decision document.
Day 4	Project Sponsors	Determine method for reaching decision, decide & communicate. Or notify Advisory Committee that decision is required by a specific due date – distribute decision document.
Day 5 (by noon)	Contract Manager	If no decision by due date – communicate to team and Advisory Committee that the recommended (default) solution will be implemented so that the project may proceed.

*The timeline is expressed in Monday through Friday working days for the Advisory Committee.

9.11 Issue Resolution within Advisory Committee

Issues brought up by the Advisory Committee Members which cannot be promptly resolved, will be logged in the Program Issue Log, along with an Action Plan to be prepared by the Project Sponsors. The Action Plan will be discussed within the Committee, and agreed upon. Where issues cannot be resolved within the Advisory Committee, the Advisory Committee Member(s) have an option of requesting the Project Sponsors to present the issue to the Executive Sponsor for his consideration/resolution.

It will be the responsibility of the Project Sponsors to provide timely updates to the members regarding the status and/or resolution of issues. These updates will occur during scheduled Advisory Committee meetings or through Inter Office Memorandum.

It will be the responsibility of each member in the Advisory Committee to document and present an Issue Report to the Project Sponsors. The Issue Report should contain at a minimum the following:

- Description of the issue and desired outcome expected
- Business or financial impact if issue is not resolved accordingly

The Project Sponsors will review the issue submitted by the Advisory Committee member and determine a course of action to be taken (via an Action Plan).

11923

10. Appendices

Appendix A: List of BMC and TMB Members

Appendix B: List of Subject Matter Experts and Technology Leads

Appendix C: List of Business Managers and SMEs for Business Cost Data

Appendix D: Project Support

Appendix E: Project Scope

Appendix F: Reference Materials

APPENDIX A: List of BMC and TMB Members

Agency	Business Management Council	BMC cc	Technology Management Board	TMB cc
Chairs	**David Martinez, CIO**		**David Martinez, CIO**	
Adult Detention	TBD	Tim Longley, Elizabeth Watkins	Tim Longley	
Assessor	Rich Medved		Hoang Nguyen	
Budget	Debora Gay	Steve Call, Sheila Roehm	Jim Walsh	
Community & Human Services	Randy Inouye	Ellie McKinley	Teri Bednarski, Jean Dars	Randy Inouye, Barbara Solomon
Council	Paul Gaskill	Mike Alvine, David Randall	Paul Gaskill	Mike Alvine, David Randall
Development & Environmental Svcs	Michael Frawley		Larry Faucher	
District Court	Tricia Crozier		Cathy Grindle	
Executive		Rod Brandon, Calvin Hoggard		
Dept. of Executive Services	Caroline Whalen	John Anthony, Connie Griffith, Kevin Kearns, Rosa Orams, Ruben Rivera, Karleen Sakumoto, Paul Tanaka, Jim Buck	Kevin Kearns	John Anthony, Rita Howar Marsha Knight, Samuel Cardenas
Judicial Administration	Teresa Bailey	Barbara Miner, Staci Henderson, Angelina Jimeno	Joe Shuster	Bill Bachmann, Peggy Ridgeway
Natural Resources	Gary Hocking	Cathy Ortiz, Kathleen Shannon	Gary Hocking	Nancy Bergstrom
Prosecuting Attorney	David Ryan	Marcine Anderson	Fred Flickinger	Marcine Anderson, David Ryan
Public Health	Kathy Uhlorn	Kristle, Sanchez	Patty Schwendeman	Brent Veenstra
Sheriff's Office	Pat Lee	Amelia Gonzales	Charlotte Dazell	
Superior Court	Paul Sherfey		Betty Hopper	
Transportation	Mary Peterson	Pam Abbey-Bowman, Rommel Buenafe	Greg Scharrer, Peggy Will	Charlene Sellhast, Romme Buenafe
Office of Information & Resource Mgmt		Dick Arnston, Tilli Buchanan, Trever Esko, Kevin Fung, Sharon Glein, Amy Hughes, Jim Keller, Gary Lemenager, Lynn Mazer, Greg Padden, Dana Spencer, Evelyn Wise		Tilli Buchanan, Trever Esk Sharon Glein, Jim Keller, Gary Lemenager, Dana Spencer, Evelyn Wise

APPENDIX B: List of Subject Matter Experts and Technology Leads

Subject Matter Experts

Organization	Business Area	SME
Budget Office	Budget	Jim Walsh
	Budget	Helene Ellickson
	Budget	Jim Record
DAJD	HR	Kerry Delaney
	Payroll	David Pierce
	Financials	Pat Presson
	Financials	David Pierce
	Financials	Linda Ip
	Budget	Mike West
DCHS	HR	Irma Van Buskirk
	Payroll	Irma Van Buskirk
	Financials	Randy Inouye
	Budget	Randy Inouye
DDES	HR	Kathy Graves
	Payroll	Kathy Graves
	Financials	Dana Ritter
	Budget	Jim Schaber
DJA	HR	Joy Fernandes
	HR	Teresa Bailey
	Payroll	Joy Fernandes
	Financials	Joy Fernandes
	Budget	Teresa Bailey
	Technology	Joy Fernandes
DNRP/ WLRD	Payroll	Diane Schneider
	Financials	Diane Schneider
	Financials	John Allen
	Financials	Sheri Coen
	Budget	John Allen
	Technology	Jill Hall
DNRP/Parks	N/A	
DNRP/Solid Waste	Financials	Ken Wong
DNRP/WTD	Financials	Steve Tull
DOA	HR	Rich Medved
	HR	Joni Shirer
	Payroll	Gail Sjodin
	Financials	Rich Medved
	Budget	Rich Medved

