

WEBVTT

1

00:00:00.895 --> 00:00:14.814

Can everyone see it? Yes. Good. Thank you. Yes, and it is something that we have to retain a file that we have to retain. So okay.

2

00:00:14.814 --> 00:00:19.734

So which which there is an option so that so if you look at says, you can send it to everybody.

3

00:00:19.734 --> 00:00:32.695

There is another option for you to direct chat at somebody, and particularly for Angelos the presenter if you wanted to direct something to her, you could not use everyone, but use that. Sure. Thank you.

4

00:00:36.210 --> 00:00:47.335

Okay, so we've done our roll call. Jim. Do you want to take it away? Sure I was just waiting. Like I said, taking all commands from the tower. Their Angela. So thanks so good morning.

5

00:00:47.335 --> 00:00:48.895

Everybody welcome to our,

6

00:00:48.895 --> 00:00:49.734

as Angela said,

7

00:00:49.734 --> 00:00:59.664

our first virtual sub committee meeting what we need to do here is actually we have our February thirteen sub committee meeting meeting notes,

8

00:01:00.384 --> 00:01:03.115

looking to get approval of those meeting notes.

9

00:01:03.984 --> 00:01:15.144

So, if I can have someone make a motion to approve, such the notes, I make a motion to approve such notes that grid. Okay.

10

00:01:15.655 --> 00:01:25.075

And then all in favor say, aye aye aye, any nays. Okay. Meetings minutes have been approved.

11

00:01:25.560 --> 00:01:28.165

So with that we'll get right into our project,

12

00:01:28.194 --> 00:01:32.935

and we have two projects coming in front of us today for the tsp,

13

00:01:33.295 --> 00:01:42.805

and I'm going to turn the microphone over to sue from the side of the house and let Sue and team introduce the projects in the project teams,

14

00:01:42.805 --> 00:01:44.125

and I'll be talking about him.

15

00:01:44.125 --> 00:01:57.655

So sue. Hi. Hi. This is sue. London and I am the director of the and staff to the board, and it's my pleasure to initially introduce rich who is the oversight so.

16

00:01:57.989 --> 00:02:11.455

A consultant assigned to the tolling project enrich will give an introductory synopsis to the project, and then introduce the project team. So rich, take it away.

17

00:02:12.534 --> 00:02:23.185

Thank you very much. So, joining us today, taking feedback on current and planned management strategy is the Washington State Department of transportation.

18

00:02:24.539 --> 00:02:35.784

Calling back off the system replacement project team, including their quality assurance, and independent verification and validation representatives. Very briefly.

19

00:02:35.844 --> 00:02:45.205

This project started in twenty fourteen, despite significant mitigation efforts, focused on vendor performance. The go live originally planned for December.

20

00:02:45.205 --> 00:02:59.425

Twenty eighteen has had multiple delays as deal has appropriately prioritized a quality public user experience. overscheduled inherent project has been assessed.

21

00:02:59.425 --> 00:03:13.914

Red seems twenty eighteen. The team will now discuss their situation. I want to introduce the executive sponsor patio to introduce yourself and the project team. Patty.

22

00:03:15.145 --> 00:03:29.814

Great, thanks. Thanks for the opportunity to give an update on this project as rich mentioned. I'm Patty. I'm one of the assistant secretaries at the Department of transportation, and the project sponsor with us. Today.

23

00:03:29.814 --> 00:03:42.115

I have Jennifer. Charlotte is the project manager for this particular project, and she's also the director of systems and engineering within the tool division at the Department of transportation.

24

00:03:42.835 --> 00:03:54.835

Additionally, we have Dana McLean. She's from P. S. G. and we'll give you an update on the Q, a oversight and then we have Heather cauffland Washburn, who will give an update on the IBM.

25

00:03:55.854 --> 00:04:09.745

So, with that, I'm going to turn it over to Jennifer and she'll walk you through kind of what the project is and also provide to you the update of where we're at today from when we presented previously to the sport Jennifer.

26

00:04:11.125 --> 00:04:23.394

Thanks, Patty and good morning. Everyone so starting off with our agenda for this morning we'll do a quick overview. I'll give you an update on our implementation status.

27

00:04:23.485 --> 00:04:37.704

I'll walk through kind of our issue statement for the day and discuss our strategies, an action plan for resolution and then you'll hear from our QA and IV and V representatives and then we'll have some time for questions and discussion.

28

00:04:40.764 --> 00:04:54.894

So this should be, I think, a reminder for most of the, the board, but the project we're talking about today, our back office system replacement, our back office system is a core element of watchdogs, tool program.

29

00:04:54.925 --> 00:04:58.975

The system manages all of our customer accounts. It is.

30

00:04:58.975 --> 00:05:11.064

Our payment system, it manages all of our customer relationship management functions, our financial and accounting functions of the good to go told program our existing contract.

31

00:05:11.064 --> 00:05:21.774

That one that's an operation today was a bundled procurement that included both the back office system, and the customer service operations.

32

00:05:21.805 --> 00:05:34.795

The day to day operations of system, this contract is reaching a contract term and the back office system that we're operating today is reaching end of life. That's the need to replace it.

33

00:05:35.514 --> 00:05:49.165

Our new system will be has been procured separately from the operations of that system. So, the project that we're talking about today is specifically discussing the back office system itself.

34

00:05:50.935 --> 00:05:54.925

This oh, I had one more bullet on that previous slide. Thank you.

35

00:05:55.795 --> 00:06:10.524

This new back office system will provide the full functionality of our existing system, and also addresses several functional deficiencies and limitations pay points. If you will pain points, if you will in the existing system.

36

00:06:11.454 --> 00:06:18.295

And also includes several key enhancements so that we've heard from our customers that they've been asking for over the past several years.

37

00:06:20.545 --> 00:06:34.045

Next line, thank you so this procurement was completed and awarded to in June of twenty seventeen with a base six year term for that contract and options for an additional six years.

38

00:06:35.035 --> 00:06:46.855

It has two phases of implementation. And the one that we're discussing today is the first phase, this is essentially a replacement of all of the existing functionality, obviously modernized and enhanced.

39

00:06:46.884 --> 00:06:59.305

There is a second phase, which will include some select upgrades and automation and some options that were elected during the procurement for some additional functionality being what we have today.

40

00:07:01.884 --> 00:07:14.154

Next slide please. So, as rich mentioned earlier when this contract was awarded the original go live date, was December first of twenty eighteen since then.

41

00:07:14.365 --> 00:07:25.795

We this project has encountered repeated delays at our vendor while while they have made significant progress. And we're actually very happy with what we've seen.

42

00:07:25.795 --> 00:07:35.125

So far of the system they've struggled with maintaining appropriate resources and with schedule estimation, and adherence.

43

00:07:36.324 --> 00:07:45.115

So due to these repeated delays, and also more recently, due to some delays associated with Covent, nineteen situation.

44

00:07:45.865 --> 00:07:55.584

We feel that July this year is the earliest achievable go live date and that is that timeframe that we're currently working toward.

45

00:07:57.475 --> 00:08:02.545

So, given all those delays, there has still been significant progress made and so I'll highlight.

46

00:08:02.545 --> 00:08:15.175

Some of those quickly fast lane is the name of core software platform, and all of the development to meet the watch dot requirements has been substantially completed.

47

00:08:16.165 --> 00:08:29.785

We've also completed several sequences of testing the factory acceptance test has been completed as well as integration and commissioning testing. And most recently, our user acceptance testing has been completed successfully.

48

00:08:31.704 --> 00:08:45.715

The data migration effort, which is substantial from our legacy system to our new system is substantially complete. Obviously, there's still refinements, ongoing as we work through the remainder of the testing.

49

00:08:45.955 --> 00:08:59.485

But the bulk of the work is complete as well. The transition planning, the work to very carefully plan out the sequence of events that will occur when we transition from our existing system to our new system.

50

00:08:59.815 --> 00:09:01.975

That planning is substantially complete as well.

51

00:09:03.924 --> 00:09:12.654

The vendor was responsible for infrastructure built out and provisioning of our new call center and walk in centers.

52

00:09:13.044 --> 00:09:25.764

So all of the network infrastructure, the workstations and all of that, at our call center has been provisioned by and tested and is complete as well.

53

00:09:26.605 --> 00:09:28.434

And most recently train,

54

00:09:28.434 --> 00:09:31.945

the trainer training has begun so this piece of scope is,

55

00:09:31.945 --> 00:09:41.904

for subject matter experts to train our operations vendor leads and trainers on all aspects of the system.

56

00:09:42.115 --> 00:09:46.794

So that they can then go ahead and train their new staff who will operate the call center.

57

00:09:48.475 --> 00:09:51.684

So all of that work is completed next slide please.

58

00:09:53.965 --> 00:09:54.504

And again,

59

00:09:55.225 --> 00:09:56.725

so that being said,

60

00:09:58.284 --> 00:09:59.514

our main issue,

61

00:09:59.544 --> 00:10:00.445

as I mentioned,

62

00:10:00.445 --> 00:10:14.424

continues to be with schedule adherence has struggled throughout this project with maintaining resources accurately estimating their schedule and adhering to schedule,

63

00:10:15.294 --> 00:10:26.335

even with some increased resources that have been added over the last year and a half has been limited and their ability to increase velocity,

64

00:10:26.639 --> 00:10:28.254

critical path activities.

65

00:10:30.264 --> 00:10:42.955

I would also add that they they struggle with with completing or working through multiple critical path activities at one time due to resource constraints.

66

00:10:44.815 --> 00:10:59.575

They have continually struggled with under estimating that duration of time it will take to complete a task and with being overly optimistic in their prediction of

67

00:10:59.575 --> 00:11:03.174

activity durations and lastly,

68

00:11:03.504 --> 00:11:14.605

all of these delays have increased watchdogs cost to maintain our contract with our existing vendor to to maintain business,

69

00:11:14.605 --> 00:11:20.065

continuity of the good to go program as well as impacts to other projects and,

70

00:11:20.125 --> 00:11:20.455

you know,

71

00:11:20.485 --> 00:11:23.004

cost of our continued oversight of this work.

72

00:11:25.345 --> 00:11:33.565

Next slide please so what are we doing to try to mitigate for and resolve these issues?

73

00:11:34.825 --> 00:11:36.654

So walking through them,

74

00:11:36.684 --> 00:11:40.225

we have increased our executive level oversight,

75

00:11:41.725 --> 00:11:42.745

and this has happened,

76

00:11:43.014 --> 00:11:53.695

sort of incrementally over the last year or so we've increased the frequency of coordination across the board in terms of number of checkins,

77

00:11:53.695 --> 00:11:58.134

number of meetings number of subject matter expert meetings in particular,

78

00:11:58.134 --> 00:12:05.575

we have increased our executive level meetings that include executives from both tan and watch dot two weekly.

79

00:12:05.965 --> 00:12:14.424

And those were in person up until the covered. Nineteen state homeowners came into place.

80

00:12:15.504 --> 00:12:23.904

And most recently, we have organized a meeting with our vendor owner and CEO Jim.

81

00:12:24.054 --> 00:12:35.995

And Secretary of just to try and increase the pressure on each hand, and demonstrate the importance of this project.

82

00:12:37.914 --> 00:12:45.144

Next we've tried to increase the transparency of understanding progress on the side,

83

00:12:45.504 --> 00:12:54.264

and we've done that by essentially taking over maintenance of the project schedule over the course of this project.

84

00:12:54.264 --> 00:12:55.075

Since I mentioned,

85

00:12:55.554 --> 00:12:59.815

struggles with sort of basic schedule,

86

00:12:59.815 --> 00:13:00.294

maintenance,

87

00:13:00.294 --> 00:13:01.434

best practices,

88

00:13:02.004 --> 00:13:05.004

which left washed out in a position where we didn't,

89

00:13:05.424 --> 00:13:11.304

we often didn't have the most up to date information about progress schedule or schedule outlook.

