
Project Management Office

Project Charter

**Time, Leave and Labor Distribution
(Feasibility Study)**

Revision #1.00

Office of Financial Management

Document Revision History

Version Number	Date	Description
0.01	11/11/08	Initial Draft by Tim Vessey
0.02	11/17/08	Changes Resulting from 11/14 Business Sponsor Meeting Discussion Applied by Tim Vessey
0.03	11/25/08	Edits Proposed by Sadie, Jim and Arlene Applied by Tim Vessey
0.04	12/8/08	Re-planning Draft by Tim Vessey Following Statewide Budget Impacts
0.05	1/30/09	Edits Resulting from Integration of Information from Dye Work Plan
0.06	2/13/09	Final Draft – edits from Bob, Jim, Scott, Dye and PSG have been applied
0.07	2/18/09	Final Draft II – additional clarifying edits from Steve, Dye, Sadie and PSG
1.00	2/19/09	Final for Approval – final input from Steering Committee applied

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Project Statement

Washington State's Departments of Transportation (WSDOT), Natural Resources (DNR), Personnel (DOP) and the Office of Financial Management (OFM) have formed a partnership and initiated a Roadmap supported business initiative to:

- Identify WSDOT and DNR time and leave collection and labor distribution (TLLD) requirements, then vet them to select agencies for review and identification of other enterprise requirements,
- Explore viable options for a solution to meet those requirements yet be flexible and scalable to meet unique requirements of other agencies, and
- Provide a recommendation for a solution that would meet WSDOT and DNR needs while maintaining an enterprise vision.

Business Drivers/Background

If Washington state and its agencies are to realize the full benefit from an enterprise TLLD solution, we must streamline and modernize our current time and leave collection and labor distribution business processes. Success is possible if agencies come together to define new enterprise business processes that will allow them to still meet their specific federal or state requirements.

WSDOT and DNR began the process of completing legislatively approved projects that are the first steps necessary to support procurement and implementation of new labor collection and distribution systems for each respective department. These initial activities were funded in the 07/09 biennial budget.

The Departments of Social and Health Services and Corrections have voiced strong interest in an enterprise project that would address their identified deficiencies with respect to time and leave reporting. In addition, the Department of Revenue recently expressed interest in an improved leave system to replace their aging internal system.

A recent state-wide survey titled "TIME/LEAVE COLLECTION & LABOR DISTRIBUTION SYSTEM(S) SURVEY" identified the following problem related needs:

- Reduce time spent on manual transaction/processing tasks
- Minimize reconciliation of conflicting information
- Reduce duplicate data entry
- Support transaction review and the handling of exceptions through the use of online reports
- Provide more efficiency, consistency, flexibility and the ability to support enterprise practices
- Enable compliance with state policies and procedures, and federal and state laws

Recognizing the value of an enterprise solution, both DNR and WSDOT have had discussions with OFM, DOP, and DIS, about combining remaining Fiscal Year '09 funding to develop the recommendation for a new TLLD solution to meet their needs and provide the state with a foundation that could later be expanded to meet enterprise time, leave and labor distribution needs. This is the first step in a process that will prepare WSDOT and DNR to eventually configure and implement the TLLD solution for their use and position the state for an implementation that could be incorporated by all agencies.

Vision

Time reporting, leave collection and labor distribution needs of state employees, agencies, federal and state regulators and other authorizing entities are met through a modern, flexible, and integrated information system.

Goal Statement

The opportunity exists for DNR, WSDOT, DOP and OFM to pool resources and partner on identifying a TLLD solution that meets WSDOT and DNR's immediate business needs and, eventually, those of other agencies. The goal of this project is to:

- Provide an enterprise time and leave collection and labor distribution solution for WA State in an incremental fashion;
- Identify and implement consistent practices;
- Implement common data definitions related to these systems;
- Improve accuracy, completeness, and timeliness of payroll and management data which will support compliance with collective bargaining agreements, as well as state and federal regulations;
- Minimize or eliminate the need for agency unique time and leave collection and labor distribution systems;
- Avoid development and implementation of new agency unique systems necessary to replace existing systems that no longer meet agency business needs; and
- Modernize labor collection and distribution processes, reducing processing time and duplication of effort.

Objectives

Solution Objectives

There are significant opportunities for improvements in the area of TLLD. A solution that provides stakeholders an automated and consistent source of information will help with the administration and implementation of the State's Civil Service System, including the Civil Service Rules, labor contracts and the classification and pay applications. It will help those who need labor distribution functionality to plan, budget, account, and report on agency goals, programs, and projects in accordance with state and federal regulations. It will also help reduce individual agencies' risk with respect to federal and state audits. Identified business objectives include:

- Better information for better decisions and better results:
 - Comprehensive and current information for the state's time, leave and labor distribution reporting;
 - Improved data quality measured by a decrease in data reconciliation and error correction effort within agencies, across the enterprise and with federal programs;
 - Improved collaboration between and within agencies;
 - Visibility into the entire time and leave reporting and labor distribution process from beginning to end;

