

**State of Oregon– HRIS Project Enterprise Readiness Assessment Consulting Services****Memorandum**

**To:** Joyce Martinez  
HRIS Business Case Project Manager

**From:** Robin Milne  
Dye Management Group, Inc.

**Date:** September 30, 2013

**Subject:** Enterprise Readiness Assessment Consulting Services Kick Off Presentation

DMG is submitting the kick off presentation for the Enterprise Readiness Assessment Consulting Services.

Please review and provide any additional comments or provide approval notification to DMG by October 4, 2013.

# HRIS BUSINESS CASE PROJECT BPR AND BUSINESS CASE KICK OFF

September 23, 12013

# Business case update

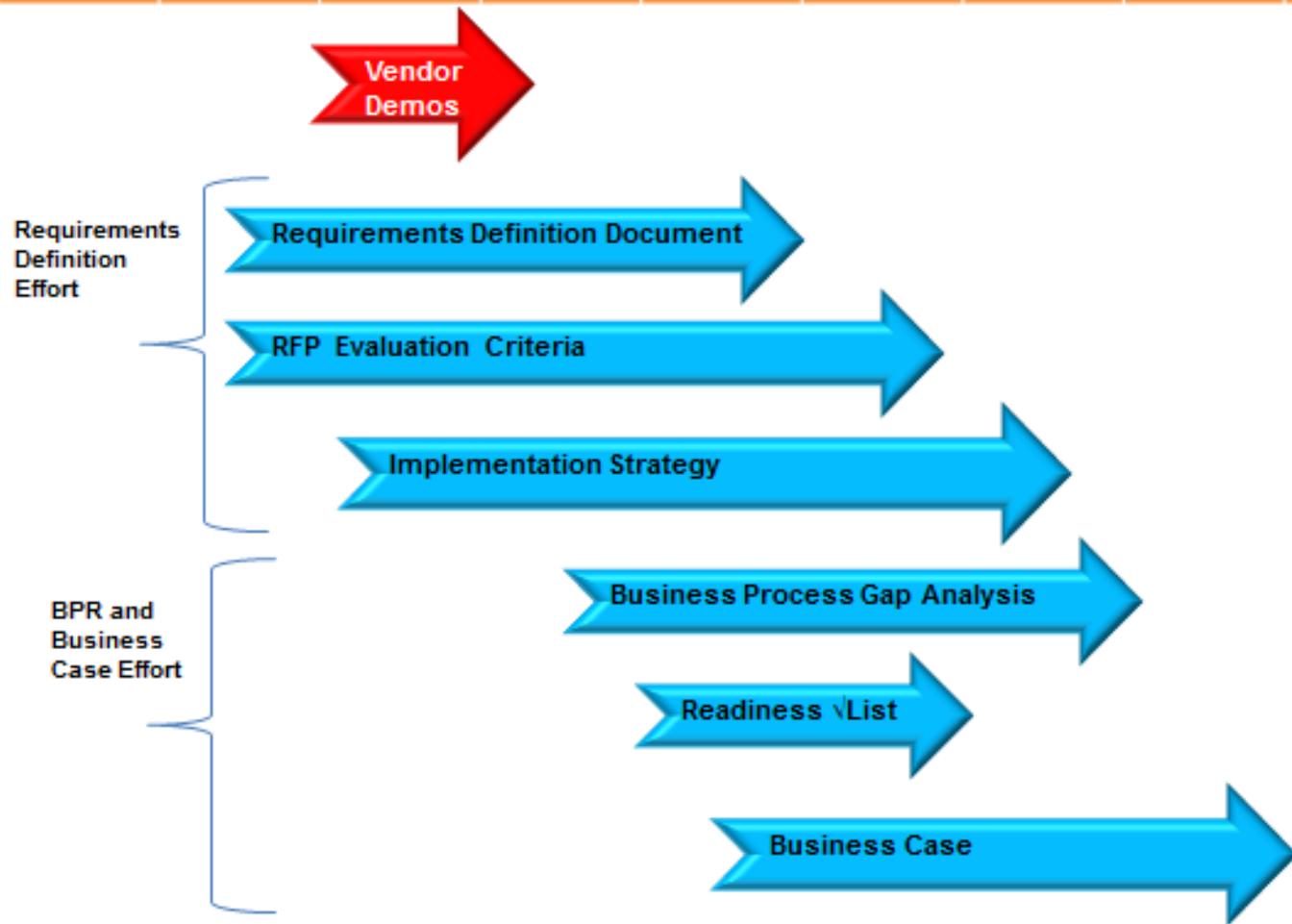
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- Alternative review
  - Cost of what you have today (baseline)
  - Implement COTS solution on state hardware / state operated
  - Implement COTS solution on state hardware / vendor operated
  - Implement COTS solution on vendor hardware / vendor operated
  - Implement COTS through a software as a service / cloud model