90

00:13:12.024 --> 00:13:17.215

So we made the decision late last year to take over that schedule maintenance activity,

91

00:13:17.544 --> 00:13:21.024

meaning that we do all of the schedule updating and forecasting,

92

00:13:21.985 --> 00:13:27.205

and that's based on information that's provided directly to my team from.

93

00:13:27.684 --> 00:13:40.195

So all of you can leads in the various subject matter areas, report directly to my team, and give us those updates twice a week, which, which we then build into the schedule.

94

00:13:40.884 --> 00:13:55.825

The other, I think, really positive move that we made was asked to give us access to their internal tracking tools. That's mainly JIRA and

confluence tracking tools that they use to track their development and their defect resolution.

95

00:13:56.845 --> 00:14:07.345

So having access to that gives washed out. The ability to see real time progress against those critical path activities and use that to get a really good feel for where we are schedule wise.

96

00:14:09.205 --> 00:14:13.404

We've also taken over the ownership of go live and readiness coordination.

97

00:14:15.445 --> 00:14:27.835

That has been really helpful because it it does involve coordination, not just with, but with our own teams at watch dot our legacy vendor. And, as I mentioned our operations vendor.

98

00:14:29.304 --> 00:14:38.365

And we've also continue to streamline our own review and approval processes to try and make sure that we are never reason that a deadline is missed.

99

00:14:39.804 --> 00:14:51.504

So, in general, I think that a lot of those decisions and medications have really helped us to have a better idea of schedule.

100

00:14:51.534 --> 00:14:59.215

It doesn't mean that the vendor does anything faster but at least we have a much better understanding of where things are.

101

00:15:01.855 --> 00:15:04.825

So next increased Resourcing so,

102

00:15:04.855 --> 00:15:06.625

at our insistence,

103

00:15:07.044 --> 00:15:16.855

Tan has worked to try to resolve some of their Resourcing issues by contracting with a third party technical services firm,

104

00:15:16.855 --> 00:15:25.615

to supplement their existing resources that was to support additional development and testing resources.

105

00:15:26.125 --> 00:15:38.725

I think that that has had limited success, but there has been some efficiency seen through that, in addition lost has increase access to our resources.

106

00:15:38.725 --> 00:15:42.024

So our project management and subject matter,

107

00:15:42.024 --> 00:15:49.524

expert resources to help supplement some of work as well as just provide them access to us,

108

00:15:49.524 --> 00:15:53.095

whenever needed to bounce ideas off of us,

109

00:15:53.095 --> 00:15:56.845

or or work through ideas with us to try and streamline those efforts.

110

00:15:58.764 --> 00:16:08.725

And we've attempted as whenever possible to shorten all of our turnaround times for critical deliverable reviews to try and find some efficiencies and schedule there.

111

00:16:10.764 --> 00:16:14.875

Next slide please next,

112

00:16:14.904 --> 00:16:29.125

we've tried to maintain a national industry perspective here from the beginning of this procurement while we were still writing the procurement documents wash dot worked with an expert review panel made up of

113

00:16:29.485 --> 00:16:36.024

agency leaders from across the country who work within the toll industry and other total agencies,

114

00:16:37.585 --> 00:16:43.105

we utilize that expert review panel extensively during the procurement process.

115

00:16:43.434 --> 00:16:55.345

And since then I have kept them updated roughly monthly with progress against this work and wanted to essentially keep them informed of our progress.

116

00:16:55.345 --> 00:17:01.164

So that when we run into barriers or key decisions, we can, we can ask for feedback from them.

117

00:17:01.825 --> 00:17:03.625

And most recently,

118

00:17:03.625 --> 00:17:04.075

in fact,

119

00:17:04.105 --> 00:17:04.884

next week,

120

00:17:04.914 --> 00:17:18.835

we have a meeting scheduled with that panel where we're going to ask each hand to present their schedule and to get to go live and key risks and seek some feedback from the panel

121

00:17:21.865 --> 00:17:22.674

next.

122

00:17:23.125 --> 00:17:36.474

We continue to maintain quality assurance. And independent validation and verification teams who work alongside us and provide us useful feedback on all of our processes.

123

00:17:38.275 --> 00:17:41.095

Most recently our Q,

124

00:17:41.095 --> 00:17:43.765

a team we've worked with them,

125

00:17:43.765 --> 00:17:50.424

and with our partners to work toward a more frequent check in with our QA team,

126

00:17:50.664 --> 00:17:59.005

moving it from monthly to twice a month to help us have more timely awareness of issues and the ability to escalate those quickly.

127

00:18:01.105 --> 00:18:12.565

And lastly, I want to note that we throughout all of these delays, have maintained a good working relationship with our vendor.

128

00:18:13.464 --> 00:18:22.795

They, I think want to do the best thing for this partnership and want to be successful and want to be able to prove themselves to us.

129

00:18:23.244 --> 00:18:24.565

And in that,

130

00:18:24.744 --> 00:18:25.464

on that note,

131

00:18:25.494 --> 00:18:25.674

we,

132

00:18:25.825 --> 00:18:39.625

they have worked with us to come to agreement on some additional damages for delay in excess of what was in the original contract understanding that they have caused significant delay and caused some costs to the department.

133

00:18:40.615 --> 00:18:52.825

So, that was a very positive step. And in addition they've also agreed to additional daily damages when if they are to miss the upcoming go live date.

134

00:18:52.855 --> 00:19:00.444

So that's, that's been a positive move on their part and shown that they are dedicated to continuing and good partnership. With us.

135

00:19:03.025 --> 00:19:07.410

Next slide please so,

136

00:19:07.404 --> 00:19:09.924

before we move before we move on,

137

00:19:09.924 --> 00:19:13.644

we do have a question from from Bush that he'd like to ask,

138

00:19:13.644 --> 00:19:15.595

and also to go ahead and open it up for,

139

00:19:16.585 --> 00:19:20.424

for board members to ask any other questions or comments.

140

00:19:20.730 --> 00:19:33.384

You know, let me ask my question early. You didn't really say why schedules were continually being missed. And my question is kind of a two part. What percentage of.

141

00:19:34.704 --> 00:19:39.835

Of the core system was customized.

142

00:19:41.605 --> 00:19:42.115

Right,

143

00:19:42.805 --> 00:19:43.914

and the second one is,

144

00:19:43.914 --> 00:19:46.704

did you have slow decisioning because the,

145

00:19:46.765 --> 00:20:01.194

the most typical reasons for schedules missing is massive customization combined with really slow decisioning on design issues to do any of the those two apply here.

146

00:20:02.005 --> 00:20:06.684

I think that we did have significant development required.

147

00:20:06.805 --> 00:20:07.404

Yes,

148

00:20:08.634 --> 00:20:09.474

I would say,

149

00:20:09.684 --> 00:20:10.224

you know,

150

00:20:10.464 --> 00:20:19.015

it's hard to give a percentage the core system and platform for all toll systems are very similar,

151

00:20:19.015 --> 00:20:19.914  
but as,

152  
00:20:19.914 --> 00:20:20.244  
you know,

153  
00:20:20.244 --> 00:20:24.384  
probably know the doubles and the details and watch that has a lot of  
specific requirements.

154  
00:20:24.714 --> 00:20:37.559  
And so, you know, maybe fifty percent twenty, five, fifty percent of the  
system needed customization. So definitely significant development  
required. And that has definitely taken some time. Okay.

155  
00:20:37.555 --> 00:20:47.694  
Then, when when this vendor issues an upgrade down the road, did you do  
your customization in a way that you can implement upgrades?

156  
00:20:47.694 --> 00:20:58.375  
Or if you essentially built your own system, they, they have broken our,  
our code branch off. So, we, we have a system that is specific to washed  
up.

157  
00:21:00.055 --> 00:21:11.964  
Okay, and do you think that's a good thing? I think that it will allow us  
it will allow us to meet the needs of our system. One of our customers.  
Yes.

158  
00:21:12.325 --> 00:21:21.174  
And contractually each hand is, is required to continue to maintain that  
system throughout the life of the contract.

159  
00:21:24.390 --> 00:21:32.964  
Okay, I think it could be an issue down the road, depending on what their  
other state customers have done.

160  
00:21:36.954 --> 00:21:41.005  
Because implementing whatever modernization they do to their core system.

161  
00:21:42.565 --> 00:21:52.105  
If that's an issue, because you built your own, you know, that's not a  
fun party to be to go to.

162

00:21:57.744 --> 00:22:01.825

Again, we can certainly ask those questions of them.

163

00:22:01.825 --> 00:22:09.325

I I think that the decisions that each hand has made to meet the requirements that they agreed to,

164

00:22:09.325 --> 00:22:20.184

in the contractor are there and and that they still need to maintain all of that the and performance levels for the system in the future,

165

00:22:20.490 --> 00:22:26.035

based on their contract requirements just for fun then this should be my last question on this.

166

00:22:26.424 --> 00:22:29.815

Were there any functionalities that the washing state wanted?

167

00:22:31.019 --> 00:22:40.734

That the vendor said, wow, that's that's gonna be massively needed to be customized and you guys said, okay, let's back off on that one.

168

00:22:43.734 --> 00:22:49.615

Yes, okay yes there where we definitely, you know, one of the one of the.

169

00:22:50.875 --> 00:23:02.994

Earlier critical path activities that text was the requirement specification. Right? And we had a lot of those conversations during that time period. Okay. Thank you.

170

00:23:09.684 --> 00:23:11.605

Any other questions before we move on.

171

00:23:13.289 --> 00:23:19.525

Yeah, I got one who's represented banking real quick. Do you feel like this mitigation?

172

00:23:19.914 --> 00:23:30.474

But the increase an executive level oversight, the increase meetings as taking a positive step forward to reduce risk that we can meet the next deadline in this path.

173

00:23:32.305 --> 00:23:32.934

Yes,

174

00:23:32.964 --> 00:23:47.934

and do you I think that all of these efforts have definitely increased watch dots ability to understand the progress that is making and to better react and more quickly

175

00:23:47.934 --> 00:24:01.855

react to any issues that arise does does do any of these actions mean that each hand will complete the remaining work more quickly not necessarily.

176

00:24:01.914 --> 00:24:10.255

Right but but I think that it has done a lot of good and and allowing us the right transparency to make decisions when they're needed.

177

00:24:12.355 --> 00:24:17.394

And this is just kinda to add to that is just having the C.

178

00:24:17.394 --> 00:24:30.565

O Tam participating in these weekly meetings he's hearing our side of what we're seeing and observing, and he's trying to reconcile that with what his team is caring and sharing.

179

00:24:30.775 --> 00:24:38.845

And so I think that's helped him better understand the state of his company supporting this project.

180

00:24:38.845 --> 00:24:49.194

And I think that's where I've seen the most benefit is he's hearing two sides of the story, and he has to reconcile that versus just hearing his own team. Tell them everything's fine.

181

00:24:51.954 --> 00:25:01.494

Yeah, I've learned over the years that have that little bit increased it enhancement I guess, from a senior leadership perspective increases the priority on it and the workload.

182

00:25:01.494 --> 00:25:14.664

So hopefully you can eliminate some of those you mentioned before the resource inadequacies that they've been having. Yeah, absolutely. So, hey, Jennifer, this is Jim, so I was gonna jump in there after represent bank.

183

00:25:14.664 --> 00:25:19.644

He was done so, first and foremost, thank you for your great presentation here.

184

00:25:20.424 --> 00:25:32.785

Just for the teams benefit, as they mentioned both secretary, Milan and myself have been engaged and engaging with the E ten and it's been very direct and blog conversations.

