

# Time, Leave and Attendance Project

Financial Management Advisory Council

April 24, 2014

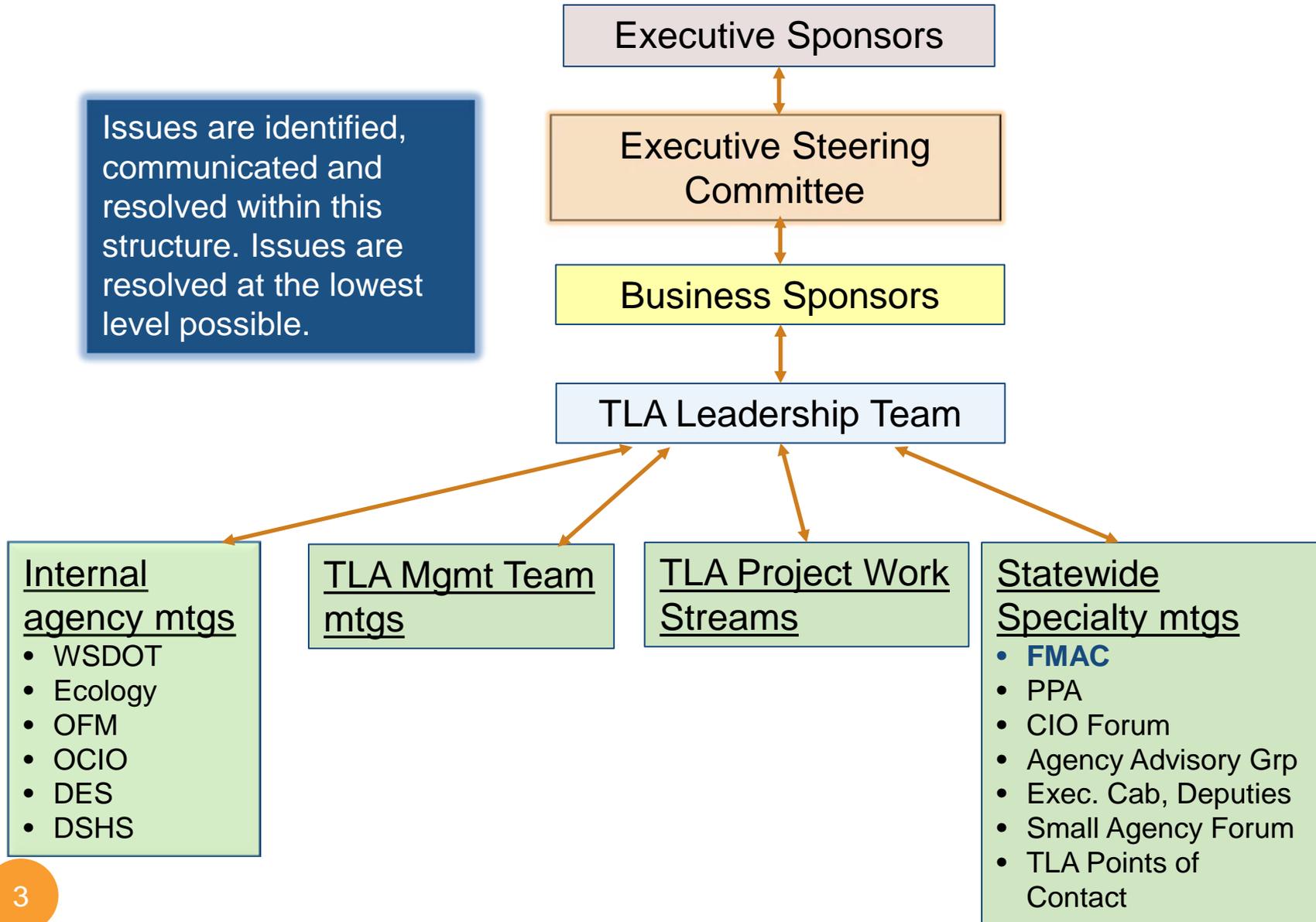
# Agenda

Subject	Presenter
<ul style="list-style-type: none"><li>• TLA Project governance structure</li><li>• Overview of TLA application</li><li>• WorkForce Contract with state</li><li>• Project implementation schedule</li></ul>	Program Manager Michael York, Enterprise Services
<ul style="list-style-type: none"><li>• The people side of change</li><li>• Goal-oriented change management model</li></ul>	Organizational Change Managers Cindy Cotter and Wendy Carney
<ul style="list-style-type: none"><li>• Issue Management</li><li>• Decisions made</li><li>• Pending issues</li></ul>	Business Sponsor, Lisa Darnell, Ecology
<ul style="list-style-type: none"><li>• Questions?</li></ul>	All presenters



# TLA Governance

Issues are identified, communicated and resolved within this structure. Issues are resolved at the lowest level possible.