- Improved aids to planning, budgeting and accountability.
- Faster, better business processes:
 - Enterprise-wide adoption of consistent practices under a common framework;
 - Better integration of enterprise financial and administration policies, processes, systems and data through increase in enterprise workflow management and on-line reporting within and among agencies;
 - Automation of end-to-end business processes for time, leave and labor distribution activities;
 - Performance metrics that can be used for continuous process improvement;
 - Elimination or reduction of duplicate data entry;
 - Elimination of manual time, leave and labor distribution tracking spreadsheets;
 - Fewer errors;
 - Use of exception based reviews; and
 - Less time spent responding to public disclosure requests to the extent data can be made directly available to the public or can be more easily compiled via the enterprise TLLD system.
- Reduced risks:
 - Frees up staff time to focus on agency priorities data analysis and high risk areas;
 - Reduced liability related to time reporting and payroll processing in compliance with collective bargaining agreements, state and federal regulations;
 - Standardized time, leave and labor distribution content;
 - More proactive monitoring of time and leave reporting due to timely alerts during the reporting life cycle;
 - Improved audit compliance;
 - Easier compliance with records management regulations; and
 - Improved disaster recovery and system/data backup as an enterprise system.
- Improved customer service:
 - Easy and secure access to time, leave and labor distribution information through an enterprise portal;
 - Increasingly standardized reporting business processes for time, leave and labor distribution;
 - Common data definitions;
 - Automated processes for reporting;
 - Self-management of time, leave and labor distribution information, for use by all agencies;
 - Employee self-service of time and leave information; and
 - On-line access to information.
- Reduced costs:
 - Decrease in the implementation of agency internal systems, spreadsheets or other tools to manage agency-specific time and leave collection or labor distribution needs;
 - Reduce training costs for multiple systems;
 - Elimination of duplicative time, leave and labor distribution systems over time; and
 - More efficient time, leave and labor distribution processes.

Feasibility Project Objectives

This initiative will evaluate the time leave and labor distribution business needs that must be met by WSDOT and DNR's financial and administrative systems and propose a solution or solutions that will allow the agencies to meet these needs more effectively and with current technology. Consideration will be given to opportunities to leverage investments made in existing systems when such systems can meet identified business needs.

The overall purpose is to complete an objective assessment of the feasibility of implementing a TLLD solution for WSDOT and DNR and to identify the next steps that should be pursued by WSDOT and DNR in the implementation of a solution while maintaining an enterprise vision.

Specific objectives for the TLLD feasibility study are as follows:

- Document WSDOT and DNR's time, leave and labor distribution business needs at a level of detail appropriate for inclusion in a future Request for Proposal;
- Understand the core functional requirements and associated business processes for the first TLLD release;
- Involve other agencies as feasible to review functional requirements identified by WSDOT and DNR and identify other core requirements, e.g., review with the Roadmap focus group attendees;
- Identify the most feasible technology(s) that are applicable for Washington State;
- Identify the need for and benefits, both functional and cost related, to WSDOT and DNR of implementing a TLLD solution;
- Identify opportunities and agency concerns regarding implementation of an WSDOT and DNR TLLD solution;
- Define potential solutions and pros and cons of each;
- Develop a cost benefit analysis supporting solution(s);
- Identify opportunities to maximize the use of existing technology investments;
- Identify recent and emerging technology innovations that have the potential to minimize cost and business impacts; and

Scope

In Scope for the Solution:

- Time and leave collection, including employee self-service;
- Labor Distribution;
- Management reporting;
- Workflow routing for approvals and posting; and
- As much accounting functionality as is needed for distributing labor costs for time and attendance in the payroll process.

In Scope for Feasibility Project:

- Identification and analysis of WSDOT and DNR's functional and non-functional requirements and statewide requirements identified by OFM and DOP;
- Analysis of the WSDOT and DNR's current capacity to support those functional requirements;
- A feasibility study including:
 - Alternatives Analysis and Recommendation of a Preferred Solution;
 - Fit/gap type analysis for alternatives identified;
 - A Conceptual Design for the recommended solution including interface/integration strategies; and
 - A Risk Plan for the selected solution.

Out of Scope for Feasibility Project:

- Development, purchase, configuration or implementation of any new system;
- Development or design of new interfaces;
- Technical design documents;
- Procurement and contract award.

Schedule

NOTE: A detailed project schedule is currently under construction and will be available when project planning activity is completed.

Data View Task Milestones	Milestone Completion Target
Project Charter Approved	February 2009
Project Kick-off Complete	February 2009
Project Management Plans Complete	February 2009
Options Assessment with Recommendation Complete	April 2009
Requirements Finalized	May 2009
Feasibility Study Complete	June 2009
Project Completion – Feasibility	June 2009

Cost Projection/Staffing Plan

Cost Projection

Organization	Description	Rate/Hour	Max Cost
Pacific Consulting	Contract for Quality Assurance	\$205	\$27,265
Dye Management	Contract for Requirements and Feasibility Study	NA - Deliverable Base	\$160,000
Total Cost Projection			\$187,265

Note: Costs for internal agency resource participation will not be tracked through the TLLD Feasibility project. Each participating agency will be responsible for tracking those costs independently.

Staffing Plan

For details on staffing, please see the Governance section later in this document, specifically the Roles and Responsibilities subsection.

Note: Please reference bullet number two in the Assumptions section later in this document as it relates to team participation and availability.

