

LABOR SYSTEM REPLACEMENT PROJECT
STATUS REPORT

December 19, 2019

LABOR SYSTEM REPLACEMENT PROJECT

Status Report for the Washington State Legislature

Introduction

The Washington State Department of Transportation (WSDOT) presents this status report on the Labor System Replacement (LSR) project as required by ESHB 1160, Section 210(1). The LSR project started in July 2017 to implement a new time and attendance system for WSDOT employees. WSDOT's legacy labor systems built in the early 1980s using COBOL programming language operating on a mainframe platform will be replaced with DOTtime, an agency configurable web-based software solution hosted by Workforce.

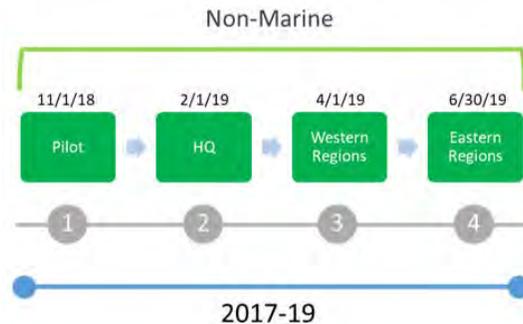
Background of Labor System Replacement Project

In 2017-19, WSDOT received funding to begin the implementation of DOTtime, a new time and attendance solution. The implementation of DOTtime is intended to achieve a variety of goals including addressing the following:

- 2007 finding from the State Auditor's Office (SAO). SAO recommended implementation of a new labor system that would improve internal controls related to the time entry process.
- Concerns around compliance with Family and Medical Leave Act (FMLA) leave accruals and liquidations.
- Inconsistencies and resource intensive nature of the labor audit process for Washington State Ferries (WSF).
- Incomplete and inaccurate timekeeping data.
- Lack of internal controls in timekeeping processes.

In addition, the successful implementation of DOTtime will allow WSDOT to reduce the department's dependency on the mainframe platform and take another step towards modernizing WSDOT's application technology.

WSDOT takes great pride of the fact that we implemented the full scope of the first phase of DOTtime during 2017-19 on schedule and under budget.



- DOTtime was successfully implemented for almost 5,000 WSDOT employees across the state, representing all non-marine employees as well as Human Resource and Information Technology employees working in the WSF Division.

- DOTtime has also been deployed to employees of the Freight Mobility Strategic Investment Board (FMSIB) and the Washington State Transportation Commission (WSTC), two organizations for which WSDOT processes payroll.

Deployment Group	Scheduled Deployment Date	Actual Deployment Date	Number of Employees
Group 1 – Pilot	11/1/18	11/1/18	200
Group 2 – HQ and Maintenance Pilot	2/1/19	2/1/19	1,000
Group 3 – Western Regions and FMSIB	4/1/19	4/1/19	2,400
Group 4 – Eastern Regions, WSTC, and WSF HR and IT	7/1/19	7/1/19	1,350

- The 2017-19 budget for the LSR project was \$9.588 million, with actual expenditures totaling \$8.620 million.

2019-21 Original Project Budget, Scope and Schedule

In 2017-19, WSDOT requested funding of \$11.717 million to finish implementing DOTtime to the remaining WSDOT employees in the WSF Division.

Project Budget

In planning for 2019-21 biennium, the decision package (Attachment A) incorporated specific cost increases from the software vendor and WaTech, as well as lessons learned during 2017-19 to ensure critical roles are adequately staffed for the WSF implementation of DOTtime, and enough time is allowed for the interaction required between project team members and WSF staff. To adopt these best practices, the project has bolstered key roles, such as WSF key subject matter experts and trainers, project management, business analysis, external project quality assurance, dedicated test engineering resources, and organizational change management.

The decision package also included costs for the maintenance, operations on ongoing costs to support DOTtime beginning in FY 2021 after the final deployment group.

The project budget request assumed the following scope and schedule.