# Overview of TLA application (1)

- **Meets industry standards** -- modern software application (EmpCenter) configured to state specifications
- **Web-based** -- access using a variety of devices
- **Business intelligence/reporting** -- standard and custom reports
- **Shares data** – interfaces with existing enterprise applications like HRMS, AFRS, etc.
- **Configured to state requirements** – no custom programming
- **Allows agency unique data**

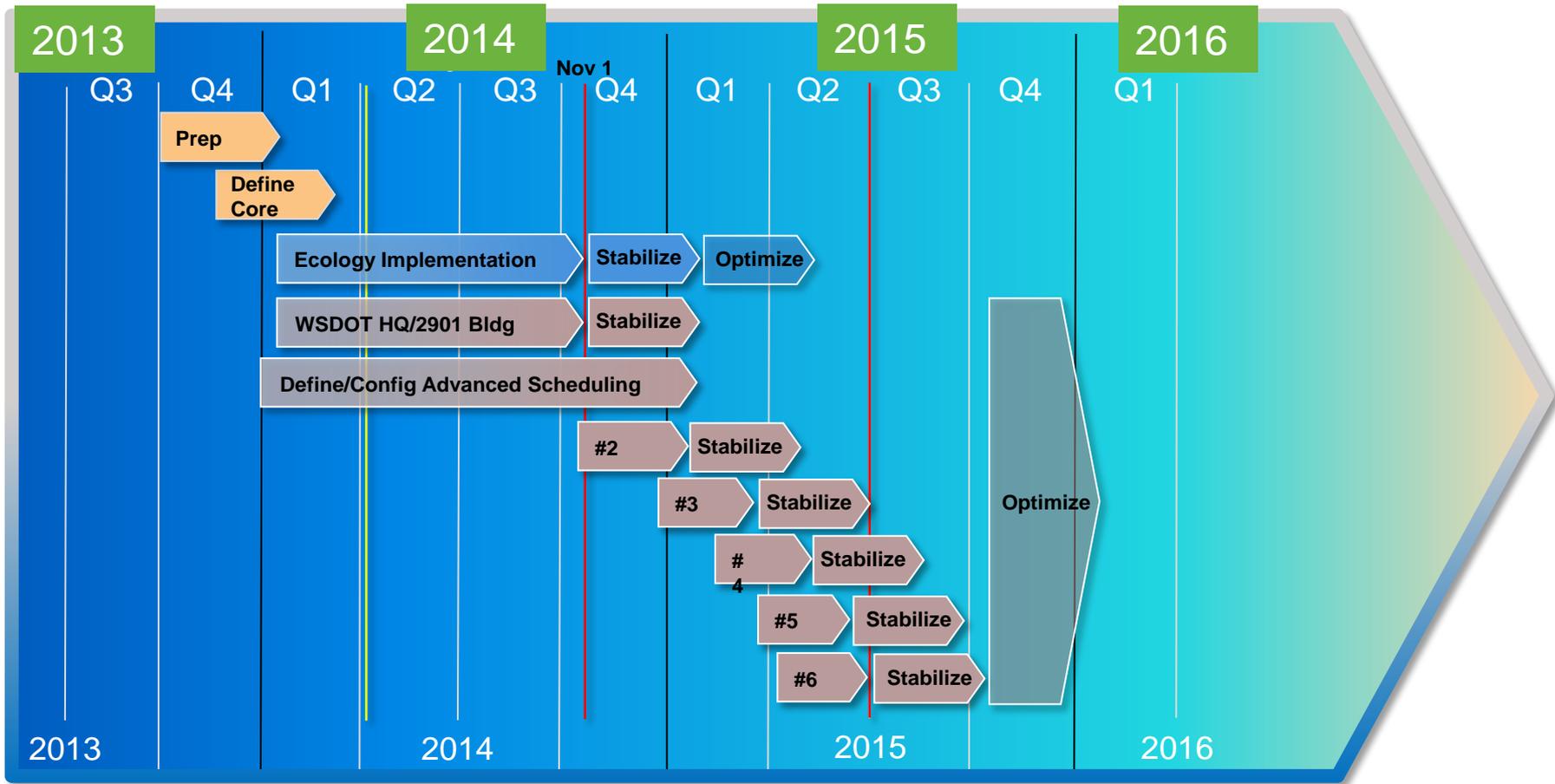


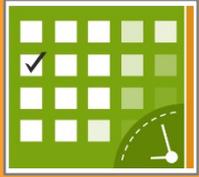
# WorkForce Software contract

- **Managed by Enterprise Services**
- **Enterprise license** – can add agencies without additional licensing costs
- WorkForce
  - **Partners in configuration and implementation** of WSDOT and Ecology
  - **Provides future updates** (new versions to enhance performance or expand capabilities)
  - **Consults for knowledge transfer** and user training activities and materials



