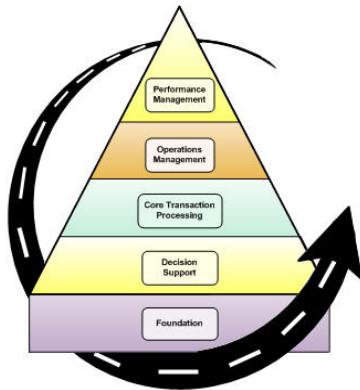


Office of Financial Management

Enterprise Data Definitions and Chart of Accounts Project

QUALITY ASSURANCE

Periodic Report
May 1 through June 30, 2008



Washington State *Roadmap*



STERLING
ASSOCIATES, LLP

Quality Assurance Findings—*What is...*

◆ Environment

- As one of the positioning activities identified in the *Roadmap Core Financial Systems Feasibility Study*, the Office of Financial Management's Enterprise Data Definitions and Chart of Accounts (EDD/COA) project is charged with addressing the need to establish data definitions at an enterprise level and assess the ability of the state to utilize the current chart of accounts to meet its ever evolving business needs.
- The EDD/COA project has relied heavily on stakeholders to address two of its specific objectives:
 - Identifying core information, accountability and management needs not being met or captured by the current chart of accounts.
 - Identifying common definitions for current and proposed core enterprise data elements.
- The EDD/COA project has not ignored significant work already completed but has been updating the results of the work to reflect current interests and business challenges described by the stakeholders from dozens of agencies.



Quality Assurance Findings—*What is...*

◆ Expectations

- The EDD/COA project completed all of the planned focus groups to confirm and capture unmet enterprise information needs. The results have been summarized and distributed to all of the members of the *Roadmap* Advisory Group and the Executive Enterprise Focus Group to prioritize the results.
- Participants have been adamant about the need to prioritize efforts at the enterprise level and focus on the most important unmet needs first and not over-commit to multiple projects that compete for the same scarce resources and expertise. Every individual and organization asked to express their opinion about the prioritization of unmet needs should take advantage of this opportunity to influence what happens next at the enterprise level to address unmet information needs. Half of the individuals who were asked to participate have responded. The prioritization will be incorporated into the findings and recommendations for the EDD/COA project that will be submitted to the Project Sponsors in late July.
- By the end of July, the Project Sponsors will be receiving the analysis of the unmet enterprise information needs along with the recommended solution for each. It appears that many of the unmet information needs can be addressed by changing current practices or making moderate changes to existing financial and administrative systems. The analysis will include the risk associated with making proposed changes. The Project Sponsors will also be receiving the analysis of the current technical architecture mapped by Semantic Arts along with a proposed future structure.
- Confusion continues to be expressed about the difference between the EDD/COA project and the *Roadmap Program*. The EDD/COA project is making a concerted effort to communicate to its stakeholders regularly about the projects status and progress. The project also continues to field questions and concerns that relate to the *Roadmap Program*.



Quality Assurance Findings—*What is...* (continued)

◆ Approach

- The project has utilized members of the *Roadmap* Advisory Committee and the Executive Enterprise Focus Group to validate the unmet information needs and to prioritize the results. These stakeholders are very actively engaged in the conversation about enterprise data definitions and the chart of accounts. The EDD/COA project has listened carefully to its stakeholders and taken their concerns into account as they prepare to recommend changes in current practice or in existing systems to address the issues identified.

◆ Schedule

- The project is progressing according to its schedule. The project lost a key staff person during this reporting period but has been able to maintain its planned progress by distributing work to other project team members.

◆ Resources

- With the loss of a key staff person, the EDD/COA project is not at full staffing and has had one of its staff working the majority of the time on a Roadmap program activity. Despite good intentions, the project has struggled to keep positions filled and control the assignments given to the staff within the project.

◆ Controls

- Reliable controls are in place to manage and monitor the project's work and manage risks. The tools undergo regular revision and updating to reflect progress being made and changes in expectations or assumptions. Managing with these tools is effective and reasonable for a project of this size and complexity.



Quality Assurance Findings—*What is...* (continued)

◆ **Credibility and Integrity**







- The EDD/COA project has mixed credibility because of the perceived connection to the HRMS Project and the *Roadmap Program*. Questions about the *Roadmap Program* and issues related to the functionality needed within HRMS occur at each event held by the project. This is a diversion for the participants and a distraction for the project team members who try to maintain focus on the agenda items.
- The project team is making a concerted effort to communicate with its key stakeholders and decision-makers to prepare them for the likely recommendations being released at the end of July. The project team wants to avoid surprises for the decision-makers and plans to provide a preview of the prioritization results and the recommendations as they become available. While many stakeholders will be elated to see changes made in financial or administrative activities that address unmet information needs, some will not want any change to occur or to be asked to actually make a change happen.

◆ **Commitment**

- The EDD/COA Project Sponsors will be able to show their strong personal commitment to the project upon receipt of the recommendations. The Project Sponsors will have to exhibit leadership to direct long-standing changes to practice or policy. Without directing changes and making specific assignments to plan for each change, the recommendations may not receive the support needed to see actual implementation of the proposed changes across the enterprise.



Appendix A - Summary of Recommendations

| Quality Assurance Recommendations | | | | | |
|---|--|---|--|-----------|-------------------|
| Recommendations | | Feb 2008 | April 2008 | June 2008 | Status / Comments |
| 1 | In coordination with the Roadmap Program Office, revise the membership of the Roadmap Advisory Committee to extend membership to other organizations who could be impacted by EDD/COA. |  |  | | Completed. |
|  Recommendation made  Recommendation implemented  In progress  Recommendation not yet implemented | | | | | |