Organization	Business Area	SME
DOA *(continued)*	Technology	Rich Medved
	Technology	Shirer/Sjodin
DOT/Roads	HR	Melinda Dickie
	Payroll	Sharon Cooper
	Financials	Judy McKinley
	Budget	Greg Scharrer
	Budget	Jay Osborne (CIP)
DOT/Transit	HR	Lorraine Patterson
	HR	Jill Krecklow
	Financials	Lorraine Patterson
	Financials	Jill Krecklow
	Budget	Lorraine Patterson
	Budget	Jill Krecklow
DOT/Fleet		
DOT/Airport		
DES/FMD	HR	Carol Coghlan
	Payroll	Carolyn Mock
	Payroll	Victoria Leland
	Payroll	Carol Coghlan
	Financials	David Preugschat
	Financials	Kathy Murata-Smith
	Financials	Kathy Brown
	Financials	Jim Burt (CIP)
	Financials	Joyce Stahn
	Financials	Victoria Leland
	Financials	Kathy Murata-Smith
	Budget	David Preugschat (Op Budget)
	Budget	Jim Burt (CIP)
	Budget	David Preugschat
	Budget	Carolyn Mock
DES/FBOD	HR	Karla Starr
	HR	Lai-Ping Kimura
	HR	Lynn Constantine
	HR	Dan Hughes
	HR	James Clopton
	HR	Gail Morris
	HR	David Putnam
	HR	Sharon Thompson
	HR	Sharon Brown
	HR	Bruce Yeatts
	HR	Dorothy Kiest
	HR	Moneca Allen
	HR	David Putnam

Organization	Business Area	SME
DES/FBOD*(continued)*	HR	Kathleen Rost-Petersen
	Payroll	Cindy C-Wilson
	Payroll	Vijay Yegalapati
	Payroll	Vatsala Gopaul
	Financials	Eric Polzin with Loren Burt; Janet Zimmerman
	Financials	Linda Machno/Roy Dodman
	Financials	Mike Bacnis
	Financials	Connie Griffith/Pat Presson
	Financials	Lois Watt
	Financials	Don Robinson
	Financials	Connie Hughes
	Financials	Scott Matheson/Nigel Lewis
	Financials	George Olson
	Budget	Ken Guy/Phil Sanders
	Technology	Donna Layne, Tim Hansen
	Technology	Keith Kilimann (ITS)
	Technology	Manny Cristobal
	Technology	Vatsala Gopaul
	Technology	Joe Lovett
	Benefits Admin.	Cindy Lee
DES/HRD	HR	Kerry Schaefer, Ron Weigelt
	HR	Pamela Harding, Kerry Delaney
	HR	David Gooden, Wes Moore
	HR	David Gooden
	HR	Kerry Schaefer, Lorraine Patterson
	HR	Sherry Chaney, Kathy Coronetz
	HR	Maria Batayola, Wes Moore
	HR	Tim Drangsholt, Kerry Delaney
	HR	Sherry Chaney, Ron Weigelt
DES/ITS	HR	Christine Chou/Chris Ynzunza
	HR	Teresa Dent
	Payroll	Dory Isip
	Financials	Helen Harris
	Financials	Maria Masunaga
	Financials	Ana Ma-Lee
	Financials	Maria Masunaga
	Financials	Christine Chou
	Budget	Christine Chou
	Technology	Donna Lane, Ernie Jones, Tim Hansen,
	Technology	Larry Johnson, Brian Nguyen
	Technology	Ernie Jones
	Technology	Duc Nguyen, Norm Smith, Jeff Lai
	Technology	RDS: Marc Bermudez
DES/ORM	HR	Hanh Mai

Organization	Business Area	SME
DES/ORM *(continued)*	HR	Jennifer Nelson
	HR	Dan Fleming
	Payroll	Joan Fish
	Financials	Hanh Mai
	Financials	Joan Fish
	Budget	Hanh Mai
	Technology	Hanh Mai
DES/REALS	HR	Sean Bouffiou
	HR	Terry Denend
	Payroll	Sean Bouffiou
	Payroll	Terry Denend
	Financials	Sean Bouffiou
	Financials	Terry Denend
	Budget	Sean Bouffiou
KCC	HR	Dianne Caffiere
	HR	Ellen Petre
	Payroll	Dianne Caffiere
	Financials	Ellen Petre
	Financials	Frances Bobadilla
	Budget	Ellen Petre
	Technology	Paul Gaskill
KCDC	HR	Karen Tall
	Payroll	Donna Brunner
	Budget	Donna Brunner
	Technology	Cathy Grindle
KCSC	HR	Steve Davis
	HR	Minerva Villarreal
	HR	Teresa Martinez
	HR	Payroll Control
	HR	Gertrude Fuentes
	HR	Kathryn Schipper
	HR	Minerva Villarreal
	Payroll	Steve Davis
	Financials	Steve Davis
	Budget	Steve Davis
KCSO	HR	Marilyn Rhodes
	HR	Bill Wilson
	HR	Ralph Cady
	HR	Lisa Watson
	HR	Scott Sterland/Mike Pendrak
	Payroll	Marilyn Rhodes/Cynthia Wilson
	Financials	Marilyn Rhodes
	Financials	Cheri Allan

Organization	Business Area	SME
KCSO *(continued)*	Financials	Pat Raftis
	Budget	Bill Wilson
	Budget	Jason King
	Technology	Marilyn Rhodes
	Technology	Jason King
OIRM	HR	Dana Spencer
	Payroll	Dana Spencer
	Financials	Dana Spencer
	Budget	Dana Spencer
	Technology	Dana Spencer
PAO	HR	Becky Gifford
	HR	Heidi Parkington
	Payroll	Becky Gifford
	Payroll	Manh Nguyen
	Financials	Mark Buening
	Budget	Mark Buening
	Technology	Mark Buening
	Technology	Manh Nguyen
Public Health	HR	Ron Weigelt
	Payroll	Kathy Skrinski
	Financials	Melissa Patterson
	Financials	Marjory Mathews -Hellman
	Budget	Kathy Uhlorn
	Technology	Kathy Uhlorn