# Project Implementation Schedule



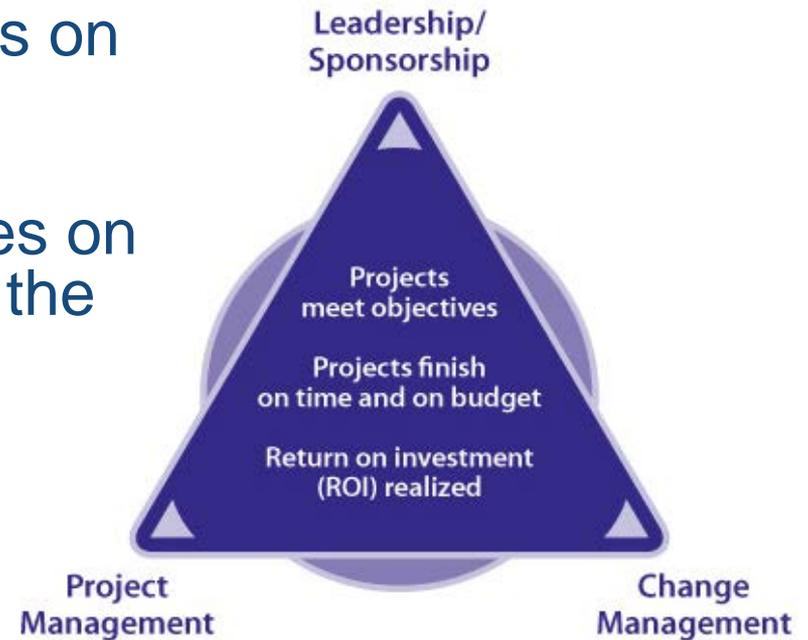


# Time, Leave and Attendance Project

## Part 2: Organizational Change Management

# Project Management and Change Management complement one another

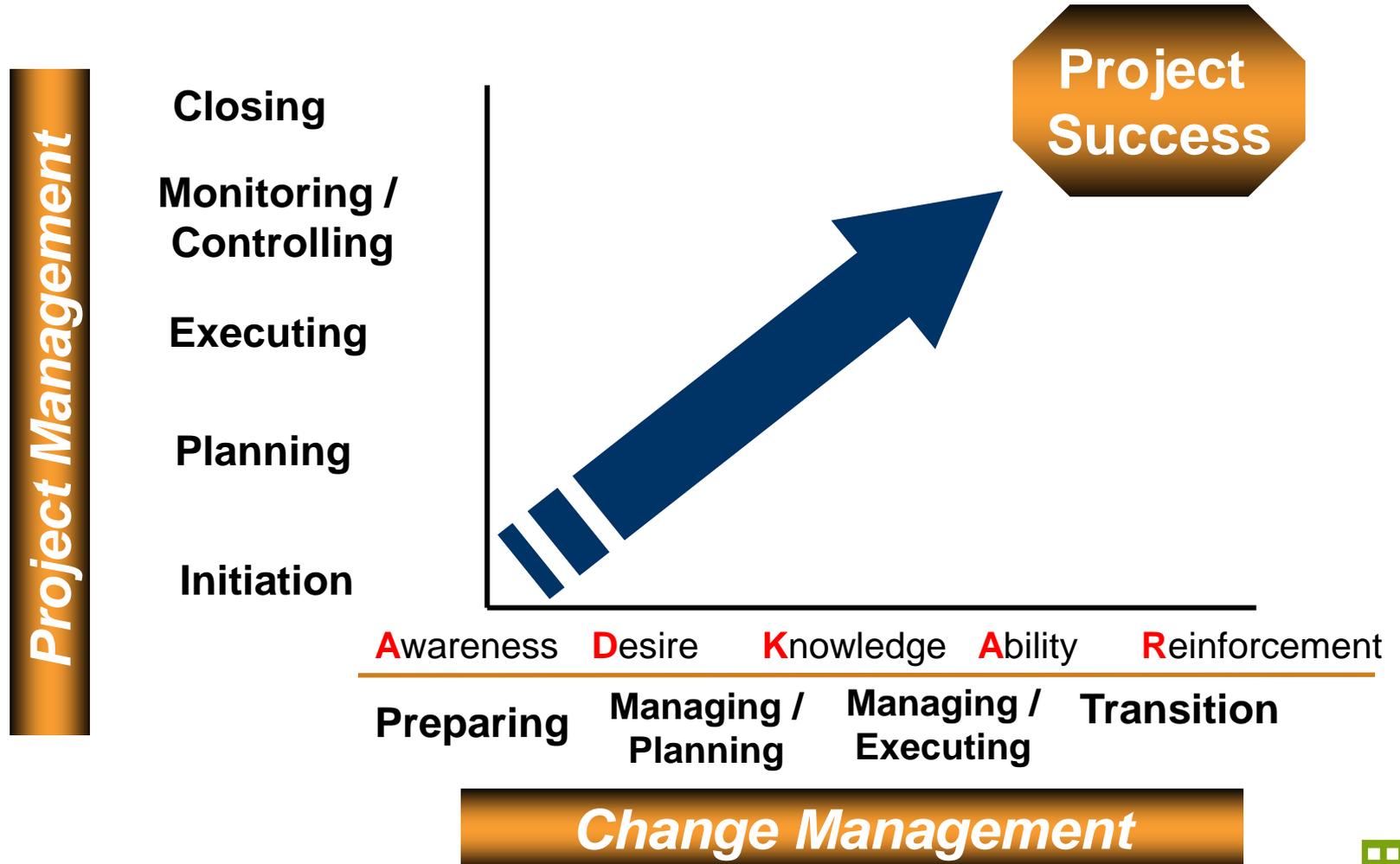
- **Project Management** focuses on specific project activities and deliverables
- **Change Management** focuses on the impact the project has on the organization and its people



