

Technology Services Board Quarterly Meeting

September 10, 2019

9:00 a.m. - Noon



WA • Office of the

Chief Information Officer

Current TSB Members

Industry Members

Butch Leonardson – Leonardson Leadership Services

Paul Moulton – Costco

Legislative Members

Rep. Matt Boehnke – House R (via WebEx)

Rep. Zack Hudgins - House D

Sen. Patty Kuderer – Senate D

Executive Branch (Agency Directors)

Jim Weaver – State CIO & Chair

David Danner – UTC (via WebEx)

Tracy Guerin – DRS

Vikki Smith – DOR

Other Government

Jeff Paulsen – Labor Rep

Members present

Members absent

9/10/2019

Project Roundtable

9/10/2019

4

Washington Paid Family & Medical Leave



Technology Services Board Portfolio & Policy Subcommittee Meeting September 10, 2019

Suzi LeVine, Commissioner
Employment Security Department

Carla Reyes, Paid Family and Medical Leave Director

Lisa Kissler, Paid Family and Medical Leave Technology
Manager

9/10/2019



Presentation overview

Introductions

Program Summary

Key Lessons

QA Update

Questions

Program overview



Distinct features

- ▶ Bipartisan approval
- ▶ Business and labor helped negotiate
- ▶ Fully funded: \$82 million general fund loan
- ▶ First to be built from scratch!

Broad definition of family

- ✓ Child
- ✓ Grandchild
- ✓ Spouse/domestic partner
- ✓ Sibling
- ✓ Grandparent
- ✓ Parent

Eligibility

- ✓ Experience a qualifying event
- ✓ Work 820 hours in Washington

Types of leave

Medical leave



Medical/self

Family leave



Family care



Military family leave

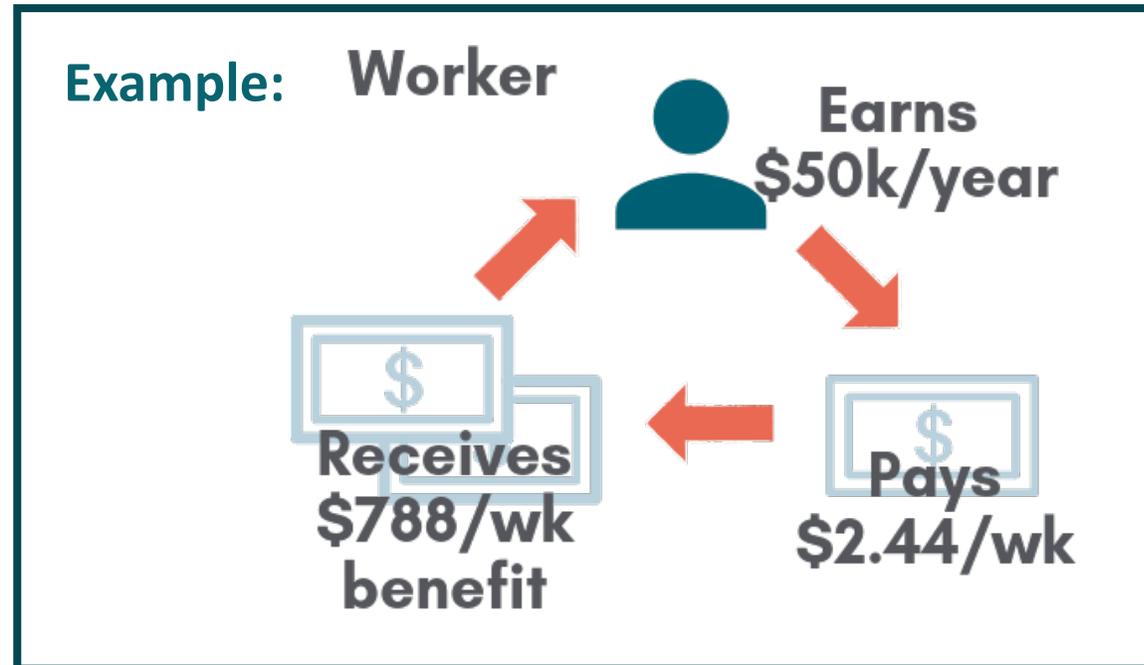
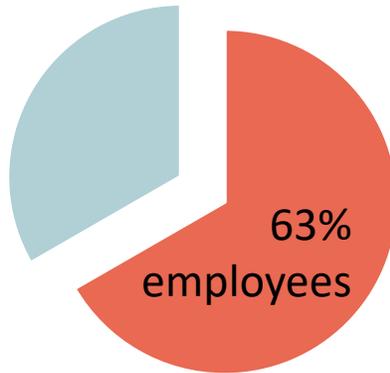