Major Deliverables and Approach

The tangible, verifiable outcomes of work that satisfy the project objectives

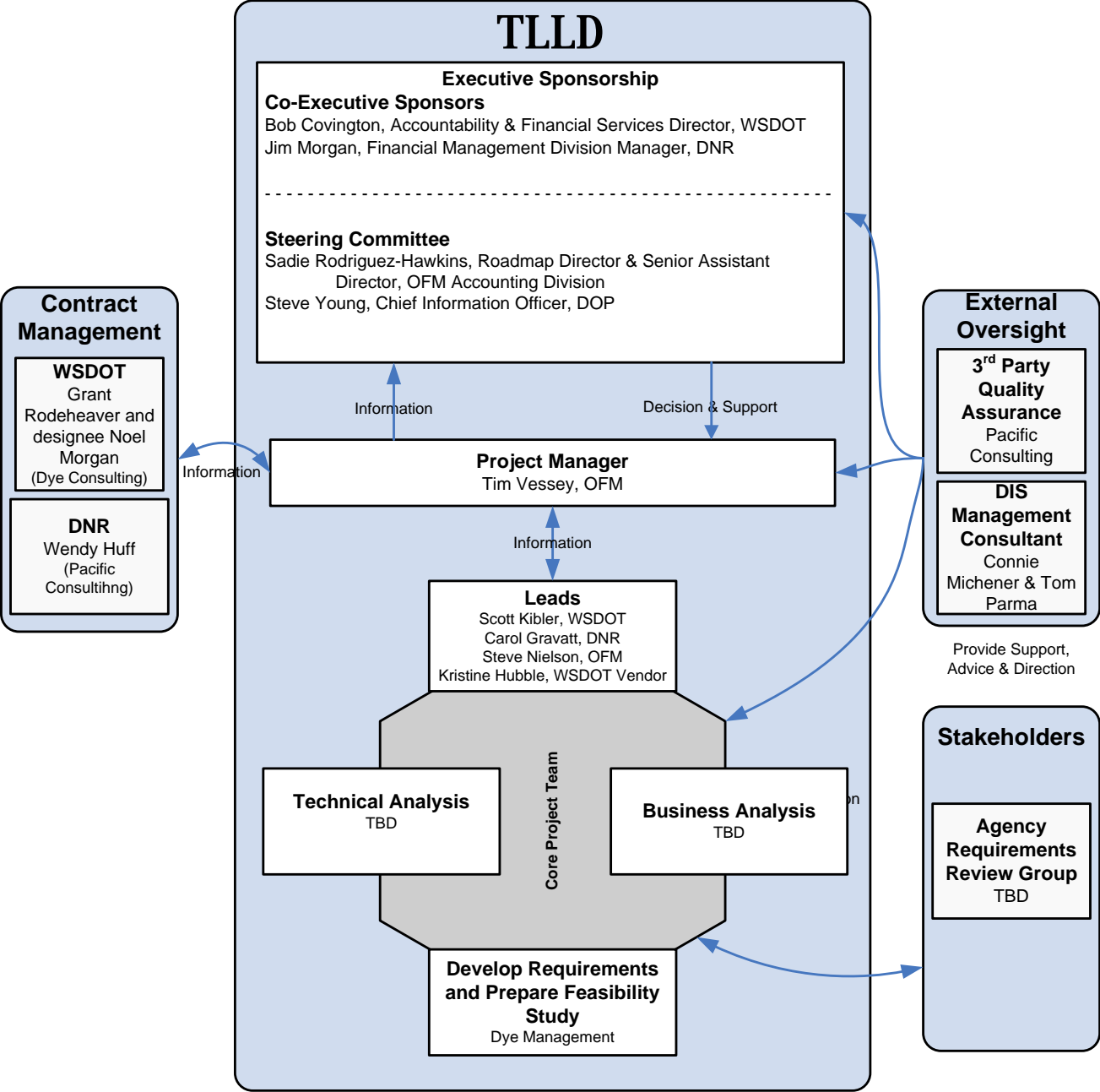
Milestone	Major Deliverables	Approach
Project Charter Approved	<ul style="list-style-type: none"> A. Governance B. Vision/Goals/Objectives C. Milestones/Deliverables D. Funding Plan E. Staffing Plan F. Schedule G. Approach H. Identified Risks 	With each major deliverable, Project Management will solicit information from each partner agency and draft proposals for review by the project team. Consensus approval of each major deliverable will conclude with a final draft of the Project Charter to be submitted to the Business Sponsors for approval.
Project Kick-off Complete	<ul style="list-style-type: none"> A. Vendor work plan B. Contract amendments 	<ul style="list-style-type: none"> A. Dye Management will review current documentation and have appropriate conversations to assess current status and develop a work plan with associated costs. B. WSDOT will work with Dye Management, DNR and OFM in the development of an amendment to the existing WSDOT contract to integrate additional scope. DNR and Project Management will work with Pacific Consulting on a contract amendment to include the additional scope in the original

	C. Kick-off meeting	DNR agreement with PSC. C. Dye Management, WSDOT and Project Management will work together to formally kick-off the project in the form of a kick-off meeting.
Project Management Plans Complete	A. Risk Management B. Communication C. Issue Management D. Change Management E. Document Management F. Contract Management	Project Management will draft plans for approval by the Business Sponsors (assumes the proposed governance structure is approved).
Requirements Finalized Note: Requirements should have the appropriate detail to support an RFP.	A. Individual agency drafts of requirements B. Compiled comprehensive version of requirements C. Feedback from agencies on identified requirements D. Agency requirement feedback analysis E. Final requirements draft F. Approved Final requirements	A. WSDOT and DNR conclude the requirements definition work that is in progress. B. Leverage WSDOT's contract with Dye Management to assist with reconciliation and compilation of identified requirements. C. OFM to facilitate a review process for select agencies interested in participating. (Details of that review process are TBD , however the process must provide minimal risk to project schedule and budget). D. Leverage WSDOT's contract with Dye Management to integrate requirements information provided by the participating agencies into final draft. E. Dye Management to compile final draft of requirements. F. Final requirements will be presented to sponsors for final approval.
Options Assessment with Recommendation Complete (included in Feasibility Study Report)	A. Identified potential solutions B. Documented pros and cons for each potential solution C. Provide recommendation	A. Leverage WSDOT's contract with Dye Management to perform market research and identify potential solutions. B. Review potential solutions for feasibility, do a cost/benefit analysis and document pros and cons including expected costs. C. Determine recommendation.
Conceptual Design Complete (included in Feasibility Study Report)	A. Documented recommended solution high level design: architectural and to the extent feasible, user experience B. Refined recommended solution costs	Leverage WSDOT's contract with Dye Management to facilitate the development of the conceptual design components for the recommended solution. Dye Management will compile existing project documentation, solicit information from the project team where necessary and draft proposals for