185

00:25:33.654 --> 00:25:44.664

So we are hopeful that they are paying dividends and moving forward. I can tell you that Roger is very well versed and as well as Patty is the executive sponsor in those engagement.

186

00:25:44.664 --> 00:25:58.224

So, which is reassuring to see that we have the agency CEO and the trusted deputy. If you will that's running this project from the executive perspective. Very much involved in knowing what's going on my question to the team.

187

00:25:58.224 --> 00:26:09.775

However, and this is not necessary for Jennifer Patty but to the board, what we have here is really a supplier management vendor, management type situation.

188

00:26:09.865 --> 00:26:17.244

And and the question I would like to post the board is what could we, as a state start doing differently? Or maybe.

189

00:26:17.730 --> 00:26:32.575

Put some framework together as we look at future engagement with suppliers and vendor management to do things a little bit differently to help agencies out with these types of scenarios while it's great that we can put liquidated

190

00:26:32.575 --> 00:26:34.464

damages in play if you will.

191

00:26:34.464 --> 00:26:42.295

But there comes a point in time where that's a no return and you end up indirectly paying for them anyway, in your cost model.

192

00:26:43.410 --> 00:26:58.075

So, I not that I expect an answer now, but we do have a lot of expertise virtually around the table and I'd be curious to see what folks would think about what we could do differently as we look at a supplier management program moving forward. I know.

193

00:26:58.075 --> 00:27:09.144

This is an area that Senator Carla speaks to me often about as well. So again love your input. We don't necessarily need to do it now but I think this is the one year clearly in this in this project.

194

00:27:09.144 --> 00:27:23.365

Not through was dod's fault that we, we could do a better job of overall so end of my comments. Okay well, thank you.

195

00:27:23.365 --> 00:27:37.615

If there's no other questions we'll move onto an update from our quality assurance team. Thank you Jennifer and thank you for having public consulting group here today.

196

00:27:37.615 --> 00:27:52.194

You guys we're going to provide a Q a perspective on the project as well as an IBM and first ask Jamie to give that QA perspective and she'll pass it over to Heather from

197

00:27:52.194 --> 00:27:52.734

Washburn.

198

00:27:52.734 --> 00:27:56.335

Who will give an identity perspective Thank you.

199

00:28:01.230 --> 00:28:15.924

Thanks thanks, Dana. Sorry about that. My camera doesn't seem to be working. Let's see. So, overall we continue to maintain the project status as high.

200

00:28:17.515 --> 00:28:24.055

We are continuing to track significant findings in the area of schedule management, quality, management and procurement management.

201

00:28:25.105 --> 00:28:27.384

We are tracking four issues,

202

00:28:27.684 --> 00:28:37.674

thirteen risks of which for our low for our medium and five are high and no concern as Jennifer mentioned,

203

00:28:38.065 --> 00:28:44.964

we did take a different approach to providing quality assurance services and,

204

00:28:45.085 --> 00:28:45.444

you know,

205

00:28:45.444 --> 00:28:51.625

we are going to be meeting more frequently and we are also doing a revision of the log,

206

00:28:52.164 --> 00:28:53.125

which has,

207

00:28:55.224 --> 00:29:00.684

you will be seeing the a new log and the new report posted onto the dashboard sometime next week.

208

00:29:01.075 --> 00:29:10.315

So, I'm gonna run through the top five QA risks really quickly. So please stop me if there are any questions where we can take them at the end.

209

00:29:11.634 --> 00:29:23.575

The first high risk is, you know, the items on the critical path, such as the prerequisites required inter, operational testing training, they were falling behind without a current plan for recovery.

210

00:29:24.444 --> 00:29:29.335

This risk is really surrounding the tangibility to maintain the critical path activities.

211

00:29:29.845 --> 00:29:33.025

And this will be more known ones operations testing,

212

00:29:33.025 --> 00:29:33.595

and the train,

213

00:29:33.595 --> 00:29:34.164

the trainer,

214

00:29:34.765 --> 00:29:46.765

our continuous progress what we are seeing from my QA perspective is that the development punch list items appear to be progressing and watchdog continues to manage the project schedule.

215

00:29:46.825 --> 00:29:58.555

So that's that's great. The second risk we have is the lack of adherence to quality standards and the timely resolution by E, hand and project deliverable developments.

216

00:29:59.305 --> 00:30:08.484

That can cause schedule delays with the potential to affect the critical path. I did want to note that quality does appear to be improving.

217

00:30:09.025 --> 00:30:20.875

But we are still wanting to see timely resolution for critical path activities, such as finishing all items on the development punch list and all of those operational prerequisites.

218

00:30:22.674 --> 00:30:32.305

The third item is, you know, with the multiple delays, and the go live stakeholders may develop lack of competence and the successful on time delivery.

219

00:30:32.785 --> 00:30:39.025

Again, this is due to the repeated delays that have been witnessed in the project.

220

00:30:40.285 --> 00:30:52.734

The fourth risk here is ethan's inability to maintain adequate resource levels over the life of the project miss has really impacted the velocity of items on the critical path,

221

00:30:53.214 --> 00:30:55.825

which have resulted in schedule delays.

222

00:30:56.454 --> 00:31:06.085

We are wanting to ensure that the town staffing levels are sufficient to support the required velocity to maintain the go live date.

223

00:31:07.914 --> 00:31:16.974

The last risk that put on this top five list here, and this was, as of last week was, there were the rest of the attempt.

224

00:31:16.974 --> 00:31:30.775

Resources may be overutilize, considering there is a, another project out of San Diego, the sandbag project that's going to be going live during the same time, period as wash dot. I'm happy to report that.

225

00:31:30.775 --> 00:31:39.384

This does appear to be producing an impact. That is due to the size of the sandbag project, which is much smaller than the watchdog project.

226

00:31:40.164 --> 00:31:54.954

So far there only appears to be two identified resource overlaps has provided a staffing matrix with alternate. If needed that has been provided to to watch dot.

227

00:31:55.914 --> 00:31:57.744

So that that is,

228

00:31:58.500 --> 00:32:01.615

you know,

229

00:32:01.615 --> 00:32:01.914

if,

230

00:32:01.944 --> 00:32:05.125

if there are any questions R,

231

00:32:06.204 --> 00:32:06.684

and D,

232

00:32:07.585 --> 00:32:08.154

this week,

233

00:32:08.154 --> 00:32:14.005

and we will be posting and updated restock and risk report onto the dashboard.

234

00:32:16.164 --> 00:32:29.125

This is much what's the what's the exposure to driving citizens with a is this impact the interface with our drivers is completely back office.

235

00:32:30.930 --> 00:32:31.170

So,

236

00:32:31.164 --> 00:32:32.035

we are,

237

00:32:32.634 --> 00:32:39.684

we are for the portion of once it goes live this well,

238

00:32:39.714 --> 00:32:41.065

impact citizens,

239

00:32:41.664 --> 00:32:42.055

you know,

240

00:32:42.625 --> 00:32:45.505

once they're able to to use the at this point,

241

00:32:45.835 --> 00:32:48.714

it's it's more of an internal impact.

242

00:32:49.464 --> 00:32:56.005

Okay. Thank you. Can I ask represent Vicki on the resources?

243

00:32:56.484 --> 00:33:07.644

What specifically we keep saying inadequate research levels is there any specific ones that are higher levels that are still inadequate, or increasingly causing this problem throughout the life of the project?

244

00:33:08.454 --> 00:33:19.105

Yeah, it's kinda fluctuated and we've seen some Resourcing issues with project management. We've seen some development resources. We've seen testing resources, test manager.

245

00:33:19.944 --> 00:33:34.825

They, they have contracted with a consulting firm that has been providing additional staff. So that helped a little bit, but we see fluctuations of time where we're seeing the velocity.

246

00:33:34.825 --> 00:33:46.164

That's that's needed to maintain the progress that that we'd like to see again in the last couple of weeks we have seen a lot of progress and so that's great to see.

247

00:33:46.615 --> 00:33:54.115

But we are really keeping an eye on those critical path activities to make sure that they're able to maintain the schedule. The go live.

248

00:33:57.295 --> 00:34:05.664

Thank you. Yeah, so this is Dave Danner Jamie, is this just a case of the company is over extended?

249

00:34:05.664 --> 00:34:13.164

I know they've got projects you've mentioned California they've gotta go in in Florida, or are they just pulling resources away from this project? For others?

250

00:34:14.784 --> 00:34:27.744

You know, it's kinda hard to answer that accurately without having a greater detail of the staffing rotation. We have seen periods of time where we would've liked to see more focus on wash dots.

251

00:34:28.614 --> 00:34:35.125

But washout has done a great job at being very clear on the expectations of how to maintain the schedule.

252

00:34:35.125 --> 00:34:48.324

And once we saw a wash out, take over scheduled maintenance, we were able to have a greater insight into where those gaps were and where we'd like to see increased velocity to maintain the schedule.

253

00:34:48.324 --> 00:35:01.284

So, right now we were feeling pretty competent and resource plan and the plan forward, and any other impact to concurrently, go live projects and other states.

254

00:35:02.244 --> 00:35:05.994

But it is, it does remain a risk of the project that we're keeping a close eye on.

255

00:35:12.235 --> 00:35:12.594

Thank you.

256

00:35:13.195 --> 00:35:13.434

Yeah,

257

00:35:28.255 --> 00:35:29.605

thank you Jamie.

258

00:35:29.605 --> 00:35:36.715

So now we'll move on to an update from our IV team, handing it off to Heather Cough and Washburn.

259

00:35:40.614 --> 00:35:53.664

Hi, oh.

260

00:35:59.304 --> 00:36:01.855

Input test input.

261

00:36:05.364 --> 00:36:19.284

And you can see the breakdown of each of those currently by all five issues are considered top is one of the risks I'm happy to report. There hasn't been some movement since the slide was prepared.

262

00:36:21.264 --> 00:36:27.235

Our first is evidence, defect resolution and test execution velocity has impacted schedule.

263

00:36:27.715 --> 00:36:38.784

This has been true throughout my ten year on the project at the time this was written high and critical defects remained open. I'm happy to report those have been closed.

264

00:36:40.974 --> 00:36:55.614

The next should be ten staffing construct has resulted in the schedule slip is doing to conflicting priorities in assignment of personnel and concurrent activity conflicts this has also been addressed by QA.

265

00:36:55.614 --> 00:37:00.594

However, this, for me has been in relation to technical skilled staff.

266

00:37:02.485 --> 00:37:16.105

We also have development punch list items remain incomplete also happy to report that as of this morning the remaining items are in the QA status.

267

00:37:16.465 --> 00:37:20.815

So, development complete doing the QA process to ensure.

268

00:37:23.130 --> 00:37:36.534

Finalization of the s triple D incomplete document is in review and comment resolution and I'm awaiting and RTM update for non testable requirements.

269

00:37:38.965 --> 00:37:40.554

We also have the coded.

270

00:37:43.559 --> 00:37:46.914

Until I realized impacts to impersonal in person,

271

00:37:46.945 --> 00:37:52.795

technical training and operations test while this became an issue,

272

00:37:52.795 --> 00:38:03.204

when training had to be moved out to comply with direction regarding social distancing that has been resolved.

273

00:38:03.655 --> 00:38:13.735

They will be able to do training under those conditions. And we are still watching for any possible or potential risk to operational test.

274

00:38:13.735 --> 00:38:28.434

Although that appears to be resolves satisfactorily to complete those tests. The next is actually a preliminary concern that will turn to a risk in the next reporting.

275

00:38:28.434 --> 00:38:42.804

Period. Go live is scheduled weeks from the end of operational test. This may not allow sufficient time for resolution of any higher critical defects, discovered in ops test and that risk is based on.