Parental leave

How it works: employees

Cost

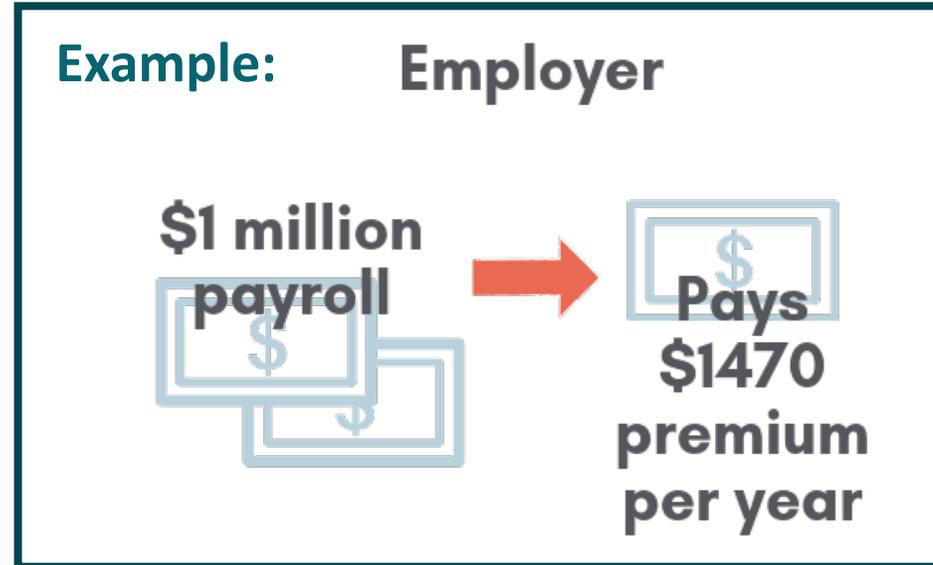
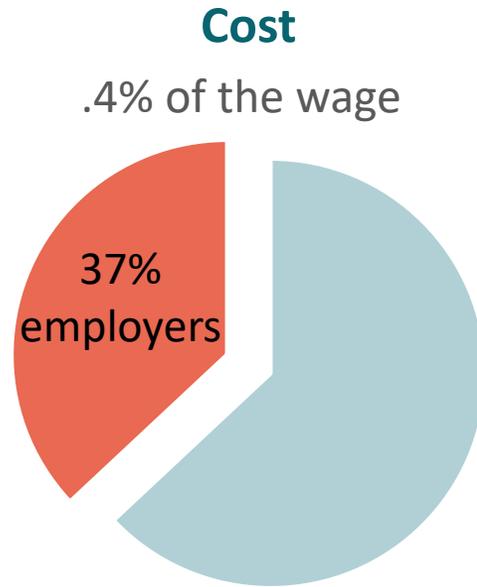
.4% of the wage



Benefit to workers

- **High wage replacement:** Up to 90%
- **Portable benefit:** Eligibility from all employers
- **Generous weeks of leave:** Up to 12 - 18 weeks