	<ul style="list-style-type: none"> C. Documented business impact D. Documented architecture/technology impact E. Documented data conversion requirements F. Refined implementation approach G. Identified resources required: internal and vendor H. Documented implementation risks I. Implementation Schedule J. High-level Implementation Plan 	<p>review by the Business Sponsors. The Conceptual Design will be submitted to the Executive Steering Committee for review as part of their review of the draft Feasibility Study Report..</p>
Feasibility Study Complete	<ul style="list-style-type: none"> A. Objectives B. Impacts C. Organizational Impacts D. Proposed Solution E. Alternatives Considered F. Strategic Relevance G. Project Plans for Implementation H. Work Plan I. Cost Benefit Analysis J. Comprehensive Risk Management Plan 	<p>Leverage WSDOT’s contract with Dye Management to assist with the development of the feasibility study components. A draft of the Feasibility Study Report will be submitted to the Executive Steering Committee for review and approval.</p>
Project Completion – Feasibility	<ul style="list-style-type: none"> A. Lessons Learned B. Celebration 	<p>Any requested changes to the draft Feasibility Study Report will be applied and the project closed out. At project close we will work with OFM to assess what worked and what could be improved, and will document these lessons learned in a final report.</p>

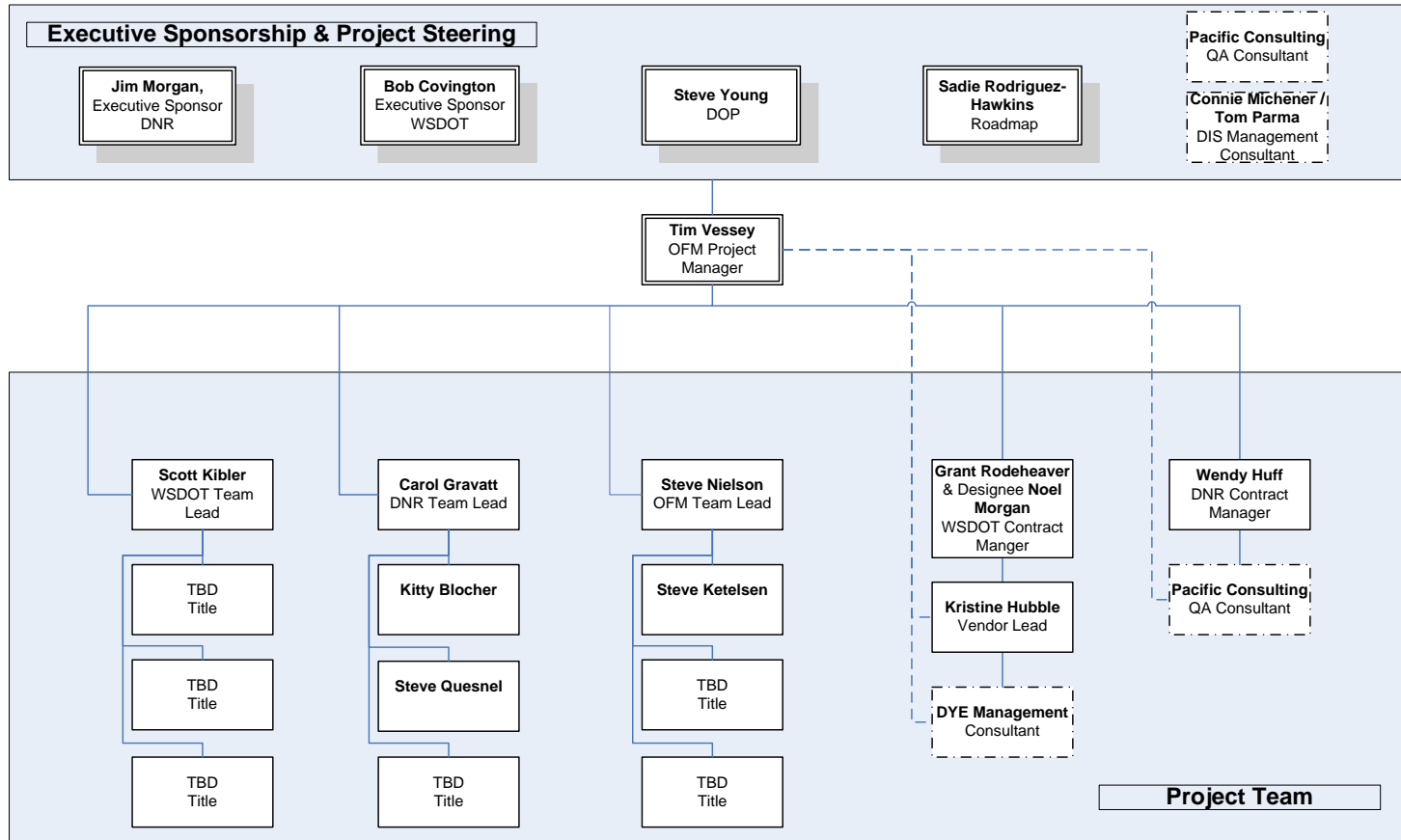
Project Organization

Governance:



Structure:

TLLD Team Organization



Roles and Responsibilities:

Co-Executive Sponsors

Bob Covington, Accountability and Financial Services Director, WSDOT

Jim Morgan, Financial Management Division Manager, DNR

The Co-Executive Sponsors represent the business processes being addressed by the project and are ultimately accountable for the project's success. The Co-Executive Sponsors must be committed to change, must have budget authority over the project, and must be willing to mandate business process alignment within the program and/or Agency where necessary.