# Schedule

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|           |           |          |           |          |          |          |          |          |            |
|-----------|-----------|----------|-----------|----------|----------|----------|----------|----------|------------|
| June 2013 | July 2013 | Aug 2013 | Sept 2013 | Oct 2013 | Nov 2013 | Dec 2013 | Jan 2014 | Feb 2014 | March 2014 |
|-----------|-----------|----------|-----------|----------|----------|----------|----------|----------|------------|



# Approach

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Manage Project

**Document As-Is  
Business  
Process and  
Organizational  
Model**

**Conduct Gap  
Analysis**

**Develop To-Be  
Business  
Process and  
Organizational  
Model**

Develop  
Implementation  
Plan and  
Updated  
Business Case

Manage Organization Change

# Goals of the Process Improvement Effort (As-Is, Gap, To-Be)

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- Standardization of the processes where available
- Understanding of where standardization cannot be applied-where, why and the impact
- Inputs and outputs to the process
- Understanding of tools, spreadsheets, systems used to support the process
- Identification of the policy, procedures or statutes
- Integration points – now and in the future
- Validation of the requirements

# Lean techniques will drive process improvement effort

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- Answer these questions:
  - ▣ What are the results we are trying to achieve?
  - ▣ How will we measure that we achieve the desired results?
  - ▣ What strategies will be used to get there?
  - ▣ What needs to be different? Where are the pain points and inefficiencies?
  - ▣ Did the strategies work? (implementation measure)

# Five Principals of Lean

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- Value – what value does the activity provide
- Value Stream – process
- Flow – Look for delays
- Pull – Look for waste / non value added steps
  - waiting, overproduction, rework, motion, processing, inventory, intellect, transportation
- Perfection – seek to improve the process

**Improvement Effort:** (name of the effort)

**Sponsor/Sponsor Coalition:** (supervisors/managers/executives sponsoring this effort)

**Person(s) working on this:** (person or team working on this improvement)

**Date started:** \_\_\_\_\_

**Current date** \_\_\_\_\_

**Primary customer:** ( who is the main end-use customer of the product/service from this process?)

|   |   |   |
|---|---|---|
| <b>1 Reason for Improvement</b>   | <b>4 Gap Analysis</b>   | <b>7 Complete Implementation</b>  |
| Succinct statement of what you want to improve, and why<br><i>(with background about the issue or opportunity)</i>                                      | Analysis of why there is a difference (gap) between boxes 2 (Initial State) and 3 (Target State)<br><i>(Use flowcharts, root cause analysis charts, etc. to display visually)</i> | What is left to do to implement the Solution(s), after learning from your Rapid Experiments?  |
| <b>2 Initial State</b>  | <b>5 Possible Solution(s)</b>   | <b>8 Evaluate Implementation</b>  |
| What does the initial state look like (including measurement of the current situation)<br><i>(Use graphs, charts, picture etc. to display visually)</i> | Ways for closing that gap<br><i>(including an action plan for implementation and assignment of responsibility and accountability)</i>   | Current status of Implementation. And measuring and evaluating the results of what you implemented: did you close the gap (Initial State vs. Target State)? |
| <b>3 Target State</b>   | <b>6 Rapid Experiments / Pilots</b>   | <b>9 Insight and Next Steps</b>   |
| Where do you want / need to be, including a clear, measurable target<br><i>(Use graphs, charts, picture etc. to display visually)</i>                   | Small-scale testing of Possible Solutions (if applicable) to close the gap  | Lessons learned and future opportunities  |

# Reason for Improvement

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- Need to add your reasons for doing this and get buy in from the team

## **1 Reason for Improvement**

Performance evaluations are not completed on time with complete information.