How it works: employers



Program features

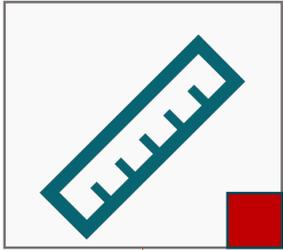
- Small business grants
- Small business premium exemption
- Voluntary plans

Value proposition

- Employee retention
- Reduce costs of turnover
- Affordable

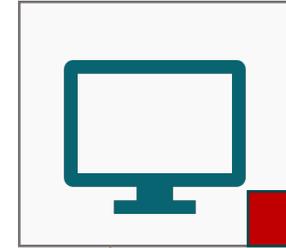


Project status



Production Support

- ✓ Incident and problem triage / management
- ✓ System Monitoring
- ✓ Request Management
- ✓ Release Management



Product Development

- ✓ Product Management
- ✓ Technology development for all customer systems (employer, employee, internal operations)
- ✓ Test team, telemetry



Program Operations

- ✓ Customer Care Team
- ✓ Financial accounting & Treasury
- ✓ Promulgate WACs and program policies to implement the law
- ✓ Training, auditing, compliance
- ✓ Business continuity



Outreach & Stakeholder Management

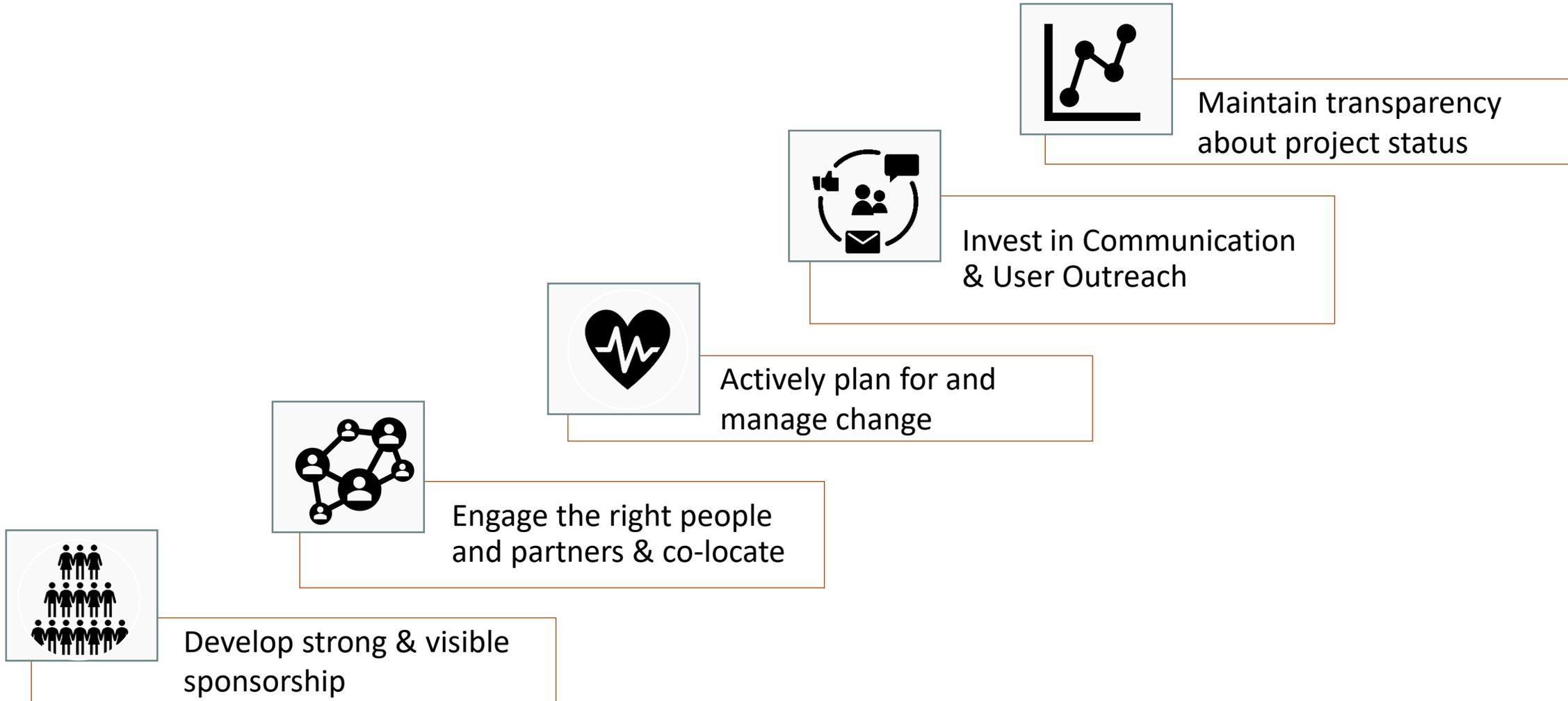
- ✓ Outreach statewide to employers, third party administrators, accountants, employees and health care providers
- ✓ External communications, media campaigns, program awareness
- ✓ Supporting toolkits, web resources