General

- Champions the project vision and objectives and advocates for project results at an executive level.
- Provides overall project vision, direction and oversight.
- Ensures the implementation of appropriate business process improvements and changes that impact project direction and deliverables.
- Serves as the ultimate project authority in the resolution of issues associated with scope, schedule, budget, risk, and quality.
- Makes final Go/No Go decisions at key project milestones.
- Approves final deliverables and criteria for successful completion of project implementation.
- Serves as the highest level responsibility for project deliverables.
- Approves project changes that modify scope, implementation strategy, budget, cost or schedule.
- Reviews progress reports for impact to stakeholders and advises/directs the Project Manager and Executive Steering Committee accordingly.
- Makes strategic-level project decisions necessary to guide the tactical execution of the project.
- Represents the project to the Roadmap Executive and Customer Advisory Committees and provides periodic status reports.
- Represents the project to oversight groups such as the ISB and the legislature.

Executive Steering Committee

Bob Covington, Accountability and Financial Services Director, WSDOT

Jim Morgan, Financial Management Division Manager, DNR

Steve Young, Chief Information Officer, DOP

Sadie Rodriguez-Hawkins, Roadmap Director and Senior Assistant Director, OFM

The Executive Steering Committee is responsible for owning the project and for resolving all policy and/or program related issues brought before it by the Project Manager. The Committee is composed of senior agency management and other key stakeholders who can address issues that may span multiple programs and functional areas.

The Co-Executive Sponsors chair the Steering Committee. The Project Manager reports to the Steering Committee and provide information concerning the project progress, issues, and

decisions needed. The Co-Executive Sponsors designates the composition of the Steering Committee.

General

- Steers project and provide vision and policy guidance.
- Aligns project direction with strategic plans, priorities, and vision.
- Gives direction to the Project Manager on scope, budget, schedule and policy issues.
- Removes obstacles and enables change.
- Makes project decisions in alignment with enterprise policies and strategic initiatives.
- Reviews and approves key project planning documents.
- Champions communication between internal and external stakeholders.
- Executes Communication Plan.

Budget

- Provides high-level oversight of project budget and expenditures.
- Reviews recommendations for project expenditures outside the project budget.

Resources

- Commits resources available and supports the resources necessary to successfully meet the project deliverables.
- Aligns staff resources with business support requirements.

Decisions

- Collaborates and makes recommendation to Co-Executive Sponsors on strategic-level project decisions necessary to guide the tactical execution of the project.
- Provides high-level issue resolution, especially on issues dealing with business organization, procedures and policy that cannot be resolved at lower levels in the project organization.

Enterprise Project Manager

Tim Vessey, OFM

The Project Manager has managerial oversight of the project and is responsible for integration of statewide enterprise requirements within the project and coordination for cross agency activities. The Project Manager coordinates and monitors project tasks and deliverables and tracks their progress in accordance with the project plan. The Project Manager is the prime planner, organizer, and leader for the project team.

General

- Reports functionally to the Project Sponsors, operationally to the OFM Project Management Office Manager.
- Ensures accountability for delivery of project on time, within budget and in accordance with pre-defined project quality standards.

- Ensures project reporting is current.
- Ensures project supports stated user requirements.
- Establishes initial statement of work documents.
- Works with Contract Managers to oversee project vendor(s) staff and monitor activities against the contract.
- Determines project resource requirements and enlists stakeholder support to obtain these resources.
- Establishes project management and technical processes to ensure project discipline according to state and agency standards.
- Monitors and tracks project budget, schedule, and quality against pre-defined project standards.
- Establishes and oversees project management controls for issue, change and risk management.
- Creates and maintains project library.
- Develops project plans and deploys and directs project resources to complete project tasks and activities according to these plans.
- Ensures project activities are integrated and coordinated with other state and agency initiatives and projects.
- Executes Communication Plan.

Agency Team Leads

Scott Kibler, WSDOT

Carol Gravatt, DNR

Steve Nielson, OFM

The Agency Team Leads are responsible for garnering and sustaining business support and for securing the business personnel needed to successfully meet project deliverables. He or she needs to communicate regularly with executives to ensure that they understand the value of what's being produced. An Agency Team Lead needs to ensure that the appropriate people from the business area are provided for the project. They need to be decisive and have the authority to enforce their decisions. They should take an enterprise-wide perspective, but they also need to represent the needs of their agencies. The Agency Team Leads are responsible for managing a small project team within their respective agencies and working within the constraints of scope, quality, time and cost, and within established project policies and guidelines, to produce specific products and contribute specific results towards the overall project effort.

General

- Works collaboratively with the Project Manager to resolve scope, budget, schedule and quality issues before escalating to the Executive Steering Committee.
- Makes project decisions in alignment with best business practices.
- Works with the Project Manager to identify and mitigate risks before escalating to the Executive Steering Committee.

- Represents the project and facilitates understanding of the project strategies, goals, tasks, and decision to their respective agency and project team members.
- Ensures the necessary resources and capacity within respective agency to successfully meet project deliverables.
- Sets expectations within respective agency for team participation.
- Ensures detailed information is captured on decisions affecting the project and communicated to the Project Manager.
- Works with the Project Manager to support an agreed upon change management process to ensure project scope is contained.
- Champions communication between internal and external stakeholders.
- Executes Communication Plan.
- Serves as the primary contact and conduit for information, business needs and system requirements to and from their respective business area.
- Ensures project supports strategic business direction.
- Ensures that all tasks assigned to their team are completed thoroughly, accurately and in a timely manner.
- Ensures Executive Steering Committee decisions are carried out as directed by the Project Manager.
- Collaborates with the Project Manager to develop strategies and tactics for completing project tasks and resolving issues.
- Ensures that project issues are identified and communicated to the Project Manager for inclusion and tracking on the issues log.
- Identifies schedules and organizes inclusion of subject matter experts as needed.

Decisions

- Guides the tactical execution of the project.
- Identifies and recommends policy changes and implementation strategies that directly support project objectives.

Vendor Lead

Kristine Hubble, WSDOT

The Vendor Lead has managerial oversight of vendor activities and, along with the Project Manager, has overall responsibility for vendor tasks and deliverables. The Vendor Lead has the task of integrating the efforts of vendor in achieving the project objectives. The Vendor Lead tracks vendor progress in accordance with the project plan and the vendor contract and reports status to the Contract Manager and the Project Manager.