Technology Leads

Report No.	Agency - Separate Elected	Technology Lead
1	Assessments	Hoang Nguyen
2	Council	Paul Gaskil
3	District Court	Cathy Grindle
4	Prosecuting Attorney	David Ryan
5	Sheriff	Charlotte Dazelt
6	Superior Court	Kevin Daggett/Betty Hopper
	Agency - Executive	
7	Budget Office	Jim Walsh
	Office of the Executive	Anne Bruskland via Pam Cole, Lorrie McKay
	Business Relations and Economic Development	Anne Bruskland
	OIRM	Anne Bruskland via Dana Spencer
8	Adult and Juvenile Detention	Tim Longley
9	Community and Human Services	Randy Inouye/Wes Hikida
10	DDES	Michael Pahl
11	DJA (Judicial Administration)	Joe Shuster
12	DNRP	Gary Hocking
13, 14	DOT	Greg Scharrer
15	Public Health	Patty Schwendeman
16	DES/FBOD	Craig Soper
17	DES/HR	Samuel Cardenas
18	DES/ITS	John Anthony
19	DES/FMD	Dave Preugchat (Anne Bruskland)
	DES/REALS	Sean Bouffiou (Anne Bruskland)
	CAO Administration	Anne Bruskland
	Office Of Risk Management	Anne Bruskland
	Office of Emergency Management	Anne Bruskland
	Office of Civil Rights	Anne Bruskland

APPENDIX C. Subject Matter Experts – Business Cost Data Providers

Business Cost Orientation
Key- Olympic, 2-3 pm
March 3, 2004

No	Agency - Separate Elected	Sign-in	Contact	Phone
1	Assessor		Rich Medved	296-5113
2	Council		Ellen Petre	
	Prosecuting Attorney	Mark Buening		296-9705
4	Superior Court		Linda K. Ridge	205-2582
	District Court	Peggy Bednared		296-3596
	Sheriff	Charlotte Dazell		205-7918
	Agency - Executive			
	Budget Office	Jim Walsh		296-3424
	Office of the Executive	Anne Bruskland		
7	Business Relations and Economic Development	Anne Bruskland		
	OIRM	Gary Lemenager		263-4811
8	Community and Human Services	Randy Inouye		296-5208
9	Adult and Juvenile Detention		TBD	
10	Judicial Administration	Joy Fernandes		205-8324
11	Development and Environmental Services	Jim Schaber		296-6684
12	Public Health	Janine Weihe		296-4779
13	Natural Resource & Parks	John Bodia – Director Steve Oien – WLRD Greg Babinski – GIS		205-0943 296-8639 263-3753
14	Transportation	Greg Scharrer		296-8746
15	Roads and Transit			
16 17 18 19	Executive Services HRD ITS FMD REALS CAO ORM OEM OCR	Pamela Harding – HRD Larry Wright – FMD Anne Bruskland	Craig Soper -FBOD	205-6280 684-1078 296-0652 296-3814

APPENDIX D.Project Support

The project is supported by OIRM and DES/FBOD resources, as follows:

- Consultant space and logistics are provided by DES/FBOD.

- LAN Administration: Brian Bothomley, LAN Administrator, DES/FBOD

- Project Assistant: Lorrie Wood, OIRM

- Budget Administration: Craig Soper, DES/FBOD

APPENDIX E. Project Scope

The Project Scope document is available at: **http://kcweb/oirm/projects/qbc.htm**

APPENDIX F. Reference Material

- Vision and Goals Statement, April 18, 2003, available at
  http://kcweb/oirm/projects/qbc.htm

- Roadblocks Identification and Resolution Plan, available at:
  http://kcweb/oirm/projects/qbc.htm

- PIP Program Charter, available at: http://financweb/payben/payben.htm
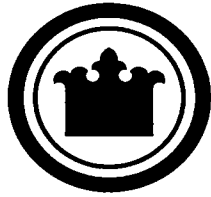
King County

Finance and Business Operations Division (FBOD) Payroll Initiatives Projects

(PIP)
Project Charter

March 2004

Introduction

As part of the 2004 budget process, the Finance and Business Operations Division (FBOD) requested one-time Transition Funding for two major projects that will have an impact on the overall payroll business processes in King County. These two projects were approved for funding by the King County Council as two separate projects: MSA Standardization Work Program Project and the Payroll Improvement Project.

The objectives of the MSA Standardization Work Program Project are to determine exactly how departments are currently using the MSA semi-monthly (5th and 20th of the month) payroll system in order to develop recommendations on how the (1) business processes and (2) data elements can be standardized in a way to make the use of MSA data easier and more reliable.

The Payroll Improvement Project is intended to capitalize on the work done by the Human Resource Unification Project (HRUP), the Quantifiable Business Case for Recommended Business Operations Model for King County Enterprise Financial, Human Resources, and Budget Management Project (QBC) being conducted right now, and the MSA Standardization Work Program Project. This project will take an in-depth look at payroll business processes throughout the County. It will develop recommendations and implementation plans for those recommendations on how to simplify or enhance the payroll business processes to better meet the County's evolving needs, close gaps in payroll practices, and better position the County for the eventual transition to a single HR/payroll system.

The staffing and resources approved for these two separate projects are being merged into one effort within FBOD. The project objectives described above will be accomplished through a consolidated work program. This move:
- Ensures coordination of all improvements planned for one or both HR/payroll systems;
- Simplifies the organizational structure for providing oversight and guidance to this effort; and
- Provides FBOD a clear focal point for assessing how the current HR/payroll systems are working now in order (1) to improve current operations and (2) to be prepared for future direction to begin migration to single HR/payroll system countywide.