276

00:38:44.094 --> 00:38:50.844

The experience of each has ability to resolve defects in a timely fashion.

277

00:38:55.554 --> 00:39:09.954

Any questions regarding these that would

278

00:39:10.494 --> 00:39:12.235

close my part of this presentation.

279

00:39:16.315 --> 00:39:23.574

Thank you, Heather. I guess we have some time now for questions. If there's anything additional, that hasn't been asked.

280

00:39:31.105 --> 00:39:43.795

Into the board, too is if there's any advice or guidance that, that you'd like to give the project, we'll get that in as well before we move on to alumni.

281

00:39:46.434 --> 00:39:59.875

So this is Dave, I just want to I just wanna ask the right now it looks like we have a July go live date. Is that still the target? Is that a realistic target given the, these challenges.

282

00:40:01.675 --> 00:40:15.474

That is the date that we're working towards. Now it is looking possible for July, but I wanna note that we have not yet entered the operational test sequence.

283

00:40:15.804 --> 00:40:28.824

So, it will be really important for us to understand how the first week, or two of that testing goes in order to gain confidence that that test can be completed.

284

00:40:29.125 --> 00:40:33.445

And any issues found remediated in time for July go live.

285

00:40:36.594 --> 00:40:44.875

Thank you this is this is much.

286

00:40:46.885 --> 00:40:51.324

After go live, you normally have what? I call ninety two hundred and twenty days.

287

00:40:53.184 --> 00:41:00.775

Valley of despair, you know, things where you need your, you need a lot of support. Does a vendor have the headcount to do that?

288

00:41:02.905 --> 00:41:03.894

We think so,

289

00:41:04.525 --> 00:41:05.125

they,

290

00:41:05.394 --> 00:41:14.695  
they've submitted one of our deliverables as a post go live plan where they outline all of the resources that will be available,

291  
00:41:14.695 --> 00:41:15.864  
either on site,

292  
00:41:15.925 --> 00:41:19.045  
or remotely to address issues,

293  
00:41:19.045 --> 00:41:22.885  
all of our processes for issue identification and resolution.

294  
00:41:23.994 --> 00:41:36.864  
So, we think that we're well prepared and that the vendor is well prepared for that. Yeah. What's how many? What's the head count at that's affected by this? Go live the head.

295  
00:41:36.864 --> 00:41:51.474  
Count at that's working on the project. No, the headcount that's gonna use this app when the system goes live. How many people how many staff are going to be users of whatever, whatever it goes live right?

296  
00:41:51.474 --> 00:42:02.244  
So, staffing on the part of the operations vendor will vary, but roughly a hundred customer service representatives on average. Okay.

297  
00:42:04.079 --> 00:42:16.914  
What I'm trying to find out is how much, you know, sometimes your level of risk is the level of people that are gonna be your users if ten people were gonna use the go live, then that's lower risk.

298  
00:42:17.094 --> 00:42:30.445  
If it's hundreds and people, then that's high risk. Sure, absolutely questions about it, maybe good to point out that this system transition and roll out does include customer facing components.

299  
00:42:30.445 --> 00:42:40.255  
So it doesn't include the, the good to go website. So this will be directly customer facing for all of our good to go customers as well.

300  
00:42:40.914 --> 00:42:54.894

Okay, and that's in the I presume that's in the hundreds of thousands, millions and millions. Okay which along those lines is Jim right now with the stay at home order and affect the.

301

00:42:56.065 --> 00:43:10.644

The number of customers is is down sure. So, in some ways they behooves us to try to get this in now and work through the bugs to your point with a lower volume, which should generate a lower risk factor. Yeah, you're spot on this is unfortunately a great time to go.

302

00:43:11.815 --> 00:43:12.324

Yes.

303

00:43:14.815 --> 00:43:29.454

Hi, this is Paul. I had a similar questions as well and one other question one question was if we're aware that there's not enough time from operational testing to implementation. Why don't we adjust the schedule before we run into that problem?

304

00:43:30.085 --> 00:43:36.864

And then following up with the other on the same other line is that we usually call this hypercare after you launch.

305

00:43:36.864 --> 00:43:47.815

And there's a period of time that you are taking care of the product and fixing whatever bug surface is your vendor to us.

306

00:43:47.815 --> 00:44:01.585

The key is, am I retaining the people that have been on the project to do the hyper care as opposed to the team rolls off and then some people who really work with the product are trying to hypercare it.

307

00:44:01.614 --> 00:44:14.394

That's where you run into issues post implementation. And so work with their vendor in advance to say that, I want to retain the people working on the product with me to support afterwards.

308

00:44:15.295 --> 00:44:22.315

That's usually not the way they would operate. But you can get them to do it that way. That's a great great point.

309

00:44:22.315 --> 00:44:31.014

And if you can't get the names of the superstars that really really know what what why that is done and get them on onsite for at least three months.

310

00:44:32.335 --> 00:44:36.025

That's a great point. Yeah, absolutely. Thanks for that.

311

00:44:46.795 --> 00:44:53.635

And so a question to the board, when would you like to, or would you like to hear from this project again?

312

00:44:54.385 --> 00:45:02.335

And we can do that in a couple of ways, either, have by having them come to a future board meeting and or do status updates to the board.

313

00:45:07.465 --> 00:45:19.344

Well, this is what I think I need to review as far as what the issues are. I don't think it was a good review as far as resolution. I think the issues are going to be with you all the way to the finish line.

314

00:45:20.514 --> 00:45:29.514

And if this is a relatively small company, and I have no idea whether it is, it's gonna be tough.

315

00:45:34.769 --> 00:45:48.625

So I'd like to hear, I think the state of Washington. Oh, I think we owe the state of Washington until look at this thing more frequently all the way to go live. Sue. This is I agree.

316

00:45:49.014 --> 00:46:01.795

I agree. I think we need to look at this and provide whatever we guidance we can use. It goes forward. Yeah. So when is our meeting?

317

00:46:07.375 --> 00:46:19.195

Angela Dina, we, we meet monthly, so it's June. It would be on a Tuesday because it's a full board meeting. Is it June? Nine th, Angela? Yeah. The next full board meeting is June nine. Th.

318

00:46:21.235 --> 00:46:25.105

The next subcommittee meeting is July fourteenth.

319

00:46:32.934 --> 00:46:46.014

So so we, we can plan to have the, the project check in again do nine. Yeah, I think that's a good idea. I think we should. I agree.

320

00:46:48.295 --> 00:46:48.985

We can do that.

321

00:46:53.784 --> 00:47:00.054

Great, well, what I want to, thank you for the opportunity to present and for all of your helpful feedback Thank you.

322

00:47:03.445 --> 00:47:05.784

Thank you very much. Thank you.

323

00:47:09.925 --> 00:47:18.414

Writing, and now we're, we're moving to labor and industries and the workers compensation system, modernization, or as we call it with some project.

324

00:47:18.414 --> 00:47:31.795

And I would like to introduce Amy Pearson who's the recently assigned oversight consultant for this project to give her synopsis and introduce the team? So, Amy Europe. Great Thank you.

325

00:47:31.795 --> 00:47:39.235

So hi and thank you for your time. This morning and attention. I introduced workers compensation system.

326

00:47:39.235 --> 00:47:40.855

Modernization program,

327

00:47:41.335 --> 00:47:42.085

as you mentioned,

328

00:47:42.114 --> 00:47:43.405

my name is Amy person,

329

00:47:43.434 --> 00:47:49.974

and I'm an oversight consultant with and actually have the privilege of working with this program as they,

330

00:47:50.994 --> 00:47:55.105

the initial procurement phase of this large,

331

00:47:55.135 --> 00:47:58.855

three hundred million seven to ten year modernization effort.

332

00:48:00.264 --> 00:48:13.434

The program is currently assessed red, however, the project team is working diligently and making great progress to address the concerns and conditions that have been expressed by the and independent. Q.

333

00:48:13.434 --> 00:48:17.605

A, in order to release the with some cots R. F. P.

334

00:48:18.835 --> 00:48:26.875

So today's objective with the tsp is for the program to provide a brief status status update of the program,

335

00:48:26.875 --> 00:48:30.804

and it's activities they're gonna describe the some program,

336

00:48:30.804 --> 00:48:38.155

and it's component projects we're also gonna discuss the governance and decision making framework that make up this program.

337

00:48:39.684 --> 00:48:51.114

They'll talk about the highlights or excuse me highlight project, risks and issues, and then end with a presentation of their phased implementation approach.

338

00:48:51.954 --> 00:49:06.744

So we seek your feedback on readiness and approach to the with some procurement as well as other advice. You have to assist the program at this important stage with that. I'd like to introduce you to Randy Warrick.

339

00:49:07.045 --> 00:49:09.324

Randy is the deputy secretary of L.

340

00:49:09.324 --> 00:49:09.775

and I,

341

00:49:09.804 --> 00:49:12.684

and the executive sponsor of the program,

342

00:49:13.764 --> 00:49:19.405

randy's going to introduce you to the team here with her today and kick off presentation ready,

343

00:49:28.135 --> 00:49:28.914  
worked on.

344

00:49:41.155 --> 00:49:47.244  
Randy was having some was having camera issues and some connection issues initially.

345

00:49:49.315 --> 00:49:51.235  
We have done.

346

00:49:55.554 --> 00:50:05.815  
And I can, I can get us started and hopefully Randy can join us shortly.

347

00:50:07.644 --> 00:50:13.795  
She did indicate she's trying to talk. Yeah, she's on the phone, but and she's not muted.

348

00:50:22.525 --> 00:50:26.635  
You're done if you can go ahead and get started and then and then hopefully Randy.

349

00:50:27.925 --> 00:50:32.574  
To join perhaps, maybe by phone for the audio.

350

00:50:34.945 --> 00:50:44.605  
Hopefully, yeah, she I believe she is on the phone. She's, she just typed up a message in chat that she's on the phone, but for some reason, we can't hear her.

351

00:50:51.175 --> 00:50:56.065  
Yeah, she's, she's going to hang up and call back in. It looks like.

352

00:50:58.914 --> 00:51:06.894  
So, I can, I can at least get us started. I am the program manager for the work.

353

00:51:06.894 --> 00:51:17.394  
Some program brought in approximately six months ago to begin working on the with some program on the call.

354

00:51:17.394 --> 00:51:23.304  
We have other team members of our program, and we'll talk briefly.

355

00:51:23.304 --> 00:51:34.014

About them shortly I can get us started on the program slide that Randy was gonna speak to up here.

356

00:51:35.005 --> 00:51:49.945

So, first of all, we wanted to express our appreciation for report. But before addressing those issues further. I wanted to start with some background on the workers compensation.

357

00:51:50.635 --> 00:52:05.275

And the wick, some program Elena, I currently administers over thirty different programs, for example, it's sick, leave, electrical permits, contractor, registration, Apprentice, ships, Prime victims, compensation, et cetera.

358

00:52:06.235 --> 00:52:09.054

So many more than just simply workers compensation.

359

00:52:09.985 --> 00:52:11.994

Our industrial difference,

360

00:52:12.025 --> 00:52:17.844

or workers compensation program is the largest of these programs,

361

00:52:18.175 --> 00:52:25.675

and we ensure around two hundred and eighty thousand employees throughout the state providing coverage for three million workers.

362

00:52:25.764 --> 00:52:34.255

In Washington. We clocked around two point, four billion dollars and premiums and pay out about two billion dollars per year and benefits.

363

00:52:35.335 --> 00:52:46.014

Basically, two thirds of the labor and industries agency is involved in workers compensation. So it is a very large insurance operation.