Our focus today: Key lessons (to date)

5

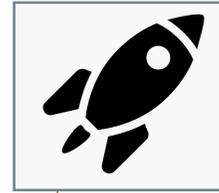
- Things that worked or are working really well
- Things that could have gone better
- Things we're now doing differently

5 things that worked or are working really well



9/10/2015 **Loan from general fund to start up the project**

4 things that could have gone better



Launch and ~~Leave~~ Last
MVP → VIP



Spend the time to define the time



Anticipate emerging technology



Design / Build / Adjust concurrently
Rules • Development • Operations



What we're now doing differently

1. Leveraging a “Beta Launch” concept
2. Incorporating customer insights & personas
3. Actively managing change
4. Understanding the impacts to service delivery required from MVP approach
5. Setting and managing expectations

QA Lessons Learned – Things that worked well:

- Creative problem solving for a complex project
- Co-location
- Synergy of project team
- Project sponsor/ownership

QA Lessons Learned – Things that could improve:

- Project technology blockers / end-to-end testing & bugs
- Clearly defined project schedule
- Accurate assessment of repeatable velocity
- Accurate definitions of Minimal Viable Product (MVP)
- Managing expectations of project partners: OCIO/QA/Agency

PCG Quality Assurance – past 6 months

	March 2019	April 2019	May 2019	June 2019	July 2019	Aug 2019	08/10/2019
Integration Management	↑	↔	↔	↔	↔	↓	QA05
Scope Management	↔	↓	↔	↑	↔	↔	QA04, QA25
Schedule Management	↔	↔	↔	↓	↔	↑	QA28
Cost Management	↔	↔	↔	↔	↔	↔	QA24
Quality Management	↑	↓	↔	↔	↔	↑	QA38
Human Resource Management	↔	↑	↔	↔	↔	↓	QA18, QA30, QA37
Communications Management	↔	↔	↔	↔	↔	↔	QA40
Risk Management	↑	↓	↔	↔	↔	↔	QA39
Procurement Management	↔	↓	↔	↔	↔	↔	QA26
Stakeholder Management	↑	↔	↔	↔	↔	↔	QA23, QA29, QA34
Technical Management	↔	↔	↔	↔	↔	↔	QA20, QA22, QA27, QA33

Questions?

Carla Reyes

Director, Paid Family & Medical Leave

Washington State Employment Security
Department

(360) 485-2349

CReyes@ESD.WA.GOV



Visit us online at
www.paidleave.wa.gov



Join our listserv at
bit.ly/PaidLeaveList



Ask questions and make
comments on our public forum
at bit.ly/CommentForum

Elections Modernization Project

Scope

- A centralized elections & voter registration management system (EMS/VR)
- Public site (formerly known as MyVote) providing personalized election information
- Initiative Filing & Petition Signature Check
- Election Night Results Reporting
- GIS Integration with WAMAS
- Optional: County Redundant Sites of EMS/VR