# Initial State

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- How do we measure the current effectiveness?

## **2 Initial State**

Diagram and describe how performance evaluations are completed and what tools are available to employees, supervisors and managers to monitor the process.

# Target or Future State

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- Where do we want/need to be including clear measurable target

## **3 Target State**

Diagram and document the performance evaluation process. Include using alerts / workflow to manage completion, records specific dates / actions, and provides a history of performance to managers.

# Gap Analysis

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- Analysis of why there is a difference between Initial and Target Future State

## **4 Gap Analysis**

- Paper based process-need workflow for notification and escalation
- Manager and employee certification that they agree is not available
- Etc.*

# Possible Solutions

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- Help to define recommended implementation plan

## **5 Possible Solution(s)**

-Using system features to support the process (Are they in the requirements?)

-Documents changes needed in policy (i.e., electronic signature)

-Look for links between processes (Disciplinary action for non-compliance with performance management rules)

# Rapid Experiment Pilots

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- How do we test the target future state?

## **6 Rapid Experiments / Pilots**

-Do we want the vendor to demonstrate the feature?

-Should this drive the implementation plan? (i.e. pilot the process in DAS or agency first)

# Steps to Implement

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- Document the steps to implement

## **7 Complete Implementation**

-What needs to be done to prepare for implementation? (Prior to-think readiness)

- Policy and / or statute changes

- Change impact / Communication

# Evaluate the Implementation

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- Determine how to evaluation the implementation

## **8 Evaluate Implementation**

-Define the measures to use for the implementation

-Measures for DAS and the agencies

-Data needed to measure the success (are they in the process?)

# Insight and Next Steps

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- Review lessons learned and define future growth

## **9 Insight and Next Steps**

-Look for future opportunities that may be out of scope and document these for consideration