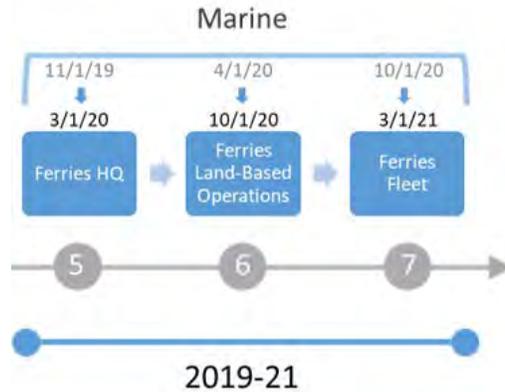
Project Scope

The original 2019-21 plan included configuration, testing, training, cutover and support for three deployment groups: Ferries HQ, Ferries Land-Based Operations, and Ferries Fleet. This would result in all WSDOT employees using DOTtime and the ability to reduce WSDOT’s dependency on the mainframe system.

Project Schedule

The baseline 2019-21 schedule was developed based on lessons learned from the non-marine deployments of DOTtime in 2017-19 and based on recommendations from External Quality Assurance.

Based on these lessons learned, we modified the deployment dates from the estimated dates included in the original 2017-19 decision package. For example, the Ferries HQ deployment was originally estimated at 11/1/19, but was included in the baseline project schedule for 3/1/20.



The baseline 2019-21 schedule had the Deployment Group 7: Ferries Fleet deploying in March 2021, allowing a few months of post-live support and project wrap-up.

2019-21 Revised Project Budget, Scope and Schedule and Budget

ESHB 1160 Section 201(1) appropriated \$8.114 million for the LSR project during 2019-21, which represents a reduction of \$3.603 million compared to the amount the department identified as required.

In response to the difference between the funding requested and the funding received, the LSR Project Sponsors requested the project team explore options including 1) maintaining full scope with the reduced budget, 2) revising the scope and schedule, and 3) cancelling the project.

Given the complexity of the marine deployments, which includes nearly six times the number of collective bargaining agreements as in the non-marine deployments completed last biennium, the project team recommended, and the LSR Steering Committee approved, a revised scope and schedule to ensure the continued success of the project. The option to maintain full scope presented too much risk and increased the likelihood the project would be unsuccessful. Similarly, the option to cancel the project meant the loss of previous work and loss of skilled project team members (both WSDOT employees and contracted consultants).

Revised Project Budget

The revised LSR project budget is \$8.114 million in budgeted (appropriated) resources and \$1.279 million in full-time dedicated in-kind resources, for a total of \$9.393 million.

Expense Category	Budgeted Resources (in thousands)	Full-Time In-Kind Resources (in thousands)	Total Project Resources (in thousands)
State Employee Staffing Costs	\$2,570	\$1,278.80	\$3,849
Contracted Professional Services	4,383	-	4,383
Software Licenses and Subscriptions	702	-	702
Other	460	-	460
Total	\$8,114	\$1,279	\$9,393

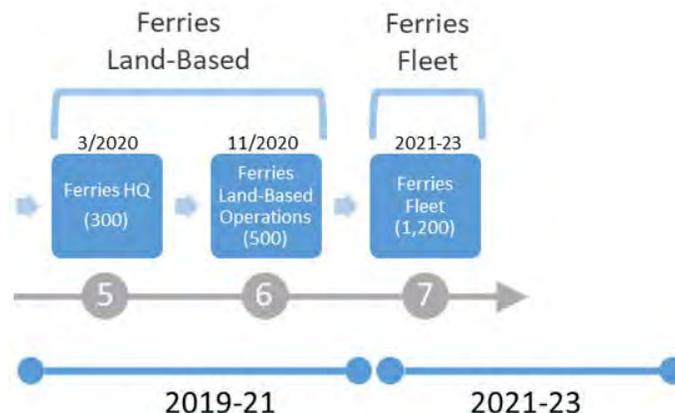
The \$1.279 million in dedicated full-time in-kind resources will be necessary to support the LSR project. These resources are generally for workstreams that require full-time leads (i.e. Configuration, Business Analysis, OCM and Labor Relations).