- Project Management – **delivers the change**
- Change Management – **prepares people for change**



# The path to success



# We use a modified Prosci Change Management Process

- Prosci is approved as a Registered Education Provider of training by the Project Management Institute (PMI)
- ADKAR model (***Awareness, Desire, Knowledge, Ability, Reinforcement***) for working through change
- Prosci provides
  - Tools to perform organizational analysis
  - Templates that can be customized to an organizational culture to better aid in the process of change
- Process is scalable and flexible



# The Change Management Team

## Focuses on people

- Proactively plans, informs and prepares stakeholders
- Ensures sponsor involvement
- Communicates proactively
- Tracks, measures and reports the readiness
- Prepares managers and supervisors as well as end-users
- Assists with training plan
- Develops transition plans
- Prepares for resistance



# The Project Asks

- **Who:** will interact with the system? will provide input to it? will get output from it? will have authority to use it?
- **What:** input will the system use? data will it need? constraints affect the system? rules must be followed?
- **When:** will the input and output be needed? will people interact with the system? will processes need to be complete?
- **Where:** will the system be used? will the outputs go? do the inputs come from?
- **Why:** are the business rules in place? do the business constraints affect the system?
- **How:** do the processes work? should the system function? should the system react to incorrect input?



# The Change Manager Asks

- What's going on?
- What's in it for me?
- How do I prepare?
- What will I do differently tomorrow?
- As I get proposed requirements, does this facilitate what I need to do my job?
- Is this a user friendly way to meet my requirements?
- How can I participate in the process?
- How can I review current requirements or design work?
- How can I communicate concerns and/or ideas?

*Note: Organizational change management helps the project team better understand what stakeholders expect from the project.*



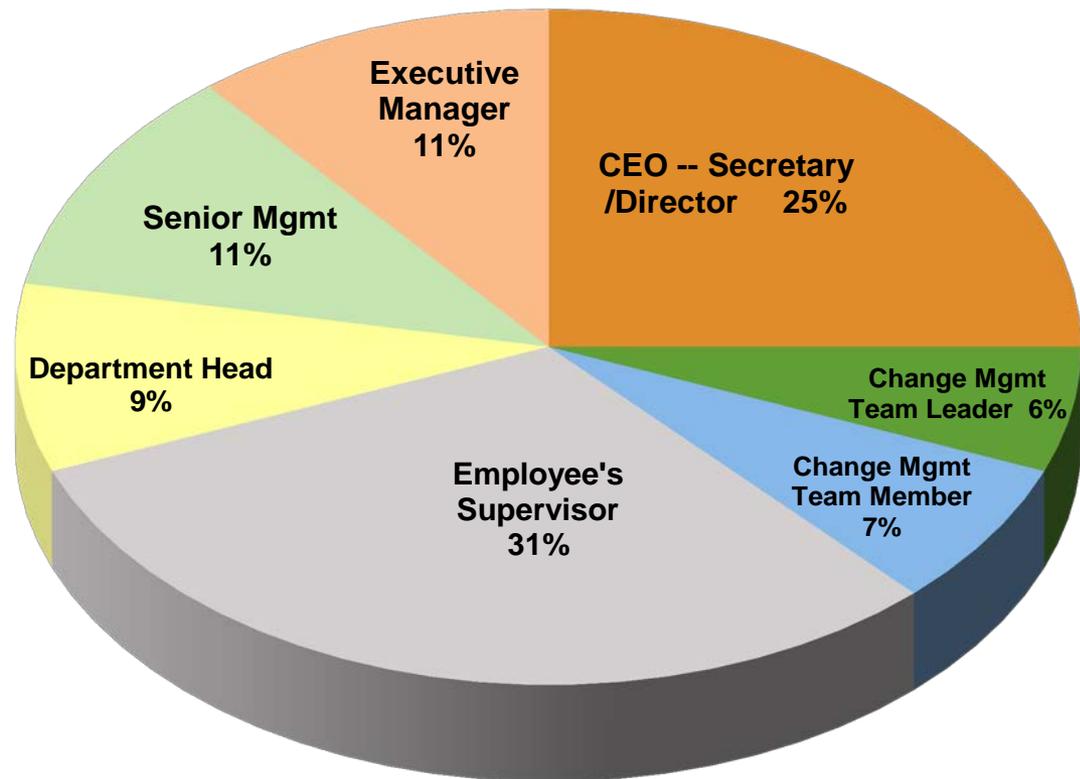
# Essential Components of Successful Change