-Document lessons learned from this exercise that we can reapply

# Schedule

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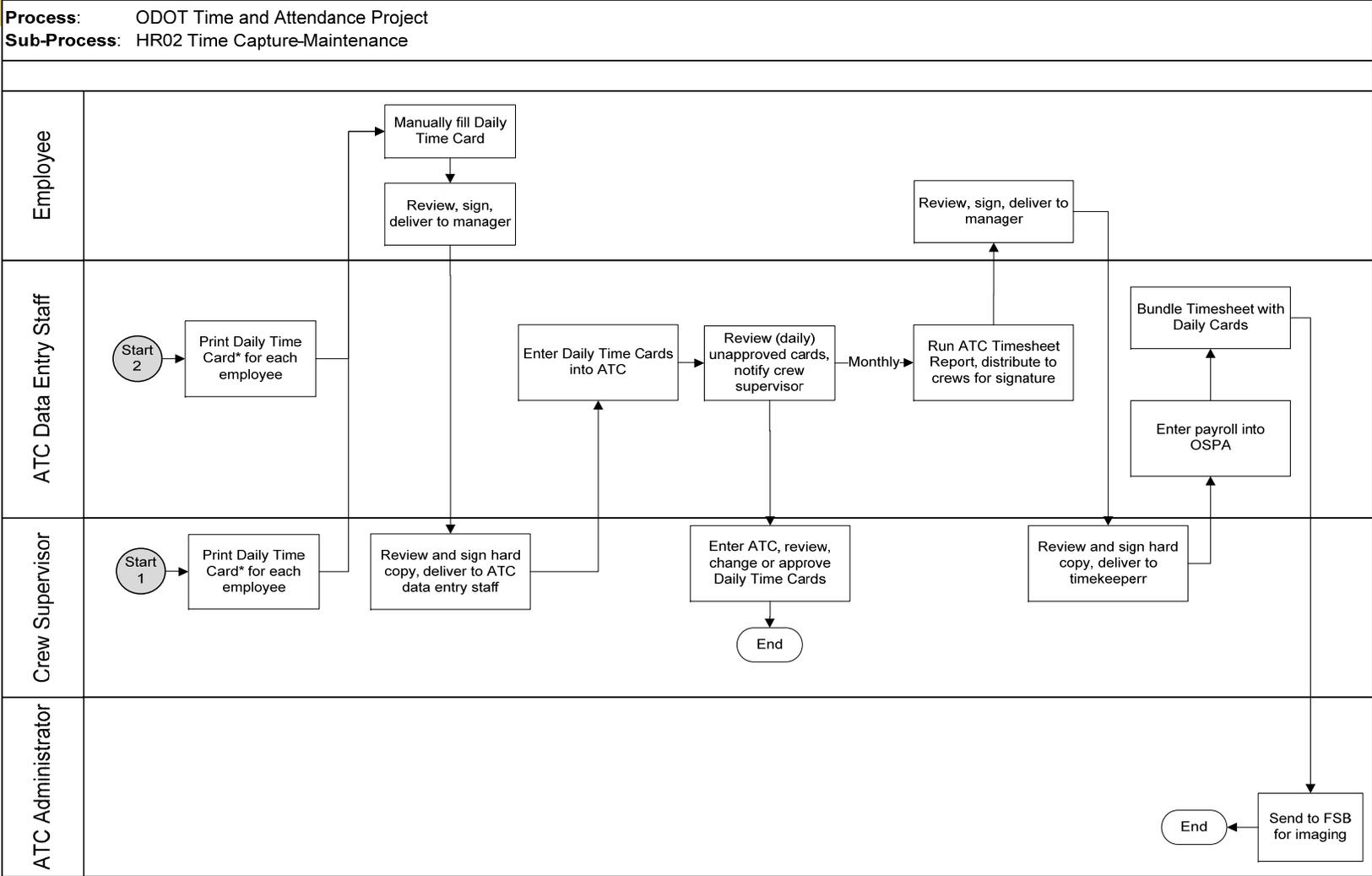
| Number | Functional Area                         | Sample Processes                                | Session Dates                                 | Location                               |
|--------|---|---|---|--|
| One    | Employee Processing                     | New hire<br>Licenses, Certifications,<br>Skills | September 30th<br>1:00 pm to 3:30 pm          | DAS Conference<br>Room A               |
| Two    | Position data and position<br>budgeting | Position Funding<br>Position Management         | October 3 <sup>rd</sup><br>1:00 pm to 3:30 pm | DAS Conference<br>Room A               |
| Three  | Personnel administration                | Transfer, Extension,<br>Separation              | October 7th<br>1:00 pm to 3:30 pm             | DAS 1 <sup>st</sup> Floor<br>SFMS Room |
| Four   | Classification and<br>Compensation      | Reclassification<br>Salary Adjustments          | October 8 <sup>th</sup><br>1:00 pm to 3:30 pm | DAS 1 <sup>st</sup> Floor<br>SFMS Room |
| Five   | Labor Relations                         | Negotiations<br>Adjustments                     | October 9th<br>1:00 pm to 3:30 pm             | DAS Conference<br>Room A               |

# Schedule

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| Number | Functional Area             | Sample Processes                                  | Session Dates                       | Location                 |
|--------|-----------------------------|---|-------------------------------------|--------------------------|
| Six    | Performance Management      | Annual evaluations<br>Disciplinary actions        | October 10th<br>9:00 am to 11:30 am | DAS<br>Conference Room B |
| Seven  | Self-Service                | Employee Self Service<br>Manager Self Service     | October 14th<br>1:00 pm to 3:30 pm  | DAS<br>Conference Room B |
| Eight  | Health and Safety           | Drug testing<br>Worker Compensation               | October 16th<br>1:00 pm to 3:30 pm  | DAS<br>Conference Room B |
| Nine   | Leave Management            | FMLA/OFLA<br>Leave Tracking                       | October 17th<br>9:00 am to 11:30 am | DAS<br>Conference Room B |
| Ten    | Reporting and Data Modeling | Public Information Requests<br>“What-if” Analysis | October 22nd<br>1:00 pm to 3:30 pm  | DAS<br>Conference Room B |
| Eleven | Open / Wrap up              |   | October 23rd                        | DAS<br>Conference        |