Hereafter, these projects will be collectively referred to as the **Payroll Initiatives Projects (PIP).**

This charter document describes the project organization, at both the project team and leadership levels; project scope and work program; project budget; the roles and responsibilities of key project actors; and the communications plan to ensure key stakeholders are appropriately informed and involved in the PIP effort.

Project Organization

The PIP organizational structure takes advantage of leadership groups that already are in existence. The roles and responsibilities of each group are described in more detail below under Roles and Responsibilities.

QBC Advisory Committee: The QBC Advisory Committee was established to serve as a single oversight group for the QBC Program. Comprised of representatives from the Executive departments as well as other elected officials, this group provides advice and input on the recommendations related to the moving King County forward towards implementing a single financial, budget, HR, and payroll system. The QBC Advisory Committee will have a limited but critical role in reviewing PIP project deliverables that potentially impact the broader QBC effort. This role responds to concerns raised by the County Council that there be common oversight of both QBC and PIP in the form of a single leadership group to ensure alignment between the two efforts.

PIP Steering Committee: The Department of Executive Services (DES) Director is a member of the QBC Advisory Committee and the sponsor for both the QBC and PIP efforts. The DES Director already meets weekly with the Division Directors for the Information and Telecommunications Services (ITS) Division, the Human Resources Division (HRD), and FBOD. This group will serve as the PIP Steering Committee providing ongoing policy guidance to this operational project. All three Divisions have a stake in PIP. Central payroll operations is located in FBOD, HR policies that impact pay as well as the Human Resources Unification Project (HRUP) are under the leadership of HRD, and the programmers for the MSA (semi-monthly) payroll system that is the focus of this project are located in ITS.

PIP Technical Committee (Business and IT): The Human Resources Information Management Board (HRIMB) is a product of HRUP. It is responsible for prioritizing HR-related information and systems changes and for identifying resources to accomplish approved work in the most logical and efficient manner possible. HRIMB is accountable to the group above that will serve as the PIP Steering Committee. HRIMB is chaired by the FBOD Payroll Systems and Operations (PSO) Section Manager and includes representatives from the three DES divisions represented on the Steering Committee, as well as key line departments.

PIP Project Team: The PIP Project Team is comprised of nine staff, 2 full-time equivalent (FTE) positions and 7 term-limited temporary (TLT) positions. This mix of staff (1) allows for a concerted project effort in 2004-05 to address known problems with the current data and processes and (2) ensures that ongoing staff resources will maintain the improvements implemented by the project. Efforts are under way to assemble the Project Team.

The organizational structure for PIP is described in Figures 1 and 2 below.

Figure. 1

```
┌────────────────────────────────────────┐
│        PIP Steering Committee          │
│             DES Director               │
│          DES Division Directors        │
│             FBOD, HRD, ITS             │
└────────────────────────────────────────┘
                    │
┌────────────────────────────────────────┐
│   PIP Technical Committee(Business and IT) │
│  Human Resources Information Management Board │
│               (HRIMB*)                 │
└────────────────────────────────────────┘
                    │
┌────────────────────────────────────────┐
│            PIP Project Team            │
│         (see Project Team Detail)      │
└────────────────────────────────────────┘
```
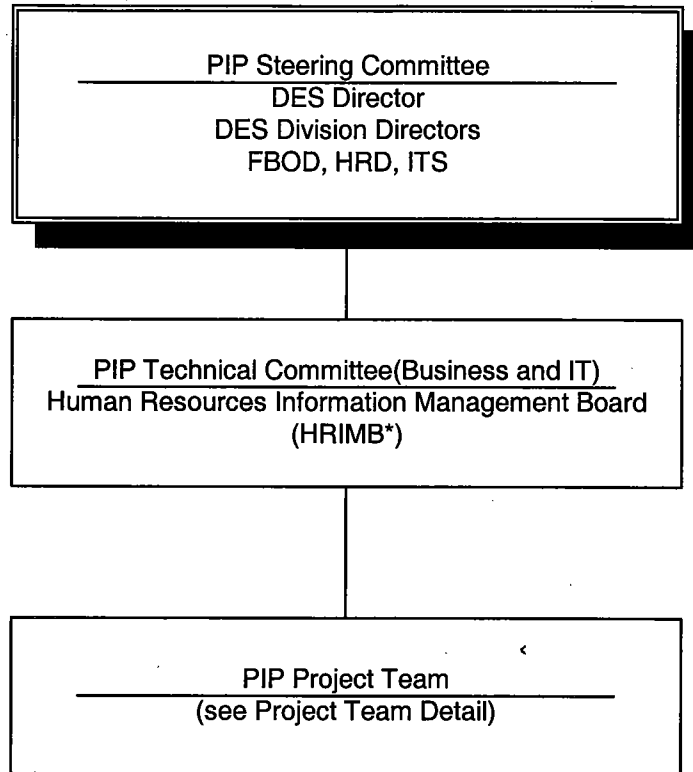
* For HRIMB members please see Appendix A