General

- Reports operationally to the WSDOT Contract Manager and functionally to the OFM Project Manager.
- Ensures accountability for delivery of vendor tasks on time, within budget and in accordance with pre-defined project quality standards.
- Ensures vendor reporting is current.

- Ensures vendor products support stated requirements.
- Oversees project vendor staff and monitors activities against the contract.

Contract Manager

Wendy Huff, DNR

Grant Rodeheaver and designee Noel Morgan, WSDOT

The Contract Managers have managerial oversight of vendor contracts.

General

- Works with the Project Manager to establish vendor statement of work documents.
- Monitors vendor activities against the contract.

Vendor

Dye Management

The vendor has the responsibility to provide systems analysis support in conjunction with the feasibility study for the TLLD project. The vendor will develop the detailed functional and technical requirements and prepare the TLLD Feasibility Study Report per their contract agreement.

General

- Conduct fact finding interviews or group workshops with appropriate stakeholders to obtain an understanding of their time and attendance business process and requirements.
- Develop detailed functional requirements, interface requirements, conversions requirements, and application architecture and technical architecture requirements.
- Conduct work sessions with to review the detailed functional and technical requirements.
- Update and finalize the detailed requirements based on stakeholder input.
- Perform the detailed alternatives analysis.
- Prepare the Feasibility Study.
- May attend Steering Committee meetings.

Subject Matter Experts (SME)

Kitty Blocher, DNR

Steve Quesnel, DNR

Steve Ketelsen, OFM

Others – **TBD** as needed

SMEs are expected to exhibit the highest level of expertise in performing a specialized task or skill within the scope of the project. SMEs will be made available by their respective agency as needed to meet project deliverables.

General

- Provides the business or technical expertise and insight to enable the project team to achieve the project and product objectives.
- Provides detailed business or technical knowledge to members of the project team for use in all facets of the project.
- Assists in identifying system functionality, technical, and implementation requirements, staying consistent with project scope, strategic direction, investment plan and project plan.
- Assists in the development of necessary test scripts for product testing.
- Performs user acceptance testing, as needed, with the assistance of the Product Manager and Project Analyst.
- Assists in drafting new/revised business procedures (Standard Operating Procedures).
- Assists their Team Lead and the Product Manager in identifying training needs and developing training plans.
- Helps verify vendor has fulfilled business objectives and project deliverables.

Qualifications

- Subject matter expertise gained from direct involvement and experience in one or more program areas relating to the project activity.
- Ability to coordinate/schedule and facilitate groups of 1- to 15 persons.
- Understanding of need to maintain confidentiality and/or sharing of information as appropriate.
- Ability to work cooperatively with staff from various work groups and a tolerance for diverse opinions and work styles.
- Effective communication skills, both written and verbal.
- Demonstrated understanding of the necessity and ability to set and meet deadlines.
- Ability to utilize critical thinking skills in assessing/analyzing alternative courses of action.
- Good strategic thinker and ability to see the big picture regarding business impacts across the range of possible project activities.
- Ability to deal with ambiguity and work effectively in a team setting.

DIS Oversight

Connie Michener and Tom Parma, Management Consultant, DIS

DIS Oversight consultants are responsible to assure that project processes and outcomes are in alignment with ISB policies and requirements.

General

- Provides project guidance and oversight.
- Interfaces with Information Services Board.

- Communicates with ISB members to identify concerns and issues and provide accurate project status.
- Assists the project in compliance with State and ISB requirements.
- Identifies possible common service areas.
- Attends Executive Steering Committee meetings and reviews documentation as needed to provide advice, evaluate project risks, and help develop solutions and mitigation strategies.
- Assists in the identification of multi-agency IT projects
- Functions as a liaison for DIS services.
- Provides additional project management expertise.
- Works with external quality assurance (QA) in areas of concern.
- May attend Steering Committee meetings.

Requirements Review Group

TBD (Multiple Participating Agencies)

The Advisory Group is expected to provide an enterprise perspective on products being proposed by the project team. Specific participating agencies will be identified by the Team Leads and approved by sponsors.

General

1. Provides insight on how the product might meet their individual agency needs.
2. Validates requirements, functionality, usability, and quality.

External QA

Pacific Consulting Group

External Quality Assurance is responsible to assure that accurate and reproducible results are achievable by using methods, techniques, and procedures to collect, analyze, and report data.

General

- Provides reports to the Executive Co-Sponsors, the Executive Steering Committee, Business Leads, and Project Manager.
- May attend Steering Committee meetings.
- Reports on
 - Completeness of Vision and Scope definition;
 - Adequacy of risks assessments and mitigation plans;
 - Adequacy of staffing and role definition;
 - Adequacy of work / task planning;
 - Adequacy of project control procedures;
 - Constructive involvement of customers/advisory group;
 - Adequacy of product design;
 - Work product assessment.

Approach

The TLLD Project Team will follow a best practice approach to this project. The project will leverage our team's experience with input from other agencies on requirements for a solution to support time, leave and labor distribution needs. The team will partner with a vendor with considerable expertise in preparing feasibility studies, specifically those for financial systems. The initial weeks will include setup, review of materials, development of the project management plans, and compiling requirements. Revisions to this approach may be made as necessary or agreed.

The project will be carried out in five phases. The following five sub-sections of this document describe the phases, key activities, and major deliverables associated with each phase.