364

00:52:47.485 --> 00:53:01.704

Across the entire agency, Ellen, I currently operates more than two hundred, different computer systems and subsystems workers compensation uses a hundred and four of these systems centered around the large mainframe that was launched back in nineteen, eighty six.

365

00:53:02.125 --> 00:53:08.965

It is a highly complex ecosystem opposes numerous challenges. From a practical standpoint.

366

00:53:08.965 --> 00:53:17.065

It is increasingly difficult to hire it staff who are able to maintain legacy systems from an operational and plus standpoint,

367

00:53:17.215 --> 00:53:20.244

it requires many weeks of training for new workers,

368

00:53:20.514 --> 00:53:20.965

comp,

369

00:53:21.054 --> 00:53:26.664

or workers compensation staff to learn the system and daily practice claims managers,

370

00:53:26.664 --> 00:53:28.434

have access to multiple systems.

371

00:53:28.434 --> 00:53:37.795

To take and record actions on a single claim, it requires manual work arounds, and still generates the paper in the past seven years.

372

00:53:38.244 --> 00:53:48.864

Compensation program has implemented numerous process improvements that have improved our outcomes for injured workers will also reducing longterm workers. Compensation costs.

373

00:53:49.315 --> 00:53:55.434

I well, over two billion and keep in mind, that's without the benefit of modern technology.

374

00:53:55.434 --> 00:54:04.344

So imagine how much better the outcomes will be when we have software that actually promote and assists claims management rather than hindering it.

375

00:54:08.070 --> 00:54:11.454

Alright, we can go to the next slide. Hopefully has Randy.

376

00:54:12.599 --> 00:54:26.275

People to join yet. Can you hear me? Yes, we can. Well, you're calling.  
User. Labor is nineteen so I am muted you.

377

00:54:28.434 --> 00:54:34.795

Oh, my gosh. Okay. Sorry. Sorry little technical difficulties from my dining room.

378

00:54:36.715 --> 00:54:44.364

Okay, so I don't know where we are since I had to hang up. I apologize Randy. I went through slide two. So if you wanna start from slide three.

379

00:54:49.105 --> 00:55:02.275

Okay, well, let's let's jump to slide three so again, we started the journey several years ago, and as Don had most likely mentioned since I wasn't there.

380

00:55:02.605 --> 00:55:02.965

But L,

381

00:55:02.965 --> 00:55:17.875

and I have a lot of computer systems many are outdated and most of our projects in our business transformation planned all require technology improvements in the last

382

00:55:17.875 --> 00:55:21.385

by any we completed an assessment to understand.

383

00:55:22.375 --> 00:55:27.565

Really? What is the extent of the problem? And how do we really set our priorities?

384

00:55:28.164 --> 00:55:39.054

One of the important things we did was really focus and develop an agency wide data strategy and governance system, and going forward.

385

00:55:39.054 --> 00:55:48.804

We want to continue to create a seamless experience for employees for our customers, and we wanna modernize our technology systems.

386

00:55:49.434 --> 00:55:56.005

And, of course, that's gonna start with our data and all those kind of key components.

387

00:55:57.355 --> 00:56:08.275

We also replaced our website, which was, which was about fourteen years old, and most of our users, and we got complaints all the time. They didn't look like it.

388

00:56:09.235 --> 00:56:13.135

It was challenges, which is one of the reasons we moved first.

389

00:56:14.125 --> 00:56:25.525

That that kind of mini project was a really great practice for us as a for and it helps us practice on creating and applying standards,

390

00:56:26.094 --> 00:56:33.204

governance and really applying our change readiness tools as you can imagine anything with the website.

391

00:56:33.954 --> 00:56:42.925

And what kind of user data should be on there, took took a lot of change readiness. So when you look at the slide.

392

00:56:45.414 --> 00:56:59.304

The agency wide column, all of those efforts, we're really build increasing our knowledge and building this really solid foundation for replacing a worker comp or that with some system.

393

00:57:01.855 --> 00:57:16.764

So, in the last by any, we did a ton of research planning, and then during the twenty, nineteen legislative session, we received approval from the legislature and that allowed us to kick off the.

394

00:57:17.340 --> 00:57:22.344

I work some program in late July next slide. Please.

395

00:57:25.735 --> 00:57:25.885

So,

396

00:57:25.885 --> 00:57:29.034

all that preliminary work and research really again,

397

00:57:29.034 --> 00:57:41.244

helped firm up our vision goals and intended approach and we really have anchored our program and all the projects within the program on our program vision,

398  
00:57:41.244 --> 00:57:43.405  
which is really making the systems better.

399  
00:57:43.405 --> 00:57:44.994  
So we can make lives better.

400  
00:57:45.715 --> 00:58:00.054  
We want to replace our existing worker comp, computer with a cloud based  
Cox system that's designed specifically for industrial insurance, which  
is our one of our core book of businesses.

401  
00:58:01.315 --> 00:58:15.144  
We want to use industry, standard software. That will enable us to adopt  
and maintain these best practices for the worker comp, industry. One  
question that comes up almost any place we go.

402  
00:58:15.204 --> 00:58:25.704  
Is do we plan on changing our processes to the software, or whether we  
wanna configure configure the software to conform with our existing  
processes.

403  
00:58:26.934 --> 00:58:36.414  
We are really strongly committed and focused on adapting all of our  
processes to work with the software system that we choose.

404  
00:58:37.945 --> 00:58:38.545  
And,

405  
00:58:39.295 --> 00:58:39.954  
in addition,

406  
00:58:39.954 --> 00:58:42.775  
the business efficiencies that we're going to achieve,

407  
00:58:44.094 --> 00:58:54.505  
we know that avoiding this customization is gonna make it a lot easier to  
maintain over time and we want to benefit from those updates of the  
software.

408  
00:58:55.554 --> 00:59:05.844  
I do want to be really transparent. There are certain there were gonna be  
certain aspects of our workers companies station in the state of  
Washington.

409

00:59:06.744 --> 00:59:20.695

That are gonna continue to have unique features that we will that just don't exist in other states and where we are going to want to most likely, keep some of those unique features.

410

00:59:21.715 --> 00:59:28.074

And because of this, we don't think that the all commercial products is going to achieve everything.

411

00:59:28.074 --> 00:59:39.534

And so we do see some customization will most likely be required but we are really focusing it to be a small percentage of the overall functionality.

412

00:59:41.094 --> 00:59:52.795

Besides the business process improvement, we're also hoping to acquire a new software. That's a lot more flexible and sustainable overtime as our program evolves.

413

00:59:52.795 --> 00:59:57.445

We know that the worker comp system is going to continue to get different changes.

414

00:59:57.445 --> 00:59:59.905

We get changes almost every legislative system,

415

01:00:00.894 --> 01:00:09.054

and we want to be able to have something that really can be flexible and not to get into a similar state that we are in now,

416

01:00:09.054 --> 01:00:13.795

having this thirty five year old plus old system on our hands.

417

01:00:13.795 --> 01:00:15.534

So, we're really looking for that flexibility.

418

01:00:17.724 --> 01:00:31.614

Currently, I have a question, first of all kudos to you to try to move move processes to the new software. That's great. Is this I shouldn't be picked up product already.

419

01:00:34.045 --> 01:00:40.074

Now, we know we have not picked a product or you have not yet. Okay. Then my question doesn't.

420

01:00:41.844 --> 01:00:43.644

It's for down the road, thank you.

421

01:00:51.114 --> 01:00:51.385

So,

422

01:00:51.414 --> 01:00:51.804

again,

423

01:00:51.804 --> 01:00:52.735

most importantly,

424

01:00:52.945 --> 01:00:53.244

one,

425

01:00:53.275 --> 01:01:05.815

one of the things that we want the new software to be able to do is improve our customer experience for our customers and providers and really trying to empower them with more self,

426

01:01:05.815 --> 01:01:06.264

help,

427

01:01:06.295 --> 01:01:07.914

easier access to information,

428

01:01:07.914 --> 01:01:09.804

easier trends and transition.

429

01:01:09.804 --> 01:01:22.284

And also, just improving our employees ability to really serve their customers. We wanna move them away from the manual processes and really get them to what they love to do.

430

01:01:22.284 --> 01:01:26.635

And actually what they do best, which is working directly with the customers.

431

01:01:27.684 --> 01:01:28.074

So,

432

01:01:28.434 --> 01:01:30.445

I'm gonna turn it over to Don Berkman,

433

01:01:30.445 --> 01:01:36.864

who's our with some program manager and she's gonna talk a little bit more details in,

434

01:01:36.864 --> 01:01:42.144

which will be able to get a better concept of where we are in in the,

435

01:01:42.204 --> 01:01:43.494

in the process as well.

436

01:01:45.269 --> 01:01:48.204

Done great, thank you.

437

01:01:49.704 --> 01:01:55.974

So, let me, let me begin by explaining a little bit about our component projects.

438

01:01:56.454 --> 01:02:10.585

So we started with just a few core projects, the business transformation journey that Randy described actually helped to identify some important realizations.

439

01:02:10.585 --> 01:02:18.505

That came out of having the different projects, being work through, for example, the website redesign project.

440

01:02:18.985 --> 01:02:31.045

So when we took a look at, what really would need to be successful for the with some initiative. We started by defining those few core projects and high level milestones.

441

01:02:31.465 --> 01:02:43.914

And at the end of last year, we realize that this initiative is was really too large and too complex to be managed in the silos of different individ, individual, segregated projects.

442

01:02:44.184 --> 01:02:44.364

So,

443

01:02:44.364 --> 01:02:44.664

therefore,

444

01:02:44.664 --> 01:02:58.855

we built a program management office to provide oversight and coordinate the activities of each of these project teams to highlight their dependencies to build integrated project plans to map out

445

01:02:59.184 --> 01:03:02.755

how we would execute over the next few years.

446

01:03:03.534 --> 01:03:04.675

This program office,

447

01:03:04.675 --> 01:03:18.925

which is less than six months old is currently working with each project team to define their scope and their dependencies while building out the controls that will be needed to effectively govern the program of the size.

448

01:03:20.244 --> 01:03:25.074

Of the five currently defined project teams that you see on the screen right now.

449

01:03:25.434 --> 01:03:27.775

cod's procurement is our most mature,

450

01:03:27.804 --> 01:03:32.784

and it has a dedicated project manager and project lead and project sponsor,

451

01:03:33.925 --> 01:03:46.914

but to take it to the next phase and build out the program we need to we needed further work to map out the gated funding increments and their end secure the required funds,

452

01:03:47.514 --> 01:03:51.715

so our budget was approved in February just as past February of twenty,

453

01:03:51.715 --> 01:03:52.164

twenty,

454

01:03:52.164 --> 01:03:55.675

and it required the cooperation of not only these project team leads,

455

01:03:56.034 --> 01:04:02.605

but also multiple rounds of feedback with and FM with our funding approved.

456

01:04:02.635 --> 01:04:10.255

We begin working on how to best disperse the funds while keeping an eye on the deliverables and ensuring appropriate oversight.

457

01:04:11.215 --> 01:04:12.684

And I just want to point out also,

458

01:04:12.684 --> 01:04:14.815

in addition to these five projects,

459

01:04:14.844 --> 01:04:26.545

we also have the program level governance built in here as and we call that program foundations and we also have our or change readiness component,

460

01:04:26.574 --> 01:04:29.215

integrated into each of these five project teams.

461

01:04:29.695 --> 01:04:37.224

So, we have two essentially foundation level, work streams that are integrated into each of these five.

462

01:04:38.815 --> 01:04:49.405

So, right now we are actively writing contracts and statements of work to further build out these teams. We're putting the controls into place and implementing our program governance.

463

01:04:50.429 --> 01:05:02.905

So next slide please so this is a high level view of our program governance. You'll see at the top there we have Randy work who is our executive sponsor?