Project Organization Chart

Figure 2.

```
                              ┌─────────────────────┐
                              │  Project Manager    │
                              │  Special Project    │
                              │  Manager II - TLT   │
                              └─────────────────────┘
                                         │
┌──────────────────┐                     │          ┌──────────────────┐
│ Program/Project  │                     │          │  Admin. Spec. IV │
│   Manager IV     │─────────────────────┼──────────│       TLT        │
│      TLT         │                     │          └──────────────────┘
└──────────────────┘                     │
                                         │          ┌──────────────────┐
                                         │          │  Communication   │
                                         │          │  Specialist II   │
                                         ├──────────│       TLT        │
                                         │          └──────────────────┘
                                         │
     ┌───────────┬───────────────┬───────┴───────┬───────────────┬───────────────┐
┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│Program/Project*│ │Functional   │ │  ISA III *   │ │Program/Project│ │Program/Project│
│  Manager III   │ │Analyst III  │ │              │ │  Manager III  │ │  Manager III  │
│   FTE, HRD     │ │ FTE, FBOD   │ │  TLT, ITS    │ │     TLT       │ │     TLT       │
└──────────────┘ └──────────────┘ └──────────────┘ └──────────────┘ └──────────────┘
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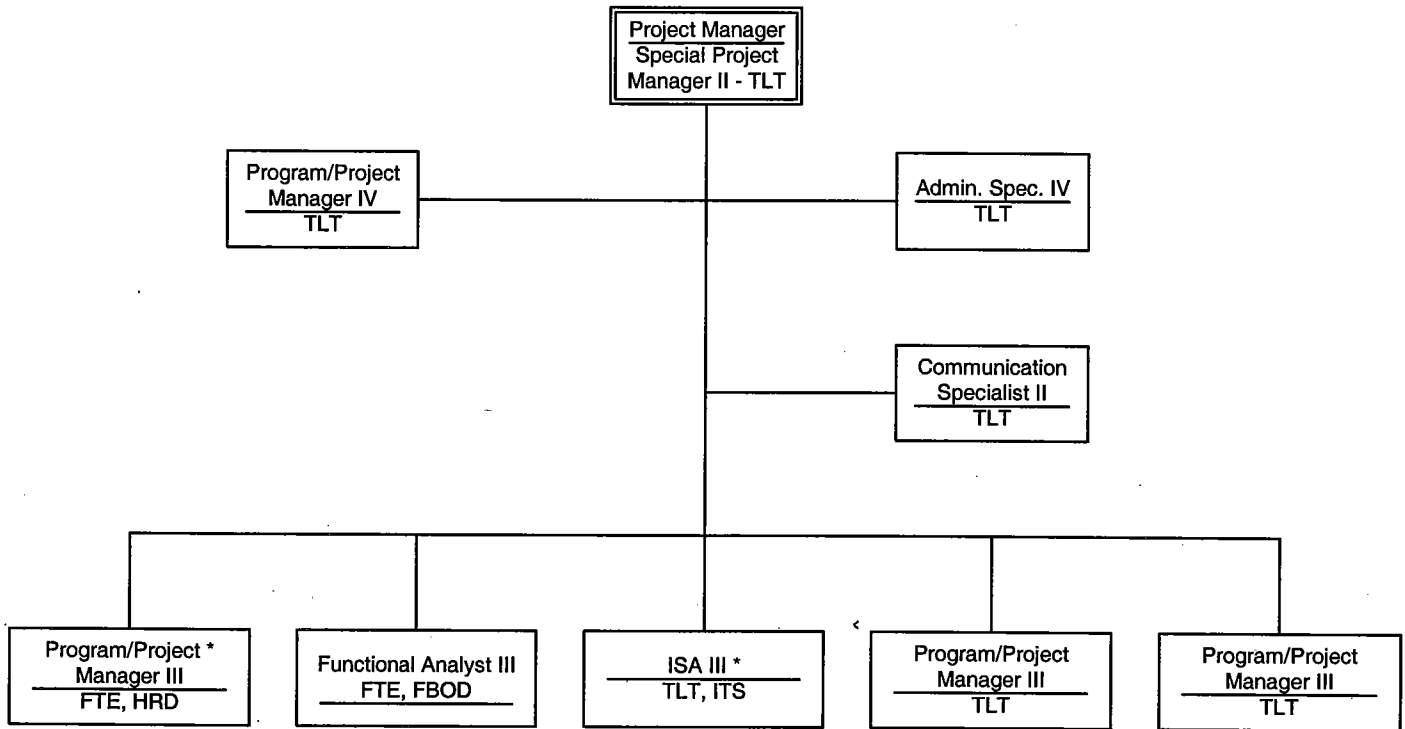
* Matrixed Position

PIP Project Team Detail

5

Project Scope

The goal of PIP is to document current processes, identify and prioritize needed improvements, and implement corrections in the data and in the current payroll process to improve consistency and accuracy and to position the county for eventual migration to a single HR/payroll system.

PIP is a functional project. In consultation with the CIO, it was determined that PIP did not fall under the established OIRM governance process. It was recognized, however, that OIRM tools for project management, such as a charter document and standard reports, would be utilized throughout the project and that OIRM will provide advice on how to facilitate the project providing status reports to various governance groups as appropriate. Additionally, the QBC Advisory Committee will receive status reports and will have a role in reviewing project proposals to ensure alignment with the recommended Business Operations Model for the County (see QBC Advisory Committee above).

The work program and deliverables for PIP are described below.

I. Provide Pre-Requisite Resource Documents

- MSA Data Dictionary
- MSA Users Guide
- The Data Dictionary, to be completed by the end of the first quarter 2004, will contain a detailed description of each field in the MSA HR/Payroll system used by the County. It will define the field, its length, value requirements and characteristics, and provide value selections where fixed values are defined. This Dictionary will provide the system template that will be used when investigating how the department/agencies use MSA.
- The MSA User's Guide provides instructions to the department/agency users on how to properly prepare data input documents. An update of the HR section of this document, last updated in 1978, was completed at the end of 2003. The Payroll section update is part of this project proposal. This User's Guide will provide a basic training tool for use by the project staff and an ongoing resource for the department/agency user.

II. Set Up Project

- Make appropriate arrangements for physical support – work locations, furniture, phones, computers, etc.
- Hire primary project leadership for both Payroll Initiatives
- Develop an integrated project plan and set of data collection/tracking tools for use by the project's staff
- Identify desired skill sets, write job descriptions and work through HR to hire balance of project staff

Create Steering Committee, establish relationships with QBC Advisory Committee, HR Cabinet, HR Information Management Board, MSA and Peoplesoft Forums, HR Community Forum

III. Develop Communications Plan

This stage involves:

- Developing a communications approach.

- Develop/acquire communication tools.

- Develop/implement a communications plan.

IV. Conduct Research

This is where the preliminary research is done to enable data clean-up and payroll process standardization/improvement. It will involve:

- Research how the departments currently use each field in MSA.

- Do comparison audits between what the Data Dictionary defines for a field and what is actually in the system.

- Interview all department/agency users to determine:
  - o What they understand about each field's use,
  - o What guidelines/instructions they have/use to make decisions about each field,