In-Kind Resource	2019-21 (in thousands)
Configuration Workstream Lead	\$308
Business Analysis Workstream Lead	297
Configuration Support	189
OCM Workstream Lead	225
Labor Relations Lead	260
Total	\$1,279

Additional part-time in-kind resources are also required (i.e. subject matter experts, trainers, change champions, other Workstream Leads, Project Sponsors, Project Director, etc.).

Revised Project Scope

Based on the approved budget of \$8.114 million, the project scope was reduced from three deployment groups to two deployment groups: Ferries HQ and Ferries Land-Based Operations. Deployment Group 7: Ferries Fleet has been deferred to 2021-23.



Revised Project Schedule

Based on the reduced project scope, the project schedule was revised slightly.



- The deployment date for Deployment Group (DG) 5: Ferries HQ is maintained as 3/1/20.
- The deployment date for Deployment Group (DG) 6: Ferries Land-Based Operations has been shifted one month from 10/1/20 to 11/1/20.

- The last six months of the biennium will be dedicated to planning for the Ferries Fleet deployments in 2021-23.
- The project team is also exploring the possibility of conducting a Workforce software upgrade during the last six months of the biennium.
- The LSR project team is also exploring whether Deployment Group 6: Ferries Land-Based Operations could be split into two, allowing Eagle Harbor employees to deploy during the summer of 2020 and Terminal employees to deploy in November 2020.

Actual and Projected Expenditures

Actual project expenditures through October 31, 2019 are \$1.198 million.

Expense Category	November 2019 - June 2020 (in thousands)
State Employee Staffing Costs	\$2,177
Contracted Professional Services	3,718
Software Licenses and Subscriptions	572
Other	449
Total	\$6,916

Based on the revised budget of \$8.114 million, the projected expenditures from November 2019 – June 2020 are \$6.916 million.

Summary

WSDOT has successfully deployed DOTtime to approximately 5,000 WSDOT employees and employees at FMSIB and WSTC.

In addition, the initial configuration has been completed for all WSF collective bargaining agreements, to include Ferries Fleet. For the next 18 months of the biennium, WSDOT will conduct configuration review sessions with business experts, perform testing and conduct training in support of the deployment of DOTtime to 800 employees in Ferries HQ and Ferries Land-Based Operations, as well as prepare for the deployment to 1,200 employees in Ferries Fleet during 2021-23.

Although the project scope has been reduced for 2019-21, there is still a significant need for the new time and attendance system. WSDOT is dedicated to the successful implementation of DOTtime to the most complicated groups of employees at WSDOT and the final resolution of the 2007 SAO audit finding.



2019-21 Biennium Budget Decision Package

Agency: 405 - Department of Transportaon
Decision Package Code-Title: C3 - Labor System Replacement
Budget Session: 2019-21 Regular
Budget Level: Maintenance Level
Contact Info: Amber Coulson
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Agency Recommendation Summary

In 2017-19, the department received budget authority to replace and implement a new me and a endance soluon f or all divisions, while configuring the system for Washington State Ferries (WSF). With the project on target for scope, schedule, and budget, all non-marine employees will be using the new system by end of the 2017-19 biennium. An appropriaon is r equested to complete the ongoing deployment of DOTme f or Washington State Ferries (WSF). The department requests resources to support configuraon, t esng , training, and cutover and support for three deployment groups: Ferries Headquarters, Terminal and Eagle Harbor, and Fleet. At the end of this project, all Washington State Department of Transportaon (W SDOT) employees will be using the new DOTme s ystem, which will allow WSDOT to decommission two mainframe legacy labor systems, the Labor Distribuon S ystem (LDS) and the Marine Labor System (MLS).