464

01:05:03.505 --> 01:05:18.025

We have Joe Sachs Kim Contra Dave, Marty and Mike. reco representing different areas of our business technology and external customers in here as well as just agency oversight.

465

01:05:19.434 --> 01:05:27.085

Our program office actually digs into the details. This is the group of subject matter experts and project team leads.

466

01:05:27.510 --> 01:05:38.784

That will ensure that we are meeting our milestones that we're calling out our risks and issues. And these are some of the people that are on the poll with you today.

467

01:05:39.355 --> 01:05:47.304

So as you ask her questions, it is much easier to, to refer you to the exact specialists in these areas.

468

01:05:47.875 --> 01:05:59.304

For example, we have Brenda and pharma of our business and technical leads for those component project teams.

469

01:05:59.394 --> 01:06:02.934

Shannon sticky unfortunately was not able to join us.

470

01:06:03.445 --> 01:06:18.385

But we also have share young on the call and Jamie squid, belly Jones, who represent our project management oversight as well as our ocm or change readiness involvement.

471

01:06:19.974 --> 01:06:33.385

We have risk manager managers. I should say we have Brenda Banda. Hey, and Kevin Michelle, who work on documenting all of our risks and responding to our QA recommendations.

472

01:06:33.385 --> 01:06:41.815

We have any who make sure our communications are well integrated. Trent Howard, who keeps us on track with our budget.

473

01:06:42.445 --> 01:06:54.985

Heather, who looks at our HR needs and make sure our staffing is appropriate. Jimmy Wilson, who has oversight of our contracts and vendors and our program coordinator. Janine.

474

01:06:56.364 --> 01:07:10.704

So, the important things to understand about our program governance, is that it's not based on command and control. It's a collaborative

governance structure that distributes the responsibilities between our leadership groups and it allows for redundancy and areas of expertise.

475

01:07:10.704 --> 01:07:13.764

Both it minimizes a single point of failure.

476

01:07:13.764 --> 01:07:26.184

And it promotes engaged high performing teams with detailed rules and responsibilities in order for a program of the size to execute efficiently.

477

01:07:26.635 --> 01:07:38.934

We need to make sure that the decisions are able to occur in an appropriate timeframe that we don't have one body serving as the bottleneck for decisions.

478

01:07:38.934 --> 01:07:46.585

So we push eighty percent of our decisions down to the project team level within socialization and approvals.

479

01:07:48.355 --> 01:07:56.184

Eighteen percent of them of our decisions are are made at the program level and two percent at the executive level.

480

01:07:57.295 --> 01:08:04.554

Each project has a specific scope and define deliverables that are tracked via project and milestones.

481

01:08:07.405 --> 01:08:16.765

Next slide please, this dashboard is an example of the tools that we are using to monitor status progress and risks.

482

01:08:17.095 --> 01:08:29.784

It is a tool and our governance model to keep these items visible and available to leadership at the project. The program, the executive and our oversight of with and Q. A.

483

01:08:30.234 --> 01:08:31.465

so all different levels can,

484

01:08:31.465 --> 01:08:32.274

at a glance,

485

01:08:32.305 --> 01:08:32.604  
see,

486  
01:08:32.604 --> 01:08:33.324  
where we are,

487  
01:08:33.324 --> 01:08:34.255  
where we're on track,

488  
01:08:34.255 --> 01:08:35.965  
what our path to green is,

489  
01:08:36.385 --> 01:08:46.015  
how our budget spend looks what are our top risks and what are our achievements this dashboard also offers visibility into the major deliverables.

490  
01:08:46.015 --> 01:08:56.274  
So each team has completed and managing these deliverables is a large focus of the foundations team as many of these deliverables are type closely,

491  
01:08:56.550 --> 01:08:57.085  
two things,

492  
01:08:57.085 --> 01:09:01.135  
such as release conditions or QA recommendations.

493  
01:09:03.835 --> 01:09:07.885  
If you look at this dashboard,

494  
01:09:08.725 --> 01:09:17.694  
you'll see that we are currently in a red status that aligned with our evaluation,

495  
01:09:18.385 --> 01:09:28.314  
and we have done work on what's what it will take to get to our path of green and so out of those three main project areas,

496  
01:09:28.614 --> 01:09:34.854  
the path to green hinges on our ability to allocate our funding.

497

01:09:35.305 --> 01:09:50.095

So when our budget was approved and the gated funding released in February, rather than handing over a large part of money to each of these workstreams, we are dividing it and applying it based on the deliverables.

498

01:09:50.095 --> 01:09:52.914

That need to happen in that in the gate we're in,

499

01:09:53.305 --> 01:09:54.505

and the next gate,

500

01:09:54.954 --> 01:10:06.414

so really evaluating before we write the US or w's before we look at how before we just kinda allocate money.

501

01:10:06.414 --> 01:10:18.534

We're looking at how those deliverables will impact the program overall. And what the conditions would be for executing on those on those financial requests.

502

01:10:21.055 --> 01:10:32.845

So, I'll just kind of pause here for a moment. This is a pretty busy slide, but it does I think, at a glance share, are our status with where we are with this program.

503

01:10:43.645 --> 01:10:44.154

Alright,

504

01:10:46.734 --> 01:10:54.114

so the path to green for our program as a whole is not only the approval of the funds,

505

01:10:54.114 --> 01:10:56.755

but it's the scheduled release of our,

506

01:10:58.074 --> 01:10:59.965

for our cots procurement project.

507

01:11:01.135 --> 01:11:15.505

This goes back to the earlier question of have we selected a vendor yet we will be selecting a vendor once we get our out and we get our bids back in but a few things are holding up on that holding us up on that

508

01:11:15.715 --> 01:11:16.164  
release.

509

01:11:16.164 --> 01:11:16.645  
Right now,

510

01:11:17.515 --> 01:11:19.614  
most of those center around program,

511

01:11:19.614 --> 01:11:20.694  
information program,

512

01:11:20.694 --> 01:11:21.444  
governance,

513

01:11:21.475 --> 01:11:29.335  
and being able to execute and and provide oversight the work,

514

01:11:29.335 --> 01:11:30.715  
some program level governance,

515

01:11:30.715 --> 01:11:39.444  
their administrative and operational processes that have been approved  
and implemented are also dependent on getting us back to a state of  
green.

516

01:11:40.375 --> 01:11:52.614  
So, as you can see from the status indicators, covet nineteen has also  
prompted several risks and difficulties for the program from diverting  
resources to accessibility of our stakeholders.

517

01:11:54.444 --> 01:11:55.885  
As far as our risks go,

518

01:11:55.885 --> 01:12:03.175  
we have currently over one hundred logged risks in our risk log of these  
sixty are active,

519

01:12:03.175 --> 01:12:10.765  
and being monitored and thirty five of them having closed the remainder  
our future risks that will become important as the program progresses.

520

01:12:11.125 --> 01:12:20.484

One of those risks centers on our strategic approach to the phased implementation. And that's what I would like to review and focus on next.

521

01:12:23.095 --> 01:12:25.614

You go to the next slide down to.

522

01:12:27.625 --> 01:12:37.345

Alright, so this is a very busy slide, but it has a lot of great information on it, but I'm not gonna take you through all the details.

523

01:12:37.824 --> 01:12:50.454

The key take away is that we are taking a phased approach to the implementation and the roll outs and so you'll see that with the circles there in the top, right? Or a project of this size.

524

01:12:50.694 --> 01:13:02.635

We were strongly advised to not wait til the end and attempt a big bang, go live and we agree. We have we actually reached out to other states with similar structure.

525

01:13:02.635 --> 01:13:11.664

And actually, I think, also, in Canada to get some good lessons learned from from their rollouts of similar systems.

526

01:13:12.354 --> 01:13:26.305

So, what we did is we identify three main bodies of work, and we call them phases, and we break these down into further, even smaller components and our plan. And so you think of it kind of as a modular approach.

527

01:13:26.335 --> 01:13:37.375

So, we'll actually implement the employer module, or we will implement the insurance services modules as we go through.

528

01:13:38.784 --> 01:13:49.255

Our plan is to start rolling out new functionality about fourteen months after we sign our cots contract, get our vendor identified and our implementer on board.

529

01:13:49.734 --> 01:13:55.585

And then about every eight months after that, we will have a rolling go live.

530

01:13:55.920 --> 01:14:01.255

For the next phase of our implementation,

531

01:14:02.395 --> 01:14:11.784

what That'll do is is it will provide for us this opportunity for continuous improvement and learn and adjust as we go.

532

01:14:11.784 --> 01:14:21.534

So at the start of each phase, we will be doing basically an evaluation. Then we'll move into the phase and then we will look at lessons learned.

533

01:14:22.045 --> 01:14:36.234

It will also bring our business business users along gradually and help build anticipation for the next set of improvements. It'll give us time to gradually phase in those business users and train them appropriately.

534

01:14:36.625 --> 01:14:42.685

Rather than trying to train the entire organization in one fell swoop on the new system.

535

01:14:45.270 --> 01:14:56.994

So, at this point, since this is where we would really love your feedback, I'm gonna pause and see if you have any questions for us at this point.

536

01:15:01.854 --> 01:15:11.664

This is Paul, is the that you I am here. What's Where's the data?

537

01:15:11.784 --> 01:15:21.175

Is it is all of the data already been moved to one place that's assessed or is it's still going to be in multiple places.

538

01:15:22.645 --> 01:15:34.135

That is actually a great question and a lot of the data will continue to reside in the mainframe system but minnows. If you are handy.

539

01:15:34.704 --> 01:15:39.354

G, would you like to discuss a little bit more about our data conversion strategy?

540

01:15:48.385 --> 01:15:51.835

I'm hoping he doesn't have technical difficulties as well.

541

01:15:56.064 --> 01:16:04.704

Hey, Brenda. Are you on the line? Do you want to chime in? You had me there. You are minnows. Great. Yes, we can hear you now.

542

01:16:05.819 --> 01:16:20.425

Okay, perfect good morning. Everyone, this is minoge and very good question. I think we are planning to do the phase implementation and today we have over thirty different databases that holds the worker comp data.

543

01:16:20.904 --> 01:16:35.425

And our plan is that we are working with our system integrator to come up with the data migration strategy so that we can consolidate all of the existing data sources into some kind of staging

544

01:16:35.425 --> 01:16:40.614

environment before moving it to the new core solutions.

545

01:16:40.614 --> 01:16:46.194

So, incoming month, then one Workstream, we would be focusing on doing the procurement.

546

01:16:46.345 --> 01:17:00.564

On the other hand, we wouldn't be working on those three activities on side to do the consolidation of data sources that we got today. So that is planned as part of system integration work.

547

01:17:00.564 --> 01:17:03.805

Stream that were identified on the previous team.

548

01:17:05.694 --> 01:17:12.864

Does that answer your question? And that's just my question. There's somebody out.

549

01:17:13.045 --> 01:17:26.215

I guess that I would be concerned that I probably should be a priority. The entire project would be to figure out.

550

01:17:26.604 --> 01:17:35.604

How do we migrate all the data? Whatever your system is going to be prior to trying to do other phases?

551

01:17:35.635 --> 01:17:37.435

Because if you don't,

552

01:17:37.465 --> 01:17:43.854

then you're going to either have data from multiple databases that you're going to try to keep in sync,

553

01:17:43.885 --> 01:17:57.204

which is perhaps not and the parking lot of impossible and create a whole series of new problems for you.

554

01:17:58.255 --> 01:18:05.515

Yep, absolutely. I couldn't be more agree that we have that as a priority.

555

01:18:05.545 --> 01:18:16.704

That is the reason we have a different theme project within the program to make sure that we account for those data related activities. Whether it is convergence.