Phase 1: Project Planning/Initiation

The Project Initiation phase serves to ensure that expectations are clear and that a course is set to deliver the desired results. The Project Manager and Business Sponsors will work cooperatively to establish the project team structure and operations with the WSDOT, DNR, OFM, and DOP staff assigned to this initiative. The Project Manager will solicit information from the team in the development of the Project Management Plans that will govern project deliverables and processes. The project team will review project objectives and expectations as defined in the Project Management Plans then work as a team to refine and detail them. The Project Team will also begin to clarify and detail the business objectives for a solution that will provide services for its customers. These business objectives will be key components of the Options Assessment deliverables. Because of a tight project timeframe, this phase will overlap Phase 2.

Key Activities

- Project kick off meeting with project sponsors and stakeholders.
- Gather and review existing documentation, including recently-completed charter.
- Identify Agency Advisory group participants and detail their responsibility.
- Develop Project Management Plans, including the Risk, Communication, Issue, Change, Document and Contract Management plans.

Outputs

- Deliverables: The Project Management Plans

Phase 2: Definition of Requirements

In this activity, the project team will define requirements at a level of detail appropriate for use in a future Request for Proposal (RFP). The team will focus on eliciting, documenting and categorizing business requirements for the management of time, leave and labor distribution in a way that (1) initially allows for the evaluation of alternative solutions during the feasibility study phase of this project and (2) is at a level of detail to be utilized to compare software vendor and systems integrator proposals in a future RFP phase.

Our approach will emphasize:

- Reaching agreement on the criteria for common requirements.
- Harmonizing the WSDOT and DNR requirements specifications.

- Integrating those with available requirements from OFM, DOP, DSHS, DOC and possibly WSP.
- Supplementing those with the requirements of other agencies within the constraints of this project.
- Classifying requirements as enterprise or agency-specific in nature.

We will emphasize identifying and reaching agreement on the set of criteria to be used in classifying requirements as either core (common to the enterprise) or agency-specific (unique to the agency). We will review the requirements documents already produced for WSDOT and DNR and will conduct interviews to determine OFM requirements for an enterprise perspective. If time and budget permit, we will consider review of the requirements documents already produced by WSP and DOP as part of other related projects and will conduct interviews to clarify relevance where necessary. We will select participants of the Agency Advisory group with either perceived unique business processes or other specialized interests. These participants will be encouraged to analyze identified requirements and supplement them with requirements from their individual agencies' perspectives. We anticipate that three to five interviews will be necessary to identify and define additional requirements. We will also study the documentation of the Roadmap process group. We will identify any gaps in this work and will apply our knowledge of best practices and the results of our interviews to produce a requirements document.

Led by Dye Management, the project team will participate in facilitated work sessions to review and modify as necessary to finalize consolidated requirements, The final result will be a consolidated inventory of requirements, classified as enterprise or agency-specific.

Because of a tight project timeframe, this phase will overlap Phase 3.

Key Activities

- Develop criteria and decision process for designating common requirements.
- Identify solution constraints.
- Gather and determine a baseline for existing requirements specifications documentation.
- Harmonize and analyze existing requirements specifications from WSDOT and DNR and identify possible gaps.
- Integrate existing requirements specifications from DOP and WSP if feasible.
- For WSDOT, DNR, DOP and OFM customers, determine the need to expand or update requirements and elicit/expand the requirements inventory.
- Update/Identify the list of potential interviewees from Phase I and select the staff to be interviewed:
- Set up and conduct interviews or workshops as needed.
- Document interview or workshop results.
- Elicit and/or consider requirements of other agencies, as feasible.
- Document functional requirements, including all common requirements and agency-unique as discovered.

- Document non-functional requirements.
- Analyze findings for commonality and priorities.
- Resolve issues and conflicts with common functions.
- Review draft of requirements.
- Revise draft requirements and finalize.
- Review Roadmap documentation relevant to this project.

Outputs

- Interview and workshop notes
- Deliverable: Detailed TDDL Requirements Definition

Phase 3: Options Assessment and Recommendation of Preferred Solution

The options assessment activity represents the core of the Feasibility Study. Dye Management will identify solution alternatives, seek approval on the identified alternatives from the Steering Committee, and evaluate them in relation to the requirements specified in the prior phase. We will conduct a detailed analysis for each alternative. We will present these types of alternatives for Steering Committee review and approval:

- Utilize SAP's Time and Attendance capabilities to extend the functionality currently available in HRMS.
- Utilize a third party best of breed time and attendance solution in conjunction with current HRMS capabilities.
- Utilize a third party best of breed time and attendance solution in conjunction with the reconfiguration of HRMS and development of associated SAP tools.

Dye Management will work to define and describe the approved alternatives.

For the 3rd party solutions, we will identify and analyze best-of-breed solutions to gather representative characteristics. We will identify, contact, and request standard information from selected vendors for their solution and the characteristics of its implementation.

For the SAP alternative, we anticipate requesting that SAP submit responses to standard questions in a manner similar to that of other 3rd party software vendors. We will compare the functional requirements defined in earlier deliverables to the capabilities of other SAP modules. Dye Management will estimate costs for the 3rd party solutions and SAP alternatives using top-down and bottom-up estimation techniques based on vendor information and our implementation experience.

Dye Management will combine all information in a consolidated analysis of the fit of each alternative to functional and non-functional requirements costs (including purchase, development/enhancement implementation, operation and maintenance), potential to realize benefits and risks, and other approved evaluation criteria. Dye Management will describe each alternative individually and score it against the agreed upon criteria. The team will work together to produce the resulting recommended solution based on this analysis.

Because of a tight project timeframe, this phase will overlap Phase 4.

Key Activities

- Identify and describe combinations or other feasible alternatives as needed.
- Review best-of-breed solutions.
- Gather information from best-of-breed vendors on functionality and constraints.
- Review SAP time, leave and labor distribution functionality and constraints.
- Evaluate alternatives against requirements; consider and document: solution constraints, fit for functional and non-functional requirements, and other agreed upon criteria.
- Identify changes required to system, technology or processes.
- Analyze costs and benefits of each solution consistent with ISB standards.
- Document full analysis.
- Work with Executive Co-Sponsors to make recommendation.
- Summarize evaluation for recommended solution.