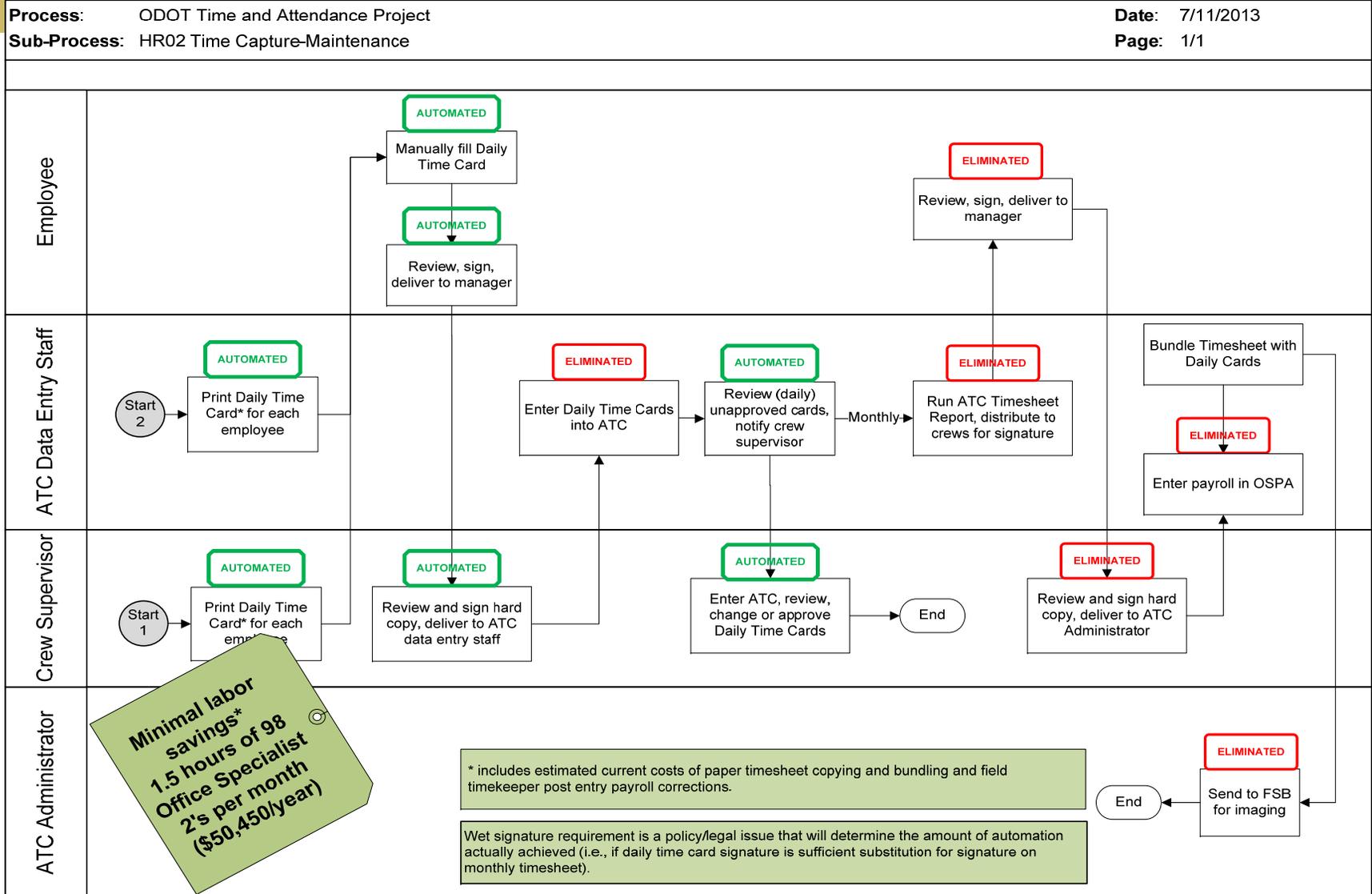
# Current state sample



\* ODOT Daily Time Card is produced by running the Day Card report in ATC to generate each Form 734-3925. The ATC Timesheet Report is run monthly to produce each employee's Payroll Timesheet in the standard DAS format.

# Sample future state

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# Wrap up

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**Open Discussion**