Program Recommendation Summary

C00 - Informaon T echnology

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Fiscal Summary

Dollars in Thousands

Operang Expenditur es	FY 2020	FY 2021	FY 2022	FY 2023
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Operang Expenditur es	FY 2020	FY 2021	FY 2022	FY 2023
Fund 108 - 1	\$6,348	\$5,369	\$915	\$943
Total Expenditures	\$6,348	\$5,369	\$915	\$943
Biennial Totals		\$11,717		\$1,858
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	14.3	13.5	2.0	2.0
Average Annual		13.9		2.0
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$1,070	\$1,016	\$169	\$174
Obj. B	\$321	\$307	\$65	\$67
Obj. C	\$4,302	\$3,373	\$0	\$0
Obj. E	\$447	\$492	\$673	\$694
Obj. G	\$208	\$173	\$0	\$0
Obj. J	\$0	\$8	\$8	\$8

Package Description

The resources requested in this decision package will complete the implementation of DOTtime – deploying the project to the Ferries division and paying for the vendor hosting and maintenance, the increased cost of WaTech support of the enterprise integration layer, and providing the internal resources required to maintain and operate the solution once the project is complete. The project approach is to implement the solutions through seven deployments, with the most complex employee groups being deployed last. This incremental approach minimizes risk of errors, while ensuring enough time for communication and training to geographically diverse employee groups. The department is on schedule to deploy the DOTtime solution to all non-marine employees by the end of fiscal year 2019. This request allows the department to complete the final three deployments for all Ferries division employees.

This project is included in the 2017-19 transportation budget (Chapter 313, Laws of 2017), Section 701, which provides for increased technology and budgetary oversight on information technology projects, with an Office of the Chief Information Officer (OCIO) approved IT Investment Plan and Technology Budget.

Scope, schedule, and budget for the 2017-19 biennium remains on target. In planning for the 2019-21 biennium, this request has incorporated specific cost increases and lessons learned during fiscal years 2018 and 2019 to ensure critical roles are adequately staffed for the Ferries division implementation of DOTtime, and enough time is allowed for the interaction required between project team members and Ferries staff. The department is adding six additional months to the previous timeline submitted in the original 2017-19 budget request to accommodate these lessons learned and best practices.

The primary drivers for the increased costs as compared to the plan prepared in fiscal year 2016 are:

- Additional agency resources and/or hours required to support the project.
- Vendor rate increases.
- WaTech rate increases.
- Increased travel budget for project staff to Seattle and other Ferries division locations.
- Increased Organizational Change Management (OCM) expertise for the more diverse Ferries staff environment.
- Additional configurator training for department staff.
- Additional time in the schedule due to the limited number of key subject-matter experts for the Ferries division who have the ability and knowledge to support the project while maintaining public-facing operations.

The key lessons learned and best practices are:

- Ferries management and staff have critical, public facing, operational duties and therefore cannot spend as much dedicated, uninterrupted time on project activities as compared to other areas of the department.
- Previous efforts "...hands-on approach to organizational change management increased staff buy-in and generated enthusiasm for the project." and, therefore, is essential for project success.
- Allowing critical project resources to be dedicated to the project by backfilling is critical to the project's success.
- Key agency subject-matter experts' involvement in iterative unit testing of the configuration as it occurs ensures that the solution meets the needs of the agency/division, and minimizes later rework.