Status

- June 2019 Go-Live of VoteWA product for voter registration, elections management and public-facing sites
- Primary election in August 2019 executed successfully by 39 counties & OSOS
- First election on VoteWA certified on schedule
- Currently planning scope, enhancements, and issues for next releases – October through February
- On track for November general election

Lessons Learned: What went well

- Strong product owner, business owner, and executive sponsor – trained in Agile methodologies
 - Vendor also possessed mature Agile processes and tools
- Organizational Change Management was critical to success
 - Communication
 - Weekly update calls kept stakeholders informed; also weekly newsletter
 - Training
 - Readiness efforts
- Detailed program budgeting up front made funding gates more navigable
- Project Owner/Sponsors were engaged at every level
- Engaging super users and testers at the county level in each of the development cycles not only exposed users to the application early it also gave them buy in and ownership
 - This also gave us the opportunity to use super users involved in the above testing as trainers to train the rest of the staff at the county level
- Executive Steering Committee was well composed and engaged for the entire duration / representative body
 - Just the right size to be effective
 - Hard to structure a team that is immune to political pressure

Lessons Learned: What could have gone better?

- Business Requirements were firm and represented the buy-in of all counties – leading to little or no scope creep
 - However, constant communication of scope was required with the counties to remind them what was in MVP
- PMO was well-resourced – Expert PM + 2 Assistants
 - However, IT and operational support was underestimated for what was required for a statewide solution. State and county staff worked long hours and weekends to meet project timelines.
- The data conversion lasted two days longer than expected. Some counties uploaded the wrong files to the ftp site, or their file stopped transmitting, requiring them to re-upload.
- At least one training facility was not the best location for training. The hotel Wi-Fi was problematic with 30 trainees working live in the system
- Interfacing with county technical (IT) staff took time and deliberate outreach to engage & partner
 - County IT personnel often disconnected from Elections team and technologies
- Ongoing failures with DOL interfaces continue to plague project team
 - Would have benefitted from daily auditing process
- More documentation and detailed communications.
 - Example – User story did not pass acceptance criteria – specifically identify the sprint cycle that will address the resolution and communicate to testing team so they know what to expect.
- Project owner resources – staff to manage, track, and organize user concerns.
 - Categorize bugs and questions as they are submitted so that we can quickly address all issues identified for a specific area or functionality of the application.
 - Waiting makes this task super time intensive.
 - Implement ServiceNow *problems* feature so that when you resolve the issue all tickets can be closed.

Plans for Phase Next

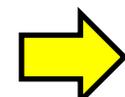
Currently generating responses to outstanding QA recommendations:

- #10: scope for phase next
- #11: schedule for phase next
- #12: performance improvement plan with metrics
- #13: budget for phase next
- #14: governance for transition to operations period
- #15: maintenance and invoice payment procedure for OSOS & counties to BPro
- #16: budget for maintenance and operations phase

Task Name	Start	Finish	Sept	Oct	Nov	Dec	Jan	Feb
Release 1.1 / Need for General	Fri 9/6/19	Mon 10/14/19	Release 1.1					
RELEASE 1.1		Tue 10/15/19						
Release - 1.2 Voter Reg	Fri 10/11/19	Mon 11/25/19		Release 1.2				
ELECTION DAY	Tue 11/5/19	Tue 11/5/19						
RELEASE 1.2		Tue 11/26/19						
Release 1.3 Elections Management	Fri 11/22/19	Fri 1/10/20			Release 1.3			
CHRISTMAS HOLIDAY	Mon 12/23/19	Thu 1/2/20						
RELEASE 1.3		Mon 1/13/20						
Release 1.4 Candidate Filing	Mon 1/6/20	Tue 2/11/20					Release 1.4	
RELEASE 1.4		Wed 2/12/20						

Elections Modernization Project

 OCIO IT Dashboard – OCIO - Yellow (9/5/2019)