- Sponsor engagement – leadership support
- End-user communication – open and often
- Readiness – preparing the organization
- Training – building comfort level of users
- Coaching – supporting supervisors
- Transition planning – ensure that none are left behind
- Resistance management – reinforce the positive effect of change

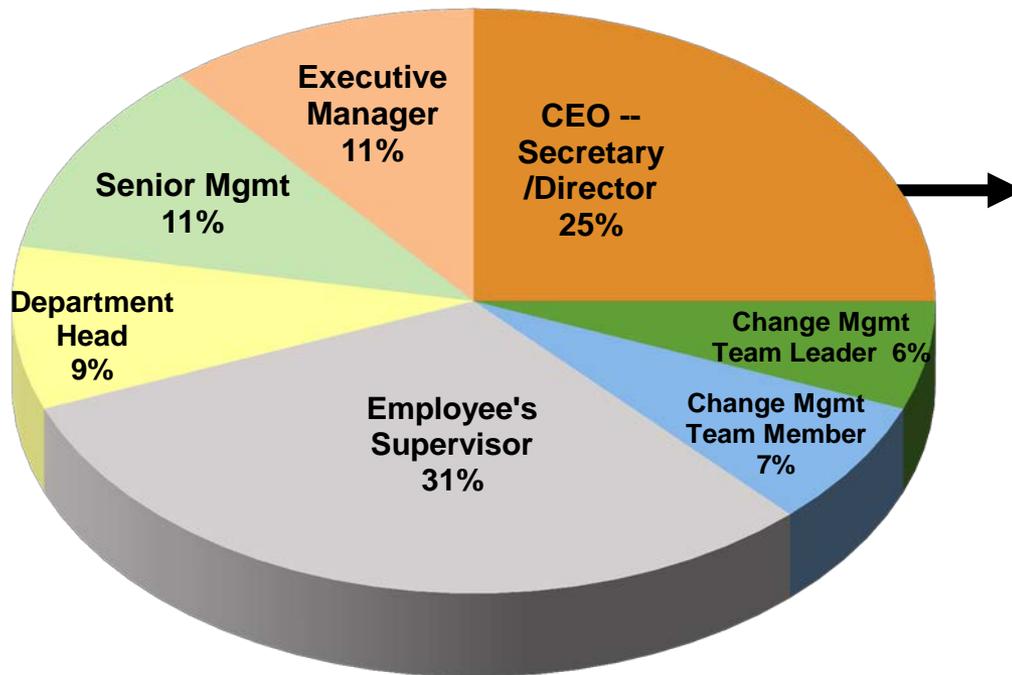


# Who Should Deliver the Message?

**56% of the messages should come from the agency Secretary/Director or the direct supervisor**



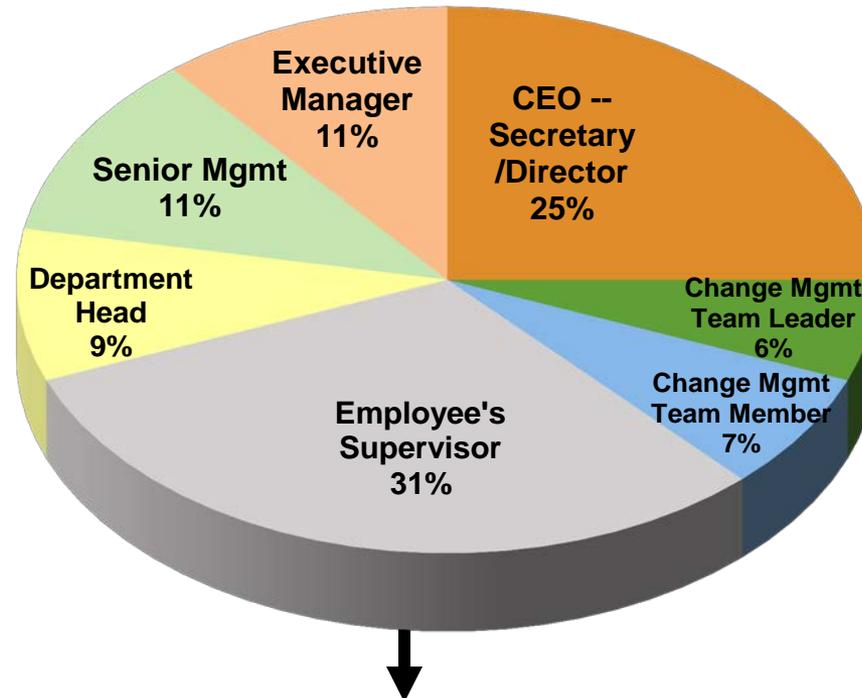
# When Secretary/Director Should Deliver the Message