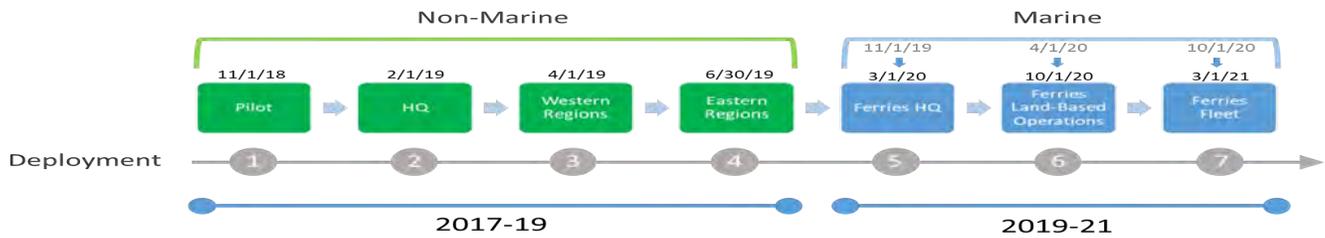
To adopt these best practices, the project has bolstered key roles, such as Ferries key subject-matter experts and trainers, project management, business analysis, external project quality assurance, dedicated test engineering resources, and OCM. In addition, the additional six months allows for the necessary time to:

- Interact with key Ferries staff where backfilling is not possible.
- Manage the more complex logistical requirements to engage, train, and support Ferries division employees.
- Provide additional testing and configuration time for the 11 complex collective bargaining agreements (CBA) at the Ferries division.

At the time of this request, the investment plan and technology budget are being updated and reviewed with the OCIO to depict the changes in this request. OCIO's approval of this investment plan is contingent on legislatively approved spending authority that aligns with the technology budget.

The previous and revised timeline is depicted below with the new deployment dates in the marine section that extend into March 2021.

Figure 1 - Deployment Approach.



The first implementation built a strong foundation for the agency by configuring three employee groups (1) Non-represented (Non-rep), (2) Washington Federation of State Employees (WFSE), and (3) Professional & Technical Employees Local 17 (PTE Local 17) representing 75 percent of the department’s employees. Now complete, the configuration can be deployed to each subsequent employee group, minimizing risk with each deployment by rolling out the solution to a controlled number of employees for the first appearance of each CBA. For example, the Inlandboatman’s Union of the Pacific (IBU) CBA configuration will be deployed to the 34 employees located at Ferries Headquarters prior to deploying to the 335 IBU employees located at Ferries’ terminals & Eagle Harbor.

Table 1 - Deployments by Employee Group

CBA Name	CBA Type	Deployed in 2017-19				Will be Deployed in 2019-21			Total
		Pilot	HQ	Western Regions (NW/SW/OLY)	Eastern Regions (SC/NC/ER)	Ferries HQ	Ferries Terminals/EH/WHse	Ferries Fleet	
Non-Represented/WMS/Exempt	N/A	61	805	373	161	124	4		1,528
WFSE	General Government	89	327	1,177	835	17	1		2,446
PTE Local 17	General Government	30	248	765	293	31			1,367
Carpenters	Marine						21		21
FASPAA	Marine					2	32		34
IBU	Marine					24	348	538	910
MEBA Licensed	Marine					3		257	260
MEBA Unlicensed	Marine							200	200
Metal Trades Unions	Marine						81		81
MM&P Masters	Marine					1		68	69
MM&P Mates	Marine					2		94	96
MM&P Watch Supervisors	Marine					8			8
OPEIU	Marine					49	4		53
SEIU	Marine						6		6
Port Engineers	Marine					3			3
		180	1,380	2,315	1,289	264	497	1,157	7,082

Note: Yellow highlights indicate the first time a CBA is configured and deployed.

Funding the continued implementation of DOTtime will transform time and attendance activities for WSF employees and will address these key issues:

- Findings and recommendations by the State Auditor’s Office (SAO). SAO recommended implementation of a new labor distribution system with functionality capable of processing all WSF employees. The new system should also address the control objectives outlined below:

- Improve internal controls surrounding the time entry process
 - Electronic time entry and approval
 - Eliminate duplication of efforts
 - Reduce payroll processing errors to reduce or eliminate CBA grievances
 - Improve accountability
 - Improve information reporting capabilities
 - Properly safeguard timesheets in an electronic environment
- Inconsistencies and labor-intensive nature of the WSF time audit process. Currently, auditing requires a manual comparison between paper timesheets and the current dispatch system. This is time consuming and error prone, and has been the source of grievances by employees negatively impacted by errors. Two part-time resources currently supplement this process every payroll period, which draws staff time from primary duties.
 - Incomplete and inaccurate timekeeping and payroll data by employee. This impedes timely data-driven decision making which affects daily operations and impairs the ability to effectively bargain labor issues and manage state resources.
 - WSF's labor system was built with heavily customized mainframe COBOL programming in the early 1980s. Due to the customized solution and limited access to COBOL developers, it is increasingly more difficult for WSDOT to update the existing labor system to enforce the provisions of WSF's 11 collective bargaining agreements effectively.
 - The high level of difficulty involved in modifying the current labor system to handle all the intricacies of the 11 CBAs has been the root cause of employee grievances and settlements. Implementing the DOTtime solution will minimize manual process in payroll to ensure compliance with CBA regulations.

What alternatives did you explore and why was this option chosen?

- Alternative one - Invest in WSDOT's current Marine Labor System (MLS).
The MLS was built in the early 1980s and built with antiquated COBOL programming language, operating on a mainframe platform. History has proven that modifying these programs to handle the complexities of the CBAs is very difficult and expensive. Making modifications to the labor system also involves modifications to other interfacing financial systems. WSDOT has a very limited number of COBOL programmers on staff and limited access to them. If they were dedicated to working on upgrading the current labor system, support for other WSDOT critical applications would suffer.
- Alternative two - Use the existing DOTtime time and attendance solution being implemented to all non-marine employees. The department will have implemented the DOTtime solution for non-marine employees. This approach would leverage that work to complete the rollout of DOTtime to all Ferries employees. This request supports alternative two.

Alternative 2 is the most appropriate alternative for the following reasons:

- WSDOT would have already implemented DOTtime for non-marine employees.
- The state of Washington already purchased DOTtime.
- The Department of Ecology has already implemented this solution configured for Ecology's needs.

- WSDOT has already completed design and configuration for most of the required Ferries functionality.
- DOTtime provides the ability to have real time access to scheduling and leave balances.
- The department will be able to retire its antiquated labor systems (LDS and MLS).
- DOTtime provides ease of configuration for changes to CBA rules allowing for reduced grievances and lawsuits.
- DOTtime is built on a modern, scalable technology, which allows for greater payroll detail than existing systems.

Assumptions and Calculations

Expansion or alteraon of a curr ent program or service:

This is a continuation of the WSDOT Labor Systems Replacement project started in the 2017-19 biennium. This request incorporates the key lessons learned and current best practices in addition to incorporating:

- Additional agency resources and/or hours required to support the project.
- WaTech rate increases.
- Other vendor rate increases.
- Increased travel budget for project staff to Seattle and other Ferries division locations.
- Increased OCM expertise for the more diverse Ferries staff environment.
- Additional configurator training for WSDOT staff.
- Additional time in the schedule due to the limited number of key subject matter experts for Ferries division that have the ability and knowledge to support the project while maintaining public facing operations.

Budget Category	2017-19 Biennial Request for non-marine employees*	2019-21 Estimates from 2017-19 Request*	Amount of This Request for 2019-21*
Duration	24 months	16 months	22 months
Comments	On schedule, within budget. Department had to shift other operational duties to accommodate additional staffing needs required by the project.	Prepared in fiscal year 2016, estimates based on information and rates known at that time.	Incorporates all lessons learned and best practices, including all external QA recommended actions.
Agency Support	\$1,364	\$1,080	\$2,676
Business Analysis	1,012	729	1,419
Data Warehouse	826	292	314
External Project QA	218	154	216
Hardware	20	0	0
OCM	1,242	745	1,333
Project Management	1,019	695	1,232
Solution Configuration	967	900	882
Solution Hosting	271	218	346
Solution Maintenance	120	137	168
Testing/QA	792	645	1,454
Training	30	0	25
Travel	138	90	382
WaTech (No Dedicated Test Env.)	0	0	488
WaTech (With Dedicated Test Env.)	569	248	0
WSDOT Development	1,001	439	652