 Quality Assurance Overall Project Health Assessment
– Moderate Risk (9/5/19)

I.T.'s Transparent : Project Dashboard

Building Trust in Washington State's Information Technology Investments

[Back to Projects](#)

Agency: Secretary of State, Office of the

Name: Modernize Elections System

Scope:  Schedule:  Budget:  OCIO Eval: 

Quality Assurance

SUMMARY OF MONTHLY QUALITY ASSURANCE RISK ASSESSMENT

QA Assessment Area	Baseline 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	April 2019	May 2019	June 2019	July 2019
Overall Project Health and Environment	→	→	↑	↑	→	→	↑	→	→
Project Integration Management	→	→	→	↑	→	→	→	↓	↓
Scope Management	→	→	→	↑	↑	↑	→	→	↓
Time Management	↑	→	↑	↓	↓	↓	↓	→	↓
Cost Management	↑	→	↓	→	↓	↓	↑	→	→
Human Resources Management	↑	→	↑	→	→	→	↑	→	→
Quality Management	→	↑	→	↑	↑	→	→	→	→
Risk Management	→	→	↑	→	→	→	↑	→	→
Communications Management	→	→	↑	→	→	→	↓	↓	↓
Procurement Management	→	→	→	↑	↑	→	→	→	→
Stakeholder Management	→	→	↑	→	→	↓	↓	↓	↓



Break

Office of Privacy & Data Protection Update

9/10/2019

26

Principles of Data Stewardship

Adapted from **SB 5377 (2019)**

And

DATA PRIVACY, ETHICS AND PROTECTION

Guidance Note on Big Data, published by the United Nations Development Group



**Office of Privacy
& Data Protection**

Washington State

Duties of the Chief Privacy Officer ([RCW 43.105.369](#))

The primary duties of the office of privacy and data protection with respect to state agencies are:

- (a) To conduct an annual privacy review;
- (b) To conduct an annual privacy training for state agencies and employees;
- (c) **To articulate privacy principles and best practices;**
- (d) To coordinate data protection in cooperation with the agency; and
- (e) To participate with the office of the state chief information officer in the review of major state agency projects involving personally identifiable information.