Outputs

- Deliverable: Presentations to sponsors on proposed alternatives to be analyzed for review and approval
- Presentation to sponsors providing a Summary of the Detailed Alternatives Analysis and a Recommendation on the Preferred Alternative for review and approval

Phase 4: Implementation Strategy, Work Plan and Risk Assessment

In this phase we will elaborate on the recommended solution in an Implementation Strategy, Work Plan and Risk Assessment. The implementation strategy will illustrate how the recommended solution will meet the needs of DNR and WSDOT and how it is scalable for the enterprise. It will further illustrate how the recommended solution will operate within the broader enterprise architecture for the State of Washington, including the business process, data, and technology specifications of that architecture.

We will then develop a work plan to implement the recommended solution. The plan will include implementation considerations as well as descriptions of recommended implementation phases. For the initial phase, we will include a high-level description of the milestones and the effort, timeline and resource requirements to implement the required functionality in the plan. We will break down effort estimates by vendor and internal resources. For estimates, we will use the resources identified in the decision package and our team's experience implementing enterprise, best of breed, and custom solutions.

Finally, we will document all risks that emerged during the study, along with responsibilities, risk probability, impact, exposure, and strategies for avoidance and mitigation. These outputs will then be packaged with the work products in Phases 3 and 4 into the draft Feasibility Study Report. The draft Feasibility Study Report will be presented to the Project Sponsors and Executive Steering Committee for review and approval.

Because of a tight project timeframe, this phase will overlap Phase 5.

Key Activities

- Document recommended solution implementation strategy.
- Refine recommended solution costs and benefits.

- Document business impact.
- Document architecture/technology impact.
- Refine data conversion requirements.
- Identify resources required: both state and vendor.
- Elaborate project risks.
- Develop overall project schedule.
- Develop project plan for implementation consistent with ISB standards and formats.
- Package draft Feasibility Study Report

Outputs

Draft Feasibility Study Report

Phase 5: Feasibility Study and Project Closeout

In this phase we will update and finalize the Feasibility Study report based on comments received from various reviewers and produce the final project documentation and conclude the project. At project close, OFM will work with partner agencies to assess what worked and what could be improved, and will document these lessons learned in a final report.

Key Activities

- Compile documentation from previous phases.
- Refine requirements as necessary.
- Assess opportunities for improvement.

Outputs

- Deliverable: Final Feasibility Study document
- Lessons Learned report

Assumptions and Constraints

Assumptions:

- Remaining proviso funding for WSDOT and DNR will be available to the TLLD project.
- WSDOT, DNR, DOP and OFM team members will be available as planned and needed to help the team complete project deliverables on schedule or project scope will be adjusted to accommodate resource availability.
- Advisory agencies will be available to participate as needed in reviewing and providing input on the requirements.
- TLLD implementation may include activation/configuration of functionality that is currently available with the current SAP instance at DOP. This will require differentiation between SAP capabilities and the current HRMS configuration.
- The timelines for all deliverables are tight. Work on later deliverables will considerably overlap work on earlier deliverables.
- This project will use Roadmap related guidelines and information as they are available to it, current as of the work of this project.

- OFM's requirements for time, leave and labor distribution have not been studied or documented. This project will consider their requirements only to the extent they can be discovered within the limit of requirements interviews.
- The alternatives to be considered may include: Utilize SAP's Time and Attendance capabilities to extend the functionality currently available in HRMS; Utilize a third party best of breed time and attendance solution in conjunction with current HRMS capabilities; Utilize a third party best of breed time and attendance solution in conjunction with the reconfiguration of HRMS.

The working project team may modify and add to the list of alternatives as the Executive Co-Sponsors agree is appropriate. The project team will seek approval from the Steering Committee on the alternatives to be considered.

- To describe the best of breed alternative, the team will use representative 3rd party software product(s).
- Information on all alternatives will be available from system vendors and/or support staff. In the absence of direct information in time for a deliverable, the working project team will use the best information available.
- Stakeholders will review deliverables according to the acceptance criteria and in time to keep the project on schedule.
- The OFM Project Manager will review all materials, raise and address issues, and participate in weekly progress meetings.

Constraints:

- Competing resources for support of other products, projects, and/or operational responsibilities.
- Business processes may not be solidified enough to determine clear business requirements.
- Current economic environment and associated cuts/freezes, etc.

Performance Measures/Outcomes

The following factors will be used to guide and measure the success of the project.

- The project is completed by the date identified in the detailed project plan.
- The project is completed within the authorized budget.
- The project concludes with all identified work products complete.
- The Software Requirements Specification and Feasibility document meet with high acceptance rating from project sponsors.

Risk Analysis

The risk analysis is the assessment of what could go wrong (risks), determination of which risks warrant preventive or contingency actions, and development of strategies to deal with those risks. The stakeholders involved in preparing the Charter, should identify the business, political, and general risks, as well as any technical risks, to the project.

Risk analysis information will be provided in the Risk Management Plan document.

Acceptance

I, **Jim Morgan**, the Co-Executive Sponsor, have reviewed and approve this charter document.

Signed: _____ Date: _____
Jim Morgan (Financial Management Division Manager, DNR)

I, **Bob Covington**, the Co-Executive Sponsor, have reviewed and approve this charter document.

Signed: _____ Date: _____
Bob Covington (Accountability and Financial Services Director, WSDOT)

We, the Steering Committee members, have reviewed this document and agree to abide by its contents.

Signature	Name (printed) & Organization	Date
	Sadie Rodriguez-Hawkins , Roadmap Director & Senior Assistant Director, OFM	
	Steve Young , Chief Information Officer, DOP	