Grand Total	\$9,589	\$6,371	\$11,587
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Detailed assumptions and calculations:

1. A Gantt (timeline) chart was developed using MS Project and broken out by month for the entire duration of the project.
2. The budget was built based on detailing each role, license, and service required with a specific rate for each.
3. Each role was costed out month-by-month for every month of the project, based on the timeline. This allowed for estimates specific to the month, activities, and other dependencies to be built in.
4. Once the detail was calculated, the totals, by fiscal year, were summarized and categorized for inclusion in this request.
5. Fifteen (15) agency FTE roles were added due to lessons learned to support the project covering specific roles in information technology, human resources, and financial services divisions. This includes funding to support/backfill agency subject-matter experts (including Ferries division). These roles are a combination of project and backfill positions.
6. Travel for project resources is critical, as project team members will be splitting time between Olympia, Seattle, and other Ferries locations to provide support, training, and conduct the appropriate meetings necessary to complete the project.
7. After project implementation, agency resources will shift to more proactive, analytical roles in support of other critical project delivery and business process support.
8. Any savings related to decommissioning the old MLS system are assumed negligible. This system is only one of dozens supported by a small number of IT staff.
 1. After project implementation, the staff that have historically supported MLS will shift to continue supporting the many other mainframe systems operated by the department.

Workforce Assumptions:

Project Implementation (2019-21 biennium):

Project Role	Positions by Classification	FTEs			Dollars		
		FY 2020	FY 2021	Biennial Average	FY 2020	FY 2021	Total
Payroll SME	Fiscal Analyst 5	1.00	0.83	0.92	\$99	\$84	\$183
Payroll SME 2	Fiscal Analyst 5	1.00	0.83	0.92	99	84	183
Project Support	Fiscal Analyst 2	0.05	0.04	0.05	4	4	8
Configurator 1	ITS 3	1.00	0.83	0.92	103	88	191
Configurator 2	ITS 3	1.00	0.83	0.92	103	88	191
ETL Analyst	ITS 5 ETL Analyst	1.00	0.83	0.92	125	106	231
BI Reporting Specialist	ITS 5 BI Reporting Specialist	1.00	0.83	0.92	125	106	231
HR SMEs	Human Resources Consultant 4	1.00	0.83	0.92	105	89	194
HR SMEs	Human Resources Consultant 4	1.00	0.83	0.92	105	89	194
Ferries SMEs	Management Analyst 3	0.90	0.75	0.83	61	47	108
Ferries Testers	Management Analyst 3	0.90	0.75	0.83	61	47	108
Ferries Trainers	Management Analyst 3	2.50	3.33	2.92	170	260	430
Ferries Training Logistics	Management Analyst 3	0.25	0.33	0.29	17	26	43

Ferries OCM Coordinator	Management Analyst 3	1.00	0.83	0.92	105	89	194
Ferries OCM Change Agents	Management Analyst 3	0.50	0.42	0.46	85	65	150
Ferries IT Support	ITS4	0.21	0.13	0.17	26	15	41
Grand Total		14.31	13.25	13.78	1,391	1,285	2,677

Ongoing Support (2021-23 biennium and beyond):

Project Role	Positions by Classification	FTEs				Dollars			
		FY 2021	FY 2022	FY 2023	Biennial Average	FY 2021	FY 2022	FY 2023	Total
Configurator 1	ITS 3	0.17	1.00	1.00	1.00	\$17	\$107	\$110	\$217
BI Reporting Specialist	ITS 5 BI Reporting Specialist	0.17	1.00	1.00	1.00	21	127	131	258
Grand Total		0.33	2.00	2.00	2.00	\$38	\$234	\$241	\$475