- **Business issues or drivers that created the need for the change**
- **What might happen if the change is not made**
- **Vision of the organization after the change is made**
- **Overall timeframe**
- **Alignment of the change with business strategy**



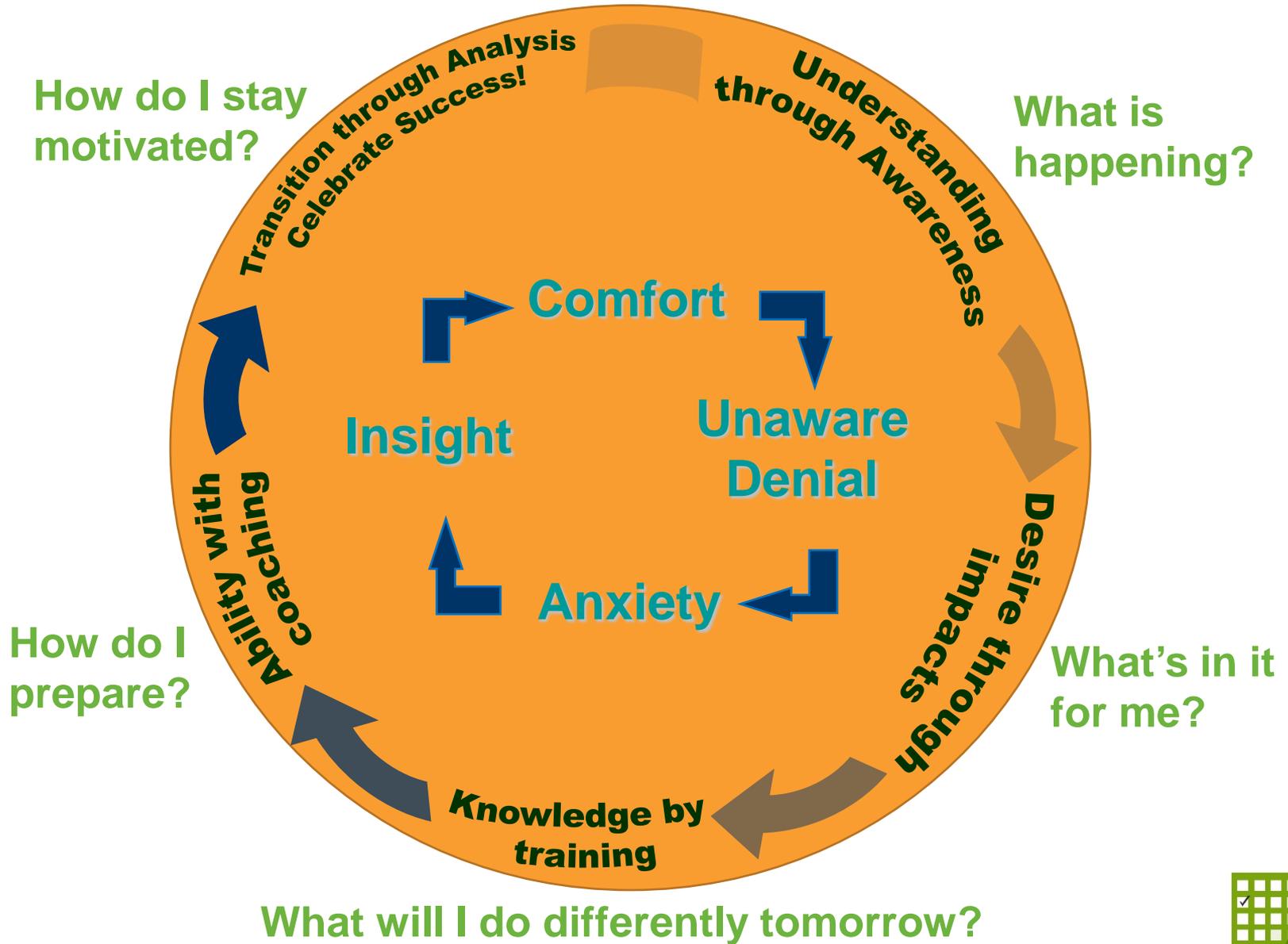
# When Supervisor Should Deliver Message?