SB5377 (2019) – data sales & governance

S-1870.3

SUBSTITUTE SENATE BILL 5377

State of Washington

66th Legislature

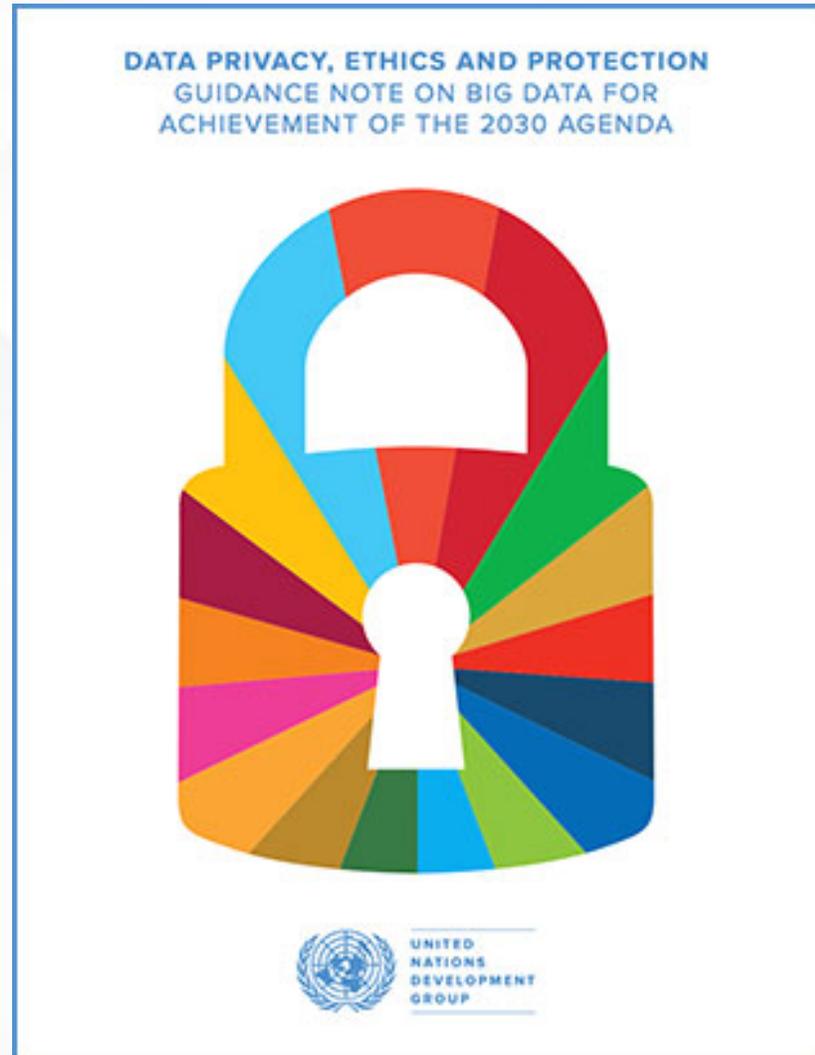
2019 Regular Session

By Senate Environment, Energy & Technology (originally sponsored by Senators Carlyle, Palumbo, Mullet, Hasegawa, Keiser, Pedersen, and Saldaña)

READ FIRST TIME 02/21/19.

AN ACT Relating to **data sales and governance**; amending RCW 43.105.020; adding new sections to chapter 43.105 RCW; creating new sections; and providing an expiration date.

UNDG guidance on Big Data



9/10/2019

30

Principles of Data Privacy



RETENTION AND MINIMIZATION

- Data access, analysis or other use should be kept to the minimum amount necessary to fulfill its purpose.
- Any retention of data should have a legitimate and fair basis, including beyond the purposes for which access to the data was originally granted, to ensure that no extra or just-in-case data set is stored. Any data retention should be also considered in light of the potential risks, harms and benefits. The data should be permanently deleted upon conclusion of the time period needed to fulfill its purpose, unless its extended retention is justified as mentioned in this Section above. Any deletion of data should be done in an appropriate

Principles of Data Privacy



DUE DILIGENCE FOR COLLABORATORS

- Third party collaborators engaging in data use should act in compliance with relevant laws, including privacy laws as well as the highest standards of confidentiality and moral and ethical conduct. Furthermore, third party collaborators' actions should adhere to the same principles as public agencies.
- It is recommended that a process of due diligence be conducted to evaluate the data practices of any potential third party collaborators.
- Legally binding agreements outlining parameters for data access and handling (e.g. data security, data formats, data transmission, fusion, analysis, validation, storage, retention, re-use, licensing, etc.) should be established to ensure reliable and secure access to data provided by third party collaborators.

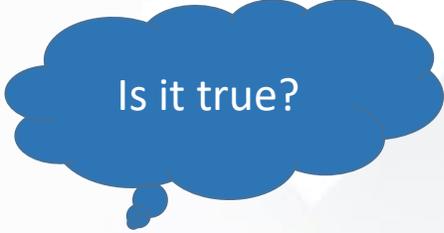
Principles of Data Privacy



SENSITIVE DATA AND CONTEXTS

- Stricter standards of data protection should be employed while obtaining, accessing, collecting, analyzing or otherwise using data on vulnerable populations and persons at risk, children and young people, or any other sensitive data.
- It is important to consider that context can turn non-sensitive data into sensitive data. The context in which the data is used (e.g. cultural, geographic, religious, the political circumstances, etc.) may influence the effect of the data analysis on an individual(s) or group(s) of individuals, even if the data is not explicitly personal or sensitive.

Principles of Data Privacy



Is it true?