  - o What guidelines/instructions/past practice they have/use to accomplish specific types of data changes.

- Document all identified differences, all guidelines/instructions/past practice used in the department/agencies to accomplish entry of employee data entry in MSA.

- Provide informal training on proper use of fields as opportunities arise.

V. Data Clean-Up

Data clean up will primarily involve:

- Development of criteria to evaluate and prioritize data problems to be addressed. These criteria will address the issues and proposals for correction that need to be elevated to the Steering Committee and possibly the QBC Advisory Committee

- Identification and elimination of "data dirt" exposed during the Conduct Research stage; "data dirt" refers to values that are identified as completely invalid, not improperly used. For example, in the Benefits Code field a value of '*' exists; '*' isn't a valid value so it is eliminated.

- Reconciliation of the remaining – improperly used – data; this will involve interaction with the department/agencies to determine what really should be in the field for the employee.

- Development of policies and procedures to address consequences of correcting data, which may include under or over payment, communications with ELPC, departments, and labor in addition to the identified communities of interest already identified in the communications plan

VI. Develop Recommendations, Solicit Feedback

This stage runs concurrently with the Data Clean-Up stage. Its focus is on the payroll processes used to populate data in both payroll systems, with particular emphasis on MSA. This step will use the documentation produced out of the Conduct Research stage. Steps in this stage are:

- Analyze documented Payroll processes in place today in the department/agencies and identify:

  o Similarities between department/agencies,
  o Differences between department/agencies, and sources where possible,
  o Differences between department/agencies and published Finance processes,
  o Issues impeding the successful execution of department/agency payroll processes.

- Identify ways in which the payroll processes can be standardized and/or improved between and within the systems.

- Develop and document business cases for proposed payroll process improvements/standardization, both technical and functional. Business cases will include, but will not be limited to:

  o Priority designations
  o Timelines
  o Training Plans
  o Communication Plans
  o Tools
  o Success measurement
  o Audit structures

- Develop proposed policies as needed.

- Recommend the integration of Payroll change management into a single entity; one suggestion is to integrate them into the existing HR Information Systems Management Board.

- Solicit stakeholder feedback from all department/agencies on fully prepared business cases; make changes as necessary.

VII. Obtain Approvals

This stage will provide to the appropriate authorities for consideration and approval, the following:

- Fully developed payroll process improvement/standardization proposals in the form of business cases

- Proposed new and/or changed payroll policy

VIII. Implementation

This stage will include the implementation of the approved business cases and policies described in the preceding stages. It will also include:

- A fully developed audit structure to ensure:

  o Data is being kept clean
  o New/changed payroll processes are being used/followed

- On-going training programs.

- A fully implemented change management process.

Project Approach

- The PIP will follow the structured methodology for business process improvement assessment. Documents will be produced that describe how data fields and payroll processes in MSA should be occurring. Subject matter experts in payroll and HR will be asked to participate in focus groups to collect Information regarding how these data fields and processes are actually occurring in the departments. Templates, surveys, and interviews will be developed and conducted to confirm at a granular level the extent of inconsistencies and problems.

- The HRIMB will assist in coordinating data collection, proposing priorities, and reviewing draft products and recommendations.

- Major milestones and deliverables will be reviewed for scope compliance by the Project Manager, the PSO Section Manager, and FBOD Division Director.

- Major deliverables will be presented to the PIP Steering Committee.

- The DES Director will determine what draft deliverables should be forwarded to the QBC Advisory Committee for review and comment.

- The key criterion for QBC Advisory Committee involvement is whether proposed PIP business process changes have potential impacts on future business process improvements that are part of the Recommended Business Operations Model for the County. Issues that will be considered are the organization of payroll staff; any moves to make the payroll process for MSA and PeopleSoft more consistent; the timing or sequencing of improvements and how that is aligned with larger plans to transform the County to a single financial, budget, HR, and payroll system.