556

01:18:17.814 --> 01:18:31.645

Legacy environment to the new solution, or getting the data back to the existing legacy environment during this phase implementation for next six years. So, we definitely that is the priority for us.

557

01:18:31.645 --> 01:18:41.425

That is something we are planning to do in parallel when on one project, as I said, we continue working on trying to get the right product and right implement are on board.

558

01:18:41.814 --> 01:18:49.614

But at the same time, instead of waiting for next twelve, fifteen months, we're starting our data migration related efforts right now.

559

01:18:49.614 --> 01:19:02.515

So, as part of it, and for the board, this is Sue lying. And again, we had had a conversation with the project and Senator Carlisle recently.

560

01:19:02.845 --> 01:19:09.114

And one of the things that he asked us to to do some further work on was was in this risk area.

561

01:19:09.114 --> 01:19:22.944

And it was two things about about the data, the plan that that is in place for the what's labeled the data migration and bridging strategy to look at that to see if that can be any.

562

01:19:22.944 --> 01:19:31.104

And his question was really around, are we getting to the most elegant solution that keeps all the data preserves everything?

563

01:19:31.104 --> 01:19:40.375

Is there something that can be done around that to get to ninety town, or something like that to, to promote.

564

01:19:42.805 --> 01:19:47.125

That addresses that risk and gets to lease cost and duration on that.

565

01:19:47.335 --> 01:19:58.045

And then I think the second piece was the overall the project, because there's risk and keeping that bridging strategy for, you know, a seven or eight year period of time.

566

01:19:58.284 --> 01:20:00.085

So look with the project to see,

567

01:20:00.085 --> 01:20:06.505

are there things that can be done to reduce overall timeline of the,

568

01:20:07.194 --> 01:20:10.675

and those two things we still have to work work through with the project,

569

01:20:11.064 --> 01:20:13.914

and figure out how we're gonna get that guidance for them.

570

01:20:15.475 --> 01:20:25.435

And Paul, this is Jim you honed in on the exact areas that I had honed in about two weeks ago, when we were doing review with the with L.

571

01:20:25.435 --> 01:20:35.755

and I, at the end of the day, the mainframe that they're referring to is basically this source of record for an entire ecosystem that's still going to be.

572

01:20:35.755 --> 01:20:50.154

And to some degree of existence, even after the cod's product is implemented. So our challenge really is is, how do you hone in on it? So we have a we're gonna have a data synchronization challenge. We're gonna have a mainframe environment that's cloud based.

573

01:20:50.454 --> 01:21:00.595

We're gonna have a cost solution. That's probably gonna be SAS based the quicker we can get past that data synchronization the better we're gonna be.

574

01:21:00.805 --> 01:21:06.774

And that's some of the stuff that Sue was referring to as well that will help shrink our risk factor. A tremendously.

575

01:21:17.425 --> 01:21:20.515

It's a great question. Any other questions or comments.

576

01:21:30.744 --> 01:21:37.435

Actually, this is Vicky from department revenue, and you guys have done a great job in terms of your face approach and laid it out.

577

01:21:37.914 --> 01:21:50.005

I guess I'm a little worried about how you can still remain nimble and flexible because you've got things siloed and as we all know, project centers are usually the case. So if you could talk to that, I'd appreciate it.

578

01:21:50.939 --> 01:21:51.180

Yeah,

579

01:21:51.204 --> 01:21:57.925

so one of the principles of moving this into a program,

580

01:21:58.164 --> 01:22:09.145

a straight framework was to help reduce those silos and ensure that we are encouraging collaboration across all of our different projects to that.

581

01:22:09.145 --> 01:22:16.404

And what we've initiated is the embedding of a customer,

582

01:22:16.885 --> 01:22:18.234

a business,

583

01:22:18.354 --> 01:22:29.904

and it and ocm or change readiness as well as a project manager and program governance structure into each of these projects.

584

01:22:30.234 --> 01:22:34.345

So, it's not as, if we have just a, an, I.

585

01:22:34.345 --> 01:22:47.545

T, focused group working in a particular area as an example costs procurement includes many of these different components to keep that perspective on.

586

01:22:47.545 --> 01:22:57.204

For example, the business, lots of business input looking at the business challenges and then that information goes back to our business readiness group.

587

01:22:57.534 --> 01:23:05.454

So that we can stay aligned with the subject matter experts that would be needed to do piloting or testing of the work that comes up.

588

01:23:07.045 --> 01:23:15.145

Yeah, this is much. Can you hear me? Okay I got electrician doing some work here and he told me is about to turn WI Fi off.

589

01:23:17.635 --> 01:23:22.555

I would suggest that as an aspirational part of your RFP.

590

01:23:23.670 --> 01:23:29.364

You push as much functionality out to the customers as you can.

591

01:23:31.194 --> 01:23:34.885

It's called kind of giving your customers agency over the event.

592

01:23:38.125 --> 01:23:41.725

Otherwise, a lot of end up automating exactly what you've got.

593

01:23:42.720 --> 01:23:47.515

Yep, and you end up with very marginal improvements.

594

01:23:48.835 --> 01:24:00.564

We have a very well integrated organizational change management team. It's embedded within our business readiness. So we're going to be, do a lot.

595

01:24:00.595 --> 01:24:02.395

We're doing a lot of business process re,

596

01:24:02.395 --> 01:24:07.104

engineering assessments of our business teams,

597

01:24:07.524 --> 01:24:09.204

a lot of training,

598

01:24:09.234 --> 01:24:21.625

and really just relying on them to help us adjust to that change curve that I will tell you from experience and a slightly different industry,

599

01:24:21.625 --> 01:24:22.494

which was banking.

600

01:24:22.524 --> 01:24:26.305

We, we were able to collapse complete operational teams.

601

01:24:27.984 --> 01:24:32.935

Kind of thirty year legacy by pushing that event out to the customer.

602

01:24:34.494 --> 01:24:42.114

And once the light went on, everyone understood what we were doing and it just went, you know, we really got some mojo from it.

603

01:24:44.010 --> 01:24:52.524

Because you've got people who can be doing things probably for a long, long time. Yep you could push that function out to the customer.

604

01:24:53.369 --> 01:25:06.265

Yeah, exactly. It's amazing to watch. I know. Did you want to comment?

No, go ahead, Don. I'm sorry. Go ahead. I was just I was just gonna lean in and just kind of comment.

605

01:25:06.265 --> 01:25:10.975

It's amazing to watch our claims agents, for example, work on the mainframe system.

606

01:25:11.305 --> 01:25:25.704

Their fingers fly real fast, they've memorized the keystrokes and what we're asking them to do is basically stop that muscle memory and learn new ways of behaving and so it's going to be a challenge.

607

01:25:25.765 --> 01:25:35.185

And I think you're absolutely right that, you know, kinda pushing for that functionality to the customer to get them on board and feel like they're participating is gonna be essential.

608

01:25:38.545 --> 01:25:50.095

You know, they can't get on and say, hey, which this is the I just want to add something that with this initiative. We and I are definitely not planning to recreate what we already got.

609

01:25:50.694 --> 01:26:03.654

But what we are doing with this transformation project program is that we would be selecting a new way of flying and elsewhere as the functionality. We absolutely believe in self service models.

610

01:26:03.654 --> 01:26:11.274

So any, and every functionality that we can move, their customer don't have to rely on paper and do self serve.

611

01:26:11.364 --> 01:26:22.225

We are absolutely making that as our guiding principle we are working on a lot of activities that are happening now. So, I just wanted to reiterate that very good point.

612

01:26:22.255 --> 01:26:35.274

We, we are working on the direction to move the customers to the self service. The customer include the injured worker, the employer, the providers, the third party administrators, and so on.

613

01:26:36.750 --> 01:26:41.095

Thank you. Great. Thanks. Minnows.

614

01:26:42.234 --> 01:26:52.345

So, at this time, what I would love to do in interest of time is pitch to our to pitch to John Anderson, who is with our QA vendor.

615

01:26:54.564 --> 01:27:08.064

Thanks, John just take a few minutes on the QA dashboard that we have that you're looking at right now and our assessment in April, and just give you a little bit of background.

616

01:27:08.215 --> 01:27:19.944

We have been working on the wicks and programs since September and so we've been here six months or so, a little over six months.

617

01:27:20.579 --> 01:27:30.175

And we've continued to assess the program, you know, in a in a fairly high risk status.

618

01:27:30.175 --> 01:27:39.475

As you look at what we call our wheel diagram, you'll notice that there's four categories that we assess that are all in a, in a red status.

619

01:27:39.475 --> 01:27:49.255

We do a numeric scoring of each of the, these areas monthly and anything that's an eight or above is considered red.

620

01:27:49.255 --> 01:28:01.074

So you'll see three areas integration management, which is really that the work at getting the program established and getting all the controls in place schedule management.

621

01:28:01.074 --> 01:28:09.564

There currently don't have a, a schedule that a baseline schedule that they're working towards human resource management.

622

01:28:09.564 --> 01:28:19.704

There's still a lot of work to be done to get people in place in this program and vendor management. Lots of vendors that are gonna be.

623

01:28:20.994 --> 01:28:33.595

Working in this initiative and lots of contracts that you need to have a good vendor management plan in place to make sure there's consistency. And in a way in which those vendors are being managed throughout the program.

624

01:28:34.255 --> 01:28:43.555

So, a number of high risk areas, that still exist. Even with that, we did see good progress from March to April. In our assessment.

625

01:28:43.555 --> 01:28:50.274

We closed a number of the recommendations that we had open and primarily because of the work,

626

01:28:50.274 --> 01:28:52.734  
that the program foundation work,

627

01:28:52.765 --> 01:28:56.845  
that was done the establishment of a program health dashboard,

628

01:28:57.805 --> 01:29:04.015  
being able to get the program governance functioning again with steering committee meetings,

629

01:29:04.885 --> 01:29:05.845  
operational,

630

01:29:06.204 --> 01:29:15.265  
and other program governance meetings in place and functioning as well as getting some of the basic controls around risk management,

631

01:29:15.265 --> 01:29:16.345  
change management,

632

01:29:17.574 --> 01:29:19.164  
human resource management.

633

01:29:19.704 --> 01:29:30.534  
Some of those controls getting those plans drafted for those controls and getting them through the review process. So saw good progress being made during that.

634

01:29:30.534 --> 01:29:37.795  
April timeframe, and so we actually did reduce our risk assessment program slightly as a result of that.

635

01:29:38.845 --> 01:29:53.635  
We also saw good progress being made with the probably the largest project within the program the was released for review to the,

636

01:29:55.225 --> 01:29:56.274  
to assess Q.

637

01:29:56.274 --> 01:30:07.345

A, we were able to come in on that. And then meetings have been conducted with and others to review comments and to try to get that our f. P. A.

638

01:30:07.375 --> 01:30:21.654

in a good position for release, we, we continue to identify additional recommendations as we move forward as the product as the program moves forward through its life cycle.

639

01:30:22.255 --> 01:30:36.354

That, of course, we're going to be recommending things that are that are more near term that we believe the program can do to reduce risk. At this time. We have about nine high priority recommendations that are that are open.

640

01:30:37.435 --> 01:30:44.694

We closed for recommendations this last period so just to give you an idea of the numbers that we have out there that are open.

641

01:30:45.954 --> 01:30:46.375

So,

642

01:30:47.130 --> 01:30:47.250

I,

643

01:30:47.244 --> 01:30:47.965

I think that,

644

01:30:47.965 --> 01:30:49.404

from our perspective,

645

01:30:49.404 --> 01:30:53.604

if we can keep the momentum that we saw in this last month,

646

01:30:53.604 --> 01:30:57.385

going with the getting the program foundation established,

647

01:30:57.925 --> 01:31:00.984

getting those controls in place,

648

01:31:01.524 --> 01:31:02.574

moving forward,

649

01:31:02.635 --> 01:31:05.095  
positively on the R.