QUALITY AND ACCURACY

- All data-related activities should be designed, carried out, reported and documented with an adequate level of quality and transparency. More specifically, to the extent reasonably possible, data should be validated for accuracy, relevancy, sufficiency, integrity, completeness, usability, validity and coherence, and be kept up to date.
- Data quality should be carefully considered in light of the risks that the use of low quality data for decision-making can create for an individual(s) and group(s) of individuals.
- Data quality must be assessed for biases to avoid any adverse effects, where practically possible, including giving rise to unlawful and arbitrary discrimination.

Principles of Data Privacy



OPEN, TRANSPARENT & ACCOUNTABLE

- Transparency is a critical element of accountability. Being transparent about data use (e.g. publishing data sets or publishing an organization's data use practices) is generally encouraged when the benefits of transparency are higher than the risks and possible harms.
- Except in cases where there is a legitimate reason not to do so, at minimum, the existence, nature, anticipated period of retention and purpose of data use as well as the algorithms used for processing data should be publicly disclosed and described in a clear and non-technical language suitable for a general audience.
- Open data is an important driver of innovation, transparency and accountability. Therefore, whenever possible, the data should be made open, unless the risks of making the data open outweigh the benefits or there are other legitimate bases not to do so. Disclosure of personal information, even if derived from public data, should be avoided or otherwise carefully assessed for potential risks and harms .

Principles of Data Privacy



DATA SECURITY

- Data security is crucial in ensuring data privacy and data protection. Taking into account available technology and cost of implementation, robust technical and organizational safeguards and procedures (including efficient monitoring of data access and data breach notification procedures) should be implemented to ensure proper data management throughout the data lifecycle and prevent any unauthorized use, disclosure or breach of personal data.
- Encrypt personal and sensitive data when transferred to or from any network-connected server. No de-identified data should knowingly and purposely be re-identified, unless there is a legitimate, lawful and fair basis. To minimize the possibility of re-identification, it is recommended that de-identified data not be analyzed or otherwise used by the same individuals who originally de-identified the data.
- Data access should be limited to authorized personnel, based on the “need-to-know” principle. Personnel should undergo regular and systematic data privacy and data security trainings. Prior to data use, vulnerabilities of the security system (including data storage, way of transfer, etc.) should be assessed.

Practical Data Stewardship

The public is the owner of government information for which it has paid. Governments are the stewards of that information.

Information Access Task Force, Olympia, 1995

Thank you

Will Saunders, Chief Privacy Officer (acting)

Will.Saunders@ocio.wa.gov

<https://privacy.wa.gov> | <https://data.wa.gov>



**Office of Privacy
& Data Protection**

Washington State

Board Structure

Current State

TSB

- Formed in 2013 with dual roles – technology strategy and project oversight
- Meets quarterly (4 meetings per year)
- Focus on strategic consultation around technology, portfolio management and supporting programs

Policy/Portfolio Subcommittee

- “Roll up your sleeves” work with 3 – 5 members
- Project updates and initial screening of Policy and Standards
- Meets in months between full TSB meetings (8 meetings per year)

Security Subcommittee

- Conceptually formed to advise on security strategy, policy, and briefings on current threat environment
- Not active at present

The Challenges

Quorums at full
TSB

Confusion on
purpose of
meetings leads to
varied attendance

Security role
unaddressed

Meeting schedule
– different days,
different
durations, conflicts

Meeting
preparation
inconsistent

Potential Solutions

Keep Alternating Full Board/Subcommittee Structure

- Designated membership on subcommittees
- Revitalize the Security Subcommittee
- Review charters
- Formalize report outs
- Look at meeting schedules, including rotation of meetings

Only Full Board Meetings

- Member planning issues are addressed
- Look at reducing duration to 2 hours if held monthly
- Meeting would address both strategy topics and project and policy
 - Dives might not be as deep on either topic
 - Quorum issues would need to be addressed
 - Schedule executive sessions as needed for security

Other?

Public Comment