- The CIO will advise the DES Director of the need to provide status reports or opportunities for review and comment to any technology governance groups. The purpose of these status reports and reviews is to ensure a high level of department understanding and commitment to the improvements proposed through PIP.

Budget

The MSA Standardization and Payroll Improvement Projects have been established within the operating budget of the Finance and Business Operations Division, Cost Center 6844 (MSA Standardization) and Cost Center 6845 (Payroll Improvement Project).

The adopted 2004 budget for Cost Center 6844 is $348,915 and includes funding for 4 TLT FTEs. The adopted 2004 budget for Cost Center 6845 is $777,702 and includes funding for 1 FTE and 4 TLT FTEs.

The budget for the two sub-projects is comprised of the following components:

MSA STANDARDIZATION

51110 REGULAR SALARIED EMPLOYEE	$250,822
51315 FLEX BENEFIT COMBINED CHG	45,656
51320 O A S I / FICA	19,189
51330 RETIREMENT	3,441
51340 INDUSTRIAL INSURANCE	1,736
51000 Salaries & Wages	**$320,844**
52110 OFFICE SUPPLIES	$1,400
52212 EDP SUPPLIES	10,500
52000 Supplies	**$11,900**
53127 CONSULTING IT SERVICES	$10,000
53000 Services & Other Charges	**$10,000**
59899 CONTINGENCY RESERVE	$6,171
59000 Extraordinary Expenses	**$6,171**
Total Expenditures Budget	**$348,915**
FTE, Term-Limited	**4.00**

PAYROLL IMPROVEMENT PROJECT

51110 REGULAR SALARIED EMPLOYEE	$294,418
51315 FLEX BENEFIT COMBINED CHG	57,070
51320 O A S I / FICA	22,523
51330 RETIREMENT	4,040
51340 INDUSTRIAL INSURANCE	2,170
51000 Salaries & Wages	**$380,221**
52110 OFFICE SUPPLIES	$600
52180 OTHR MINOR OFFICE FURN/EQ	10,000
52212 EDP SUPPLIES	3,900
52000 Supplies	**$14,500**
59899 CONTINGENCY RESERVE	$382,981
59000 Extraordinary Expenses	**$382,981**
Total Expenditures Budget	**$777,702**
FTE, Regular	**1.00**
FTE, Term-Limited	**4.00**

Funding sources for the projects are CX transition funds ($540,726) and all other County funds through the Finance Internal Services Fund rate allocation ($576,843).

Roles and Responsibilities

Project Manager

The Project Manager has the following authority with regard to PIP:
- Hire project staff
- Resolve operational issues
- Escalate selected operational and policy issues to the PSO Manager

The Project Manager has the following responsibilities with regard to PIP:
- Serve as day-to-day contact for functional leads, project sponsors and advisory committee regarding project activities, issues, risks, quality, budget, and team
- Develop achievable project plan to deliver successful results
- Develop work plans (tasks, schedule and resource allocation) for project
- Develop plans for project communications, reporting, risk management and quality management, and define project processes as provided for in the scope of work
- Build a strong project team
- Manage and control day-to-day project activities, resources, issues, risks, quality, budget and team
- Coordinate involvement of required county resources
- Coordinate project activities with the PSO Manager and Project Sponsors
- Review deliverables verifying their compliance with the project scope and acceptance criteria
- Present and report project status to HRIMB, PIP Steering Committee, QBC Advisory Committee and OIRM
- Review and recommend for approval invoice payments in accordance with deliverable acceptance criteria
- Initiate the management escalation process for critical decisions

PSO Manager

The Payroll Systems & Operations (PSO) Manager has the following authority with regard to PIP:

- Mobilize authorized project resources
- Resolve operational issues in collaboration with the Project Manager
- Escalate selected operational and policy issues to DES Tripod and/or HRIMB
- Approve invoice payments in accordance with deliverable acceptance criteria

The Payroll Systems & Operations Manager has the following responsibilities with regard to PIP:

- Provide required project resources and logistics
- Assure compliance with project plan and standards by the project team

- Assist in presentations to Steering Committee, advisory boards, and other stakeholder groups
- Ensure resolution of operational issues
- Initiate the management escalation process for critical decisions

PIP Technical Committee (Business and IT)

The Human Resource Information Management Board acting as the PIP Technical Committee has the following authority with regard to PIP:

- Direct project oversight

The Human Resource Information Management Board has the following responsibilities with regard to PIP: .

- Review and evaluate project progress
- Review and approve draft project products
- Initiate the management escalation process for critical decisions

PIP Steering Committee (DES Director, HR/ITS/FBO Division Directors)

The PIP Steering Committee has the following authority with regard to PIP:

- Review project progress