650

01:31:05.095 --> 01:31:12.685  
F. P. and getting to a release of that. I think that the the program is  
on the right track moving forward.

651

01:31:14.274 --> 01:31:18.265  
Do you think the is aspirational? I do.

652

01:31:19.555 --> 01:31:20.635  
I do think that it's,

653

01:31:21.385 --> 01:31:21.835  
it's,

654

01:31:21.864 --> 01:31:29.154  
it's looking at it's looking at asking vendors to provide solutions that  
are,

655

01:31:29.694 --> 01:31:30.234  
I think,

656

01:31:32.425 --> 01:31:32.664  
you know,

657

01:31:32.664 --> 01:31:38.755  
not only aspirational from the perspective of this is where we want to  
move the program.

658

01:31:38.755 --> 01:31:48.475  
The overall workers, compensation program, but also, having them bring in  
solutions. That can really solve problems.

659

01:31:48.925 --> 01:32:02.904  
That currently exist within the, the workers compensation ecosystem. So I  
think that they're there's gonna be a some interesting proposals. That  
come back.

660

01:32:02.904 --> 01:32:14.965

I think you're gonna see a, for something as large as this. You're gonna probably see vendors partner together for a solution. These state workers, compensation systems.

661

01:32:15.774 --> 01:32:23.364

Elena is state of Washington is quite unique. There's only one other state that has a monopoly of kind of system with their workers.

662

01:32:23.364 --> 01:32:36.475

Comp and so it's not one of these areas where you've got a multiple installations of a system, assess system that vendor can bring in that has solved the.

663

01:32:37.524 --> 01:32:49.765

The industrial assurance problem completely, so it'll, it'll be interesting to see how vendors partner, and, and, you know, move forward with our proposals. Thank you.

664

01:32:54.444 --> 01:32:55.854

Any other questions,

665

01:33:03.234 --> 01:33:06.774

so John,

666

01:33:06.774 --> 01:33:08.274

are you through your presentation,

667

01:33:08.274 --> 01:33:16.435

or there's one more slide just very quickly on the next slide Don,

668

01:33:16.435 --> 01:33:17.215

if you could go there,

669

01:33:17.784 --> 01:33:19.944

this just kinda summarizes the,

670

01:33:20.274 --> 01:33:20.965

the,

671

01:33:21.055 --> 01:33:28.914

the recommendations that we closed in April we saw some again good progress on the program foundation side,

672

01:33:28.914 --> 01:33:33.265

so there were a number of recommendations that we that we closed in that area.

673

01:33:33.925 --> 01:33:48.654

We did open some new recommendations in in April that really revolve around kind of next steps getting that cots procurement schedule in place getting a vendor management plan in place making sure that

674

01:33:48.685 --> 01:33:55.255

as the as a program foundation controls continue to develop that,

675

01:33:55.255 --> 01:33:57.685

you've got the right people participating in that,

676

01:33:57.685 --> 01:34:11.935

so that there's buy in on the processes and controls that are in place across all projects within the program so continue to look at those kinds of things and and monitor the,

677

01:34:12.414 --> 01:34:17.005

the ability for all these projects to come together under a single program and function.

678

01:34:17.064 --> 01:34:17.604

Well.

679

01:34:21.899 --> 01:34:28.345

So, that's it. So sorry, I wasn't sure if you were if you were wrapping it up or not, but we've got time.

680

01:34:29.664 --> 01:34:40.975

So, one of the things for the from the perspective is, we've, we've mentioned to the board before that that projects that start off wrong a really hard to get back.

681

01:34:40.975 --> 01:34:50.125

And so we've been placing a lot of emphasis and the team have been very responsive to making sure that we have that good, solid governance.

682

01:34:50.185 --> 01:34:51.595

And a lot of those,

683

01:34:51.984 --> 01:34:55.435  
those early important program,

684

01:34:55.465 --> 01:34:57.204  
office practices in place,

685

01:34:57.505 --> 01:35:02.845  
and making sure that the project goes to the ready for,

686

01:35:02.875 --> 01:35:03.414  
for that,

687

01:35:03.444 --> 01:35:03.595  
you know,

688

01:35:03.595 --> 01:35:13.734  
things will be refined and continue to to move and grow over time and and  
responsive to the phase of the project but a lot of early emphasis on on  
readiness,

689

01:35:13.765 --> 01:35:28.614  
and that's been a focus area for for the up to this point in time and is  
really part of what will enable us to to feel comfortable with the  
project moving forward with the release and

690

01:35:28.614 --> 01:35:30.114  
we're moving towards that,

691

01:35:30.414 --> 01:35:38.305  
but what I'm hoping to hear from the board are or anything that they  
would like us to pay particular attention to,

692

01:35:38.305 --> 01:35:42.385  
or for the project to pay attention to,

693

01:35:42.385 --> 01:35:44.274  
as they move towards the,

694

01:35:44.814 --> 01:35:47.635  
and and go through that process.

695

01:35:53.064 --> 01:35:54.024  
Soon he says,

696  
01:35:54.564 --> 01:35:57.175  
I'm not sure about our process,

697  
01:35:57.175 --> 01:36:09.024  
but I just want to make sure that Elena continues to concentrate on  
because you can't discount how much the impacts gonna be overall on the  
employees.

698  
01:36:09.475 --> 01:36:09.654  
But,

699  
01:36:09.654 --> 01:36:11.965  
in addition a strong governance structure,

700  
01:36:11.965 --> 01:36:13.345  
which appears to have,

701  
01:36:13.795 --> 01:36:17.994  
because as they move forward with each particular phase of the approach,

702  
01:36:18.295 --> 01:36:19.795  
you're gonna get pushed back,

703  
01:36:20.034 --> 01:36:23.185  
regardless of trying to do stuff with customization,

704  
01:36:23.185 --> 01:36:24.984  
which will be a killer in the end.

705  
01:36:25.404 --> 01:36:34.524  
But they don't want to proceed, but I think that they've done some good  
stuff here and look into the information that we presented here on the  
right track.

706  
01:36:34.524 --> 01:36:42.024  
But just, I think, which said is don't forget the customer end, because  
it can actually come down and invite you in the end.

707  
01:36:46.465 --> 01:36:58.885

And I would just add to vicky's comment. That just making sure that in addition to what she said, making sure that you don't get siloed. Even though it's in a program structure, it's still easy to get siloed.

708

01:36:58.885 --> 01:37:09.715

And it really needs to work across the organization. And and stay in tune with each other is going to be really important and of course that the data pieces huge. Yeah.

709

01:37:09.744 --> 01:37:16.765

In my experience, I mean, no one can argue with vendor management and governance, but those are two places where dreams go to die.

710

01:37:17.604 --> 01:37:24.864

And if you've got an aspirational to amaze your citizen customer, your employer customer.

711

01:37:26.454 --> 01:37:31.734

You're gonna have to defend it every step of the way. Otherwise you'll, you'll just sink down into functionalities.

712

01:37:37.885 --> 01:37:42.805

Those are are all great points. I've been taking notes since we're going through. So thank you very much for your feedback.

713

01:37:46.975 --> 01:37:54.835

So, now, for the board, how often would you like or what's the next point at which she would like to hear from from this project?

714

01:38:03.060 --> 01:38:12.475

Certainly, the key is out and, you know, at some point during that, what kind of responses are they getting? Are they needing to make adjustments to the RFP?

715

01:38:12.475 --> 01:38:22.734

Because the community can't respond to, but they're asking for it would be, I think, a good point to hear back. So, are you saying the is out in vendor land?

716

01:38:24.175 --> 01:38:29.454

Not yet okay. Has as much as a board ever reviewed.

717

01:38:29.994 --> 01:38:43.675

I mean, I've been on the board a long time, so I should know, but as a board ever reviewed that's a good question as a board.

718

01:38:43.675 --> 01:38:52.734

I'm trying to think whether the board as a board has I know there have been situations where individuals on the board have. Yeah. Yeah. That's my recollection too soon.

719

01:38:58.555 --> 01:39:07.255

Would you like to because I have the time in between golf games I would love to.

720

01:39:08.935 --> 01:39:13.555

I think we should trust in Bill and I on what they're doing, but I agree with Tracy. This is Vicky.

721

01:39:13.944 --> 01:39:28.404

I think after they issue the RFP, if they haven't has sufficient amount of response for this concerned about the bitterness without sharing the names, whatever that looks like in terms of maintaining confidentiality but at least update.

722

01:39:46.614 --> 01:40:00.390

So, Randy, what we can do is work with you and budge to connect you to and make sure nda's get signed and all of that and any other board members who have an interest we can facilitate that. Yeah.

723

01:40:05.484 --> 01:40:16.914

Thank you sure sure. Yes. Here who, who just let me know who's interested and and then we can work on that. Thanks to anybody besides blach interested.

724

01:40:22.435 --> 01:40:31.614

Okay. Okay. We'll make connections. Thank you. Very much.

725

01:40:33.564 --> 01:40:47.545

And so it sounds like the in terms of bringing those project back to the board. It would be somewhere in that the, on the street time, period, that we would have them back.

726

01:40:53.005 --> 01:41:04.375

I think that's what that's okay. Let's let's just make sure everyone's aware of what the timeframe was that I was looking to have that on the street so yeah.

727

01:41:11.399 --> 01:41:24.954

Yeah, if if, when you send the RFP to Paul, and I, if you put a date on there, it says, if you don't if you don't give us any suggestions by this date, it would be too late. I'm totally okay.

728

01:41:24.954 --> 01:41:27.385

With that, because we don't want to slow up the process.

729

01:41:35.244 --> 01:41:38.904

Okay, so it sounds like so we'll have it.

730

01:41:38.904 --> 01:41:43.135

We'll schedule work some based on the schedule,

731

01:41:43.345 --> 01:41:45.295

but in terms of next month's meeting,

732

01:41:45.295 --> 01:41:46.045

then we,

733

01:41:46.975 --> 01:41:57.534

we will have pulling come back and we have already invited link to come and talk to us about deployment group,

734

01:41:57.534 --> 01:42:00.685

three and their status and moving forward.

735

01:42:01.194 --> 01:42:03.744

And we will also have one Washington back.

736

01:42:05.395 --> 01:42:19.045

Right. And then we have a few other items for you. It's a full board meeting currently scheduled for three hours, but we will have those, those projects come. And and then we've run out of time for the biannual report.

737

01:42:19.045 --> 01:42:26.664

So, we'll either a table that permanently or, you know, see where we can slot it in on a, on a future meeting.

738

01:42:28.045 --> 01:42:30.805

And then Angela and Jim turning it back to you.

739

01:42:33.864 --> 01:42:39.895

Okay, if we're not gonna do Cammie's report, then I think that was her last agenda item. Is that correct? Angela.

740

01:42:40.920 --> 01:42:52.375

That's correct, well, I haven't seen anything from a public comment requests, so one last chance anyone else for public comment.

741

01:42:59.515 --> 01:43:13.585

Okay not seeing anybody speak up or type in the chat message. So we're gonna go ahead then and conclude and adjourn. Today's meeting. Thank you everybody for participating as you can imagine these are two significant projects.

742

01:43:13.585 --> 01:43:27.114

The project is our second largest in and spend if you go out to the dashboard right now. So, we're very keen to making it extremely successful in getting to the objectives that Elena needs to get to.

743

01:43:27.505 --> 01:43:39.534

So, with that, we'll see everybody next month. Stay healthy, stay safe. It's government says, wash your hands and take care everybody. Thank you. Thank you.

744

01:43:42.239 --> 01:43:42.925

Thank you.