Strategic and Performance Outcomes

Strategic framework:

Although this request may not directly influence the specific measures identified under the Governor's goals, it definitely will have a positive impact on Goal 5: Efficient, effective & accountable government. The full implementation for DOTtime at WSDOT will support modernizing the department's aging financial systems, which will have a positive impact on:

- **Customer Satisfaction and Employee Engagement:** As part of the Financial System Readiness (FSR) project, WSDOT conducted over 50 employee interviews to assess organizational readiness. Across the board, employees are excited at the prospect of having modern systems to use in their daily work. It is expected this will have an impact on the department's ability to attract and retain talented employees.
- **Resource Stewardship:** This package will support the strategic replacement for several of WSDOT's labor systems, which will ensure proper stewardship of state and federal funds.
- **Transparency and Accountability:** This program will modernize the existing labor systems that WSDOT uses to apply all labor and leave rules from its 13 CBAs. It will support efforts to provide more transparent and timely information to stakeholders.

This program package also supports the investment framework for implementing practical solutions, as it relates to asset management. These labor systems are critical agency assets that are nearing the end of their useful life. Both existing systems are nearly 30 year old and the technical staff that support these systems, and key business subject-matter experts, are nearing retirement with no readily available talent pool to replace them.

In addition, Governor's Directive 16-01 *Providing Accountability for State Systems Responsible for Critical Functionality* directed agencies to develop an inventory of critical IT systems for accounting/financial administration and ensure an acceptable level of accountability for the health and performance of these systems. The existing labor systems, along with other systems, were included in WSDOT's inventory of critical systems reported to the OCIO.

Performance outcomes:

- Reduction in errors for employee pay. During fiscal year 2016, approximately 5,000 errors were corrected by payroll, an average of 210 per pay period.
- Reduction in the number of petty cash checks issued on payday. During fiscal year 2016, WSDOT issued over 400 petty cash checks.
- Reduction in grievances and payouts due to inconsistent application of CBA rules. In the last five years, WSDOT has been involved in 28 grievances or settlements affecting 120 employees. Reduction in time spent by the Human Resources and Labor Relations Offices responding and resolving grievances related to system limitations of supporting CBA rules.
- Ability to respond to requests for payroll information (legislative, union, audit, and public) in a more timely fashion and with greater accuracy and confidence in the data provided. Currently, limitations on the availability of data in the system restricts WSDOT's ability to bargain.
- Elimination of timesheets that must be manually entered into the system. Currently timekeepers and payroll staff key an average of 32,000 timesheets into WSDOT labor systems every pay period. There would be no physical timesheets, thereby eliminating double entry (completing the timesheet and keying into the system).
- Reduction in the number of overpayments. On average, payroll staff handle 20 overpayments to employees each pay period.
- Reduction of the 29 manual processes currently needed to comply with CBAs.
- Better use of timekeeper resources. Timekeeping is just one of many tasks performed by support staff. The time they currently spend keying timesheets for office staff will be available to work on other key activities and project deliverables for the office. WSDOT has 175 staff who spend two to four days a month on timekeeping activities for WSDOT's 640 organizations.
- Reduction in paper usage. Currently, approximately 5,000 pieces of paper are used each month to print required reports and over 63,000 pieces of paper are used to print timesheets.

Other Collateral Connections**Intergovernmental:**

- OFM – the solution will provide more accurate and timely reporting of labor information.
- WaTech – will support the enterprise integration layer between HRMS and DOTtime.
- SAO –will close outstanding recommendations from previous audits.

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

Agency Questions**What is the problem, opportunity, or priority you are addressing with the request?**

Please see package description above.

What is your proposed solution?

Please see package description above.

What are you purchasing and how does it solve the problem?

Please see package description above.

What alternatives did you explore and why was this option chosen?

Please see package description above.

IT Addendum**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

Yes

ML-C3-Labor System Replacement Project-IT_Addendum.docx