- Identify issues and/or roadblocks and provide guidance for clearance and/or mitigation
- Review and approve policy proposals as required
- Initiate the management escalation process for critical decisions
- Review and approve any proposals related to changing current business processes
- Direct proposals for review and comment

Project Sponsor

The DES Director, acting as Project Sponsor, has the following authority with regard to this project:

- Provide leadership and advocacy for the project
- Direct Payroll Systems & Operations Manager and Project Manager in carrying out project management for this effort

The Project Sponsor has the following responsibilities with regard to this project:

- Provide rapid turnaround of decisions that are critical to project progress as defined in the following escalation management process

- Provide review and feedback of draft project deliverables
- Review major work products at key milestones
- Monitor project status reports and communicate to Advisory Committee and county leadership on a regular basis
- Communicate support for the project to county stakeholders
- Mobilize project resources
- Direct proposals be forwarded to the QBC Advisory Committee for review and input

QBC Advisory Committee

The QBC Advisory Committee has the following authority with regard to PIP:

Provide advice and input on cross-agency project roadblocks relating to policy issues

The QBC Advisory Committee has the following responsibilities with regard to PIP:

- Review all proposals for changing current business process to assure alignment with the recommended Business Operations Model for the County
- Ensure that the perspectives and understanding of different stakeholders are factored into policy level discussions and decisions
- Review and provide feedback on select draft project deliverables
- Monitor project status reports
- Assist in the development and support of a county-wide vision for payroll business process improvement

Project Escalation Management Process

The following is a proposed process for addressing emergent issues that may threaten the project timeline and/or the quality of project deliverables. This process will be finalized once the PIP Project Manager and staff are hired.

Day 1	Any team member	Critical problems identified.
Day 1	Project Team	Verify problem, quantify, and assess degree of threat to schedule.
Day 1	Project Team	Analyze problem, develop several possible solutions, determine time window when decision is required.
Day 2	Project Manager	Develop decision document that • summarizes the problem, • describes the desired end result, • describes 2 or more solutions, (with advantages and disadvantages of each) • summarizes the recommended solution.
Day 2	PSO Manager	Notify Project Sponsor that decision is required by a

		specific due date – distribute decision document.
Day 4	Project Sponsor	Determine method for reaching decision, decide & communicate. Or notify PIP Steering Committee that decision is required by a specific due date – distribute decision document.
Day 5-10	Project Manager	Receive direction from Project Sponsor and/or PIP Steering Committee. If no decision by due date – communicate to team, Project Sponsor and Steering Committee that the recommended (default) solution will be implemented so that the project may proceed.

Communications Plan

The key stakeholders that need to be informed and involved in PIP and the specific nature of the communications with these stakeholders are summarized in Figure 3. A more detailed communications plan will be developed by project staff and reviewed and approved by appropriate the oversight groups once project staff are hired.
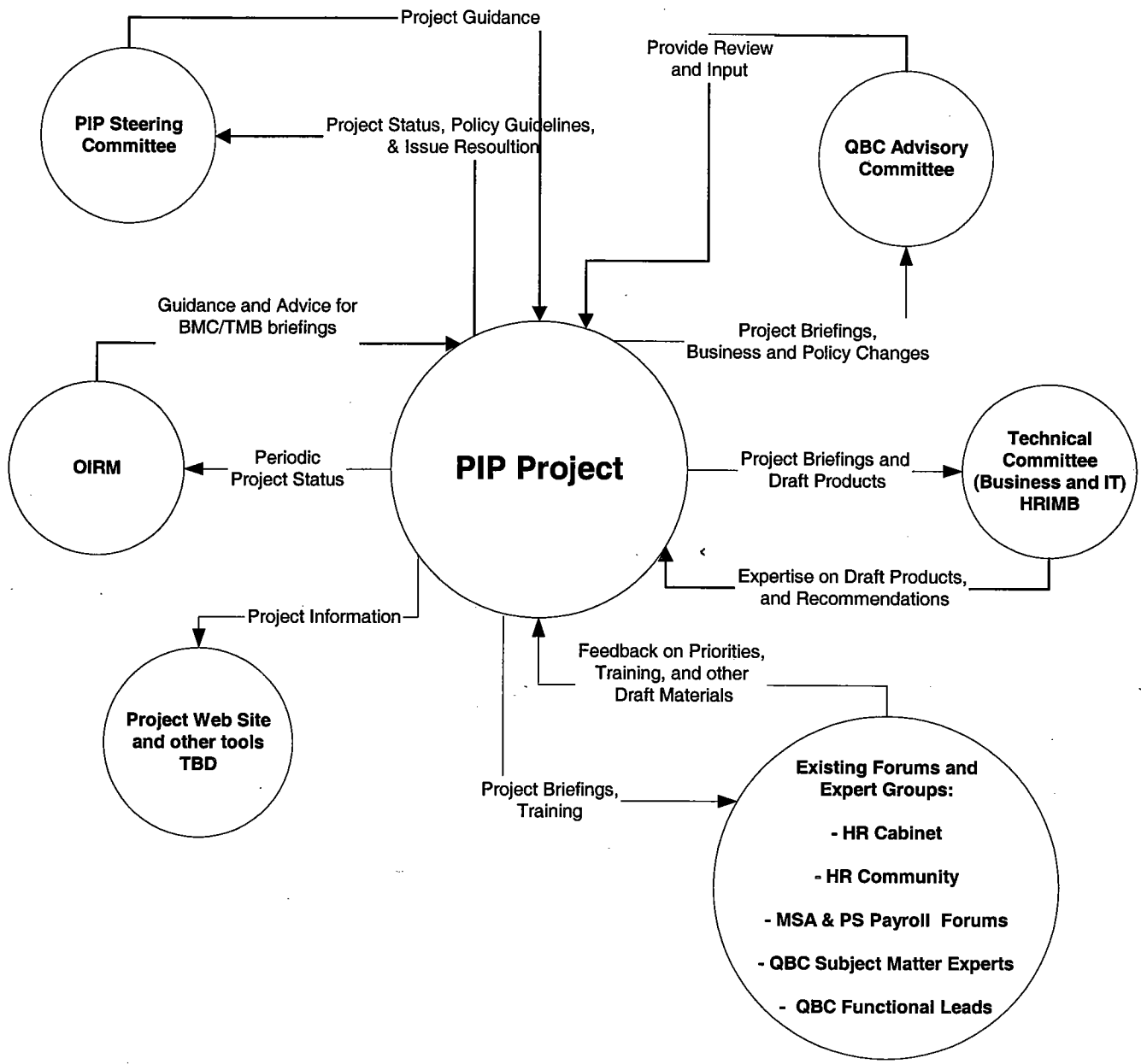
PIP Communication Map

Figure 3.

APPENDIX A. Human Resources Information Management Board Members

Name	Title	Dept./Division
Marsha Knight, Chair	Payroll and Systems Operation Section Manager	DES/Finance & Business Operations
Cindy Lee	Benefits and Retirement Operations Section Manager	DES/Finance & Business Operations
Ayele Dagne	PeopleSoft Systems Support & Development, Supervisor	DES/Finance & Business Operations
Vacant	Payroll Operations Supervisor	DES/Finance & Business Operations
Keith Kilimann	Applications Development & Support Services – Finance & Assessments, Supervisor	DES/Information and Telecommunications Services
Pamela Harding	HR Planning & Development Officer	DES/Human Resources
Kerry Schaefer	Compensation & Benefits Section Manager	DES/Human Resources
Wes Moore	Service Delivery Manager II	DES/Human Resources
Sherry Chaney	Training & Development Section Manager	DES/Human Resources
Maria Batayola	Diversity & Employment Services Section Manager	DES/Human Resources
Delanie Peterson	Acting HR Manager, Office of the Deputy General Manager, Employment	Dept. of Transportation/ Transit Division
Elizabeth Milestone	Sr. HR Analyst	Dept. of Natural Resources & Parks/Wastewater Treatment Division
Jill Niven	HR Service Delivery Manager I	Dept. of Public Health/Finance & Admin. Services Division