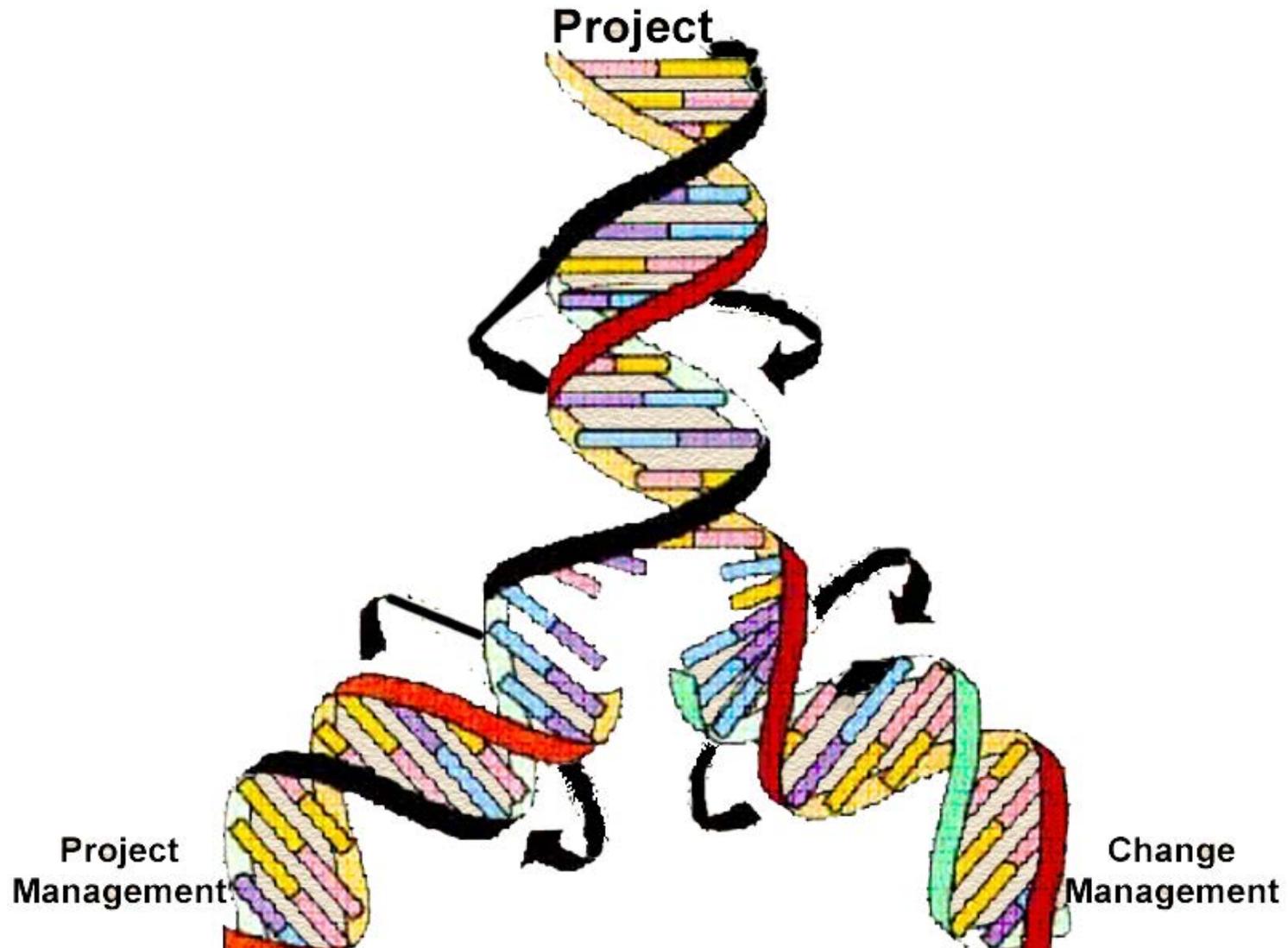
- The impact on daily activities
- WIIFM
- Job security
- Specific ways they are expected to aid the change
- Resources for assistance and ways to provide feedback



# Change Phases and Communication



# Integration is Key





# Time, Leave and Attendance Project

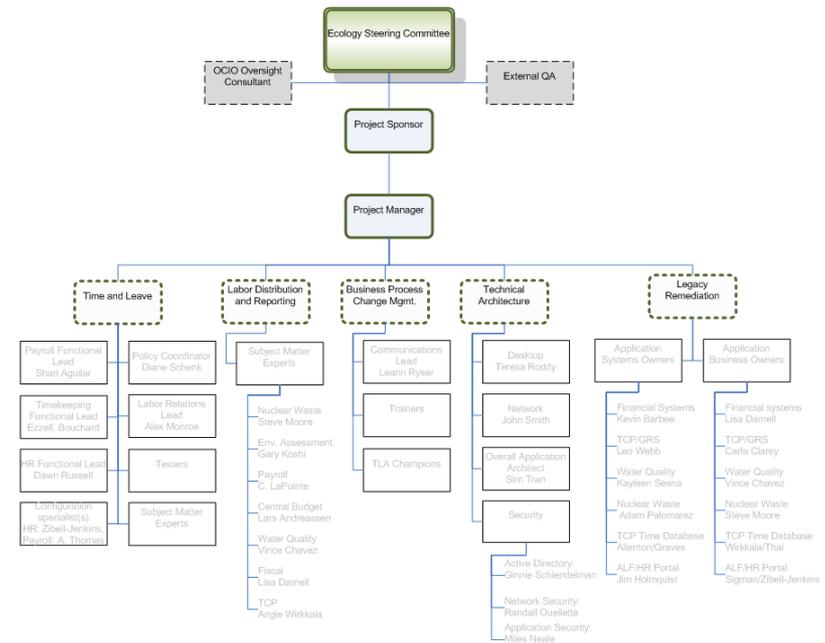
## Part 3: On-site at Ecology

# Ecology TLA Project Team

- **Ecology TLA Project Team**

- Steering Committee
- Business Sponsor
- Project Manager
- Workstreams

- Time & Leave
- Legacy Remediation
- Technical Architecture
- Labor Distribution & Reporting
- Organizational Change Management



# How Ecology created its business requirements documents

- **2013**
  - Current State process model development
  - To-be model
    - Communicate requirements, identify decisions
    - Policy change impacts
- **January- April 2014**
  - Work sessions with Workforce Vendor onsite
  - Involving over 45 individuals
    - TLA Project Team
    - Subject Matter Experts (over 30 end-users)
    - Human Resources & Labor Relations
    - Business Analysts (DES)
  - Business Requirements Documents reviewed and validated before sign-off



# Where AFRS and HRMS fit

- Labor Distribution
  - Captured in TLA
  - Master Index, Job, Task (Agency Unique fields)
- Interfaced to HRMS
- Interfaced to and reported via AFRS
  - Data-Mart Reporting Tool



# Challenges we've experienced

- Resources – Staff time constraints (almost all team members are part time), payroll
- Business Transformation – Major changes to established business processes
- Internal Project Changes (People) – Turnover, Matching people to tasks
- Competing Priorities – Multiple large projects running simultaneously
- Managing dependencies



# Some of our successes

- Leadership involvement & visibility
- Strong Organizational Change Management
- Early and frequent communication
- Union engagement
- Collaboration of Agency Advisory Group
- Clear to-be process (well-developed)
- Strong partner selected as vendor
- ECY team is highly engaged
  - People thinking out of the box, challenging assumptions
- Building the tools for the next implementing agency
  - Governance, tools, templates, requirements, configuration, lessons learned



# Next Steps

- WorkForce configures TLA application (now-July)
- Testing application (July-September)
- End-User training (October-November)
- Achieve readiness for Go Live on November 1, 2014
- Transition to Operations (November-December 2014)
- Stabilization (January 2015)
- Lessons Learned (January 2015)



# Sneak Peak: Successful configuration test (3/25)

EmpCenter 9.3.0 Home Help My Time Entry: Audrey Davison (A004-0002), Hiree

04/21/2013 - 05/04/2013 Save Submit More Table View Data saved.

Timesheet

S M T W T F S S M T W T F S Apr 28, 2013 to May 4, 2013 Show All Weeks

Pay Code	Project	Task	Sun 04/28	Mon 04/29	Tue 04/30
Work				08:00 am 04:00 pm	08:00 am 04:00 pm
Allocation	100100 Project Alpha	A200 Design		8.00	
Allocation	100800 Project Omega	O100 Training			8.00
Allocation					
			0.00	8.00	8.00

Messages Schedule Leave Balances FMLA Attendance Results

Date	Exception Message
Fri 05/03	Unallocated work time: 8.0 hours

## Simplified timesheet entry

- Enter daily start/stop time -- TLA automatically computes and enforces CBA (e.g., shift differential, call back, premium pay, etc.).
- Employees do not need to enter start/stop for each work activity in the day.



# Questions?



# Getting Questions about TLA?

This brochure provides answers to the what and why of TLA. It is a good starting point to understanding this change.

The brochure is available on the TLA web site.

<http://www.des.wa.gov/about/pi/TLA>



**Sometimes people ask: “What is TLA?” or “Why do we need it?”**

This brochure contains answers. Use it to help you, your family, and fellow state employees understand how the **Time, Leave, and Attendance Program** will make state government more efficient and cost effective.

Learn even more by going to [www.des.wa.gov/about/pi/TLA/](http://www.des.wa.gov/about/pi/TLA/).



# Thank you . . .

- Use our website to stay on top of TLA news and events <http://www.des.wa.gov/about/pi/TLA>
- See the TLA software demo at <http://www.des.wa.gov/about/pi/TLA/Pages/Video-demonstrations.aspx> or navigate to the TLA Project Resource Library on the TLA site (above)

